# Ontario Government Published Plans 2021-22 and Annual Reports 2020-21

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Ontario

# Ontario Government
# 2021-22 Published Plans
# and
# 2020-21 Annual Reports

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

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# Estimates Briefing Book 2021-22

## Ministry of Agriculture, Food and Rural Affairs

Ce document est disponible en français


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# Part I: 2021-22 Published Plan

Ministry of Agriculture, Food
and Rural Affairs


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# PART I: 2021-22 PUBLISHED PLAN

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## MINISTRY OVERVIEW

### Ministry's Vision

The vision for the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) is to strive to be a global leader unleashing the potential of Ontario's rural and agri-food systems.

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 Ontario's 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 an ongoing concern for the agri-food sector. The ministry is doing everything it can to keep Ontario's food supply system strong, which includes working closely with government partners and the agri-food industry. The Minister's Jobs and Recovery Council, which included a range of agri-food stakeholders, helped assess the impacts of COVID-19 and make recommendations on short and long-term needs and priorities as the industry recovers from the crisis.

OMAFRA took action in key areas. For example, we invested in greater meat inspection capacity to help ensure the continued inspection of food and meat products. The ministry also helped Ontario's Food Terminal remain open by investing in advanced sanitization measures. In response to COVID-19 processing disruptions, OMAFRA launched two federal-provincial AgriRecovery programs for the beef and pork sectors to support producers who could be affected. Ontario collaborated with Canada to expand coverage under Production Insurance for COVID-19 related production losses for 2020 and 2021 and extend Production Insurance enrollment deadlines.

In addition, the government permanently expanded the provincial Risk Management Program (RMP) from $100M to $150M annually, one year earlier than committed. To further address challenges in the sector as a result of COVID-19, OMAFRA extended enrollment and reporting deadlines for the RMP's Livestock and Grain and Oilseeds producers and reopened enrolment in July as a result of the enhanced $50M investment into the program.

Further, Ontario increased AgriStability interim payments from 50% to 75% for the 2020 program year and extended the 2020 enrollment deadline.

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## 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. Rural Ontario businesses are diverse, including wholesale and retail trade, health care, social assistance, educational institutions and manufacturing. The ministry offers a range of resources that support economic development, research, business risk management and other needs.

Economic Development

Ontario's agri-food sector is an important economic engine and contributes to our quality of life by providing good jobs and safe food to people in Ontario, Canada and the world.

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 Ontario's rural communities by advancing initiatives aimed at fostering economic growth.

OMAFRA also continues to promote vibrant rural economies by partnering in rural 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.

To encourage Ontarians to identify and buy locally grown food, the domestic marketing program - Foodland Ontario - helps to increase awareness, celebrate local food and encourage consumers to choose Ontario food first. The ministry supports Ontario producers to use the Foodland Ontario logo on Ontario fresh and processed food products.

*COVID-19 Response*

To help the sector during the COVID-19 outbreak, OMAFRA extended deadlines for two CAP 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 announced a new CAP program that will see an investment of up to $1 million to address labour challenges by better connecting workers with in-demand jobs in the agri-food sector. This program was 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 CAP, 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.

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 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 sector 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.

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 enables the growth and long-term sustainability of the agri-food sector.

The ministry continues to invest in agri-food research through its long-standing partnership with the University of Guelph through the Ontario Agri-Food Innovation Alliance (the Alliance). Each year, OMAFRA provides funding through the Alliance to support and help shape the future of the province's agri-food industry and rural communities.

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 results have been seen in many innovative projects, such as technological developments that dairy farmers have commercialized and adopted to improve herd health, support for breeding programs which improve profitability, and providing evidence to support future decisions on policy and client and agri-food sector needs. 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.

With the support of OMAFRA's commitment to the Alliance, research programs 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 including investments in research facilities in Elora and New Liskeard. 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 agriculture 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 (CAP) (AgriInvest, AgriStability, AgriInsurance (Production Insurance), AgriRisk and AgriRecovery), and the provincial-only Risk Management Program (RMP), which includes the Self-Directed Risk Management Program for edible horticulture.

*COVID-19 Response*

In 2020, in response to COVID-19 processing disruptions, BRM support also included two joint federal-provincial AgriRecovery programs for the beef and pork sectors to support producers impacted by these disruptions. As well Ontario enhanced risk management programs to reduce risk including adding $50 million annually to the Risk Management Program and adding labour as an insured risk under Production Insurance.

Agriculture and Rural Affairs Capital

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. The ARIO has several major capital projects underway to modernize key research platforms

in the province supporting field crops, livestock and greenhouse/horticulture. These projects will ensure the sustainability and competitiveness of the agri-food sector for decades to come.

Better Public Health and Environment

OMAFRA has a 'One Health' approach to designing and implementing programs, policies and regulation, working collaboratively with many partners on human health, animal health and environmental health to achieve positive outcomes in all of those areas. This provides confidence and supports the economic viability and sustainability of Ontario's agri-food sector and rural communities.

OMAFRA provides oversight of the agri-food system in Ontario including food safety at provincially regulated facilities, animal health and environmental health. The ministry is responsible for emergency management activities related to animal health, food contamination, agricultural plant diseases and pest infestations.

Ontario will continue 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.

Working with the agri-food sector, OMAFRA will continue to find ways to ensure the competitive production of food while managing the environment and providing food safety.

*COVID-19 Response*

The health and safety of agri-food workers and the stability of the food supply chain continue to be top priorities for the ministry during the COVID-19 pandemic.

The ministry will continue working with government and industry partners to implement the Prevention, Control and Outbreak Support Strategy for COVID-19 in Ontario's Farm Workers.

The ministry will also help to maintain food security in the province.

- The director's order requiring COVID-19 prevention and response plans for provincially regulated meat plants will remain in place, with ministry inspectors ensuring oversight and compliance with implementation of these plans.
- Additional, enhanced supports for front-line inspection delivery remain ready to deploy, and a resource-sharing agreement with the Canadian Food Inspection Agency to share inspection resources if needed to ensure supply chain continuity and support food security during the pandemic is being extended.

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 continued expansion of the publication of open data to Ontario's Data Catalogue including an enhanced focus on government agency data. 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.

## 2021-22 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 burden to lower operating costs for businesses and improve Ontario's competitiveness while maintaining those rules that protect food safety, public health, plant and animal health.

In the fall of 2020, the ministry completed regulatory changes under the Agriculture Products Insurance Act, which will save farmers time and money. The changes will eliminate an average of 45 pages of paperwork for each of the 14,000 farmers enrolled in the AgriInsurance program and improve the fairness of the appeals process by giving farmers more time to file an appeal.

The repeal of the Fish Inspection Act follows work in 2019 to implement a modernized regulatory framework to help consumers feel more confident about the safety of Ontario's fish products. The new fish processing regulation under the Food Safety and Quality Act, 2001, is consistent with current industry standards, protects public health and supports growth in the fish processing industry.

The Ontario government has provided red tape relief by extending six licenses or certificates regulations covering the agri-food sector during the period covered by COVID-19 emergency orders.

### 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. In 2019, Ontario's agri-food industry contributed $47.3 billion in

GDP and supported over 860,000 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. 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.

The ministry continues to offer the agri-food sector education, virtual 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 agri-food employers of temporary foreign workers who are required to self-isolate for 14 days on arrival due to the COVID-19 pandemic.

**Growing the Agri-food Sector through the Canadian Agricultural Partnership**

Equally important for Ontario's agri-food industry 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 (CAP).

Launched in April 2018, CAP is a five-year, federal-provincial-territorial initiative to strengthen the agri-food sector. The aim is to enable the sector to improve its competitiveness, prosperity and sustainability.

One way that CAP helps, is through 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.

In Ontario, strategic initiatives focus on economic development, environmental stewardship, and protection and assurance, with research and innovation being a focus across all areas. The ministry is creating opportunities for Ontario's agri-food industry by providing investments and support across the agri-food supply chain.

Our participation in CAP forms part of the government's efforts to grow Ontario's agri-food sector by strengthening the connection between agri-food producers, processors and consumers.

In 2021-2022, CAP programming investments and initiatives will continue to strengthen, grow and advance the agri-food sector in Ontario. This includes funding commitments under Funding for Sectors, Strategic Solutions, Provincially-Licensed Abattoirs,

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

Addressing Labour Supply and Training Challenges, as well as other targeted intakes and established cost-share program streams for Farmers, Processors, and Other Agri-Businesses.

The Ministry's Grassroots Growth Initiative provides support to organizations that create broader opportunities and greater benefits for the agri-food sector and rural communities. In response to COVID this program has provided to support to eligible organizations that have had to alter how they operate as a result of COVID-19 such as changing delivery formats from in person to online. Some highlights include:

- A two-year Transfer Payment Agreement (TPA) with the Culinary Tourism Alliance for up to $95,000 to bring together a network of stakeholders along Ontario's food tourism value chain to collaborate in COVID-19 recovery for the sector.
- A two-year TPA with Ontario Association of Agricultural Societies to bring their annual conference online as well as to develop programming to support societies manage risk at their future events.
- A two-year TPA with the Ontario Food Terminal Board to support COVID protocol development and implementation at the facility.

**Risk Management Program**

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

The government is working to implement changes to RMP, including the creation of a fund to enable premiums to roll-over to provide better support in challenging years. Legislative changes to the Ministry of Agriculture, Food and Rural Affairs Act were introduced as part of Bill 229, the Protect, Support and Recovery from COVID-19 (Budget Measures) Act, 2020. The bill received Royal Assent and amendments will support the implementation of the proposed program changes and ensure compliance of the redesigned insurance-based RMP with the Financial Administration Act.

In 2020/21, the government permanently expanded RMP funding from $100M to $150M for 2020, one year earlier than expected.

**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. These include the Rural Economic Development (RED) Program, Downtown Revitalization, Business Retention and Expansion and First Impression Community Exchange.

## Environmental Stewardship

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 and working with the sector to promote and encourage environmentally sustainable practices. OMAFRA works collaboratively with the agri-food sector, government, researchers, municipalities and non-governmental organizations to achieve results with:

- expanded uptake of best management practices by farmers;
- providing technical advice, guidance and training;
- increased efficiency by leveraging resources and expertise through cooperation; and
- a strengthened evidence base to measure performance, target investments and demonstrate progress.

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 agri-food sector.

The ministry will also continue implementation of the 2018 'New Horizons: Ontario's Agricultural Soil Health and Conservation Strategy' to help grow and sustain the province's strong agri-food sector, while protecting the environment and building resilience to climate change.

The Canada-Ontario Agreement on Great Lakes Water Quality enters its 50th year in 2021, with a long-term objective of reducing 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, and as a signatory of this agreement, OMAFRA will continue work with stakeholders to implement the actions in the plan.

Through CAP, Ontario, with the federal government, will continue to support farmers in research, monitoring, education, tools development and increased adoption of Best Management Practices for soil health and water quality priorities.

Under CAP, 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 is supporting sustainable practices by seeking to remove regulatory barriers to innovation in areas such as nutrient management and rural drainage.

The ministry continues to address Auditor General recommendations related to the VFM on Setting Indicators and Targets, and Monitoring Ontario's Environment. A full report-back will be done in 2022.

**Economic Development**

The ministry enables innovation and fosters change with the aim to strengthen the social, economic and environmental sustainability of a diverse agri-food 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 agri-food sector 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 supports the agri-food sector by providing knowledge and support to clients prior to and during emergencies to ensure, food security, health and safety and protection of the plant and animal resource base. For example: preparing for emergency responses to production-limiting diseases, such as porcine epidemic diarrhoea (PED) and African swine fever, as well as identifying and solving problems like plant diseases (e.g., vomitoxin in corn), and supporting industry and federal, provincial and territorial governments in the development of emergency response plans.

**Food Safety and Animal Health**

OMAFRA is dedicated to continued enhancement of food safety and animal health through inspection, 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 workers, food safety and the food supply system. OMAFRA will continue to support a safe food supply, including investment in greater inspection capacity to help ensure operational needs are met. Significant efforts continue to ensure the health and safety of agri-food workers is top priority during the COVID-19 pandemic

including continuation of a director's order requiring prevention and response plans for provincially regulated facilities and working with industry to implement the Prevention, Control and Outbreak Support Strategy for COVID-19 in Ontario's Farm Workers.

As part of this work, the Canadian Food Inspection Agency and OMAFRA are renewing a memorandum of understanding that allows for shared inspection resources to safeguard food security and production due to resource constraints imposed by the COVID-19 pandemic.

The ministry will be responding to the report of the Standing Committee on Public Accounts about the 2019 Ontario Auditor General's Value for Money Audit on Food Safety Inspection Programs.

**Ministry Planned Expenditures 2021-22 ($M)**

| | |
|---|---|
| COVID-19 Approvals | 26.2 |
| Other Operating | 724.8 |
| Other Capital | 3.3 |
| **TOTAL** | **754.3** |

Ontario

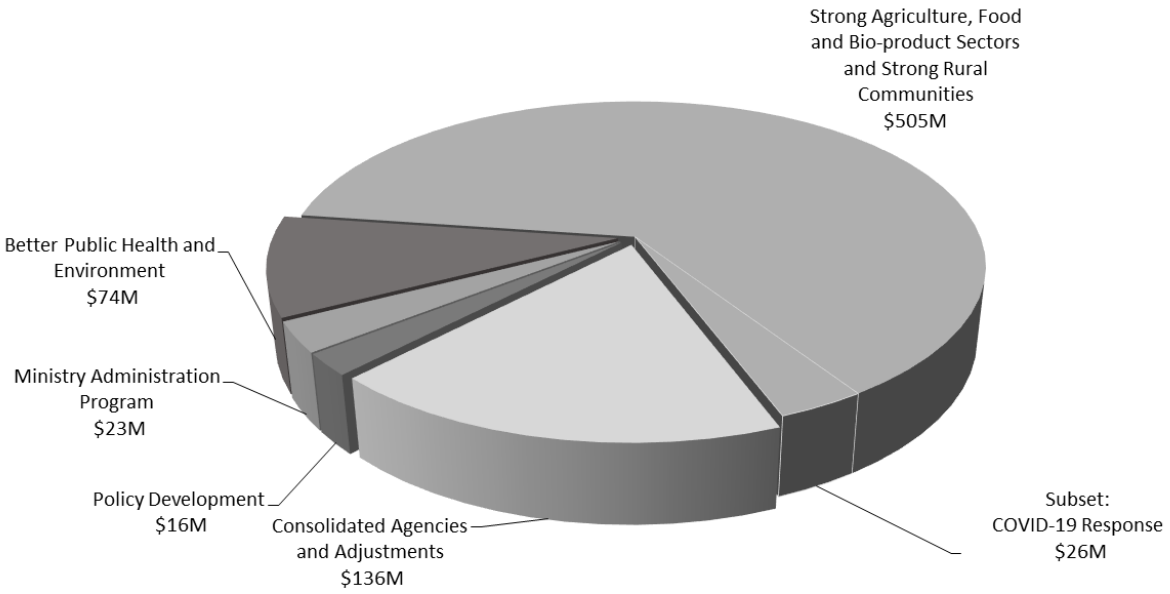
# Detailed Financial Information

## Combined Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration Program | 22,472,900 | (151,000) | (0.7) | 22,623,900 | 21,293,000 | 22,215,587 |
| Better Public Health and Environment | 73,795,600 | (1,920,100) | (2.5) | 75,715,700 | 77,472,100 | 75,524,430 |
| Strong Agriculture, Food and Bio-product Sectors and Strong Rural Communities | 496,741,300 | 78,300,400 | 18.7 | 418,440,900 | 488,616,500 | 404,674,303 |
| Policy Development | 16,251,800 | (127,800) | (0.8) | 16,379,600 | 14,487,400 | 16,345,205 |
| **Total Operating Expense to be Voted** | **609,261,600** | **76,101,500** | **14.3** | **533,160,100** | **601,869,000** | **518,759,525** |
| Statutory Appropriations | 1,097,187 | - | - | 1,097,187 | 218,500 | 179,405 |
| **Ministry Total Operating Expense** | **610,358,787** | **76,101,500** | **14.2** | **534,257,287** | **602,087,500** | **518,938,930** |
| Consolidation Adjustment - Agricorp | 134,115,300 | 5,541,900 | 4.3 | 128,573,400 | 166,534,300 | 296,565,153 |
| Consolidation Adjustment - Agricultural Research Institute of Ontario (ARIO) | 6,803,300 | 11,300 | 0.2 | 6,792,000 | 6,708,000 | 5,034,864 |
| Consolidation Adjustment - General Real Estate Portfolio | (3,003,600) | (2,084,200) | | (919,400) | (3,185,700) | (9,655,501) |
| **Total Including Consolidation & Other Adjustments** | **748,273,787** | **79,570,500** | **11.9** | **668,703,287** | **772,144,100** | **810,883,446** |
| **OPERATING ASSETS** | | | | | | |
| Ministry Administration Program | 1,000 | - | - | 1,000 | - | - |
| Better Public Health and Environment | 5,000,000 | - | - | 5,000,000 | 1,600,000 | 1,882,000 |
| **Total Operating Assets to be Voted** | **5,001,000** | **-** | **-** | **5,001,000** | **1,600,000** | **1,882,000** |
| **Ministry Total Operating Assets** | **5,001,000** | **-** | **-** | **5,001,000** | **1,600,000** | **1,882,000** |
| **CAPITAL EXPENSE** | | | | | | |
| Strong Agriculture, Food and Bio-product Sectors and Strong Rural Communities** | 7,500,000 | (114,000,000) | (93.8) | 121,500,000 | 7,500,000 | 323,555,330 |
| **Total Capital Expense to be Voted** | **7,500,000** | **(114,000,000)** | **(93.8)** | **121,500,000** | **7,500,000** | **323,555,330** |
| **Ministry Total Capital Expense** | **7,500,000** | **(114,000,000)** | **(93.8)** | **121,500,000** | **7,500,000** | **323,555,330** |
| Consolidation Adjustment - Agricorp | 2,727,000 | 1,221,200 | 81.1 | 1,505,800 | 1,402,200 | 387,470 |
| Consolidation Adjustment - Agricultural Research Institute of Ontario (ARIO) | (4,208,900) | 711,700 | | (4,920,600) | (4,488,500) | (4,540,576) |
| **Total Including Consolidation & Other Adjustments** | **6,018,100** | **(112,067,100)** | **(94.9)** | **118,085,200** | **4,413,700** | **319,402,224** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **754,291,887** | **(32,496,600)** | **(4.1)** | **786,788,487** | **776,557,800** | **1,130,285,670** |

* 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 *2021 Ontario Budget* .

**Municipal and Federal-Provincial Infrastructure Program delivery transferred from the Ontario Ministry of Agriculture, Food and Rural Affairs to the Ontario Ministry of Infrastructure in 2020–21.



## Historic Trend

| Historic Trend Analysis Data | Actuals 2018-19* $ | Actuals* 2019-20 $ | Estimates* 2020-21** $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **1,063,548,365** | **1,130,285,670** | **786,788,487** | **754,291,887** |
| | | *6%* | *-30%* | *-4%* |

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.
**Municipal and Federal-Provincial Infrastructure Program delivery transferred from the Ontario Ministry of Agriculture, Food and Rural Affairs to the Ontario Ministry of Infrastructure in 2020–21.

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

The majority of the decrease is due to the transfer of delivery responsibility for the Ministry of Infrastructure's (MOI) municipal infrastructure programs to MOI in 2020-21 resulting in decreases in 2020-21 and in 2021-22. The expenditures for the municipal infrastructure programs in 2018-19 and 2019-20 were between about $300M and $350M.

### 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/2021/index.html

Ontario

## AGENCIES, BOARDS AND COMMISSIONS (ABCS)

Agencies of the Ontario 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 10 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 of Agriculture, Food and Rural Affairs.

### 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 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.

To support farmers during the COVID-19 pandemic, the Ontario and federal governments announced numerous enhancements and changes in 2020 to existing programs that Agricorp delivers. Two new AgriRecovery programs were also announced to help cover the increased costs of feeding market-ready cattle and hogs due to COVID-19 related processing delays. Agricorp successfully implemented all program enhancements and delivered the AgriRecovery programs.

#### 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 research and innovation and concentrates its efforts in four ways:

1. Providing strategic advice to the minister on agri-food research and innovation.
2. Implementing the ARIO's Infrastructure Strategy to modernize the province's agri-food research and innovation physical and virtual infrastructure.
3. Promoting the Ontario agri-food research and innovation system.
4. Providing administrative and managerial oversight of open research programs and the 15 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.

With guidance and support from University of Guelph, physical distancing and enhanced hygiene practices were incorporated into research station activities. In addition, researchers were asked to reduce their team size to minimize the number of additional staff that needed to be present at the research stations. Overall, some reductions in research activity occurred at livestock stations. Reduction occurred to a lesser extent at the field stations where projects are more seasonally dependent.

Major capital infrastructure projects to modernize research assets and research platforms across the stations were initially slowed at the onset of the pandemic. However, with institutional construction allowed to proceed, many of these projects were able to get back on track with enhanced COVID-19 protocols in place to ensure worker safety.

**Financial Information for Consolidated Agencies ($M)**

| | 2019-20 Expenditure Actuals | 2019-20 Revenue Actuals | 2020-21 Expenditure Interim Actuals | 2020-21 Revenue Interim Actuals | 2021-22 Expenditure Estimates | 2021-22 Revenue Estimates |
|---|---|---|---|---|---|---|
| **Agricorp** | 297.0* | 151.7 | 167.9 | 166.5 | 136.8 | 192.3 |
| **ARIO** | 0.5 | 1.9 | 2.2 | 2.4 | 2.6 | 3.8 |

*The 2019-20 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 stakeholders 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 Board of Negotiation (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. The BON was dissolved in August 2020.

**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

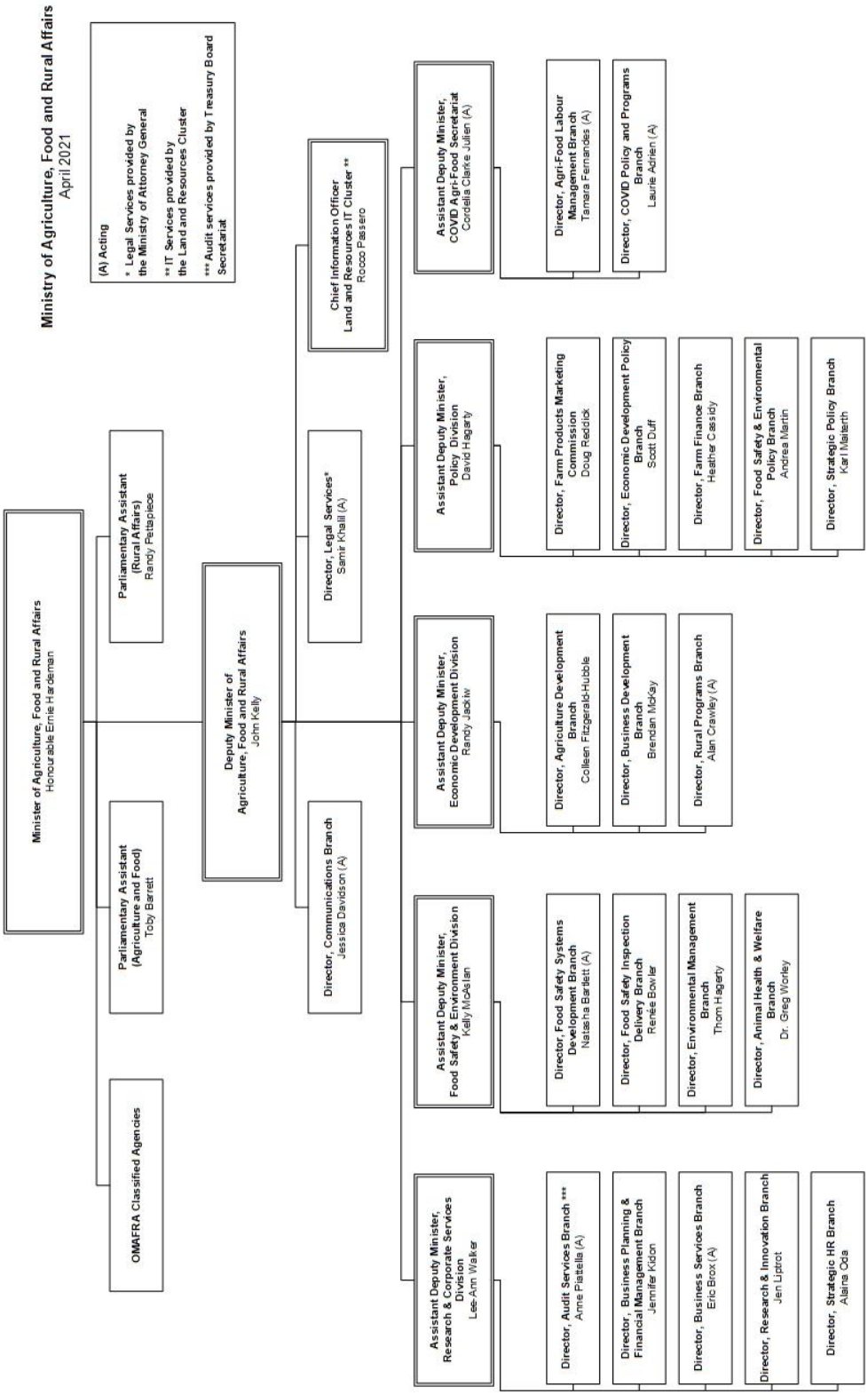
**Constituting instrument:** *Ontario Food Terminal Act*

**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.

Ontario

## MINISTRY ORGANIZATION CHART



## ANNUAL REPORT

The Ontario government is committed to making Ontario's agri-food sector and rural Ontario open for business, open for jobs and positioned for success now and into the future.

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

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

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

The government is supporting rural communities as they tackle COVID-19 challenges and the economic recovery that lies ahead.

Ontario continues to build the agri-food sector's capacity for economic growth, environmental sustainability and protecting public good through by identifying emerging issues and providing solutions. OMAFRA works with the agri-food sector, and other governments, so that farmers, and other agri-food businesses, have the resources they need to help them make informed decisions about their business practices. This includes developing and updating best management practices, monitoring and surveilling of production threats (e.g., pests) to inform decision making, ensuring research priorities are identified and addressed and information is shared through various channels.

### COVID-19 Response

The health and safety of agri-food workers, and the stability of the food supply chain, have been top priorities for the ministry during the COVID-19 pandemic.

As part of this commitment, the ministry required COVID-19 prevention and response plans for provincially regulated meat plants. Ministry inspectors ensured oversight and compliance with implementation of these plans. In addition, the ministry worked with industry to develop and begin implementation of a Prevention, Control and Outbreak Support Strategy for COVID-19 in Ontario's Farm Workers, providing funding and other supports to encourage application of key actions.

OMAFRA took action to make regulations ensuring development and enforcement of COVID-19 protocols at the Ontario Food Terminal. Through a transfer payment agreement under the Grassroots Program, the Ontario Food Terminal Board received funding to assist with enhanced screening and sanitization measures at the Ontario Food Terminal to help maintain maximum continuity of the food supply chain.

Restoring Accountability and Trust

- OMAFRA is committed to delivering effective and efficient programming. In 2020-21, the ministry continued its focus on efficiency measures and controls to help manage spending, including:
    - implementing more cost-efficient ways to communicate with stakeholders, such as holding online and teleconference meetings; and
    - identifying 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

- In 2019, Ontario's agri-food industry contributed $47.3 billion to the provincial GDP and supported over 860,000 jobs, representing 11.6 per cent of the province's labour force.
- In 2020, agri-food exports rose to $17.2 billion, up 4.2 per cent from $16.6 billion in 2019. Ontario is the top agri-food exporting Canadian province, followed by Saskatchewan.
    - In 2020, Ontario's major export partners were the US (80%) followed by Asia (10%) and the EU (6%);
    - Top exports include grain products (26%), vegetables (13%), Red meats (8%), other edible preparations (8%), oilseeds (5%) and beverages (5%);
    - Ontario exports are dominated by value-added or consumer-oriented goods (74%) followed by minimally processed or intermediate good (15%) with bulk good only comprising 11% of agri-food exports in 2019.
- In 2019-20, the ministry influenced $320 million in investments and the creation/retention of 2,684 jobs by Ontario food and beverage manufacturers.
- 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.
    - 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 organization and facility.
    - As part of the Main Street Recovery Act, 2020, which received Royal Assent on November 30, 2020, amendments were made to the Ontario Food Terminal Act to enhance the Terminal's ability to drive agri-food sector success, including:
        - expanding the objects of the Board to include local food promotion;
        - expanding the definition of what can be sold at the Terminal to a less prescriptive "wholesale market primarily for agricultural products";
        - setting the minimum number of board members at five and the maximum at 13;
        - changing authority to approve the appointment of manager from Lieutenant Governor in Council to Minister; and
        - clarifying authority to establish advisory committees.

- Through the Feeder Cattle and Commodity Loan Guarantee Programs, the government backed over $250 million in operational loans, benefiting more than 1,000 farmers across the province.
- Emergency Preparedness Planning and Response:
    - COVID-19 pandemic planning and response – starting in March 2020, OMAFRA worked with ministries across government to respond to the COVID-19 pandemic and activated its Incident Management System structure to respond organizationally to ensure the ministry was able to seamlessly deliver services to the public. The pandemic has had a significant impact on Ontario's agri-food industry, and as such, the ministry adjusted its operations to respond throughout the year.
    - Significant planning was done to implement OMAFRA's workplace reintegration plans to assist with the safe and streamlined return of staff to the physical workspace, once instructed to do so, for those staff who were shifted to remote working environments.
    - 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 continued 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.
- Agriculture advisory services in northern Ontario support producers in key sectors and agriculture organizations to ensure the continued growth of agriculture as an economic opportunity in the north.
    - OMAFRA provided $88,800 in Rural Economic Development funding to the Northeast Community Network to identify private land suitable for livestock production in Cochrane district, further supporting the expansion of agriculture in the North.

<u>Cutting Red Tape and Reducing Regulatory Burden</u>

- Ontario is maintaining its 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 reviewing 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, which delivers training, programs and supports to instill the modern regulatory service principles across government. Consistent application of the principles by frontline 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:
    - changes that repealed the *Livestock Medicines Act*, which contained outdated and duplicative requirements, and put in place more streamlined requirements around the sale of livestock medicines in new regulations under the *Animal Health Act, 2009*;
    - reduced the frequency of registration for non-commercial beekeepers, which reduced red tape for these beekeepers; and
    - with the Ministry of the Environment, Conservation and Parks, OMAFRA consulted on further changes to the regulation under the *Nutrient Management Act* 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 were 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 were made to the *Agricultural Products Insurance Act, 1993* 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 would have to review and complete.

<u>Supporting Local Food</u>

- Buying and supporting local food creates jobs and economic growth in communities across Ontario. Examples include:
    - Changes were made to the Ontario Food Terminal Act to expand the mandate of the Ontario Food Terminal Board to include promotion of local food.
    - Foodland Ontario encouraged people to choose Ontario foods first and the program continues to maintain a high recognition rate of almost 90 per cent with consumers.
    - Communications Branch launched media campaigns that outperformed government benchmarks and used cost-effective print and broadcast tactics to increase coverage of local food. Foodland Ontario's cost-effective public relation activities, such as print and broadcast TV, achieved an editorial value of more than $11.6 million (return on investment of 64:1) with the province's food and lifestyle media.
    - Foodland Ontario's paid media campaigns generated over 340 million consumer impressions and over 3.1 million engagements to connect and dialogue with consumers about local food. The program's click through rate

averaged 0.325% on social platforms, which is more than double the industry average of 0.16%. The program's website also received over 621,000 page views directly attributed to paid advertisements with consumers searching for content, such as local food recipes.

- 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 2020. In 2020-21, the government also provided $2.6 million to 68 Ontario cideries and 31 distilleries under the Small Cidery and Small Distillery Program.

Supporting Ontario's Agri-Food Value Chain

- The ministry held an eight-part webinar series called PROFIT in September 2020, to educate Ontario agri-food companies on exporting to the US market. Over 125 individuals from some 90 organizations, registered for the eight-part webinar, with 94% of participants rating the sessions as being satisfying or very satisfying.
- The ministry offered several introductory webinars on opportunities in international markets including the UK, Germany & Netherlands and South Korea. These webinars attracted 150 individuals, providing them with market entry information and potential for further engagement with international contacts.
- The ministry's Vendor Engagement Program (VE) continues to offer complete education, business to business and domestic trade show programming to further the consumption of locally manufactured Ontario food and beverage products and to leverage investment.
- The VE local sourcing program is currently generating approximately $1 million in new incremental sales weekly for Ontario and continues to grow in reach and dollars.
- Metro Ontario and OMAFRA 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 four buying events to further their local sourcing program over the last 12 months. The events produced approximately 50-75 new Ontario listings along with 30 new Ontario Vendors from primary producers to processors.
- The VE local sourcing program is currently generating approximately $1 million in new incremental sales weekly for Ontario and continues to grow. Retail participants have included Metro, Sobeys, Farm Boy, Longos, and 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.
- Research continues in northern Ontario to support the growth of agriculture as an economic development opportunity. A study of "Barriers to Livestock Expansion in the North" was completed in 2020 with the support of OMAFRA Advisory staff.

  To maintain a healthy and sustainable food and agricultural product supply, it is necessary to continue critical surveillance, monitoring, research and knowledge transfer for the agri-food industry. Maintaining a food secure system, is a partnership between industry, government and researchers that benefits consumers and the agri-food sector.
  - The critical work OMAFRA specialists perform helps to determine how and when control measures should be implemented, or an early warning of new threats.
  - The agriculture industry relies heavily on the advice of OMAFRA specialists who contribute important research and input into the development of best management practices for crop and livestock production.

<u>Farm Finance</u>

- OMAFRA has been working with the agri-food 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:
  - permanently expanded the RMP funding from $100 million to $150 million in 2020/21, one year earlier than expected;
  - worked with industry to transition RMP to an insurance-like program year to make best use of government dollars while providing flexible, needs-based support. The ministry continues work with industry on the program to ensure that support is available when farmers need it most;
  - continues to work with federal and provincial colleagues to drive recommendations for improvements to the national suite of business risk management programs, resulting in the removal of the Reference Margin Limit feature of the AgriStability program while consideration of other improvements continues.
  - in response to COVID-19 pandemic processing disruptions, launched two joint federal-provincial AgriRecovery programs for the beef and pork sectors that committed up to $10 million in support for producers impacted by the disruptions;
  - expanded coverage under Production Insurance for COVID-19 related production losses for 2020 and 2021 and extended Production Insurance enrollment deadlines;

- increased AgriStability interim payments from 50% to 75% for the 2020 program year and extended the 2020 enrollment deadline in response to COVID-19.
- Recognizing the scope of the risk presented by the African swine fever virus for Ontario hog producers and the agri-food sector, the ministry is working with industry, the federal government and other provinces to be ready to respond should the virus be confirmed in Canada.
- Starting in 2020/2021, permanent changes were made to the Commodity Loan Guarantee Program to extend repayment deadlines were from February 28 to September 30 and increase the program lending capacity from $120 million to $200 million, as well as other changes to improve program responsiveness and reduce program costs.

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 ministry worked with the Office of the Auditor General of Ontario on their 2020 report on environmental targets and indicators. As the report noted, OMAFRA has a priority to ensure the sustainability of Ontario’s agriculture, oversees the province’s managed honeybee sector and has released action plans and strategies to improve the health of pollinators and agricultural soils.
    - The ministry appreciates the auditor’s findings, and throughout 2021, will continue to work to address any outstanding actions.

- OMAFRA 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.
- Through CAP, approximately $5.5 million in cost-shared funding was committed to:
  - implementing more than 550 on-farm best management practices in 202-2021 that reduce phosphorus loadings in the Lake Erie basin; and
  - practices across Ontario that support soil health.
- Further investments were 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)
- The Lake Erie Agriculture Demonstrating Sustainability (LEADS) initiative, delivered by the Ontario Soil and Crop Improvement Association, continued to provide 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
- Since 2018, more than 700 projects have been completed under the LEADS initiative, with approximately $6.6 million in cost-share funding paid out under CAP to support completion of these on-farm improvement projects.
- Proper soil drainage is vital for an effective and competitive agricultural industry and rural Ontario. Over $100 million annually is privately invested in drainage, linked to over 100 independent businesses. Over the last year, the ministry continued to:
  - issue licences;
  - inspect new machines, operators and businesses to ensure licensing conditions were met; and
  - inspect and mediate complaints about installation workmanship.
- Courses in drainage installation and design continued to be offered in support of the licensing system and were modified so they could continue virtually as a result of the ongoing pandemic.
- OMAFRA has supported implementation of the Made-in-Ontario Environmental Plan, through support for on-farm soil and water quality programming and working with partners to improve agricultural management practices. This included support for programs and partnerships intended to make the agri-food sector more resilient to current and future climate impacts.
- The ministry continued to work with sector partners to implement the 2018 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 Soil Action Group, a stakeholder collaboration co-chaired by OMAFRA and industry, is focused on implementing the strategy with an initial focus on high priority actions.
    - The first Soil Action Group newsletter was released in Summer 2020, building engagement and connection with stakeholders and setting the foundation for future meetings when multi-stakeholder sub-teams were formed to develop an implementation plan for the next three years of collaborative action on soil health.
- The ministry continues with its soil mapping initiative that contributes to the growing understanding of how soil properties can inform land management. 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.
- In August 2020, provincial funding was confirmed for OMAFRA’s stewardship commitments under the Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health (COA) and Lake Simcoe Protection Plan ($2.2 million and $1.04 million respectfully).
- OMAFRA staff worked with key delivery partners to develop projects, resulting in 17 agreements.
    - The projects support science, on-the-ground action and measure progress toward agricultural stewardship for improved water quality, soil health and resilience to a changing climate.
    - Activities include promoting action in the agricultural sector towards phosphorus load reduction, building soil health, water conservation, climate resilience, and the reduction of harmful pollutants such as plastics.
- OMAFRA demonstrated its commitment to stewardship through continued negotiations and engagement in consultations for a new COA agreement (to be finalized and signed in 2021), and the 10-year review of the Lake Simcoe Protection Plan.
- Work continued on implementation of the Canada-Ontario Lake Erie Action Plan, which outlines Canada’s and Ontario’s proposed actions to meet commitments under the Great Lakes Water Quality Agreement, and 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 are being led by the agri-food sector.
- OMAFRA continued support for industry-led actions such as 4R Stewardship Program, Ontario Greenhouse Environmental Strategy, Ontario Cover Crops Strategy, Thames River Phosphorus Reduction Collaborative and Timing Matters.
- The ministry has a Key Performance Indicator to report on the level of adoption of environmentally beneficial practices (The percentage of Ontario's farms reporting winter cover crop use" as reported in the Agricultural Census of Canada).
  - In 2011, farms reported use of cover crops at 12 per cent, with a notable increase to 25 per cent observed in 2016.

Protecting Food Safety and Animal Health

- Food safety and animal protection are priorities for Ontario.
- OMAFRA worked with food safety partners at the provincial and federal level to respond to the 2019 Ontario Auditor General's Value for Money Audit on Food Safety Inspection Programs.
  - That audit concluded that overall, efficient systems and procedures are in place to keep the Ontario food supply safe, but that more could be done to improve OMAFRA's licensing and inspection programs.
  - The ministry has been working to address the audit's recommendations, and on March 31, 2021, provided a detailed report back to the Auditor General noting completion of all OMAFRA's relevant actions.
  - The ministry also presented on the audit's findings at the Standing Committee on Public Accounts. Their report was received in February 2021, with the ministry's response due in June 2021.
- Over the last year, OMAFRA provided inspection services to:
  - Approximately 119 provincially licensed slaughter plants.

    Inspectors are present in provincially licensed abattoirs to ensure food safety and animal welfare regulatory requirements were met.
  - Approximately 363 provincially licensed freestanding plants.

    Inspectors are present to ensure food safety requirements were met.
  - Approximately 50 provincially licensed dairy plants

    Inspectors conduct comprehensive annual inspections and conduct finished product and environmental testing and sampling to ensure compliance with standards
  - Over 250 on-farm dairy goat milk operations

    Producers received an annual inspection as well as on-going and follow-up inspections to ensure regulatory compliance with the Milk Act
  - In addition to inspection services, the ministry completed sampling to support the Foods of Plant Origin regulation and monitoring program, which includes sampling, regulatory inspections and assessment of microbiological and

chemical risks in produce, honey and maple products produced and distributed in Ontario

- OMAFRA's Meat Inspection Program:
  - Maintained inspection services at all provincial plants despite COVID-19 impacts.
  - Implemented a resource-sharing agreement with the Canadian Food Inspection Agency to allow for provincial inspection support in federal plants, and federal support in provincial plants, if needed.
  - Worked with provincial plants extensively to maintain worker health during the COVID-19 pandemic.
  - Continued to work 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. New sampling programs were implemented to assist operators in their pathogen level monitoring.
  - Continued to work with meat plant operators, the Muslim Association of Canada, and Islamic Society of North America to raise awareness of and compliance with provincial regulations for Eid-al-Adha at licensed meat plants across Ontario, by using communication materials to protect animal welfare and food safety.
  - Continued meetings of the 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.
- OMAFRA worked with fish processors to help them meet requirements of the 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, and came into effect on January 1, 2021. 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's veterinarians supported livestock and poultry industries through continued surveillance of, and response to, animal diseases such as infectious laryngotracheitis in chickens, equine herpes virus in horses and bovine anaplasmosis in cattle. While these do not generally have food safety or human health impacts, they can be devastating to industry, and OMAFRA's support in providing education and advisory services is critical.
- The ministry also worked closely with industry and government partners on continued preparedness for African swine fever, a swine disease that – should it arrive in Canada – could have a significant negative impact on Ontario's swine industry.
- Managed honeybees play a crucial role in Ontario agriculture through pollinating crops. OMAFRA works with beekeepers to maintain the viability of the sector

through education and outreach, an inspection program, and monitoring for pathogens and pests.
    - Through CAP, almost $500,000 was invested directly with beekeepers to strengthen the health of managed honeybees and Ontario's beekeeping sector.

Plant Health

- Plant health is a complex issue, which requires OMAFRA to work collaboratively with the federal and other provincial governments, industry and academia in prevention, monitoring and mitigation of plant pest threats. Through this collaboration there has been a focus on biosecurity, emergency management and surveillance. As a result, the ministry has engaged in the following activities:
    - Surveillance and monitoring of economically damaging pests impacting plant health; for example, pepper weevil, corn rootworm, vomitoxin and fire blight;
    - Investing in information technologies / digital tools that standardize data collection and reporting to ensure producers have timely information to manage pest threats during the growing season.
    - Working collaboratively with industry and researchers in developing and communicating integrated pest management strategies to address new, emerging and endemic threats to plant health.
    - Advancing the sector’s preparedness, coordination and ability to respond to plant health emergencies through the Canadian Agriculture Partnership which supports projects and new technologies that aim to prevent and mitigate plant pests.

Strong Rural Communities

- OMAFRA provides support to Ontario’s rural communities by developing and delivering local and regional economic development programs, tools and resources, including the updated Regional Economic Analysis Resources, Business Retention and Expansion, First Impressions Community Exchange, Downtown Revitalization, and Regional Advisory Services. These resources support our rural communities by helping them identify and advance initiatives that will foster economic growth and prosperity.
- The Rural Economic Development program provides cost-share funding to rural communities, Indigenous communities and organizations, regions and not-for-profit organizations. The 2020-21 fiscal year had two intakes open for this program; 63 projects were approved in late May 2020 (total commitment just over $3 million), and $777,602.59 of provincial funding was committed toward 16 projects that were approved in November 2020.

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. The ministry

supported the digital and data action plan by participating in 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. They are working to complete the transition in 2021-22 (work was delayed because of the COVID-19 pandemic).

- The ministry worked collaboratively with the Accredited Farm Organizations and Agricorp to implement changes to the Farm Business Registration program. This supported electronic delivery and a simplified registration process to reduce paperwork and save farmers time. The changes came into effect on January 1, 2021. Farm businesses can now register, make a payment, select their Accredited Farm Organization and update most information in a single online portal.
- Worked with industry stakeholders to begin a phased 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. Phase 1, completed April 2020, focused on the sustainability of the programs by broadening the types of expenses paid by the Financial Protection Boards. The ministry continues to engage with stakeholders on Phase 2 changes.

**Ministry Interim Actual Expenditures 2020-21**

| | **Ministry Interim Actual Expenditures ($M) 2020-21 *** |
|---|---|
| **COVID-19 Approvals** | **83.0** |
| **Other Operating** | **690.5** |
| **Other Capital** | **3.0** |
| **Staff Strength ** (as of March 31, 2021)** | **810.68** |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget.
** Ontario Public Service Full-Time Equivalent positions.

Ontario

# Estimates Briefing Book
# 2021-22

## Ministry of the Attorney General

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# Estimates Briefing Book
# 2021-22

## Ministry of the Attorney General

Ontario

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# Part I: 2021-22 Published Plan

## Ministry of the Attorney General

Ontario

## PART I: 2021-22 PUBLISHED PLAN

## MINISTRY OVERVIEW

### Ministry's Vision

The Ministry of the Attorney General works to deliver an accessible, responsive and resilient justice system that inspires public confidence and upholds the rule of law.

To achieve this, the ministry is modernizing the justice system, and delivering more services remotely and online to ensure that vulnerable individuals and families get the help they need when and where they need it.

### Ministry Programs and Activities

COVID-19 compounded longstanding challenges that cause delays for individuals and families across the justice system, and the Ministry of the Attorney General has been working closely with justice partners to successfully address these challenges.

With initiatives to modernize processes and break down barriers that cause delays, the ministry is establishing new and innovative ways of delivering justice services, including the creation of a seamless end-to-end client-focused justice experience through key investments in new technology and an overhaul of court procedures and processes.

The Ministry of the Attorney General is taking bold steps to meet the changing needs of Ontarians.

Some key initiatives planned or in progress in 2021-22 include:

### COVID-19 Response

The Ministry of the Attorney General responded to the challenges of COVID-19 by working with justice partners to uphold the administration of justice.

Recognizing that new and innovative ways of delivering justice services remotely, in-person and online were needed, the ministry worked to drive modernization across the sector.

With investments in new technology, the ministry enabled the justice system to continue operating during the pandemic by moving in-person court matters to remote proceedings immediately after the outbreak and facilitating virtual hearings in 275 courtrooms. The ministry will continue to grow this capacity in the year ahead.

The ministry also moved more services online, making it easier for people to access the justice system no matter where they live. This included a court case lookup service to provide Ontarians with access to court information from the safety of their homes, and

expanding an online document filing tool for more than 500 types of civil and family court documents, with more types of documents to be added.

Ontario's COVID-19 recovery requires a strong justice system that is easier, faster and more affordable to access, and provides more remote services. The ministry is acting quickly with changes that allow virtual witnessing of powers of attorney when a lawyer or paralegal is present, and with improved processes to fill judicial vacancies faster with a more efficient and transparent process.

As the Ministry of the Attorney General moves forward, it will continue to drive modernization and accelerate access to justice so that our justice system is stronger, more resilient and prepared to respond to the changing needs of Ontarians through the COVID-19 recovery and beyond.

## Ministry programs and initiatives

### *Justice Accelerated Strategy*

The Justice Accelerated Strategy builds on measures introduced during COVID-19 to make it safer and easier to access the justice system.

This multi-year strategy will create a more accessible, responsive and resilient justice system by creating a seamless, end-to-end client-focused justice experience with new investments in technology, such as:

- a digital case management system to help reduce delays and backlogs at tribunals that includes online features to assist with document management, dispute resolution, mediation and a self-help tool.

- the development of 'courthouses of the future' as modern, technologically enabled justice hubs with services for in-person appearances and opportunities for self-service as well as upgraded security and accessibility measures.

The strategy will also transform access to justice for Indigenous communities and the most vulnerable by addressing systemic barriers to access justice, as well as leveraging technology to provide better access to services for victims and self-represented litigants.

Innovation will be encouraged by engaging directly with entrepreneurs and technology experts to contribute directly to answering some of our biggest challenges

### *Helping Ontarians Resolve Legal Matters Faster*

Expanding on a number of urgent measures implemented in response to COVID-19, the *Accelerating Access to Justice Act, 2021* was introduced on February 16, 2021. If passed, the legislation will further help modernize processes and break down delay-

causing barriers in the province's courts, tribunals, estates law, family law and child protection sectors. These changes will:

- help fill judicial vacancies faster so people can have their matters heard by a judge more quickly and with fewer delays. In addition, the application process will be moved online to encourage more applications.

- permanently allow the virtual witnessing of wills and powers of attorney to make it easier for people to get their legal needs in order from the comfort and safety of their home.

The act will also increase access to justice in French by expanding and guaranteeing the ability of Francophones to file documents in French in all Ontario courthouses.

The province is also proposing to consolidate Ontario's land tribunals by merging the Local Planning Appeal Tribunal, Environmental Review Tribunal, Board of Negotiation, Conservation Review Board and the Mining and Lands Tribunal into a new single tribunal called the Ontario Land Tribunal. The new Ontario Land Tribunal would make the land dispute resolution process more efficient by creating a single forum to resolve disputes faster by eliminating unnecessary overlap between cases.

***Supporting Victims of Crime***

New initiatives build on the ministry’s actions to strengthen Ontarians' access to responsive and resilient victim services no matter where they live, during the COVID-19 outbreak and beyond. These measures include:

- increasing victim and sexual assault services in underserved communities, including new support services in Leeds-Grenville and Dufferin County to support victims and survivors of sexual assault.

- expanding 24/7 victim crisis assistance to victims and their families in Nipissing district.

- providing survivors of sexual assault across the province with up to four hours of free legal advice.

- modernizing the Office for Victims of Crime, an advisory body to the Attorney General, by diversifying the representation of victims’ voices and perspectives through increased membership.

***Anti-Human Trafficking Strategy***

Working collaboratively with justice sector partners, the ministry has announced key investments to support survivors of human trafficking, as well as ensure offenders are held accountable for their crimes.

The ministry is implementing more services tailored to the needs of victims and survivors, including Indigenous-specific victim services. These new supports include:

- funding to reduce financial barriers many face while attending court or during the immediate aftermath of a crime.
- hiring additional specialized victim services workers.
- providing free legal support to survivors and their parents or guardians to assist with applying for restraining orders.

Trafficking-specific prosecution services will also be enhanced and the Provincial Human Trafficking Prosecution Team will be expanded to ensure resources are dedicated province-wide to holding offenders accountable.

***Moving ahead on iGaming***

The Alcohol and Gaming Commission of Ontario (AGCO) is moving forward with the development of a new, legal internet gaming (iGaming) market to combat illegal gaming market activity and provide stronger consumer protection. Ontario is working with the AGCO, industry stakeholders and other key partners to create a competitive online gaming model.

**TABLE 1: MINISTRY PLANNED EXPENDITURES 2021-22 ($M)**

| | |
|---|---|
| COVID-19 Approvals | - |
| Other Operating | 1,656.2 |
| Other Capital | 18.8 |
| **TOTAL** | **1,675.0** |

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# TABLE 2: COMBINED OPERATING AND CAPITAL SUMMARY BY VOTE

**Table A1: Operating and Capital Summary by Vote**

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration | 199,881,000 | (5,335,200) | (2.6) | 205,216,200 | 262,583,600 | 218,823,908 |
| Prosecuting Crime | 297,005,300 | 5,536,700 | 1.9 | 291,468,600 | 288,999,400 | 282,783,761 |
| Policy, Justice Programs and Agencies | 537,105,100 | (4,903,100) | (0.9) | 542,008,200 | 612,170,100 | 613,488,875 |
| Legal Services | 26,713,600 | (6,152,000) | (18.7) | 32,865,600 | 30,654,300 | 29,891,538 |
| Court Services | 446,868,700 | 10,376,200 | 2.4 | 436,492,500 | 430,211,900 | 454,660,342 |
| Victims and Vulnerable Persons | 206,102,200 | 14,783,700 | 7.7 | 191,318,500 | 178,839,800 | 182,326,230 |
| Political Contribution Tax Credit | 13,641,900 | 3,654,300 | 36.6 | 9,987,600 | 9,203,500 | 11,641,200 |
| **Total Operating Expense to be Voted** | **1,727,317,800** | **17,960,600** | **1.1** | **1,709,357,200** | **1,812,662,600** | **1,793,615,854** |
| Statutory Appropriations | 5,369,014 | 1,000 | 0.0 | 5,368,014 | 32,796,614 | 203,475,976 |
| **Ministry Total Operating Expense** | **1,732,686,814** | **17,961,600** | **1.0** | **1,714,725,214** | **1,845,459,214** | **1,997,091,830** |
| Consolidation Adjustment - Legal Aid Ontario | 115,735,800 | (5,950,800) | (4.9) | 121,686,600 | 34,154,900 | 103,385,682 |
| Consolidation Adjustment - Hospitals | (1,019,500) | - | | (1,019,500) | (1,036,400) | (1,036,348) |
| Consolidation Adjustment - Ontario Infrastructure and Lands Corporation | (1,050,600) | 3,251,700 | | (4,302,300) | (205,857,000) | 1,200,000 |
| Consolidation Adjustment - General Real Estate Portfolio | (190,181,500) | 20,580,800 | | (210,762,300) | (4,302,300) | (181,469,163) |
| **Total Including Consolidation & Other Adjustments** | **1,656,171,014** | **35,843,300** | **2.2** | **1,620,327,714** | **1,668,418,414** | **1,919,172,001** |
| **OPERATING ASSETS** | | | | | | |
| Ministry Administration | 2,000 | - | - | 2,000 | 14,800 | 15,979 |
| Prosecuting Crime | 1,000 | - | - | 1,000 | 1,302,900 | 1,404,885 |
| Policy, Justice Programs and Agencies | 3,000 | - | - | 3,000 | 89,200 | 96,133 |
| Legal Services | 1,000 | - | - | 1,000 | 217,800 | 234,827 |
| Court Services | 1,000 | - | - | 1,000 | 73,800 | 79,537 |
| Victims and Vulnerable Persons | 1,000 | - | - | 1,000 | 89,500 | 94,956 |
| **Total Operating Assets to be Voted** | **9,000** | **-** | **-** | **9,000** | **1,788,000** | **1,926,317** |
| Statutory Appropriations | - | - | | - | - | - |
| **Ministry Total Operating Assets** | **9,000** | **-** | **-** | **9,000** | **1,788,000** | **1,926,317** |
| **CAPITAL EXPENSE** | | | | | | |
| Ministry Administration | 50,966,600 | 5,653,100 | 12.5 | 45,313,500 | 68,509,900 | 58,494,160 |
| Policy, Justice Programs and Agencies | 1,000 | - | - | 1,000 | 906,800 | - |
| Court Services | 39,840,400 | (2,199,200) | (5.2) | 42,039,600 | 51,080,900 | 43,929,631 |
| Victims and Vulnerable Persons | - | (1,000) | (100.0) | 1,000 | 1,000 | - |
| **Total Capital Expense to be Voted** | **90,808,000** | **3,452,900** | **4.0** | **87,355,100** | **120,498,600** | **102,423,791** |
| Statutory Appropriations | 5,872,500 | 1,807,200 | 44.5 | 4,065,300 | 1,909,700 | 908,152 |
| **Ministry Total Capital Expense** | **96,680,500** | **5,260,100** | **5.8** | **91,420,400** | **122,408,300** | **103,331,943** |
| Consolidation Adjustment - Legal Aid Ontario | 1,500,000 | (200,000) | (11.8) | 1,700,000 | 1,700,000 | (2,359,366) |
| Consolidation Adjustment - General Real Estate Portfolio | (79,388,400) | (34,077,600) | | (45,310,800) | (89,460,700) | (93,593,302) |
| **Total Including Consolidation & Other Adjustments** | **18,792,100** | **(29,017,500)** | **(60.7)** | **47,809,600** | **34,647,600** | **7,379,275** |
| **CAPITAL ASSETS** | | | | | | |
| Ministry Administration | 32,309,800 | 24,585,100 | 318.3 | 7,724,700 | 6,645,500 | 2,457,349 |
| Policy, Justice Programs and Agencies | 7,863,000 | 5,777,600 | 277.0 | 2,085,400 | 1,827,000 | 3,977,919 |
| Legal Services | 3,320,000 | 3,320,000 | | - | - | - |
| Court Services | 234,473,500 | (115,977,600) | (33.1) | 350,451,100 | 211,805,500 | 90,733,967 |
| Victims and Vulnerable Persons | 8,400,000 | (3,240,000) | (27.8) | 11,640,000 | - | - |
| **Total Capital Assets to be Voted** | **286,366,300** | **(85,534,900)** | **(23.0)** | **371,901,200** | **220,278,000** | **97,169,235** |
| Statutory Appropriations | - | - | | - | - | - |
| Consolidation & Other Adjustments | - | - | | - | 4,000,000 | - |
| **Ministry Total Capital Assets** | **286,366,300** | **(85,534,900)** | **(23.0)** | **371,901,200** | **224,278,000** | **97,169,235** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **1,674,963,114** | **6,825,800** | **0.4** | **1,668,137,314** | **1,703,066,014** | **1,926,551,276** |

* 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 *2021 Ontario Budget*.

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## HISTORICAL TREND ANALYSIS DATA

| Historic Trend Analysis Data | Actuals 2018-19* $ | Actuals* 2019-20 $ | Estimates* 2020-21 $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets) | 1,774,028,357 | 1,926,551,276 | 1,668,137,314 | 1,674,963,114 |
| | | 9% | -13% | 0% |

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

Changes in the operating and capital expenditures are the result of approvals received in the 2021-22 Multi-Year Planning (MYP) process, as well as prior year impacts.

## AGENCIES, BOARDS AND COMMISSIONS REPORTING TO THE MINISTRY

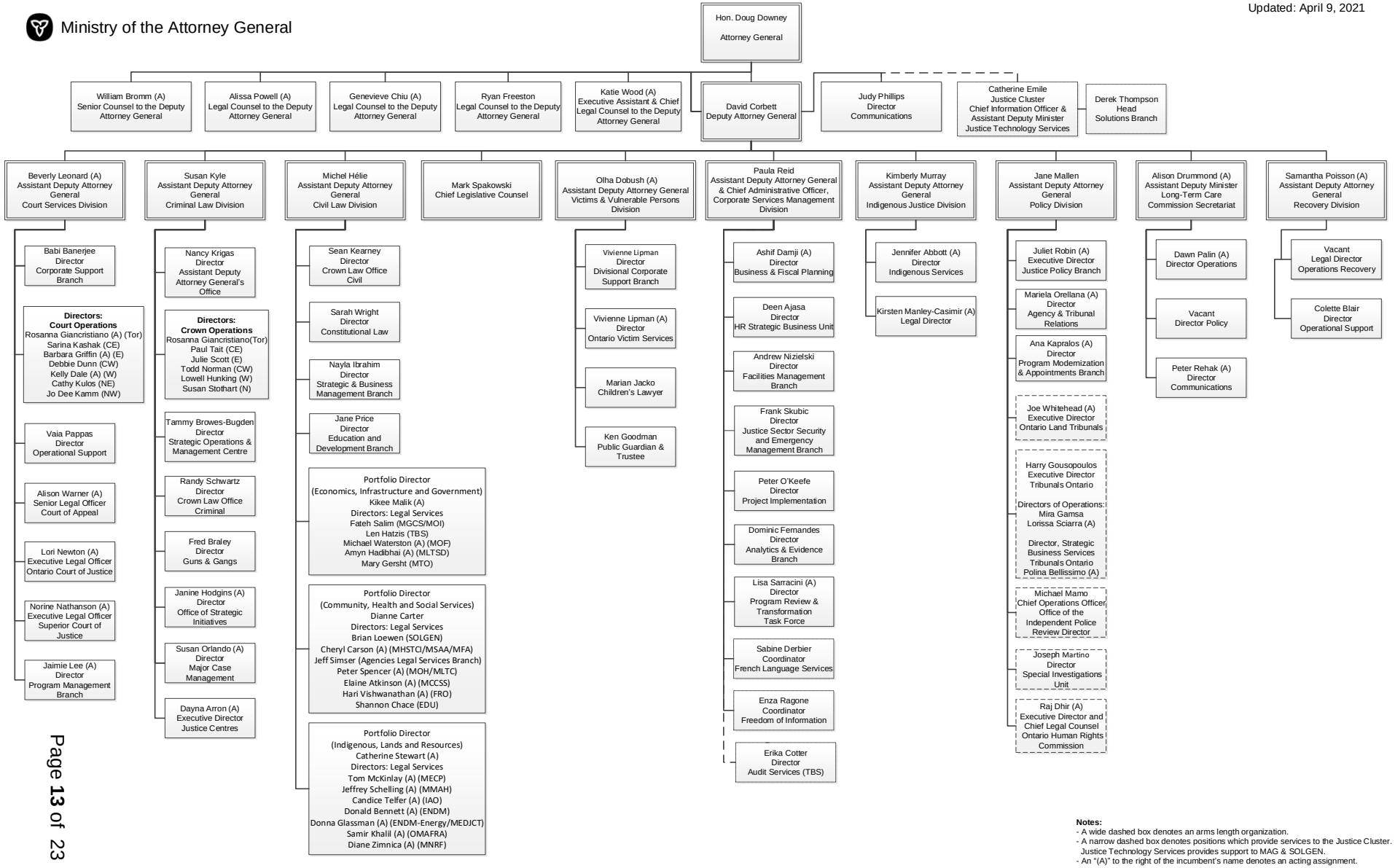
**AGENCIES, BOARDS AND COMMISSIONS REPORTING TO THE MINISTRY**

| Description | 2021-22 Estimates | | 2020-21 Interim Actual | |
|---|---|---|---|---|
| | Expenditure $ | Revenue $ | Expenditure $ | Revenue $ |
| Alcohol and Gaming Commission of Ontario | 32,791,500 | 34,119,500 | 70,580,200 | 16,952,400 |
| Human Rights Legal Support Centre | 5,336,200 | - | 5,336,200 | - |
| Legal Aid Ontario | 326,864,300 | 66,923,600 | 355,464,300 | 67,641,500 |
| Office of the Independent Police Review Director | 7,420,600 | - | 7,362,300 | - |
| Ontario Human Rights Commission | 5,279,800 | - | 5,255,600 | - |
| Royal Commissions | 1,000 | - | 1,000 | - |
| Special Investigations Unit | 9,944,500 | - | 9,836,600 | - |
| Tribunals Ontario | 75,519,900 | 38,535,700 | 89,838,300 | 25,662,500 |
| Ontario Land Tribunals | 11,455,400 | - | - | - |
| **Total** | **474,613,200** | **139,578,800** | **543,674,500** | **110,256,400** |

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# MINISTRY ORGANIZATION CHART

Updated: April 9, 2021




**Notes:**
- A wide dashed box denotes an arms length organization.
- A narrow dashed box denotes positions which provide services to the Justice Cluster. Justice Technology Services provides support to MAG & SOLGEN.
- An "(A)" to the right of the incumbent's name denotes an acting assignment.

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## 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
Hearings in Tribunal Proceedings (Temporary Measures) Act, 2020
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
Legal Aid Services Act, 2020
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 Mining and Lands Tribunal)*
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)*
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
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 Repeal Act, 2019
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 (
Business Records Protection Act
Cannabis Control Act, 2017
Cannabis Licence Act, 2018
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
Ministry of the Attorney General Act
Ombudsman Act
Public Authorities Protection Act
Public Officers Act
Supporting Ontario's Recovery Act, 2020 (Ministerial responsibility for this Act has not yet been assigned by OIC)

**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
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

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## APPENDIX: 2020-21 ANNUAL REPORT

### 2020-21 ACHIEVEMENTS

Throughout 2020-21, a time of unprecedented challenge and change, the Ministry of the Attorney General has produced breakthroughs that prove the justice system can be faster, more accessible, responsive and resilient.

Building on the groundbreaking initiatives that the government undertook in the early days of COVID-19 to uphold the administration of justice and protect Ontarians, the ministry has invested in new technology, modernized processes, and continued to overcome longstanding challenges that caused delays for individuals and families across a justice system that had been falling behind.

These achievements include the passage of the *Smarter and Stronger Justice Act, 2020* and the introduction of the *Accelerating Access to Justice Act, 2021,* designed to speed up access to justice and drive the largest-ever transformation of the province's justice sector.

#### COVID-19 Response

The Ministry of the Attorney General has worked with the courts and other partners to maintain the administration of justice and provide seamless, responsive justice services to all Ontarians, particularly those in vulnerable communities.

Achievements include:

- moving in-person court matters to remote proceedings immediately after the outbreak was identified.
- providing courts with the necessary technology to hold remote hearings in 275 courtrooms, enabling the justice system to continue to operate throughout the pandemic.
- developing new and innovative ways of delivering justice services online, such as an online jury pre-screening and check-in tool and a court case lookup service.
- protecting jobs in Ontario's vibrant service industry by providing more opportunities for the alcohol sector.
- supporting victims of crime with additional funding for more than 50 community agencies to ensure Victim Crisis Assistance Ontario organizations, Indigenous

organizations and rural-based organizations can effectively respond as circumstances evolve.

- ensuring legal liability protection relating to COVID-19 exposure to healthcare workers and those who work on the front lines serving the public.

Highlights from 2020-2021 include:

***Justice Accelerated Strategy***

The COVID-19 outbreak compounded the need for new and innovative ways of delivering justice services remotely, in-person and online. Initiatives have been introduced to make it easier, faster and more affordable to access the justice system through COVID-19 and beyond by investing in technology and providing more services online, including:

- developing online filing systems for civil, family and small claims court documents so that more than 500 different types of documents can now be filed online.

- introducing a court case lookup service that can be used to conduct provincewide searches of most Superior Court of Justice civil and criminal court case information, making it faster and easier for people to access court case information remotely.

- enabling the disputing of traffic and other tickets by audio or video where available.

- an online pre-screening and check-in for potential jurors, allowing people to spend less time in a courthouse before jury selection.

***Supporting Jobs at Restaurants, Bars, Breweries and Wineries***

Recognizing the importance of bars and restaurants to community life in Ontario, the ministry expanded on actions taken early in the pandemic to support workers in Ontario's vibrant hospitality sector by making permanent the sale of alcohol with food takeout and delivery orders.

Additional supports for the hospitality sector allowed:

- delivery of alcoholic beverages in food boxes and meal kits.

- restaurants and bars to offer mixed cocktails and growlers as part of a takeout or delivery order.

- eligible alcohol manufacturers to deliver their own products and charge a delivery fee.
- alcohol service on docked boats by operators with a liquor sales licence.
- reduced minimum pricing of spirits consumed on-site or as part of a food takeout/delivery order.
- extend the length of time for temporary patio extensions to be set out by the Alcohol and Gaming Commission of Ontario (AGCO).
- for a requirement that ensures third parties delivering from licensed restaurants and bars have a delivery licence.
- manufacturers to sell spirits and 100 per cent Ontario wine at farmers' markets.

***Justice Centres***

As part of the Ministry's commitment to innovate how justice is delivered to our most vulnerable and marginalized populations, the province has begun implementing a new community court model to increase access to justice and target the factors underlying criminal behavior. The Justice Centre model draws from innovative justice practices around the world, while addressing the unique needs of distinct communities across the province.

Over 130 young adults in contact with the criminal justice system have received specialized supports and services through Ontario's first pilot site in London.

***New Toronto Courthouse Construction***

Infrastructure Ontario continued construction of a new courthouse that will bring together most of the Ontario Court of Justice criminal courts operating across the city of Toronto.

The 17-storey high-rise courthouse is scheduled to be substantially complete in 2022 and will house 63 courtrooms.

***Access to Justice in French – North Bay Action Plan***

Building on the success of similar partnerships with the Superior and Ontario Courts of Justice in Sudbury and Ottawa, the North Bay French Language Action Plan was implemented to develop new practices to improve access to justice in French in North Bay and across the province.

The plan takes a collaborative approach to creating and testing new opportunities for improvement. The plan also enhances the active offer of French-language court services, ensuring the offer is visible, accessible and publicized.

### *Supporting Victims of Crime*

The Ministry of the Attorney General is committed to protecting and supporting victims of crime while providing the supports they need during COVID-19.

Responding to an alarming increase in domestic violence during the pandemic, the ministry has provided several investments to support victims of domestic violence and other violent crimes, including:

- funding to help ensure more than 50 community agencies, including Victim Crisis Assistance Ontario organizations, Indigenous organizations and those based in rural areas can stay operational and accessible to victims during the public health crisis.

- support for front-line staff responding to challenges caused by the COVID-19 crisis.

- enhanced access to immediate supports for victims, including extended hotels stays, and transportation and meal vouchers available through the Victim Quick Response Program Plus.

- support for the province's Roadmap to Wellness strategy to help victim service organizations hire more staff and for community organizations to safely provide supervised access services during the pandemic.

### *Combatting Human Trafficking*

As part of the *Combatting Human Trafficking Act*, the ministry is supporting human trafficking victims and their families by:

- allowing judges' discretion to lengthen restraining orders beyond the current limit of three years to support and protect victims for a longer period.

- clarifying precisely who can apply for a restraining order on behalf of a child, to be responsive to the needs of Indigenous families and communities by recognizing customary care arrangements.

- clarifying that restraining orders can include provisions intended to protect others, in addition to the victim, to encourage more workers assisting victims and families of survivors to apply.

These amendments helped ensure the safety of those who are trafficked, encourage more victims to come forward, and extend access and protections as appropriate within the survivor's circle of care.

These amendments come into effect upon Royal Assent and build on other supports including:

- funding to reduce financial barriers many face while attending court or during the immediate aftermath of crime for essential expenses.
- hiring additional specialized victim services workers.

***Combatting the Illegal Cannabis Market***

Pursuing the government's objectives of protecting children, keeping communities safe and combatting the criminal market in response to the federal government's legalization of cannabis, the ministry undertook consultations in March 2020 in order to provide consumers more choice and convenience on cannabis while enhancing private sector capacity to compete against the criminal market.

The online consultation asked the public, businesses, health and other stakeholders to comment on potential new cannabis opportunities, including consumption venues and special occasion permits.

The ministry also invited key groups to roundtable sessions, including industry representatives, public health and safety organizations, education stakeholders and Indigenous representatives, to ensure their expertise and advice help to inform next steps.

Additionally, the ministry took action to combat the illegal cannabis market and ensured cannabis stores could safely stay open during the pandemic while adhering to ongoing emergency orders by allowing the curbside pickup and delivery of cannabis.

***Liability Protection for Workers, Volunteers and Organizations***

As part of the *Supporting Ontario's Recovery Act, 2020,* the ministry ensured legal liability protection relating to COVID-19 exposure to healthcare workers, institutions and those who work on the front lines serving the public. This protection also extends to businesses and their employees, charities, non-profit organizations, minor sports associations and their volunteers.

These changes ensure court resources are used where they are needed most: to hold accountable bad actors who ignore public health guidance and laws or act with gross negligence.

***Establishing Safe and Competitive Online Gaming***

To combat the unregulated, grey-market websites that offer online gaming without consumer protection, the Ministry of the Attorney General is working with the AGCO to create a competitive market for online legal gaming in Ontario, which will provide consumers with more choice in iGaming products while ensuring a safe online environment that minimizes the risks for players.

The ministry made important progress on this initiative with the appointment of a Commercial Project Lead and the launch of industry consultations.

Ontario

## TABLE 3: MINISTRY INTERIM ACTUAL EXPENDITURES 2020-21

| | Ministry Interim Actual Expenditures ($M) 2020-21 * |
|---|---|
| **COVID-19 Approvals** | **32.4** |
| **Other Operating** | **1,636.0** |
| **Other Capital** | **34.6** |
| **Staff Strength ** (as of March 31, 2021)** | **8,021.6** |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget.

** Ontario Public Service Full-Time Equivalent positions.

Ontario

# Estimates Briefing Book
# 2021-22

## Cabinet Office

ISSN 2369-1972

Ce document est disponible en français

Ontario

# PART I: 2021-22 PUBLISHED PLAN

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# PART I: 2021-22 PUBLISHED PLAN

## MINISTRY OVERVIEW

### Ministry's Vision

The Cabinet Office will lead a modern public service that is able to embrace disruption and enable innovative processes with an inclusive, engaged future-state workforce to support the delivery of the government's agenda and provide efficient 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.

The Cabinet Office is also responsible for providing communications-related insight and strategic advice to the Office of the Premier and ministries, as well as enterprise wide coordination with ministry partners to provide best-in-class marketing, social media, digital analytics, and media buying for government programs and initiatives.

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 will continue to maintain a leadership role in coordinating the government's response to the 2019 Novel Coronavirus (COVID-19) pandemic. This responsibility includes:

- Maintaining and coordinating an effective and integrated whole-of-government COVID-19 response structure to enable rapid action and support decision-making and implementation related to the government's pandemic response.
- 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.
- Maintaining and coordinating engagement with the federal government, provinces and territories on measures relating to COVID-19.

- Ensuring the Province's COVID-19 response structure is 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 increased the importance and volume of government communications. 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:

- Integrating communications strategies into policy and fiscal decision-making.
- Establishing and maintaining tailored communications in response to numerous fundamental shifts in the needs, volume, and priorities of ministries and clients on expedited timelines.
- Procuring necessary technology and tools to support alternative methods of service delivery, e.g., media events, simultaneous translation and American Sign Language (ASL) services to adhere to physical distancing guidelines during delivery of critical government communications services.
- Ensuring all Ontarians are aware of vaccine updates and prioritization through full-service support of the daily PO updates and weekly technical briefing to the media.
- Establishing strong connections with community partners, at-risk groups, and racialized and indigenous communities across the province to create trust and confidence in our vaccine plan.
- Predicting, assessing and pivoting quickly when faced with challenges like reductions in vaccine supply or the emergence of new COVID variants.
- Developing web and digital content and multi-channel, multi-lingual province-wide marketing to amplify information and messaging.
- Overseeing the delivery of over $105 million in marketing campaigns.
- Establishing a temporary vaccines multi-disciplinary projects team, working in partnership with Ministry of Health to drive pertinent communications decisions and build plans that are grounded in data, research, evidence and metrics.

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## Ministry Programs

### Secretary of the Cabinet

*As Deputy Minister to the Premier*

- Provides independent public service advice to the Premier on government policies, priorities and public facing communications.
- 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.

## COVID-19 Response

Leading ministry programs to address the COVID-19 pandemic through:

- Preparing for and operationalizing staff to be able to work from remote locations by ensuring staff are provided with the tools and training required to deliver on operational requirements/business objectives
- Establishing a Mental Health Wellness program to support employee mental health, wellness and resilience.
- Reviewing all Continuity of Operations Plan (COOP) documentation to align with the specific reality of COVID-19.
- Maintaining and enhancing workflows to support service delivery changes in a digital and physically disconnected environment.
- Rapidly redeploying human capital and creating agility within teams (including the development and implementation of dedicated operational, policy and legal resources) for the purposes of:

  - Supporting decision-making by the Lieutenant Governor and its committees in relation to the emergency.
  - Coordinating an integrated, whole-of-government COVID-19 response structure to support coordinated actions across ministries to support the government's pandemic response.
  - Supporting the government's development and implementation of public health measures and reopening plans to protect health and support the economy
  - Supporting 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.
  - Coordinating the cross-government development of over 90 emergency orders under the *Emergency Management and Civil Protection Act* and other regulatory and statutory amendments necessary to address the emergency.
- Maintaining communications and regular Executive Management meetings with a focus on operations and service delivery to ensure management is kept apprised of the situation and their support resources.

**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. Policy & Delivery 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.

**COVID-19 Response**

Ensures that decision-making and the machinery of government continue to operate effectively throughout the COVID-19 pandemic and provides a leadership role in informing policy and fiscal decision-making during the economic recovery.

**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 and ministries. Beginning in 2020-21, Cabinet Office Communications is able to provide enhanced marketing services and delivery in-house, including project management, creative production and media buying services to enable the effective delivery of signature government and ministry priorities.

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## COVID-19 Response

Designated as the Workstream Lead for the Public Education and Outreach Vaccine Response Workstream by Ontario's Vaccine Task Force, Cabinet Office Communications works collaboratively with other ministries to support Ontario's vaccination response. COC leads strategic coordination across the OPS on vaccine and COVID-19 related updates to the public, including the facilitation of daily press briefings, and ensuring that marketing services are available for all ministries to meet the increase in marketing campaigns and digital/creative demands during the pandemic.

A temporary multi-disciplinary project team was established in Cabinet Office Communications, working in partnership with Ministry of Health to drive pertinent communications decisions and build plans that are grounded in data, research, evidence and metrics in support of the government's vaccine rollout plan.

### Ministry of Intergovernmental Affairs

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

## COVID-19 Response

Facilitates intergovernmental negotiations aligned with strategic priorities focused on the most critical COVID-19 issues and in support of Ontario's recovery.

## 2021-22 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, delivery and tracking of government priorities, and maintaining the processes for Cabinet decision-making and the machinery of government.
- Working directly with ministry partners to help them address their policy and program delivery challenges by providing in-house, hands-on public sector innovation consulting services.
- Supporting executive teams across the OPS in rethinking their strategic choices and repositioning their teams to improve operational efficiencies at the division and ministry-level.

- 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, strategy and services to ministries under the new enhanced marketing 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 intergovernmental and international priorities, and delivering operational support, analysis and strategic advice.

The Cabinet Office will also continue 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 and drive ongoing efficiencies continue to be refined and further integrated into strategic and operational decision-making processes across the ministry. In continuing with this process, Cabinet Office will be utilizing enterprise capacity building to support improvement activities and performance throughout the Communications community.

## COVID-19 Response

The Cabinet Office will continue to provide a leadership role in coordinating the government's response to COVID-19 while providing uninterrupted and high-quality service to support the Office of the Premier and Cabinet throughout the crisis. This will include:

- Providing leadership and coordination to the government's response to COVID-19 through centrally coordinated activities and enhanced core service delivery work with ministries.
- Ensuring decision making and the machinery of government continue to operate effectively.
- 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 and marketing campaigns to Ontarians to ensure they have timely information.
- Working with Ontario's COVID-19 Vaccine Distribution Task Force to develop responsive, high quality communications products and strategies.

- 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 recovery supports for COVID-19.

**Table 1: Ministry Planned Expenditures 2021-22 ($M)**

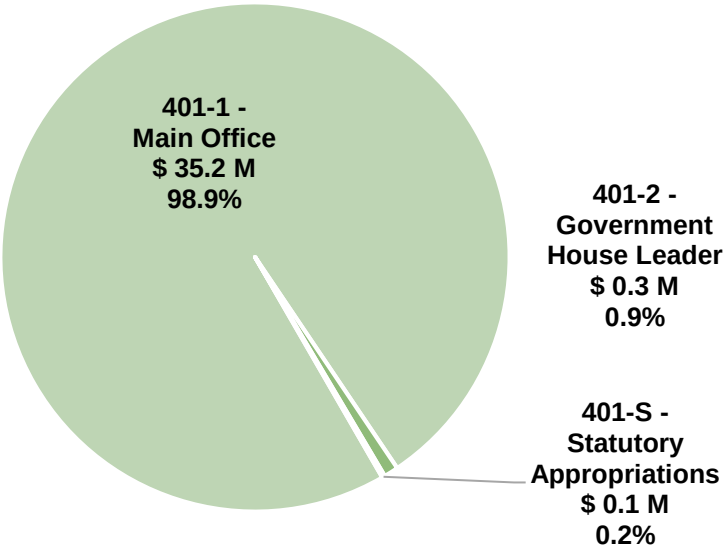
| | |
|---|---|
| COVID-19 Approvals | 0.0 |
| Other Operating | 35.6 |
| Capital | 0.0 |
| **TOTAL** | **35.6** |

Ontario

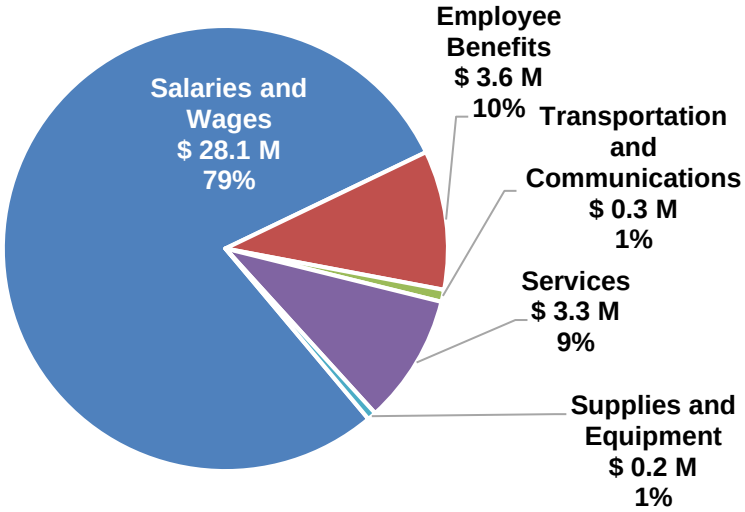
## Cabinet Office 2021-22 Allocation

The following charts depict the ministry's 2021-22 allocation ($35.6M) by vote/item and standard account.

Operating & Capital by Vote ($M)




Operating & Capital Summary by Standard Account ($M)



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## Detailed Financial Information

### Cabinet Office

### Table 2: Combined Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21* $ | Interim Actuals 2020-21* $ | Actuals 2019-20* $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Main Office | 35,199,200 | 2,373,800 | 7.2 | 32,825,400 | 35,649,000 | 29,475,707 |
| Government House Leader | 328,000 | - | - | 328,000 | 328,000 | 323,934 |
| Less: Special Warrants | - | - | - | - | - | - |
| **Total Operating Expense to be Voted** | **35,527,200** | **2,373,800** | **7.2** | **33,153,400** | **35,977,000** | **29,799,641** |
| Special Warrants | - | - | - | - | - | - |
| Statutory Appropriations | 64,014 | - | - | 64,014 | 64,014 | 34,134 |
| **Ministry Total Operating Expense** | **35,591,214** | **2,373,800** | **7.1** | **33,217,414** | **36,041,014** | **29,833,775** |
| Consolidation Adjustment - General Real Estate Portfolio | - | 477,500 | 100.0 | (477,500) | (249,500) | (2,322,104) |
| **Total Including Consolidation & Other Adjustments** | **35,591,214** | **2,851,300** | **8.7** | **32,739,914** | **35,791,514** | **27,511,671** |
| **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 | - | - | | - | - | - |
| **Total Including Consolidation & Other Adjustments** | **-** | **-** | | **-** | **-** | **-** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **35,591,214** | **2,851,300** | **8.7** | **32,739,914** | **35,791,514** | **27,511,671** |

*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 2021 Ontario Budget.

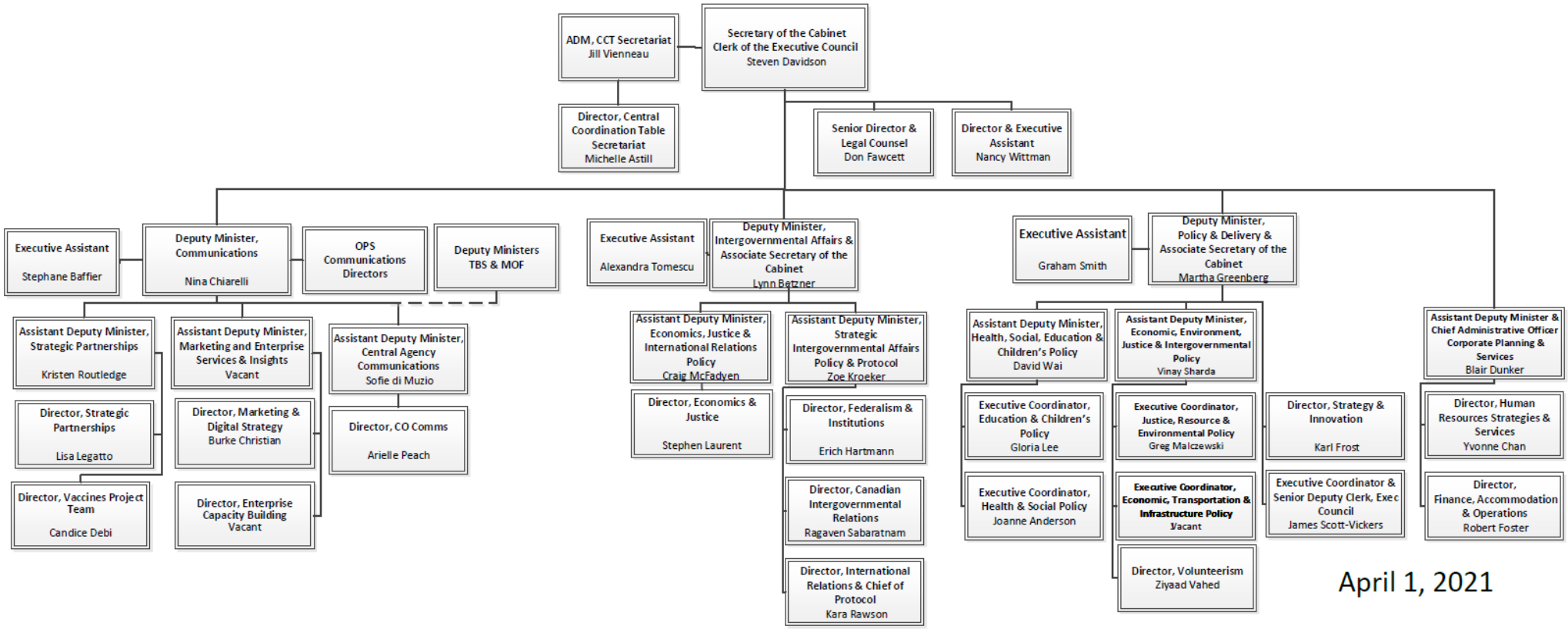
## Historic Trend Table

| Historic Trend Analysis Data | Actuals 2018-19* $ | Actuals 2019-20* $ | Estimates 2020-21* $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | 29,405,348 | 27,511,671 | 32,739,914 | 35,591,214 |
| | | *-6.4%* | *19.0%* | *8.7%* |

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

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## MINISTRY ORGANIZATION CHART



Ontario

## 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 limited discretionary spending in alignment with core service delivery.
- Managed resources in alignment with organizational goals; and reduced duplication of services and layers of administration to drive positive change across the organization.

### Policy & Delivery

- Provided objective, integrated and strategic policy advice to support and inform government decision-making as well as the development of a multi-year action plan to deliver the government's policy agenda.
- Supported the government as it reconfigured its policy agenda and program objectives in order to redirect resources and reprioritize to address the COVID-19 pandemic.
- Reoriented its own internal processes in convening Cabinet/Cabinet Committee meetings and providing advice to government to facilitate rapid decision-making in an uncertain environment.
- Advanced development of an integrated application that supports agenda planning and Cabinet's 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, service delivery and strategic development challenges.
- 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 and facilitated modern, coordinated government communications.
- Provided issues management support and media monitoring services.
- Developed and maintained digital and marketing products and tools (including websites) to ensure that the government is directly connected to the citizens it serves.
- Oversaw, developed and executed multi-channel and multi-lingual paid marketing strategies, including creative and media, delivering on government and ministry priorities.

## 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 with U.S state-level partners.
- 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, including recent federal agreements to address COVID-19 related priorities.
- 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:

- Coordinated the government's response to the COVID-19 crisis, which included the internal redeployment of staff and creation of an integrated and effective whole-of-government COVID-19 response structure through the Central Coordination Table and supporting workstreams.
- Implemented organizational structures (i.e. dedicated teams) to support COVID-19 priorities (e.g. Central Coordination Table and workstreams, Supply

Chain Transformation Office. Central Coordination Table Secretariat, COVID-19 Vaccine Distribution Task Force)

- 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.
    - Convened 169 Cabinet meetings in 2020-21, including daily Cabinet meetings for the first month of the COVID-19 pandemic response.
- Directly supported the Secretary of the Cabinet and Office of the Premier in leading the province's response to the global COVID-19 pandemic. The COVID-19 response acted as a catalyst to accelerate policy changes or priorities.
- Coordinated numerous COVID-19 response work streams (e.g. health, supply chain, public safety, critical personnel) across government, while providing integrated and strategic advice to support rapid government decision-making.
- Supported the Ontario Jobs and Recovery Cabinet Committee and led the development of economic reopening and response frameworks.
- Prepared and shifted staff to work remotely in order to continue to meet critical service delivery commitments outlined in the COOP, while abiding by social distancing measures for staff who are unable to work remotely.
- 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.
- 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.
- Supported the Premier with daily media briefings and by developing web content and strategic, paid multi-channel marketing to amplify information and messaging.
- Provided enhanced alignment in order to elevate specific COVID-related priorities to the federal government.
- Led intergovernmental negotiations related to the COVID-19 response and recovery, which resulted in approximately $13B in direct and in-kind federal supports for Ontario in 2020-21, in the areas such as health care funding; vulnerable populations; childcare and education; support for municipalities, infrastructure and transit.

Ontario

## Table 3: Ministry Interim Actual Expenditures 2020-21

| | Ministry Interim Actual Expenditures ($M) 2020-21 * |
|---|---|
| **COVID-19 Approvals** | **0.0** |
| **Other Operating** | **35.8** |
| **Capital** | **0.0** |
| **Staff Strength ** (as of March 31, 2021)** | **292.0** |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget and includes Consolidation Adjustments of ($0.25M).
** Ontario Public Service Full-Time Equivalent positions.

Ontario

# Estimates Briefing Book
# 2021-22

## Ministry of Children, Community and Social Services

ISSN 2562-587X

Ce document est disponible en français

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# PART I: 2020-21 PUBLISHED PLAN

## MINISTRY OVERVIEW

### Ministry's Vision

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

The government's vision is to build and sustain a connected, person-centred social services system that provides Ontarians with equitable supports that meet their diverse needs in order to stabilize their conditions, help build independence and improve their overall quality of life.

Achieving this vision means creating an inclusive, anti-racist 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 and advancing the interests of women across Ontario.

The ministry values its role in helping people reach their full potential, and building a stronger Ontario. That includes; youth who are in, or at risk of conflict with the law; youth and adults with special needs; children and youth in need of protection services; and Indigenous peoples.

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

As we look to the future, the government's goal is to become and remain a strong, integrated and fiscally responsible organization that continues to put people at the centre of all we do.

### 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 social services for support and those who are among the province's most vulnerable populations. This includes:

- Expanded access to emergency assistance for Ontarians in financial crisis needing help paying for food and housing, who are not already on social assistance and do not have access to other supports.

- Creating the Emergency Benefit for Ontarians for those who receive income support from Ontario Works or the Ontario Disability Support Program to assist with additional COVID-19 costs, such as food, cleaning supplies, PPE and non-medical transportation.

- Partially or fully exempting some income types received under Canada's federal COVID-19 benefits for existing social assistance recipients, while allowing them to retain access to the health and other benefits they receive through social assistance if the federal benefits would otherwise make them financially ineligible.

- Additional funding for emergency shelters, food banks, charities, non-profits, and emergency services to enable the support of vulnerable populations, including the homeless and low-income families who use social services.

- The incidence of gender-based violence and domestic violence has continued to increase during the pandemic. The COVID-19 Residential Relief Fund is helping to address increased residential costs experienced by service providers.

- 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.

- Making regulatory and policy amendments to ensure that 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.

- Supporting and providing flexibility to Children with Special Needs and Autism service providers to implement innovative service models to support the continuity of care for children and families, where appropriate.

- Continuing to provide Ontario Autism Program interim one-time funding to all new registrants and providing an additional payment to families in receipt of childhood budgets and interim one-time funding to purchase eligible services and supports.

- Encouraging community-based service providers and district school boards to adopt local solutions to mitigate school-based rehabilitation service disruptions, including addressing barriers to school access by outside regulated professionals where feasible and in accordance with public health guidance, and/or adoption of alternative service models, e.g. virtual and/or in-person service at community/home locations, where appropriate.

- Implementing temporary changes to its family support and respite programs to support families while physically distanced at home and while community-based programs and services are closed, including expanding the list of eligible expenses and removing the deadline to submit invoices for reimbursement.

- New investments to the Student Nutrition Program to adapt service delivery while school settings are closed, to improve access to healthy meals and snacks for school-age children and youth through community alternatives, including distributing grocery gift cards, supporting local food banks, and delivering meals to families with school-age children.

- Provincially operated youth justice facilities following public health recommendations by restricting visitors and enhancing screening. Probation offices and youth justice facilities are using technology to support clients and connect youth and families.

- Developmental services agencies continuing to support people with developmental disabilities during the COVID-19 outbreak. Residents and staff are provided with guidance and have enhanced testing, surveillance, and personal protection equipment (PPE). Staff have also been given access to emergency childcare and enhanced compensation.

- The Family Responsibility Office (FRO) continuing 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.

- Emergency assistance to support First Nations, Inuit and Métis partners and urban Indigenous service providers with COVID-19 and related emergency-response initiatives that will promote community health and well-being.

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

- A temporary wage enhancement of $3 per hour on top of existing wages for workers who provide direct support services including to children with special needs through MCCSS-funded programs and services, including respite.

- In addition, recognizing the impact of the COVID-19 outbreak, the Premier's Council on Equality of Opportunity (PCEO) is working collaboratively with government, communities and young people to provide advice on policies and programs to address the disproportionate impacts of the outbreak on marginalized families and youth.

## 2021-22 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 to help 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 partners across many sectors to transform and strengthen community and developmental services, child welfare, special needs and early intervention.

## Social Assistance Recovery and Renewal

The ministry's vision for social assistance transformation is focused on creating an effective, efficient and streamlined social services system that focuses on people, by providing them with a range of services and supports to respond to their unique needs, and to address barriers to success so they can move towards employment and independence, as well as help the economy recover from the COVID-19 crisis.

At the core of this plan is a new delivery model for social assistance that looks at provincial and municipal roles - not along the traditional program lines of Ontario Works and ODSP, but around who can best provide the service to get the best results.

The Province intends to focus on overseeing financial assistance, making it quick and easy for people to access the system while ensuring program integrity.

At the same time, municipal partners would use their expertise in delivering person-centred casework and knowledge of local community supports to provide activities that support people on a pathway to greater independence and employment.

Recognizing the unique needs and priorities of First Nations, the Province is working with First Nations on a separate plan to renew social assistance in First Nations communities.

## Developmental Services

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

In 2020-21 Ontario has invested approximately $2.9 billion in services for people with developmental disabilities. Approximately $2 billion was dedicated to providing residential services and supports.

MCCSS also continues to support investment for COVID-19 supports in congregate care settings, including infection prevention and control (IPAC) resources, COVID 19 Residential Relief Fund and personal protective equipment.

$13 million over three years, beginning in 2021–22, to assist more people with developmental disabilities in accessing community housing and expanding the Adult Protective Service Worker program to support them to live independently

The ministry will continue to work towards improving the developmental services system and deliver improved results for the people of Ontario.

**Indigenous Community and Prevention Supports**

The government continues to work with Indigenous communities and organizations 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, Inuit and Métis peoples and communities in Ontario through the longstanding Indigenous Healing and Wellness Strategy. In 2020-21, Ontario invested more than $71 million in a continuum of health, healing and wellness programs that are designed and delivered by and for Indigenous peoples in First Nations and in urban and rural communities.

The ministry also invested $86.4 million in Indigenous Community and Prevention Supports to support improved outcomes and well-being for Indigenous children, youth and families. These investments are part of the continuing work the government is undertaking in its response to the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls.

**Ontario Autism Program**

In December 2019, after receiving and reviewing the Autism Advisory Panel's recommendations, the government announced key elements of the needs-based Ontario Autism Program (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, including core clinical services, foundational family services, early years supports and entry to school services, urgent response services, and care coordination. The OAP will also establish an Independent Intake Organization (IIO) which will be accountable to the ministry for the oversight and administration of key program elements provincially and within each of the five ministry-defined regions, with the goal of delivering a coordinated, integrated and family-centered OAP service delivery model across Ontario.

Implementation of the new needs-based OAP is underway. In August 2020, the ministry launched Foundational Family Services. In February 2021, the ministry announced that the province will begin offering core clinical services based on a child's individual needs. Starting in March 2021, approximately 600 children registered

in the Ontario Autism Program were invited to participate in the launch of core clinical services.

The Child and Parent Resource Institute will oversee the launch, which will see families receive funding to purchase core clinical services including Applied Behaviour Analysis, speech language pathology services, occupational therapy and mental health services. Feedback from families will help the province refine the process prior to full implementation.

Several selection processes are currently underway to select service providers that will deliver services in the needs-based Ontario Autism Program. In December 2020, the ministry released calls for applications to select providers for the Independent Intake Organization and the caregiver-mediated early years programs. In March 2021, the ministry released a call for applications to select providers to deliver the entry to school program.

The ministry continues to invest in additional services and supports for families, including diagnostic services, capacity-building projects in Northern communities, and continued funding of Autism Ontario to deliver the OAP Service Navigation Program and to host the OAP Provider List.

During this transition, autism services and supports, including evidence-based behaviour services, respite services and seasonal camps continue to be provided to children and youth on the autism spectrum and their families. Families who have received a childhood budget or interim one-time funding may be eligible to receive an additional payment of $20,000 or $5,000, based on their child’s age, to purchase eligible services and supports that they feel are most appropriate for their child.

**Child Welfare**

The government’s 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 and thrive.

The government has taken swift action, working with sector partners and implementing a moratorium on youth aging out of care. The moratorium has been extended until September 30, 2022.

In July 2020, the Associate Minister of Women and Children's Issues announced the Child Welfare Redesign Strategy, which has the following five pillars:

- Strengthening family well-being through community-based prevention services that keep children safe in family-based settings
- Improving the quality of residential care provided to children and youth
- Promoting the development of stable and lifelong connections and supports for youth, with a focus on education and employment opportunities
- Improving the adoption experience and focusing on family-based options over group care where appropriate
- Creating a more efficient and effective child welfare system that is financially sustainable.

The goal for redesign is simple. We want every child and youth to have a safe, loving and stable home. We want families and communities to be strengthened and supported through preventive services and early intervention. We want youth in and from care to succeed and thrive as they transition to adulthood. When residential care is needed, we want children and young persons to receive high-quality care from skilled, caring, and competent staff and caregivers in placements that meet each child's unique needs.

To support redesign, the government has released the Children and Young Persons' Rights Resource as well as the Quality Standards Framework with work underway to make a youth-friendly version as well. The government has since announced $1.5 million annually in programs and services to make the adoption process easier, with additional supports for those seeking to adopt and kinship placements expected in 2021.

To take a step in specifically addressing the overrepresentation of Black communities, the government provided $650,000 in additional support for One Vision, One Voice which supports the deliver of culturally appropriate services for African-Canadian and Black children and youth in the child welfare system. Funding of $200,000 was also provided to Peel CAS to enhance the Child Welfare Immigration Centre of Excellence, which helps children's aid societies across the province address immigration status issues, such as outstanding applications for legal status of children and youth in care. The government also invested $5 million in annualized funding to enhance access to prevention-focused customary care for Indigenous children and youth.

The government acknowledges First Nations, Inuit, and Métis peoples should be entitled to provide, wherever possible, their own child and family services. In January 2021, Wabaseemong Independent Nations became the first Indigenous community to

have their Care Code come into force in Canada. This was a historic accomplishment which was supported by the government.

In April 2021, Niijaansinaanik Child and Family Services was designated as the thirteenth Indigenous children's aid society in the province. The official designation has enabled Niijaansinaanik Child and Family Services to provide culturally-based services and supports to more Indigenous children and families in the Districts of Nipissing and Parry Sound, and the City of Greater Sudbury.

**Violence Against Women**

The government is committed to preventing and addressing violence against women in all its forms. In 2020-21, the ministry invested approximately $172 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, including gender-based and domestic violence. This includes $3.6 million that went directly to rural and remote agencies to provide critical services to women right in their communities. This funding directly supports more than 400 agencies including Indigenous organizations providing supports to Indigenous women and children.

To ensure that those facing domestic violence do not have to stay with their abuser, the government worked with partners and leaders in the sector to keep shelters open throughout the pandemic. This included providing $40 million through the Residential Relief Fund to women's shelters and other residential settings to keep them safe and clean. A further $30 million has been invested over two years for infection and prevention control for residential settings. In May 2020, the government also invested $1 million to support organizations in their efforts to adopt to remote services. This included $200,000 to the Assaulted Women's Helpline.

As part of the 2021 Budget, $18.5 million will be invested over three years, beginning in 2021-22, in the Transitional Housing Support Program, to support victims of domestic violence and survivors of human trafficking to find and maintain affordable housing and help them transition to independence.

**Anti-Human Trafficking**

The province's Anti-Human Trafficking Strategy is a comprehensive action plan to combat human trafficking and child sexual exploitation. It leverages interconnected

programs and partnerships to maximize investment outcomes and supports a coordinated and aligned response to human trafficking in Ontario. Up to $307 million will be invested between 2020-2025 in raising awareness of the issue, protecting victims and intervening early, supporting survivors and holding offenders accountable. This is the largest investment into anti-human trafficking initiatives in Canada's history between all levels of government.

Of the $307 million, $46 million has been given directly to organizations that support victims and survivors through the Community Supports and Indigenous-Led Initiatives Funds. These organizations will provide trauma-informed supports, culturally appropriate care and help rebuild lives. These programs will be focused on children and youth, who are often lured into trafficking when criminals exploit their vulnerabilities. Furthermore, a number of the programs are survivor-led or have survivors working within the organization to help inform and develop their work.

Building on the Anti-Human Trafficking Strategy, additional supports were announced as part of the 2021 Budget, which will help survivors of human trafficking find and maintain affordable housing. This is in addition to the legislation that was introduced to further protect victims and survivors while holding offenders accountable. This cross-government approach speaks to the magnitude of the situation and the need to work across sectors and across levels of government to stop this horrific crime in our province and country.

**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 services system to meet the needs of youth in custody/detention and on probation. This plan also focusses 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 and supports in the right places to address the needs of youth.

### 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.

### Black Youth Action Plan

The government is committed to helping Black children, youth and families achieve their full potential by removing systemic and structural barriers and giving them the tools for success. In November 2020, the province announced it was investing an additional $60 million over three years to renew existing Black Youth Action Plan programming and create a new economic empowerment stream. These additional supports are part of the 2020 Budget, *Ontario's Action Plan: Protect, Support, Recover*.

The new investments build on the success of the plan to sustain culturally focused programs that promote well-being and strengthen pathways to school, post-secondary education and careers. The new economic empowerment stream will focus on helping provide the skills and supports Black Ontarians need to overcome social and economic barriers and achieve success, including enabling them to participate in a future-oriented and talent-driven workforce.

Additionally, the new investment includes $2.25 million to help Black communities address the disproportionate impacts of COVID-19. The funding will be used to provide urgent supports to children, youth and families for: housing needs, food security, access to technology, education, income, health and mental health supports.

The $2.25 million is in addition to the $1.5 million COVID-19 Emergency Fund for Black Children, Youth and Families, announced earlier in 2020.

## Poverty Reduction Strategy

The ministry is responsible for the Poverty Reduction Strategy. It leads the development of an updated cross-government strategy every five years and ensures the strategy measures success by setting a target and assessing indicators of poverty reduction.

In December 2020, the province launched its new Poverty Reduction Strategy, *Building a Strong Foundation for Success: Reducing Poverty in Ontario (2020-2025)*. The government is providing supports and services to meet the strategy's target of increasing the number of social assistance recipients moving to employment each year.

The strategy also includes indicators that measure poverty, education, employment, and life stabilization outcomes. To monitor progress on the strategy, the ministry will publish an annual report on the government's activities to support the strategy and updates relating to the target and indicators set out in the strategy.

## 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.

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## Table 1: Ministry Planned Expenditures 2021-22 ($M)

| | |
|---|---|
| COVID-19 Approvals | 69.1 |
| Other Operating | 17,771.5 |
| Other Capital | 70.0 |
| **TOTAL** | **17,910.6** |

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## Detailed Financial Information

# Table 2: Combined Operating and Capital Summary by Vote

**Operating and Capital Summary by Vote**

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

| Description | Estimates 2021-22 $ | Change from 2020-21 Estimates $ | Change from 2020-21 Estimates % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration | 100,733,300 | (5,561,200) | (5.2) | 106,294,500 | 119,691,322 | 119,903,359 |
| Children and Adult Services | 17,869,824,200 | 124,513,000 | 0.7 | 17,745,311,200 | 17,631,998,200 | 17,061,751,278 |
| Poverty Reduction Strategy | - | (1,700,000) | (100.0) | 1,700,000 | 1,700,000 | 7,300,000 |
| **Total Operating Expense to be Voted** | **17,970,557,500** | **117,251,800** | **0.7** | **17,853,305,700** | **17,753,389,522** | **17,188,954,637** |
| Statutory Appropriations | 63,643,065 | (17,019,900) | (21.1) | 80,662,965 | 216,262,965 | 40,931,812 |
| **Ministry Total Operating Expense** | **18,034,200,565** | **100,231,900** | **0.6** | **17,933,968,665** | **17,969,652,487** | **17,229,886,449** |
| Consolidation | (193,568,500) | (2,291,100) | 1.2 | (191,277,400) | (207,013,765) | (226,679,073) |
| **Ministry Total Operating Expense Including Consolidation** | **17,840,632,065** | **97,940,800** | **0.6** | **17,742,691,265** | **17,762,638,722** | **17,003,207,376** |
| **OPERATING ASSETS** | | | | | | |
| Ministry Administration | 1,000 | - | - | 1,000 | 1,000 | - |
| Children and Adult Services | 66,706,000 | 22,999,000 | 52.6 | 43,707,000 | 72,007,000 | 38,740,114 |
| 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** | **66,709,000** | **22,999,000** | **52.6** | **43,710,000** | **72,010,000** | **38,740,114** |
| **Ministry Total Operating Assets** | **66,709,000** | **22,999,000** | **52.6** | **43,710,000** | **72,010,000** | **38,740,114** |
| **CAPITAL EXPENSE** | | | | | | |
| Children, Community and Social Services Capital Program | 34,527,000 | 11,548,800 | 50.3 | 22,978,200 | 22,208,200 | 28,730,551 |
| **Total Capital Expense to be Voted** | **34,527,000** | **11,548,800** | **50.3** | **22,978,200** | **22,208,200** | **28,730,551** |
| Statutory Appropriations | 39,327,500 | (306,200) | (0.8) | 39,633,700 | 40,833,700 | 38,543,870 |
| **Ministry Total Capital Expense** | **73,854,500** | **11,242,600** | **18.0** | **62,611,900** | **63,041,900** | **67,274,421** |
| Consolidation | (3,893,200) | 2,611,100 | (40.1) | (6,504,300) | (1,800,100) | (703,657) |
| **Ministry Total Capital Expense Including Consolidation** | **69,961,300** | **13,853,700** | **24.7** | **56,107,600** | **61,241,800** | **66,570,764** |
| **CAPITAL ASSETS** | | | | | | |
| Children, Community and Social Services Capital Program | 18,254,400 | (4,553,000) | (20.0) | 22,807,400 | 22,524,300 | 15,094,733 |
| **Total Capital Assets to be Voted** | **18,254,400** | **(4,553,000)** | **(20.0)** | **22,807,400** | **22,524,300** | **15,094,733** |
| **Ministry Total Capital Assets** | **18,254,400** | **(4,553,000)** | **(20.0)** | **22,807,400** | **22,524,300** | **15,094,733** |
| **Ministry Total Operating and Capital Including Consolidation (not including Assets)** | **17,910,593,365** | **111,794,500** | **0.6** | **17,798,798,865** | **17,823,880,522** | **17,069,778,140** |

* Estimates, Interim Actuals and Actuals for prior fiscal years are restated to reflect any changes in ministry organization and/program structure. Interim Actuals reflect the numbers presented in the 2021 Third Quarter Finances including forecast for program transferred out of ministry.

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## Historic Trend Table

| Historic Trend Analysis Data | Actual 2018-19 * $ | Actual 2019-20 * $ | Estimates 2020-21 * $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **16,781,599,432** | **17,069,778,140** | **17,798,798,865** | **17,910,593,365** |
| | | *2%* | *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/2021/index.html
**Contact:** https://www.ontario.ca/page/ministry-children-community-and-social-services

## AGENCIES, BOARDS AND COMMISSIONS (ABCS)

| | 2021-22 Estimates $ | 2020-21 Interim Actuals $ | 2019-20 Actuals $ |
|---|---|---|---|
| Soldiers' Aid Commission | 1,548,800 | 516,300 | 63,300 |

The mandate of the Soldiers' Aid Commission (SAC) was expanded in January 2021 to allow financial support to all eligible veterans in the province under the *Soldiers' Aid Commission Act, 2020*. The Commission provides eligible applicants with up to $2,000 over a 12-month period per household for eligible expenses. This funding supplements support offered by the Royal Canadian Legion and Veterans Affairs Canada.

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

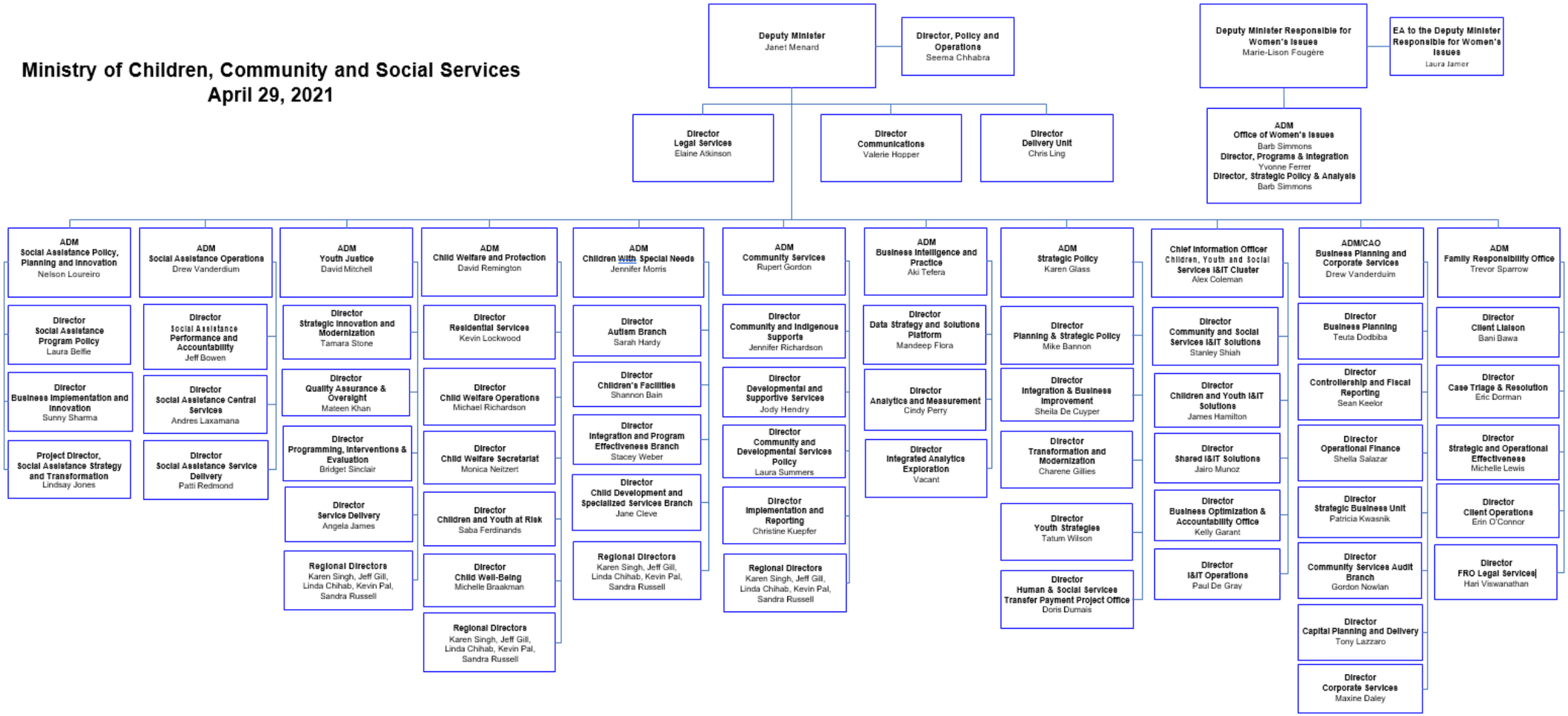
The Commission's board of directors shall consist of at least three members and no more than 11 members appointed by the Lieutenant Governor in Council. The majority of the members of the board of directors shall consist of veterans or individuals who are either the parent, spouse, child or sibling of a veteran.

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.

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## MINISTRY ORGANIZATION CHART

### Ministry of Children, Community and Social Services
### April 29, 2021



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## MINISTRY ORGANIZATION

**Deputy Minister –** Janet Menard

- **Director, Policy and Operations –** Seema Chhabra
- **Director, Legal Services Branch –** Elaine Atkinson
- **Director, Communications –** Valerie Hopper
- **Director, Delivery Unit –** Chris Ling

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

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

- **ADM, Youth Justice –** David Mitchell
  - **Director, Service Delivery –** Angela James
  - **Director, Strategic Innovation and Modernization–** Tamara Stone
  - **Director, Quality Assurance and Oversight –** Mateen Khan
  - **Director, Programming, Interventions and Evaluation –** Bridget Sinclair
  - **Regional Directors –** Karen Singh, Jeff Gill, Linda Chihab, Kevin Pal, Sandra Russell

- **ADM, Child Welfare and Protection –** David Remington
  - **Director, Residential Services –** Kevin Lockwood
  - **Director, Child Welfare Operations –** Michael Richardson
  - **Director, Child Welfare Secretariat –** Monica Neitzert
  - **Director, Children and Youth at Risk –** Saba Ferdinands
  - **Director, Child Well-being –** Michelle Braakman
  - **Regional Directors –** Karen Singh, Jeff Gill, Linda Chihab, Kevin Pal, Sandra Russell

- **ADM, Children with Special Needs –** Jennifer Morris
  - **Director, Children's Facilities –** Shannon Bain
  - **Director, Autism Branch –** Sarah Hardy
  - **Director, Integration & Program Effectiveness Branch –** Stacey Weber
  - **Director, Child Development and Special Services Branch –** Jane Cleve
  - **Regional Directors –** Karen Singh, Jeff Gill, Linda Chihab, Kevin Pal, Sandra Russell

- **ADM, Community Services –** Rupert Gordon
  - **Director, Community and Indigenous Supports Branch –** Jennifer Richardson
  - **Director, Developmental and Supportive Services Branch –** Jody Hendry
  - **Director, Community and Developmental Services Policy Branch –** Laura Summers
  - **Director, Implementation and Reporting Branch –** Christine Kuepfer
  - **Regional Directors –** Karen Singh, Jeff Gill, Linda Chihab, Kevin Pal, Sandra Russell

- **ADM, Business Intelligence & Practice –** Aklilu Tefera
  - **Director, Data Strategy and Solutions Platform –** Mandeep Flora
  - **Director, Analytics and Measurement –** Cindy Perry
  - **Director, Integrated Analytics Exploration –** Vacant

- **ADM, Strategic Policy –** Karen Glass
  - **Director, Planning and Strategic Policy –** Mike Bannon
  - **Director, Integration & Business Improvement –** Sheila De Cuyper
  - **Director, Transformation and Modernization** – Charene Gillies
  - **Director, Youth Strategies** – Tatum Wilson
  - **Director, Human and Social Services Transfer Payment Modernization** – Doris Dumais

- **Chief Information Officer, Children, Youth and Social Services I&IT Cluster –** Alex Coleman
  - **Director, Community and Social Services I&IT Solutions –** Stanley Shiah
  - **Director, Children and Youth I&IT Solutions –** James Hamilton
  - **Director, Shared I&IT Solutions –** Jairo Munoz
  - **Director, Business Optimization and Accountability Office** – Kelly Garant
  - **Director, I&IT Operations –** Paul de Gray

- **ADM/CAO, Business Planning and Corporate Services –** Drew Vanderduim
  - **Director, Business Planning –** Teuta Dodbiba
  - **Director, Controllership and Fiscal Reporting –** Sean Keelor
  - **Director, Operational Finance –** Shella Salazar
  - **Director, Strategic Business Unit –** Patricia Kwasnik
  - **Director, Community Services Audit Services –** Gordon Nowlan
  - **Director, Capital Planning and Delivery –** Tony Lazzaro
  - **Director, Corporate Services –** Maxine Daley

- **ADM, Family Responsibility Office –** Trevor Sparrow
  - **Director, Client Liaison –** Bani Bawa
  - **Director, Case Triage & Resolution –** Eric Dorman
  - **Director, Strategic and Operational Effectiveness –** Michelle Lewis
  - **Director, Client Operations –** Erin O'Connor
  - **Director, FRO Legal Services –** Hari Viswanathan

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

- **EA to the Deputy Minister Responsible for Women's Issues –** Laura Jamer

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

Ontario

## ANNUAL REPORT

### Overview

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

## 2020-21 RESULTS

### Response to COVID-19

The government continued to make significant investments to support individuals and families in financial crisis and those who rely on social services. This included $562 million in social services relief funding to help protect the health and safety of the province's most vulnerable people in response to the COVID-19 pandemic.

This investment included $52 million for targeted relief and support for individuals and families in financial crisis, including those who are not receiving social assistance.

The ministry created an Emergency Benefit, a temporary monthly benefit, that was available from March to July 2020 to assist with immediate and exceptional costs related to COVID-19 for Ontario Works and ODSP clients. Approximately 259,000 social assistance recipients and families received the Emergency Benefit.

Ontario Works and ODSP clients continued to have access to discretionary benefits through Ontario Works to assist with one-time exceptional needs. The ministry worked closely with the 47 municipal and district service manager partners, including 102 Ontario Works First Nation delivery agents who determine allocations based on community need.

Recognizing the impact of the COVID-19 outbreak, the ministry also partially or fully exempted some income types received under Canada's federal COVID-19 benefits for existing social assistance recipients, while allowing them to retain access to the health and other benefits they receive through Ontario Works and ODSP if the federal benefits would otherwise make them financially ineligible. The policy will be in effect until September 30, 2021.

The ministry also made significant new investments to support service partners across the province including but not limited to:

- $40 million through the COVID-19 Residential Relief Fund (CRRF) to support residential service providers to address financial and service delivery pressures resulting from exceptional challenges during the current outbreak in managing the health and well-being of children, youth and adults supported in residential settings, as well as the staff who support them.

- $30 million over two years to help both non-residential and residential service providers in the social services sector continue infection prevention and control measures.

- $10 million in support of First Nations, Inuit and Métis partners and urban Indigenous service providers with COVID-19 and related emergency-response initiatives that will promote community health and well-being.

- $1 million in one-time funding to help frontline gender-based violence agencies adapt to remote service delivery and support continued operation during COVID-19 pandemic.

School-aged children had access to healthy and nutritious food while schools were closed through an additional investment of $1 million in the Student Nutrition Program.

The government placed a moratorium on youth aging out of care. This was to ensure that no youth who turned 18 or were receiving extended services until aged 21 would be involuntarily removed from their supports. This moratorium has been extended until September 30, 2022.

The ministry also made significant investments to support workers in congregate care settings or who work primarily with vulnerable populations, where maintaining physical distancing is difficult or not possible.

Through the Pandemic Pay program and the temporary wage enhancement the ministry provided more than $330 million to support front-line workers. This funding supported workers who provide direct assistance with personal care, respite and community activity participation in residential settings, day programming and children and youth service settings across the province. Effective October 1, 2020, these

workers also included those that provide direct support services for adults with a developmental disability.

Temporary wage enhancements were also available to eligible full- and part-time staff employed by family and individual recipients of the direct funding programs.

Through the COVID-19 Emergency Fund for Black Children, Youth and Families, the ministry provided $3.75 million to help Black communities address the disproportionate impacts of COVID-19 by providing urgent supports to children, youth and families, including housing needs, food security, access to technology, education, income, health and mental health supports.

The ministry continued to work closely with its agencies and partners through this challenging time to see what other measures can be taken to support them. These financial commitments will continue to help Ontario's most vulnerable get through this difficult and challenging time.

In March 2020 the supply chain of Personal Protective Equipment (PPE) was centralized under the Ministry of Government and Consumer Services and the Ministry of Health. As supply of PPE has increased, the distribution of PPE has gradually expanded from Congregate Care settings (e.g., Developmental Services and Children's residential facilities), Children's Aid Societies and Ontario Disability Support Program Offices to include Non-Residential TPRs; Indigenous Programs; Outside Paid Resource facilities; and internal ministry key operations including program inspectors.

The ministry continues to work with the Ontario Association of Children's Aid Societies (OACAS) to provide warehousing and delivery of PPE for the above organizations. The Ontario Association of Children's Aid Societies currently distributes Personal Protective Equipment to Children's Aid Societies; Indigenous Programs; TPR Residential and Non-Residential; Outside Paid Resource facilities; internal ministry key operations including program inspectors and Ontario Disability Support Program Offices.

MCCSS is focused on providing essential PPE items through the MCCSS supply chain and have determined essential PPE as: gloves, gowns, hand sanitizer, face shields, surgical/procedural masks, disinfectant wipes. Niche/specialized PPE availability is driven by demand and may be available through the MCCSS supply chain.

As organizations providing residential services or congregate care re-open / transition back from remote work, an increase for ongoing funding for PPE to support social distancing is anticipated. The ministry will continue monitoring the needs of the sector.

**Developmental and Community Services**

In 2020-21 Ontario invested approximately $2.9 billion in services for people with developmental disabilities. Approximately $2 billion was dedicated to providing residential services and supports.

In addition, the 2020 Budget included a $30 million investment over the next two years, to help both residential and non-residential service providers in the social services sector continue infection prevention and control measures. This includes supports to people with developmental disabilities, shelters, and residential settings for survivors of gender-based violence and human trafficking, and children's residential settings.

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

The Passport program now supports 53,541 adults with a developmental disability by providing direct funding to support activities of daily living, community participation and caregiver respite. This included 3,590 approvals completed by Passport Agencies as of February 28, 2021.

**Interpreting Services**

In 2020-21, Ontario funded the Canadian Hearing Services to provide Interpreting Services to more than 9,000 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 2020-21, Ontario funded 21 transfer payment recipients to provide Intervenor Services to more than 400 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, including the introduction of a needs-based funding model, 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.

**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. Aligned with the recommendations of the Advisory Panel, the new program will offer a range of services and supports 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 clinical services that include Applied Behaviour Analysis, speech language pathology services, 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 years supports and entry to school services to help young children access critical services when they will benefit most, and to prepare them to enter school.

- Urgent Response Service 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.

An Implementation Working Group was established in January 2020 to provide input to the ministry on the implementation of key program design elements. The Implementation Working Group is composed of a broad range of research and clinical experts: autism service providers, self-advocates, individuals with autism and parents, and representatives from Ontario's northern and Indigenous communities.

Implementation of the new needs-based OAP is underway. In August 2020, the ministry launched Foundational Family Services. In February 2021, the ministry announced the province will begin offering core clinical services based on a child's individual needs. Starting in March 2021, approximately 600 children registered in the Ontario Autism Program were invited to participate in the launch of core clinical services.

The Child and Parent Resource Institute will oversee the launch, which will see families receive funding to purchase core clinical services including Applied Behaviour Analysis, speech language pathology services, occupational therapy and mental health services. Feedback from families will help the province refine the process prior to full implementation.

Calls for Applications to select service providers to deliver caregiver-mediated early years programs and for the Independent Intake Organization were released in December 2020.

**Social Assistance**

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.

On September 30, 2020, the Minister announced a new recovery and renewal plan to build a more responsive, efficient and person-centred social assistance system to get people back to work and help the economy recover from the COVID-19 crisis.

As part of the first phase of the social assistance recovery and renewal plan, the province is focusing on improved access to employment and training services, developing new digital tools and modern service options, and ways to process financial assistance faster. The province has also worked with municipalities to design a vision for social assistance transformation to ensure people are getting the right supports at the right time so they can re-enter the workforce. The vision was announced in February 2021 and outlines plans for a new social assistance delivery model that would allow frontline workers to focus on results for people rather than paperwork. Under the proposed new delivery model:

- The province would focus on overseeing social assistance applications and payments making it quick and easy for people to access the system while safeguarding program integrity. Currently 47 municipalities and District Social Services Administration Board service managers co-fund and manage delivery of social assistance in Ontario.

- Municipal partners would use their expertise to deliver person-centred casework and knowledge of local supports to help people get back to work and access supports to stabilize their lives such as housing and health care.

The Ministry of Children, Community and Social Services (MCCSS) and the Ministry of Training Colleges and Universities (MTCU), now Ministry of Labour, Training and Skills Development (MLTSD), have been working together to strengthen employment services for those on social assistance. The ministries have proceeded with the implementation of the transformed and integrated employment service delivery model in three prototype areas – Region of Peel, Hamilton-Niagara, and Muskoka-Kawarthas.

Employment Services Transformation was implemented in January 2021 in the three prototype areas in the province. The implementation included the introduction of the Common Assessment tool that will support assessing clients' needs in a consistent approach as well as the introduction of the Action Plan functionality to support life stabilization activities including the tracking of goals, referrals and barriers.

The integration of social assistance employment supports into Employment Ontario aligns with the social assistance recovery and renewal plan as it will free up resources in social assistance offices, allowing staff to have an increased focus on life stabilization services and become an integral part of the support network that helps

people stabilize their lives so they can achieve their full potential and have job success.

Learnings and outcomes from the prototype sites will be used to information subsequent phases of transformation.

**Child Welfare**

In July 2020, the Associate Minister of Women and Children's Issues announced Ontario's Strategy to Redesign the Child Welfare System. This strategy was developed following broad engagement with youth, families, caregivers, Indigenous partners, frontline workers, lawyers and child welfare sector leaders, as well as an external review of the child welfare system.

The multi-year Child Welfare Redesign Strategy focuses on building a continuum of services that supports people over their life course, to meet the needs of children and their families. Services will focus on strengthening families and communities through prevention, early intervention and seeking more permanent homes for children and youth in care when they cannot stay in their own homes or communities. It also focuses on providing children and youth in care with high-quality residential care and the supports they need to be safe, succeed and thrive as they transition from care to adulthood.

Some immediate steps taken include releasing the Children and Young Persons' Rights Resource, releasing the Quality Standards Framework, and investing $5 million annually to enhance access to prevention-focused customary care for Indigenous children and youth. The government has also announced $1.5 million annually in programs and services to make the adoption process easier, with additional supports for those seeking to adopt and kinship placements expected in 2021.

To take a step in specifically addressing the overrepresentation of Black communities, the government provided $650,000 in additional support for One Vision, One Voice which supports the deliver of culturally appropriate services for African-Canadian and Black children and youth in the child welfare system. Funding of $200,000 was also provided to Peel CAS to enhance the Child Welfare Immigration Centre of Excellence, which helps children's aid societies across the province address immigration status issues, such as outstanding applications for legal status of children and youth in care. The government also invested $5 million in annualized funding to enhance access to prevention-focused customary care for Indigenous children and youth.

In March 2020, the government placed a moratorium on youth aging out of care. This was to ensure that no youth who turned 18 or were receiving extended services until aged 21 would be involuntarily removed from their supports. This moratorium has been extended until September 30, 2022. We know that even prior to the COVID-19 outbreak, many young people leaving care were not thriving. We want to change this, and the moratorium gives us the time to develop a policy framework that is responsive to the needs of young people in and from care.

Through redesign, the government is focusing on improving ministry oversight and compliance mechanisms, strengthening requirements for staff and caregivers, and supporting consistency in high-quality service experiences for children and young persons in residential care to help ensure that children and youth are receiving the quality of care they deserve. We are reviewing the legislative and regulatory framework to determine whether changes are needed to strengthen the quality of care and accountability of licensed child and youth residential services.

**Violence Against Women (VAW) Services**

In 2020-21, the ministry invested approximately $172 million in community-based agencies across the province to provide services and supports to women and their dependents who have experienced violence or are at risk of experiencing violence, including gender-based and domestic violence. This funding directly supports more than 400 agencies including Indigenous organizations providing supports to Indigenous women and children.

The ministry also continued the following fiscal investments, which were first introduced in 2018:

- VAW Enhancement 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 Services and Supports: 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 to accessing services and supports.

- Children and Youth Services and Supports: up to $2.9 million for prevention and early intervention services and supports for children and youth in VAW emergency shelters, and in Indigenous Healing and Wellness Strategy's shelters, Healing Lodges and the Family Violence Healing Program.

**Missing and Murdered Indigenous Women and Girls**

The ministry, in partnership with the Ministry of Indigenous Affairs, has taken proactive steps to respond to the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls. In 2020, both ministries partnered with the Ontario Native Women's Association to launch initial engagements on the Calls for Justice. These consultations were with community leaders, organizations and experts in violence prevention to ensure that any efforts undertaken by Ontario address a wide variety of Indigenous voices.

The government also created the Indigenous Women's Advisory Council to provide culturally relevant advice on a range of provincial priorities. Led by Indigenous voices, the council's expertise will help address serious issues like human trafficking, child, youth and family well-being, Ontario's response to the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls and broader violence prevention.

Another important step that was taken was the ending of birth alerts in Ontario. Birth alerts have a long and ugly history of racial prejudice in Ontario and across Canada. Eliminating them is one of the key recommendations of the Inquiry into Missing and Murdered Indigenous Women and Girls. They were officially ended in Ontario on October 15, 2020.

The government is continuing to work with Indigenous communities to develop a whole-of-government response answering the Calls for Justice and to address violence against Indigenous women, children and 2SLGBTQQIA+ persons, survivors and families. This also means working across ministries to provide long term solutions to create safer environments in Ontario.

**Human Trafficking**

Ontario's Anti-human Trafficking Strategy, the largest investment in dedicated Anti-Human Trafficking supports in Canadian history, was announced in 2020. It invests $307M in total and seeks to raise awareness of the issue through training and public

awareness campaigns, empowering frontline service providers to prevent human trafficking before it occurs and take action early, supporting survivors through specialized services, and giving law enforcement the tools and resources they need to hold offenders accountable. The ministry moved forward on developing and implementing a number of strategic initiatives to help combat human trafficking and to support survivors in 2020-21. These included:

- Investing $46 million over five years through the Anti-Human Trafficking Community Supports and Indigenous-led Initiatives Funds for anti-human trafficking survivor-led programs and services for children and youth who have been sexually exploited through sex trafficking. This brings the total funding directly to communities and Indigenous led organizations to $96 million over five years.

- Moving forward on the development of new multi-disciplinary police and child protection specialized intervention teams, focusing on at-risk and exploited children and youth.

- Providing funding to service providers to operate dedicated residences, licensed under the *Child, Youth and Family Services Act, 2017*, to provide specialized support for sexually exploited children and youth ages 12 through 17 at the time of admission.

- Additional funding of $1.6M over five years to expand the Youth-in-Transition Worker Program to provide human trafficking supports to youth in care and leaving the care of Children's Aid Societies, including workers to support specific populations, such as Indigenous children and youth.

- Moving forward on implementing specialized anti-human trafficking training on understanding and working with sexually exploited youth (SEY). This intensive training focuses on frontline professionals in sectors where the likelihood of encountering or working with individuals at risk of/being trafficked is high (e.g. child welfare, police, victim services, violence against women organizations, youth justice).

- Launching a provincewide marketing campaign targeted to teens, as well as parents of children and youth, to raise awareness and ensure that everyone knows where to get help. There is continued work to expand this campaign over the years

to further raise awareness about this crime, especially to those most vulnerable such as our children and youth.

- Developing public education materials to respond to specific sector needs and expanding distribution of existing awareness materials through partnerships across government and sector.

- Releasing an interactive, digital education tool to help children and youth learn about how traffickers lure, groom and manipulate young people into trafficking, so they are equipped to recognize when it may be happening to them.

- Releasing an Indigenous-focused educational campaign designed by and for Indigenous people to support Indigenous youth, communities and caregivers that aims to connect people and provide information and resources that can assist in addressing the needs of Indigenous victims and survivors of human trafficking.

- Introducing comprehensive legislation to further underscore the government's commitment to raising awareness of this brazen crime, protecting victims and intervening early, supporting survivors and holding offenders accountable.

**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, Inuit and Métis peoples and communities in Ontario.

In 2020-21, through the longstanding Indigenous Healing and Wellness Strategy, Ontario invested over $71M through pooled government funding (MCCSS, Ministry of Health and Ministry of Indigenous Affairs) in a continuum of healing, health 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, Mental Health and Addictions Treatment and Healing Centres, and capacity building programs. 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.

In addition, 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 $2,000 over a twelve-month period for home, health, specialized equipment, employment and personal supports to eligible Ontario Veterans and their eligible family members.

**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 marginalized and/or have special needs. Most of the services supported by the ministry are delivered through community-based organizations, including Children's Treatment Centres, public health units, and 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 supports, including respite. The ministry's focus is 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.

In June 2020, Ontario established the Indigenous Women's Advisory Council (IWAC) to provide input on actions related to human trafficking and child, youth and family well-being to the Associate Minister of Children and Women's Issues. The Council includes First Nations, Inuit, Métis, and 2SLGBTQQIA+ leaders on violence

prevention who also provide input on Ontario's response to the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls. To date, the Council has held five meetings to ensure culturally relevant and effective changes are made to policies to address violence against Indigenous women, girls, and 2SLGBTQQIA+ individuals.

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 Indigenous women and children.

- Neighbours, Friends and Family: A public education program that raises awareness about the warning signs and risk factors for domestic violence and how to intervene safely.

- Building Indigenous Women's Leadership: Delivered by the Ontario Native Women's Association and Equay-wuk, this program provides leadership training and mentorship to Indigenous women to help them take on leadership roles in their communities.

- Women's Economic Security Program: Provides employment, pre-apprenticeship, entrepreneurship training and wrap-around supports to 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.

From May 2020 to February 2021, the Associate Minister for Women's Issues held stakeholder roundtables on various issues related to supporting women's full economic participation in the context of the COVID-19 recovery. The roundtables, co-hosted with other ministers, explored topics such as women's economic security, childcare, women-owned small businesses, and increasing women's participation in various sectors including technology, agriculture, research, politic, forestry and the environment. The feedback has been used to inform policy development and the work of Ontario's Jobs and Recovery Committee.

The government continues to acknowledge the impacts COVID-19 has had on women across the province. From the frontline workers who are predominantly women, moms taking a step back in their jobs to care for children or other loved ones or the increase in domestic violence, women have faced the brunt of the pandemic. In partnership with other ministries, the ministry has worked closely to provide childcare, temporary wage increases and other supports to women in the province.

At the 2020 annual meeting of Federal-Provincial-Territorial (FPT) Ministers Responsible for the Status of Women, Associate Minister Dunlop joined her colleagues in endorsing a *Joint Declaration for a Canada Free of Gender-Based Violence.* The joint declaration affirms a common vision, principles and goals for responding to gender-based violence and a commitment to further FPT collaboration. Ministers are tracking the development and launch of a National Action Plan to End Gender-Based Violence in Fall 2021.

**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 services' 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, and community-based 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 81% reduction in the number of youths admitted to custody and detention in Ontario from 2004-05 to 2019-20.

**Table 3: Ministry Interim Actual Expenditures 2020-21**

| | Ministry Interim Actual Expenditures ($M) 2020-21 * |
|---|---|
| **COVID-19 Approvals** | **87.5** |
| **Other Operating** | **17,678.4** |
| **Other Capital** | **57.9** |
| **Staff Strength ** (as of March 31, 2021)** | **5,755.74** |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget.
** Ontario Public Service Full-Time Equivalent positions.

Ontario

# Estimates Briefing Book 2021-22

## Ministry of Colleges and Universities

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Ontario

# Part I: 2021-22 Published Plan

## Ministry of Colleges and Universities

Ontario

# PART I: 2021-22 PUBLISHED PLAN


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## MINISTRY OVERVIEW

### Ministry's Vision

Ontario's postsecondary system prepares students and job seekers with 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 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. Private career colleges play an important role in Ontario's postsecondary landscape, providing learners with the knowledge and skills they need to get a job in today's workplace. The ministry also ensures that high-quality postsecondary education is accessible to all qualified candidates through tuition regulation, student assistance, targeted funding, accountability mechanisms and digital and experiential learning opportunities.

Ontario's science and research sector fuels the province's economic growth and will be a critical part of the province's recovery from the impacts of COVID-19. The ministry funds world-class research in Ontario universities, colleges and academic hospitals. Ontario's competitive research funding programs and support for research institutes drive commercialization and innovation and help attract and retain world class talent. The ministry's focus on Intellectual Property (IP) generation, protection and management helps ensure that Ontario and the people of Ontario benefit from the outcomes of research supported by the province.

Supporting postsecondary education, research and innovation will help the province compete and thrive in the global economy and are more important than ever as drivers of Ontario's community renewal and economic recovery from COVID-19.

### COVID-19 Response

Throughout the COVID-19 pandemic, the government has taken immediate action in consultation with sector partners to support research and postsecondary education, and the front-line response to COVID-19, in a time of uncertainty, including:

- Distributing $25 million in funding to publicly assisted colleges, universities and Indigenous Institutes at the start of the pandemic to help address each institution's most pressing needs as a result of the immediate impacts of COVID-19.
- Suspending student loan payments for Ontario Student Assistance Program (OSAP) borrowers at the start of the pandemic with a six-month interest-free moratorium on loans, resulting in the opportunity to defer approximately $100 million in principal payments and $30 million in interest charges.

- Investing $20 million in 35 peer-reviewed research projects that are advancing knowledge related to preventing, detecting and treating COVID-19 through the Ontario COVID-19 Rapid Research Fund.
- Working with eCampusOntario and Contact North|Nord to make virtual learning supports available, as needed, to help postsecondary institutions pivot to emergency remote teaching.
- Working with postsecondary and research sectors to solicit donations and loans of critically needed personal protective and medical equipment to support front-line response to COVID-19.
- Supporting the postsecondary sector with a summer reopening pilot that allowed students studying in critical healthcare related programs to graduate and join the workforce.
- Providing $50 million to launch a Virtual Learning Strategy that will support postsecondary institutions to provide learners with high-quality education as they gain the skills needed in today's rapidly evolving labour market.
- Working with private career colleges to enable innovative solutions to help support students including flexibility to allow digital learning.
- Investing $26.25 million in 2020-21 in mental health supports for postsecondary students, $10.25 million more than previous years, to bolster mental health supports during the COVID-19 pandemic.
- Announcing an additional $7.5 million investments in a series of research initiatives to help stimulate the economy and support COVID-19 recovery efforts.
- 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*, including providing guidelines for 2020 Fall reopening of postsecondary institutions.
- In partnership with the Ministry of Long-Term Care and Ministry of Health, launched the accelerated personal support worker program with Colleges Ontario to support the training and graduation of 8,200 personal support workers.
- Providing $106.4 million for publicly assisted colleges and universities that need it the most to help address the financial impacts of COVID-19 in 2020-21.

## Ministry Programs

Ontario's postsecondary education (PSE) and research sectors help make the province the economic engine of Canada with a highly educated workforce, a knowledge-intensive economy and world-class postsecondary education institutions.

Ontario's postsecondary system prepares students and job seekers with 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.

Ontario's economic recovery and future prosperity is dependent on a workforce that can adapt and respond to an evolving labour market. People need to be able to quickly gain the skills and qualifications they need to get good jobs.

Supporting research in Ontario is foundational to commercialization and innovation and to attracting and retaining world class talent. It also helps create highly skilled jobs and boosts global competitiveness for Ontario's companies and research institutions.

By supporting research and innovation, Ontario can compete and thrive in the global economy making the sector more important than ever in Ontario's COVID-19 recovery and economic growth.

Though Ontario's research and PSE sectors have quickly adapted to a new way of working as a result of the COVID-19 pandemic, the full impacts of the pandemic on these sectors continue to unfold.

## Helping students on the path to in-demand jobs

Ontario supports a postsecondary system where every student has a right to learn and develop in an environment that is accessible and inclusive.

Current and future students will play a critical role in Ontario's economic recovery from COVID-19, and the government will continue to look for ways to reduce the barriers that exist for students to participate fully in the education and training they need to prepare for their careers.

## Making postsecondary education accessible and affordable

### Freezing Tuition until 2021

The government remains committed to making postsecondary education affordable. 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 remain frozen at the 2019-20 levels. 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.

## Ontario Student Assistance Program

OSAP continues to provide financial assistance to qualified students in postsecondary studies who need it most, including grant, loan, bursary, scholarship and other aid programs. Postsecondary education is a critical part of preparing Ontarians for the jobs of today and tomorrow. The government continues to work with sector partners on ways to make the postsecondary sector sustainable and forward thinking.

The postsecondary options that OSAP supports has expanded. Students in eligible, independently delivered programs at Indigenous Institutes are eligible to apply for OSAP starting in the 2020-21 academic year, and students can also now apply for OSAP for hundreds of eligible micro-credential programs.

## Indigenous Institutes

Indigenous Institutes provide a culturally holistic and safe learning environment where Indigenous knowledge and ways of knowing are incorporated in all aspects of the learner experience. Ontario supports nine Indigenous Institutes to provide postsecondary education and training for over 1,350 Indigenous learners. Ontario has provided increased funding to support Indigenous Institutes operating costs.

## French-language Education

The government provides approximately $74 million to support over 30,000 postsecondary students enrolled in French-language and bilingual programs in Ontario.

To support the historic establishment of the Université de l'Ontario français, Ontario has been working with the federal government to share start-up costs of this postsecondary education milestone for Ontario's Francophone community.

## Students with Disabilities

The government provides financial support to publicly assisted colleges, universities and indigenous institutes so they can ensure that all students have the tools and resources to achieve their full potential.

This funding assists colleges, universities and indigenous institutes in meeting their legal requirements to provide academic accommodations and services to students with disabilities.

## Healthy campuses

### Supporting mental health

Ontario is working with the postsecondary sector to create the right conditions so students can access and succeed in getting a postsecondary education, including providing access to mental health supports. The government invested a total of $26.25 million in mental health supports for postsecondary students in 2020-21, an increase of $10.25 million over 2019-20.

This investment supports several new and ongoing initiatives including mental health grants to publicly assisted colleges, universities and Indigenous Institutes; a mental health helpline for postsecondary students; and new investments to support innovative partnerships focusing on student needs arising out of the COVID-19 pandemic.

## Leader in Online Education

### Virtual Learning

The Virtual Learning Strategy, informed by consultations with the postsecondary sector, emphasizes the importance of accessible and sustainable, and high-quality growth in virtual learning. The strategy supports Ontario's efforts to grow our digital footprint and builds the skilled workforce that will support Ontario's economy as it recovers from the effects of COVID-19. During COVID-19, virtual learning has become a critical part of postsecondary education delivery for all institutions.

The Virtual Learning Strategy builds on and leverages Ontario's existing digital learning organizations – Contact North|Nord and eCampusOntario – that will improve access and drive innovation in virtual teaching and learning.

Virtual learning can improve access to learning opportunities, in both French and English. The strategy aims to:

- Ensure learners have high-quality education: anytime, from anywhere;
- Enable learners to meet the needs of the rapidly evolving labour market; and
- Strengthen Ontario's leadership domestically and globally and position Ontario as a global leader for virtual innovation in teaching and learning.

The strategy was accompanied by an unprecedented one-time investment of $50 million to help expand the availability of high-quality, market-responsive, and globally competitive "Ontario Made" education. The move will strengthen the province's position as a global leader in virtual learning. To support the implementation of the strategy, Ontario will be providing an additional $21.4 million over two years, beginning in 2021-22.

## Hands-on Training

### Micro-credentials

Micro-credentials are rapid training programs offered by postsecondary institutions across the province that can help learners get the skills that employers need. They help people retrain and upgrade their skills to find new employment.

Micro-credentials are complementary to traditional learning and offer learners training focused on specific skillsets – providing a faster pathway to employment compared to diploma or degree programs. Micro-credentials can often be completed online and are designed to meet employers' needs.

In Ontario's 2020 Budget, the Province announced $59.5 million of funding over three years to support Ontario's first micro-credentials strategy, which will help people retrain and upgrade their skills to find new employment. The funding will:

- Improve access to micro-credentials information and registration through the development of an online portal for micro-credentials in Ontario;
- Create a fund to incentivize the development of new micro-credentials that respond to regional labour market needs;
- Launch a public awareness campaign to promote micro-credentials; and
- Expand OSAP eligibility to include students enrolled in ministry-approved, quality-assured micro-credentials programs.

The strategy sets the foundation for life-long learning by normalizing micro-credentials as a permanent feature of the Ontario postsecondary education and training system and ensuring learners have access to a postsecondary education system that offers maximum flexibility to pursue learning opportunities and acquire the skills they need to be job-ready.

As part of the strategy, the government is providing additional one-time funding of $2 million in 2021-22 for the development of a virtual skills passport that tracks learners' credentials to set the foundation for lifelong learning and allows them to share credentials digitally with prospective employers.

### Experiential Learning

Experiential learning opportunities at Ontario's publicly assisted colleges, universities, Indigenous Institutes and private career colleges help give students the experience they need to get good jobs after graduation. Experiential and work-integrated learning are part of the future of learning and prosperity.

Ontario's new Virtual Learning Strategy will help institutions and postsecondary partners develop high-quality "made in Ontario" virtual education including experiential learning opportunities for students.

The government's 'made-in-Ontario' performance-based funding model embedded in Strategic Mandate Agreements links a larger portion of provincial postsecondary operating funding to student and economic outcomes. Targets related to experiential learning are included in these metrics.

Partnering with Mitacs, the Ontario government is creating up to 8,000 paid innovative research internships and upskilling opportunities for postsecondary students, postdoctoral fellows and recent graduates.

**Sector Sustainability and Accountability**

**Performance-based funding**

In November 2020, the 2020-2025 Strategic Mandate Agreements (SMA3) were finalized. These are bilateral multi-year agreements with all 45 of the province's publicly assisted colleges and universities.

Through SMA3, an increasing proportion of provincial funding for universities and colleges will be tied to performance on metrics aligned with government priorities and positive outcomes for students. The ministry designed a 'made-in-Ontario' performance-based funding model with key elements from national and international jurisdictions to link a portion of postsecondary operating funding to outcomes.

Due to the COVID-19 pandemic, the government has delayed the activation of performance-based funding for two years (2020-21 and 2021-22).

**Capital funding**

Ensuring a modern and sustainable environment for postsecondary students remains a key priority for the province in order to support colleges and universities that have been impacted by COVID-19. The government is investing $493 million in capital grants over three years starting in 2021-22 for Ontario's universities and colleges to modernize classrooms, upgrade technology and improve their environmental sustainability, while continuing to deliver a safe experience for students on campuses.

Ontario will also continue to support postsecondary institutions by investing $90 million over three years to help colleges and universities renew and purchase modern, state-of-the-art equipment. As part of this investment, Ontario is establishing a new training equipment renewal fund for universities. This funding will help students to obtain the

skills they need for the in-demand jobs of today and tomorrow. It will also support postsecondary institutions in delivering relevant, high-quality training to ensure that graduates meet the needs of Ontario's labour market, including increased access to micro-credentials. These programs will partner with the private sector to meet evolving employer needs.

## Major Capacity Expansion

In July 2020, the province announced its updated Major Capacity Expansion Policy Framework to encourage the responsible expansion of new postsecondary campuses. This updated framework will ensure that future campus expansions align with government priorities, including keeping taxpayer costs low, meeting local labour market needs, and aligning with regional economic, community support and industry partnerships.

## Red Tape Reduction

The government is taking action to reduce administrative burden for private career colleges and to make sure they can continue to deliver valuable training to students by:

- Modernizing internal policies and processes to enable institutions to deliver training virtually;
- Exploring opportunities to streamline the designation process for institutions seeking to enroll international students;
- Simplifying 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;
- Making it easier for private career colleges to do business in the province; and
- Allowing institutions greater autonomy and flexibility over their programming.

## International Students

International students contributed approximately $12.3 billion to the provincial economy in 2018 and are an important part of Ontario's postsecondary sector. The government recognizes the benefits that international postsecondary education brings to students, campuses and communities, and will work with Ontario's postsecondary institutions to create the conditions that make it easier for everyone to access a high-quality education in the province.

The ministry worked to support postsecondary institutions with meeting the federal requirements for welcoming international students on campuses during COVID-19.

## Research and innovation

A thriving research sector is a central pillar of the province's innovation system. By providing funding for research, the ministry is ensuring that Ontario's research institutions have the tools they need to engage in world-class research, development and commercialization.

Ontario-funded research projects benefit Ontario's economy, workers and researchers. Investing in research institutions helps to foster research innovation, to further raise Ontario's profile, and train top students and research talent on leading-edge techniques and technologies.

The ministry is also investing in the creation of a collaboration platform to facilitate innovative partnerships and collaborations to help leverage the research capacity of Ontario colleges, universities and academic hospitals to solve pressing challenges.

### Ontario Research Fund and Early Researcher Awards

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. These are competitive programs that select projects through a peer review process that demonstrate research excellence and strategic value to the province.

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).

### Research Institutes

As a further demonstration of the Ontario government's commitment to research excellence and commercialization, the ministry provides funding support to several research institutes. These institutes are internationally recognized centres of excellence, each with a unique mandate. Collectively, these organizations conduct research of strategic importance to the province, support research collaborations, focus on building talent, and on commercialization.

In 2020-21, the Ministry of Colleges and Universities provided over $120 million in funding to support eight research institutes.

## Intellectual Property

To encourage a leading environment for innovation, and build on COVID-19 recovery efforts, the government is strengthening its focus on the generation, protection and commercialization of intellectual property.

IP is an important means to compete in the modern, intangibles economy. Firms with IP assets such as patents, copyrights and trademarks increasingly dominate the global economy.

To implement the recommendations of the Expert Panel on Intellectual Property, the government launched the IP Action Plan in July 2020 to strengthen the way Ontario generates, protects, and commercializes intellectual property. This plan will support all those involved in research, innovation and commercialization, and help ensure that any economic outcomes generated by Ontario research and innovation remain in Ontario.

To help implement the plan, the government has announced, and is working in partnership with, the Special Implementation Team on Intellectual Property.

## Ontario Health Data Platform

In order to enlist the creativity and drive of Ontario's research community to help find new solutions to fight the COVID-19 pandemic, the government created the Ontario Health Data Platform (OHDP) that will provide researchers with privacy-protected access to linked health data sets within a secure, high-performance user environment. The ministry is supporting this important initiative by leading the implementation of the IP Policy that will ensure that the people of Ontario, the Ontario health system and the Ontario economy benefit from the discoveries and innovations that are created through access to OHDP data.

## 2021-22 STRATEGIC PLAN

Ontario's postsecondary system prepares students and job seekers with 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.

Ontario is also committed to investing in research and innovation in order to compete and thrive in the global economy.

Both postsecondary education and research sectors will play a critical role in Ontario's recovery from the impacts of the COVID-19 pandemic.

### A changing landscape

The postsecondary education and research landscape is changing. Rapid

improvements in technology and the spread of broadband internet access have enabled the growth of online learning and short-duration, skills-based online courses. Increasingly, students evaluate postsecondary education through a consumer lens, with expectations that their investment will provide a clear return by building a practical skill set and providing a pathway to well-paying employment. A rapidly shifting economy and the displacement of workers increasingly requires workers to upgrade and/or get new skills.

Increasing numbers of students seeking higher education outside their home countries has expanded the competition and playing field for top talent.

**A competitive advantage**

The postsecondary education and research sectors are the source of a number of key competitive advantages that make Ontario the economic engine of Canada: a highly educated workforce, a knowledge-intensive economy and top-ranked postsecondary education institutions. They connect the dots of a resilient economy by training sought-after graduates, future-proofing workers, driving innovation and cultivating a modern, knowledge-based economy.

The PSE and research sectors have been key drivers of Ontario's economy, and the time is ripe to transform and grow to adapt to rapid changes in the labour market, economy, the field of higher education, research and innovation. The traditional model of PSE as the only stop on the education journey has been upended by a more fluid model whereby workers exit and re-enter PSE to pivot and/or continually upgrade their skillsets through life-long learning over the course of a career.

Additionally, a precarious labour market has created a push for the PSE system to adapt to learners' needs by providing a clear value proposition as a pathway to well-paying jobs. The shift to a knowledge economy demands that we maximize the commercialization value of the research coming out of the PSE sector through the strategic development and management of intellectual property.

**A path to recovery**

Throughout summer 2020, the government hosted more than 50 consultations to hear from colleges, universities, Indigenous Institutes, private career colleges, student groups, faculty, businesses, research institutes, research hospitals, digital learning organizations, international student recruiters, labour representatives, advocacy organizations, and municipal governments.

Consultations focused on:

- Postsecondary education system sustainability and enhancements: enrolment, red tape, corridor funding and tuition;

- Community impact: international students and re-opening institutions;
- Student learning: micro-credentials and work-integrated learning;
- Virtual learning; and
- Research, data, commercialization and innovation.

**A plan for the future**

The financial impacts of COVID-19 have been significant and wide-ranging, including revenue losses, emergency expenditures, costs associated with the transition to online delivery, enrolment declines for some institutions and staff layoffs. 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.

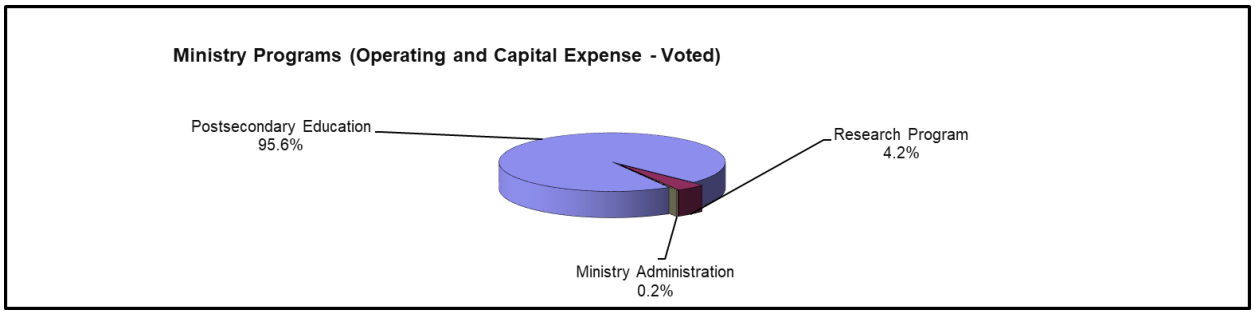
The COVID-19 pandemic has rapidly accelerated the timelines and urgency to transform in the face of broader economic and global changes. While Ontario's PSE and research sectors have strong fundamentals, a dramatically changed short- and long-term outlook point to the need to transform the system to solidify its competitive advantages for today and tomorrow.

The ministry's plan for postsecondary and research will help these sectors meet the needs of today and tomorrow by leveraging existing strengths and prioritizing economic resilience. It is the foundation for the future of learning and prosperity and ensures that:

- Learners have the skills and knowledge they need for the present and tomorrow;
- Institutions are sustainable, relevant and responsive;
- Research and innovation continue to drive our economic growth and our well-being; and
- Communities grow and thrive as they benefit from the continued strength of the postsecondary and research sectors.

**A world class postsecondary sector**

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.


Ministry Programs (Operating and Capital Expense - Voted)
Postsecondary Education
95.6%
Research Program
4.2%
Ministry Administration
0.2%

## Table 1: Ministry Planned Expenditures 2021-22 ($M)

| Ministry Planned Expenditures 2021-22 ($M) | |
|---|---|
| **COVID-19 Approvals** | **12.7** |
| **Operating** | **10,128.4** |
| **Capital** | **536.8** |
| **TOTAL** | **10,677.9** |

Note: Total amount includes statutory appropriations and consolidations. Operating and Capital Assets are not included. Ministry is to provide up to $12,700,000 to Post Secondary Institutions for Virtual Learning and Virtual Passport for Lifelong Learning

## HIGHLIGHTS OF 2020-21 RESULTS

- Provided $39.5 million to help build partnerships between education and industry and create up to 8,000 paid innovative research internships and upskilling opportunities for postsecondary students, postdoctoral fellows and recent graduates.
- Announced Ontario's first virtual learning strategy for postsecondary education with an accompanying investment of $50 million to expand access to high-quality, market-responsive, and globally competitive "Ontario Made" education.
- In partnership with the Ministry of Long-Term Care and Ministry of Health, launched the accelerated personal support worker program with Colleges Ontario to support the training and graduation of 8,200 personal support workers.
- Announced $59.5 million of funding over three years to support Ontario's first micro-credentials strategy, which will help people retrain and upgrade their skills to find new employment.
- Invested $23.5 million over the next five years to support innovative research and programs to help seniors with brain health related issues.
- Invested $20 million to advance medical research and develop tools and resources to combat COVID-19 and other infectious diseases through the Ontario COVID-19 Rapid Research Fund.
- Supported colleges and universities to address critical maintenance, repairs, upgrades and renewals with capital funding of $466 million over three years, starting in 2020-21.
- Provided $106.4 million to help eligible publicly assisted colleges and universities address the financial impacts of COVID-19.
- Provided Ontario colleges with $20 million to purchase and renew instructional equipment and learning resources, including equipment to support student virtual learning during COVID-19.
- Kept college and university tuitions frozen at current levels for Ontario residents until 2021, building on Ontario's historic 10 per cent reduction in tuition in 2019-20.
- Expanded OSAP to include nearly 600 micro-credential programs, ensuring loans and grants will be available to more learners looking to rapidly upskill and reskill for the in-demand jobs of today and tomorrow. Expanded OSAP for eligible programs at Indigenous Institutes starting in the 2020-21 academic year.
- Provided financial assistance through OSAP to over 425,000 students in 2020-21.
- Eased financial burden on student loan borrowers by temporarily deferring payments and interest accrual on loans provided through OSAP.
- Invested $26.25 million into mental health supports for postsecondary students in 2020-21, an increase of $10.25 million over the previous year, to help address increased demand for services due to COVID-19.
- Made sure students could complete their studies during the COVID-19 outbreak by making online learning supports, including year-end exams, available to postsecondary institutions.
- Announced a made-in-Ontario Intellectual Property Action Plan to help ensure the tremendous social and economic benefits of taxpayer-funded research and

innovation stays right here in the province.

- Updated the Major Capacity Expansion Policy Framework to encourage the responsible development of new postsecondary campuses, ensuring minimal cost to the taxpayer, a high-quality education that aligns with labour market needs, and expansion plans that align with community planning and industry partnerships.
- Announced support for York University's new Markham Centre Campus, the first publicly assisted university in York Region.
- Signed historic Strategic Mandate Agreements (SMAs) with the 45 publicly-assisted colleges and universities that will introduce a performance-based funding model that emphasizes student and economic outcomes – making Ontario a national leader in performance-based funding.
- Proposed changes to sexual violence and harassment policies at postsecondary institutions to ensure victims are not faced with irrelevant questions and will not face repercussions for violating an institution’s drug and alcohol policy at the time sexual violence took place, that may prevent them from reporting sexual violence or harassment.

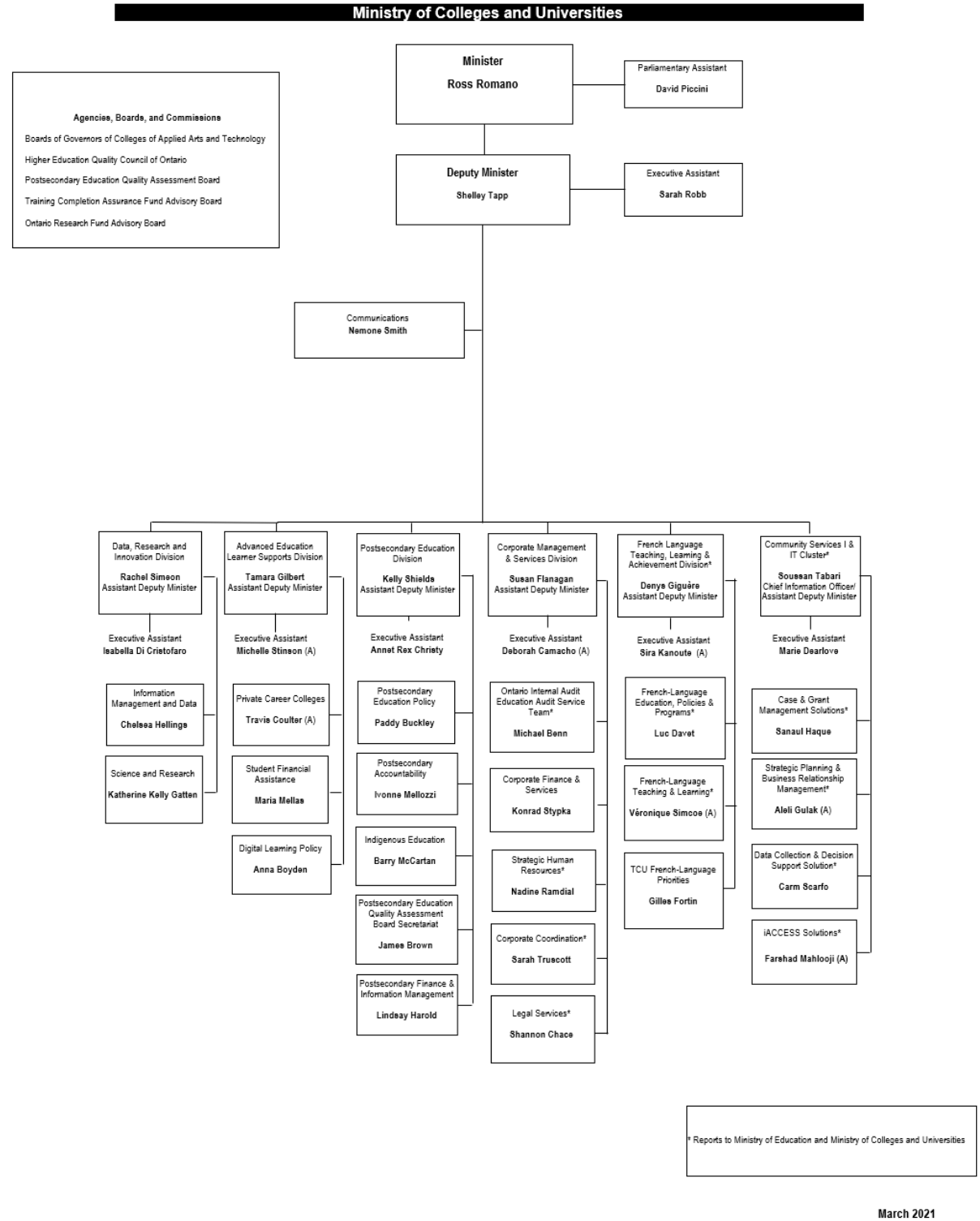
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## AGENCIES, BOARDS AND COMMISSIONS (ABCs)

| Name | Description | 2021-22 Expenditure Estimates ($) | 2021-22 Revenue Estimates ($) | 2020-21 Expenditure Interim Actuals ($) | 2020-21 Revenue Interim Actuals ($) | 2019-20 Expenditure Actuals ($) | 2019-20 Revenue Actuals ($) |
|---|---|---|---|---|---|---|---|
| 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.<br><br>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 | 4,100,000 | 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. Legislative amendments to dissolve the TCAF Advisory Board have been passed and await Proclamation.<br><br>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. | 900,000 | 150,000 | 786,000 | 90,000 | 843,000 | 390,000 |
| 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. | 2,500 | N/A | 1,464.37 | N/A | 0 | N/A |

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## MINISTRY ORGANIZATION CHART



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# DETAILED FINANCIAL INFORMATION

## Table 2: Total Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 | Change from 2020-21 Estimates | | Estimates 2020-21* | Interim Actuals 2020-21 * | Actuals 2019-20 * |
|---|---|---|---|---|---|---|
| | $ | $ | % | $ | $ | $ |
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration | 15,126,600 | (389,100) | (2.5) | 15,515,700 | 15,756,300 | 23,119,356 |
| Postsecondary Education | 6,440,990,700 | (14,047,400) | (0.2) | 6,455,038,100 | 6,210,116,000 | 6,447,042,418 |
| Research Program | 191,011,700 | 1,636,400 | 0.9 | 189,375,300 | 198,508,800 | 184,970,756 |
| **Total Operating Expense to be Voted** | **6,647,129,000** | **(12,800,100)** | **(0.2)** | **6,659,929,100** | **6,424,381,100** | **6,655,132,530** |
| Statutory Appropriations | 55,106,014 | - | - | 55,106,014 | 55,106,014 | 55,636,472 |
| **Ministry Total Operating Expense** | **6,702,235,014** | **(12,800,100)** | **(0.2)** | **6,715,035,114** | **6,479,487,114** | **6,710,769,002** |
| Consolidation & Other Adjustments - Colleges | 3,500,426,300 | (3,895,400) | (0.1) | 3,504,321,700 | 3,319,168,105 | 3,372,387,248 |
| Operating Expense Adjustment - Student Assistance Interest Expense Reclassification | (48,979,900) | - | | (48,979,900) | (32,379,900) | (30,953,709) |
| Consolidation & Other Adjustments - Hospitals | (11,934,300) | (2,047,700) | | (9,886,600) | (16,656,695) | (11,055,136) |
| Consolidation & Other Adjustments - General Real Estate Portfolio | (653,800) | 5,250,800 | | (5,904,600) | (632,502) | (132,241) |
| **Total Including Consolidation & Other Adjustments** | **10,141,093,314** | **(13,492,400)** | **(0.1)** | **10,154,585,714** | **9,748,986,122** | **10,041,015,164** |
| **OPERATING ASSETS** | | | | | | |
| Ministry Administration | - | (1,000) | (100.0) | 1,000 | 1,000 | - |
| Postsecondary Education | 422,500,000 | 27,400,000 | 6.9 | 395,100,000 | 405,100,000 | 363,009,840 |
| **Total Operating Assets to be Voted** | **422,500,000** | **27,399,000** | **6.9** | **395,101,000** | **405,101,000** | **363,009,840** |
| **Ministry Total Operating Assets** | **422,500,000** | **27,399,000** | **6.9** | **395,101,000** | **405,101,000** | **363,009,840** |
| **CAPITAL EXPENSE** | | | | | | |
| Postsecondary Education | 178,126,800 | 5,104,900 | 3.0 | 173,021,900 | 173,021,900 | 95,929,089 |
| Research Program | 99,600,000 | 8,900,000 | 9.8 | 90,700,000 | 80,700,000 | 83,400,000 |
| **Total Capital Expense to be Voted** | **277,726,800** | **14,004,900** | **5.3** | **263,721,900** | **253,721,900** | **179,329,089** |
| Statutory Appropriations | 7,060,600 | 100 | 0.0 | 7,060,500 | 7,060,500 | 6,769,383 |
| **Ministry Total Capital Expense** | **284,787,400** | **14,005,000** | **5.2** | **270,782,400** | **260,782,400** | **186,098,472** |
| Consolidation & Other Adjustments - Colleges | 285,056,900 | 18,452,700 | 6.9 | 266,604,200 | 284,015,549 | 307,134,028 |
| Consolidation & Other Adjustments - Hospitals | (33,028,600) | (9,451,800) | | (23,576,800) | (23,576,800) | (15,091,126) |
| **Total Including Consolidation & Other Adjustments** | **536,815,700** | **23,005,900** | **4.5** | **513,809,800** | **521,221,149** | **478,141,374** |
| **CAPITAL ASSETS** | | | | | | |
| Postsecondary Education | 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)** | **10,677,909,014** | **9,513,500** | **0.1** | **10,668,395,514** | **10,270,207,271** | **10,519,156,538** |

* 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 2021 Ontario Budget.

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## Historic Trend Table

| Historic Trend Analysis Data | Actuals 2018-19 $ | Actuals 2019-20 $ | Estimates 2020-21* $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | 11,191,034,763 | 10,519,156,538 | 10,668,395,514 | 10,677,909,014 |
| | | *-6%* | *1%* | *0%* |

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

## APPENDIX: 2020-21 ANNUAL REPORT

## 2020-21 RESULTS

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.

Supporting postsecondary education, research and innovation will help the province compete and thrive in the global economy and are more important than ever as drivers of Ontario's community renewal and economic recovery from COVID-19.

### 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.

### Supporting Students and Institutions During the COVID-19 Outbreak

**Providing six months of OSAP loan and interest accrual relief for student loan borrowers**

The government suspended OSAP loan payments between March 30, 2020 and September 30, 2020, when borrowers were not required to make any loan payments

and no interest accrued on their loans. The moratorium provided the opportunity for OSAP borrowers to defer approximately $100 million in principal payments and $30 million in interest charges, providing relief for borrowers in a time of uncertainty due to the COVID-19 pandemic.

**Digital solutions to help students complete their studies**

To ensure students could successfully complete the academic year, Ontario worked with eCampusOntario to make digital learning supports available to postsecondary institutions. These interim digital learning supports, available in both French and English, gave publicly assisted colleges and universities access to the technology they needed to conduct secure online assessments, while preserving student privacy and the integrity of academic assessment. In addition, Contact North|Nord provided supports for postsecondary institutions, faculty, and students as teaching and learning rapidly pivoted online.

**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.

An additional $106.4 million was provided to eligible publicly assisted colleges and universities that need it the most to help address the financial impacts of COVID-19 in 2020-21.

**Supporting COVID-19 Research**

Through the Ontario COVID-19 Rapid Research Fund, the government committed $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. This included funding to help commercialize the Rapid Research Fund projects to ensure that taxpayer-funded research benefits Ontarians first.

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. More than 700 full applications were received and vetted through a rigorous peer review process.

The government awarded funding to 35 research projects. Through these efforts, researchers are working to find ways to prevent, detect and treat COVID-19. The projects focus on areas such as vaccine development, diagnostics, drug trials and

development, social sciences and mental health.

The government also created the Ontario Health Data Platform (OHDP), which provides researchers with privacy-protective access to linked health data sets within a secure, high-performance user environment.

## Making Tuition More Affordable

### Helping students who demonstrate financial need

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

Starting in the 2020-21 academic year, students in eligible, independently delivered programs at Indigenous Institutes are eligible to apply for OSAP for the first time.

### Freezing Tuition Fees

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 remain frozen at 2019-20 levels.

## Setting Incentives for Success

### Promoting better outcomes for students - Performance-based funding

For 2020-2025, the government has developed new, historic Strategic Mandate Agreements. These are individual agreements between the government and all 45 publicly assisted colleges and universities that will begin to link a larger portion of provincial postsecondary operating funding to student and economic outcomes, making the province a national leader in performance-based funding.

This 'made-in-Ontario' performance-based funding model will help ensure students get the education, skills and experience they need to find good jobs by ensuring these postsecondary institutions offer programs that align with labour market demands.

By tying a portion of government funding to performance, Ontario is encouraging institutions to focus on making sure students and graduates have the real-world skills they need for rewarding careers now and in the future.

Due to the challenges COVID-19 has created for all sectors, including postsecondary education, the government has decided to delay the activation of performance-based funding for two years (2020-21 and 2021-22) to help provide stability and predictability to Ontario's publicly assisted colleges and universities.

**Red tape reduction**

The ministry continues to support the government-wide initiative to reduce regulatory burdens, which includes:

- Supporting postsecondary development and expansion to support both postsecondary education institutions and students;
- Improving engagement and updating the virtual learning policy for private career colleges;
- Introducing legislative amendments to support private institutions; and
- Undertaking reviews of a variety of programs and policies to reduce administrative burden and modernize existing programs.

**Maximizing Commercialization Opportunities**

**Intellectual Property**

In July 2020, the Ontario government announced a made-in-Ontario Intellectual Property Action Plan to help ensure the tremendous social and economic benefits of taxpayer-funded research and innovation stays in the province.

As Canada's most patent-intensive province and largest producer of world-class research, it is important to ensure that Ontarians benefit from investments in research and development activities, including those related to COVID-19.

The government is strengthening Ontario's intellectual property position through the Intellectual Property Action Plan. The plan will drive the province's long-term economic competitiveness by prioritizing IP generation, protection, and commercialization.

**Innovative entrepreneurial partnerships**

The ministry introduced a new policy to establish innovative partnerships between publicly assisted colleges and private providers to help build Ontario's workforce, create jobs and meet the growing demand for skilled workers in Ontario.

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.

## Ensuring Dynamic Postsecondary Education Workforce

### Experiential learning

Experiential learning opportunities at Ontario's publicly assisted colleges, universities, Indigenous Institutes and private career colleges help give students the skills 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.

In 2020-21, the ministry provided $34 million to help Mitacs create thousands of paid innovative research internships and upskilling opportunities for postsecondary students and postdoctoral fellows.

### Stand-alone nursing

In 2020, the Ontario government announced that colleges and universities would be permitted to offer baccalaureate nursing degree programs on a stand-alone basis, thus, offering more choice for students. This new policy allows institutions to have greater autonomy and flexibility over their programming, while maintaining excellence in nursing degree education. In March 2021, Humber College became the first college to offer independent nursing degrees.

## Access to Education

### French Language Postsecondary Education

To support over 30,000 postsecondary students enrolled in French-language and bilingual programs in Ontario, the government provides approximately $74 million, allowing Francophone and bilingual institutions to maintain or offer new programs and services in French for their students.

The establishment of the Université de l'Ontario français represents a historic milestone for Ontario's Francophone community. To support the university, Ontario has been working with the federal government to share start-up costs of the institution. 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.

## Capital Funding

The Ontario government helps colleges and universities upgrade their campuses and improve student learning experiences by providing annual funding through the Facilities Renewal Program (FRP), and the College Equipment and Renewal Fund (CERF).

In 2020-21, the Ontario government provided approximately $164 million to colleges and universities to help them upgrade and renew their campuses.

- Through the government's FRP, in 2020-21 Ontario's colleges and universities received a total of almost $144 million to help address the ongoing need for maintenance, repair, renovation and modernization of existing facilities. These funds will help institutions provide a safe learning environment for students, faculty and staff.

- In 2020-21, Ontario's colleges also received a total of $20 million from CERF, to help them purchase and renew vital instructional equipment and learning resources. These funds will assist colleges in delivering relevant, high-quality education and training to meet evolving employer needs, and address the challenges of learning during COVID-19.

The Ontario government announced its support for York University's Markham Centre Campus in July 2020 under the new Major Capacity Expansion (MCE) Policy Framework that encourages the responsible expansion of new postsecondary campuses. This new campus, which is expected to open in fall 2023, will provide students in Markham greater access to postsecondary education programs in technology and entrepreneurship at the undergraduate and graduate levels. In addition, the Markham Campus is also projected to generate over $350 million in economic benefits and create an additional 2,000 jobs in the community.

## Virtual Learning Strategy

On December 11, 2020, the Ontario government announced a $50 million investment in virtual learning and educational technologies to help expand access to high-quality, market-responsive, and globally competitive "Ontario Made" virtual education.

The Virtual Learning Strategy, informed by consultations with the postsecondary sector, emphasizes the importance of accessible and sustainable growth in virtual learning, supports Ontario's efforts to grow our digital footprint and builds the skilled workforce that will support Ontario's economy as it recovers from the effects of COVID-19.

The Virtual Learning Strategy builds on and leverages Ontario's existing digital learning organizations- Contact North|Nord and eCampusOntario- that improve access and drives innovation in virtual teaching and learning.

Virtual learning has the ability to improve access to learning opportunities, in both French and English, through anytime, anywhere learning, providing all Ontarians a fair chance to compete in the labour market.

**Healthy, safe campuses**

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.

**Students with disabilities**

The ministry in 2020-21 provided approximately $60M funding to colleges, universities and Indigenous Institutes 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.

**Mental health supports**

The mental health needs of postsecondary students have increased over the last decade, both in Ontario and nationwide. 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. The ministry will also continue to work with the Ministry of Health towards the commitments of the multi-year mental health and addictions strategy, *Roadmap to Wellness*.

**Campus Safety Grant**

The ministry recognizes that colleges and universities understand the importance of providing a safe learning environment for their students and are doing everything possible to address the issues of sexual violence on campuses. Since 2019, the ministry has annually invested $6 million in the Campus Safety Grant. These funds

assist and support publicly assisted colleges and universities with campus safety programs including campus sexual violence prevention programs and supports.

**Research Institutes and Funding Programs**

**Supporting growth through research and technology**

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.

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. These are competitive programs that select projects through a peer review process that demonstrate research excellence and strategic value to the province.

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).

The ministry'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.

**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.

**Ontario's Research Institutes**

The Ontario 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 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.

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

In February 2020, research activities that were part of the Ministry of Economic Development, Job Creation and Trade were moved to the Ministry of Colleges and Universities. As a result, MCU gained responsibility for PI, Fields, OG, and CO. Due to this change, Ontario's ongoing mandate and commitment to research are now more closely aligned with the significant innovation happening in Ontario's world class postsecondary education sector.

In 2020-21, the Ministry of Colleges and Universities provided over $120 million in funding to support eight research institutes:

- Clinical Trials Ontario (CTO)
- Compute Ontario (CO)
- Fields Institute for Research in Mathematical Sciences (Fields)
- Ontario Brain Institute (OBI)
- Ontario Genomics (OG)
- Ontario Institute for Cancer Research (OICR)
- Perimeter Institute for Theoretical Physics (PI)
- Centre for Aging and Brain Health Institute (CABHI)

In December 2020, the ministry also entered into a new transfer payment agreement with CABHI, which provides $23.5 million in funding over the next five years to help CABHI improve the quality of life for seniors with dementia and Alzheimer's disease. This funding will support innovative research and programs to help seniors with brain health related issues live at home longer and reduce the cost of care delivery.

**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.

- As colleges shifted their focus to managing the wide-ranging and ongoing challenges associated with the COVID-19 pandemic, Colleges Ontario made the difficult decision to cancel the Premier's Awards for 2020.

- The John Charles Polanyi Prizes are awarded annually to researchers who are in the early stages of their careers, pursuing post-doctoral research at an Ontario university and represent the province's next generation of innovators. In December 2020, Ontario recognized five of the province's leading researchers for their contributions to the fields of chemistry, physiology/medicine, physics and economic science.

**Remembrance Scholarship**

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 developed 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 2020-21 ($M)

| Ministry Interim Actual Expenditures ($M) 2020-21 * | |
|---|---|
| **COVID-19 Approvals** | **20.0** |
| **Other Operating** | **9,729.0** |
| **Capital** | **521.2** |
| **Staff Strength** (as of March 31, 2021)** | **384.3** |

*Interim actuals reflect the numbers presented in the 2021 Ontario Budget.

**Ontario Public Service Full-Time Equivalent positions.

Ontario

# Estimates Briefing Book 2021-22

## Ministry of Economic Development, Job Creation and Trade

Ce document est disponible en français

Ontario

# PART I: 2021-22 PUBLISHED PLAN

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Ontario

## MINISTRY OVERVIEW

### Ministry's Vision

The Ministry of Economic Development, Job Creation and Trade's (MEDJCT) is focused on fostering a resilient, innovation-driven and globally competitive economy. The Ministry seeks to drive economic growth in Ontario across five priority areas:

- Growing Small and Medium Businesses
- Facilitating Growth across Sectors and Regions
- Driving Innovation
- Unlocking Trade and Investment Opportunities
- Ensuring Red Tape and Burden Reduction

Over the past year and throughout the pandemic, MEDJCT has begun implementation of several foundational elements which are expected to allow the ministry to deliver on its priorities and mandate. MEDJCT will focus on economic recovery by empowering businesses to adapt to the realties of a global pandemic and positioning Ontario as a centre for innovation and premier destination for investment.

Ontario has a strong economic foundation, but there are long-standing barriers to growth that must be addressed. To drive the recovery from COVID-19, a more strategic approach to fostering broad-based and inclusive economic growth will be needed.

The Ministry's plan includes a focus on, but not limited to, the following key priorities:

1. **Pandemic Response:** Supporting domestic production through the Ontario Together Fund which provides direct financial support in the development of Ontario-based supply chains for good and services to support COVID-19 relief. The ministry also supporting businesses through the delivery of the Ontario Small Business Support Grant, Main Street Relief Grant and Ontario Tourism and Hospitality Small Business Support Grant.

2. **Invest Ontario:** Now more than ever it is critical to position Ontario as a top tier destination for investment. As Ontario's new investment attraction agency, Invest Ontario will improve our ability to compete against other jurisdiction for new strategic investments in key sectors and bring in private-sector approach to investment attraction.

3. **Automotive Plan:** Includes the new Ontario Vehicle Innovation Network program which will build on successful elements of the Autonomous Vehicle Innovation Network (AVIN), accelerating the development of next generation electric cars, as well as supporting Ontario's role as the manufacturing hub of Canada. Also includes Driving Prosperity Plan Phase 2, which will ensure the Ministry is better positioned to respond to the needs of the challenges facing

the auto industry.

4. **Innovation and Intellectual Property:** Includes the Centralized Ontario Resource Entity (CORE) which aims to increase the province's long-term economic competitiveness by prioritizing the protection and commercialization of intellectual property.

5. **Small Business Growth and Red Tape Reduction:** Focus on supporting main street businesses in their digital transformation in responses to the new realities brought on by COVID-19.

The ministry is committed to helping Ontario businesses of all sizes grow — from large multinationals to small and medium-sized enterprises 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 and contribute to a prosperous Ontario.

## COVID-19 Response

Ontario is facing a series of economic challenges, many of which have emerged or have been accelerated during the COVID-19 pandemic. The COVID-19 pandemic presents fundamental challenges to businesses of all sizes across the province; with new unforeseen costs; health and safety requirements; radically changed consumer behaviour and disrupted supply chains.

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 the necessary partners within the Ontario Public Service, federal government, provincial government and our municipal partners.

Protecting our economy is the second pillar in the 2021 Budget, which builds on the supports for families, workers, and employers. The total investments to protect the economy is $23.3 billion, these investments include:

- In fiscal year 2020-21, the Province launched the **Ontario Small Business Support Grant**, which provides a minimum of $10,000 and a maximum of $20,000 to help eligible small businesses. Based on applications received as of mid-March 2021, the government estimates that approximately 120,000 small businesses will benefit from $1.7 billion in relief through this grant, at a time when it is most needed. Through these two rounds of support, it is projected that the Ontario Small

Business Support Grant will deliver an estimated $3.4 billion to approximately 120,000 small businesses in Ontario, helping them through this difficult time and protecting jobs.

- Enhancing the **Digital Main Street Program**, a $57 million program designed to help up to 22,900 Ontario businesses create and enhance their online presence. Digital Main Street is helping businesses expand their digital footprint and extend their reach into new markets. To date, the program has been able to provide close to 20,000 small businesses with support for their digital expansions. The program will also generate jobs for more than 1,400 students.

- In June 2020, the ministry established the Invest Ontario agency and as part of the 2021 Budget a new **Invest Ontario Fund** was established. The agency will provide expertise and responsive and customizable investor services to support investment opportunities, including available financial assistance, talent support, advisory supports and concierge services. As part of the 2021 Budget, the government is committing $400 million over four years to create the Invest Ontario Fund, which will support Invest Ontario and encourage investments in the key sectors of advanced manufacturing, technology and life sciences and target next generation investments to help with COVID-19 recovery.

- **Ontario Vehicle Innovation Network (OVIN)**, the province will invest $56.4 million over the next four years to create the new OVIN, which will build on successful elements of the Autonomous Vehicle Innovation Network (AVIN), accelerating the development of next generation electric, connected and autonomous vehicle and mobility technologies, as well as supporting Ontario's role as the manufacturing hub of Canada.

- **Ontario Together Fund** was established to help manufacturers retool their operations to produce personal protective equipment (PPE), critical supplies and equipment, and develop technology-driven solutions and services for business to reopen safely and to protect front line workers. Ontario is investing an additional $44 million in 2021–22 to continue supporting local businesses to further enhance domestic capacity and help support the safety and security of the people of Ontario. This extension of the fund brings the total two-year commitment by the government to $100 million.

- **The Canadian Manufacturers and Exporters (CME)/Ontario Made program** within its first year has strengthened consumer awareness of goods manufactured in Ontario. To date, approximately 2,000 large and small manufacturers have registered over 9,000 products with the CME to obtain the Ontario Made designation. The initiative has benefited both manufacturers and consumers during the COVID-19 pandemic and will continue to do so in the post-pandemic recovery. Ontario is investing up to $3 million per year until 2023-24 to support

enhancements to the Ontario Made program to reach more retailers and manufacturers, to encourage participation and build awareness and recognition among consumers of Ontario-made products.

- In August 2020, the Government of Ontario and the Government of Canada made a joint announcement partnering with **3M Canada** to expand its Brockville, Ontario manufacturing facility to produce made-in-Ontario N95 respirators. Both levels of government are investing $23.33 million to support 3M's capital investment of $70 million. The expanded facility will produce enough respirators to meet private sector, provincial and North American market demand throughout the pandemic and beyond. The five-year agreement with 3M for the provision of 50 million respirators annually beginning in early 2021 to meet current demand for frontline healthcare workers in Ontario and across Canada. On April 7, 2021 the government announced that Made-in-Ontario N95 respirators have started rolling off the production line at 3M's Brockville plant.

**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.

The ministry's top priorities include the following:

**1. Pandemic Response**

The ministry plays a leading role in leveraging existing relationships with businesses to continue to build the province's domestic Personal Protective Equipment (PPE) supply chain and works closely with Supply Ontario on the procurement strategy. The ministry has provided support to potential suppliers of critical 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.

As part of pandemic response activities, the ministry is also responsible for the delivery of the programs to support small businesses impacted by the pandemic, including the Ontario Small Business Support Grant, Main Street Relief Grant and Ontario Tourism and Hospitality Small Business Support Grant.

In addition, the ministry is responsible for the development of a private-sector testing strategy, including the launch of a business-to-business (B2B) web portal that will link businesses with companies that sell tests.

Ontario

**COVID-19 Response**

- Leveraging existing relationships and partnering with businesses to continue to build the Province's domestic PPE supply chain, and work closely with Supply Ontario on the procurement strategy.
- 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.
- Responding to urgent or emerging need and understand the demand or forecast demand (specific items, including raw materials and how much) in order to mobilize industry efforts accordingly. Assess and understand the current domestic capabilities and potential future capabilities (ability to ramp up or down as needed across different sectors to in Ontario.
- Further developing government-business partnerships and supports (e.g. loans, grants, etc.) focusing on securing Ontario suppliers and manufacturers and working with Ministry partners to:
    - Support improved production efficiency and flexible training regimes that allow existing firms to increase production rapidly.
    - Encourage manufacturing firms to adopt flexible production methods and technology that could be redeployed for critical supply production easily.
    - Drive innovation and leverage the technology/life sciences ecosystem to develop new solutions to pandemic problems.
- Utilize the Ontario Together Fund to assist companies in retooling or adopting technological changes to produce critical supplies.
- Through Ontario's efforts, to date we have seen:
    - Companies that pivoted to PPE production to support domestic needs in a time of crisis but it was never intended to be a long-term endeavor.
    - Companies that pivoted to PPE production or significantly expanded operations because it provided a new market opportunity that may not have been previously possible or profitable.
    - Companies that were already in the PPE production sector but now saw the demand for their products grow and had to scale to meet this increase.

- As the lead for essential industries, identify, recruit and confirm participation of companies in the Provincial Antigen Screening pilot and support companies as required through implementation.
- Recruit and enrol manufacturing/supply chain companies and distribution centres in the Provincial Antigen Screening Program (PASP) to assist in supporting a safe workplace and maintaining business continuity and in turn economic activity.
- Leading the development of a private sector testing strategy, including the launch of a business-to-business (B2B) portal that will link businesses with companies that sell tests.
- The Ministry has developed and is delivering programs to support small businesses impacted by the pandemic, including the Ontario Small Business Support Grant, Main Street Relief Grant and Ontario Tourism and Hospitality Small Business Support Grant.

## 2. Job Creation, Retention, and Economic Competitiveness

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 a number of business support programs to help companies modernize and create jobs. The ministry also 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. The ministry is continuing to assess the economic competitiveness landscape both domestically and internationally as the province is facing increasing business pressures as a result of COVID-19. The ministry remains committed to protecting existing jobs, creating new employment opportunities, and fostering a resilient competitive economy that is innovation driven. Specifically, MEDJCT is focused on supporting economic growth by focusing on the growth small and medium sized businesses, facilitating growth across sectors and regions, driving innovation, unlocking trade and investment opportunities, and enabling red tape and burden reduction. By collaborating with partners both within and outside the ministry, the mandate to protect and grow jobs while accelerating the province's economic competitiveness remains strong and resolute.

## COVID-19 Response

Application deadlines and notification dates for the Regional Development Program were extended to assist applicants in meeting timelines.

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 of Labour, Training and Skills Development.

The Ministry has developed and is delivering programs to support eligible businesses impacted by the pandemic, including the Ontario Small Business Support Grant, Main Street Relief Grant and Ontario Tourism and Hospitality Small Business Support Grant. These programs provide direct financial support to many impacted businesses to help protect jobs.

### 3. 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 Ontario and international markets.

The ministry supports entrepreneurship and business growth through its support for 17 Regional Innovation Centres (RICs) across the province focussed on innovative entrepreneurs by providing access to educational programming and mentorship to help entrepreneurs develop their business idea and product, determine their market and access financing programs. RICs provide regional access points to programs and services that include, expert advice and mentorship, training and workshops, market intelligence, connection to resources, and funding partners.

In addition to the RICs, the ministry provides support and oversight to the Ontario Centre of Innovation (OCI). Formerly known as the Ontario Centres of Excellence (OCE), OCI works to address barriers to innovation and commercialization. OCI helps Ontario businesses and entrepreneurs to commercialize intellectual property and new technologies, supports collaborative applied research and development between industry and academic institutions, and assist SMEs in adopting emerging technologies. Examples of current programs actively delivered by OCI include:

- The Voucher for Innovation and Productivity (VIP) program which helps Ontario companies develop, implement and commercialize technical innovations by supporting partnerships with Ontario publicly funded post-secondary institutions.
- The Market Readiness (MR) program invests in early-stage commercialization by start-up companies that are commercializing academic and campus-linked IP to support their growth into scalable businesses.
- TBDC Entrepreneur Soft-Landing Program where OCI has partnered with the Toronto Business Development Centre to attract business immigrant

entrepreneurs from India, identified as Start-ups, or Scale-ups, and provide them with programming to support the establishment of their businesses in Ontario. TBDC will leverage OCI's business development advisors and pan-provincial network to engage with regional communities to support the entrepreneurs in establishing their businesses in Ontario.

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.

Furthermore, the ministry is working to develop strategies to implement the recommendations from the Intellectual Property Action Plan. The recommendations focus on the urgent need for Ontario to ensure that Intellectual Property generation, protection and commercialization are central goals of provincially funded innovation partners.

## 4. 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 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.

The Province has established Invest Ontario as a new investment attraction agency for the purpose of catalyzing overall business competitiveness and drive economic growth through the attraction of foundational investments in strategic sectors within the Province of Ontario.

The ministry continues to work closely with other levels of government and the private sector to attract new investment to Ontario. Examples include:

- **Life Sciences Sector:** The Province, in partnership with the Federal government and the City of Toronto recently announced, support for Sanofi's $925 million state-of-the-art vaccine facility to meet the growing demand for flu vaccines and to boost Canada's preparedness for future pandemics. Ontario is continuing to explore strategic investments in the life sciences to ensure the continued growth of the sector and to enhance domestic production of medical devices and therapeutics.

- **Information and Communications Technology (ICT):** Ontario is a top jurisdiction for ICT job creation – since 2010, more information technology jobs have been added to Ontario cities than New York and Massachusetts combined.

The travel restrictions brought about by the pandemic, shifted the ministry's participation at events and conferences to an online presence. This allowed for greater flexibility and outreach in coordinating Ministry participation at a number of high-profile global conferences including CES, NASSCOM and Collision Conference, to name a few.

**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 and investment.

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.

## 5. 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. The ministry will continue to attend digital events while hoping that in-person attendance will soon be possible dependent upon public health and travel ordinances. The ministry is expecting to attend over 85 virtual events this year. Additionally, the ministry is continuing to ensure agent-generals are situated in strategic markets while promoting Ontario's business interests abroad.

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 remains limited, and major trade shows and other international business development events are still being affected.

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.

## 6. 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's 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 at the federal and state level.

The ministry continues to strengthen Ontario's trade diversification by implementing Ontario's trade strategies to increase exports, increase exporters and diversify 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. This includes 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.

**COVID-19 Response**

The global pandemic 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.

## 7. 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 development stakeholders to better understand priorities, issues and opportunities to influence policy and program development. Sector experts with deep industry experience and expertise deliver support and services to high-potential mid-to-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 (OAMP) to support the adoption of

leading edge manufacturing processes and lean manufacturing practices. OVIN builds on the significant momentum of OEM investments of almost $6 billion into the province in the electric vehicle space. Via OVIN, Ontario is signalling to the world that it is welcoming investments and partnerships in connected autonomous vehicles (CAVs) and electric vehicles (EVs) under a coordinated effort., This will help accelerate the development of the next-generation of EVs/CAVs and mobility technologies that will contribute to both the growth of Ontario's automotive sector and to a future of less carbon-intensive transportation
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.

In its application of business supports throughout Ontario, the ministry is working to ensure that program design and selection criteria be considerate of regions' differing strengths, needs, and opportunities. To ensure targeted support, ministry staff work across broader government and with local regional economic development communities to ensure that support be aligned and targeted to regional needs. With this objective, the Ministry undertook a Regional Review of Ontario's innovation and entrepreneurial ecosystem to assess the degree of alignment between regional economies innovation and entrepreneurship needs and the Ministry's delivery network. This work supports the ongoing transformation of Ontario's innovation delivery network. Recommendations coming out of the Regional Review are being incorporated to ensure we continue to grow innovative technology companies from Ontario.

The 2021 Budget announced that Ontario is investing $56.4 million over the next four years to create the Ontario Vehicle Innovation Network (OVIN) to maximize the impact of the investments across Ontario's full automotive value chain, including a shift towards smart and clean technologies, This will be a key component of the Driving Prosperity strategy as it will ensure the automotive and associated sectors across the province have access to the support they need to prepare for and build the next generation of vehicles. Building on successful elements of the Autonomous Vehicle Innovation Network (AVIN), OVIN will accelerate the development of next generation electric, connected and autonomous vehicle and mobility technologies, as well as supporting Ontario's role as the manufacturing hub of Canada. It will do this by encouraging innovation and collaboration through partnerships between small and medium-sized enterprises (SMEs), academia, the auto industry and battery sector, including critical minerals development in Ontario's North. OVIN, as a key initiative within Driving Prosperity, also supports recent proposed investments in Ontario's auto sector totalling up to $4.3 billion that will help the province become a global leader in EV manufacturing. These proposed investments include retooling the Ford Oakville Assembly Complex for battery electric vehicle production, Stellantis' (previously Fiat Chrysler Automobiles) assembly of plug-in hybrid vehicles and battery electric

vehicles in Windsor, and General Motors creating Canada's first large-scale commercial electric vehicle manufacturing plant at its Ingersoll facility.

**COVID-19 Response**

COVID-19 has impacted the ability of many companies to deliver upon their investment and project plans. With this understanding Ministry staff are working with companies that received funding through OAMP to assess whether the pandemic has impacted their project and to adjust their plans accordingly.

## 8. 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 companies, including IP services, market intelligence, sector specialists, talent acquisition and introductions to capital providers.

The ministry supports several advanced technology platforms and projects, including: the Evolution of Networked Services through a Corridor in Quebec and Ontario for Research and Innovation (ENCQOR), a world-leading 5G testbed for innovative technology companies; Next Generation Networks (CENGN), an ultra high-speed digital infrastructure that support uses cases in various sectors including mining, smart agriculture and high-tech firefighting; OVIN; and Advanced Manufacturing Consortium.

The ministry will continue to work with companies, other Ministries, other levels of government and sectoral ecosystems to identify strategic technologies and support their development and adoption. Areas of focus include but are not limited to information and communication technologies, financials services/fintech, life sciences and biomanufacturing, aerospace, connected and autonomous vehicles, battery and green technologies, steel and advanced manufacturing.
To fuel the growth of Ontario's most promising technology companies, the Ontario Capital Growth Corporation (OCGC) invests 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.

**COVID-19 Response**

In response to the COVID-19 pandemic, Ministry staff are working with our external partners in our innovation ecosystem, including the Regional Innovation Centres and

the Ontario Centre for Innovation to understand the impact of the pandemic on their organizations and whether any changes may be required to their delivery and funding schedules. The ministry will continue to act as the voice for business for companies in technology and life sciences sectors. Activities included will be liaison and engagement to understand COVID impacts, connection to government programs and connection to other companies and sector ecosystem partners as needed/requested. Furthermore, the ministry provides navigation and leadership to client companies in the technology and life science sectors as they move through the Ontario Together Fund process.

## 9. 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 for red tape reduction and small business in relation to Regulation 82/20 under the Emergency Management and Civil Protection Act (Closure of Places of Non-Essential Businesses).
- Maintains a submission portal for businesses to raise potential red tape reduction measures through an online form.
- 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, standards, and requirements.

- Delivered the Tacking the Barrier's website for Ontarians to recommend changes to the compliance framework that supported business operations under the re-opening the provinces businesses following then first shut down. 1500 submissions were triaged, and 450 issues addressed. Many of the issues that were addressed as temporary rule changes are now being made permanent.
- Passed two pieces of legislation in the fall 2020 session aimed at supporting businesses reopening after COVID restrictions.
    - Bill 215 – the *Main Street Recovery Act (2020)* which focused on 34 regulatory changes aimed at helping Ontario's small businesses recovery from and move forward in a post-pandemic era by addressing, outdated, duplicated, unnecessary or unclear regulations, and,
    - Bill 236 the *Supporting Local Restaurants Act (2020)* which prohibits food delivery services providers, who are identified in the regulations, from charging restaurants more than the prescribed amount for food and beverage delivery services or related services. The prohibition applies in respect of restaurants that are not chain restaurants, that have indoor dining, and that are prohibited from permitting indoor dining by an order or direction under the *Reopening Ontario (A Flexible Response to COVID-19) Act, 2020 or the Health Protection and Promotion Act.*

## 10. 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.

## 2021-22 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 reopen the ministry will work with its partners in government and industry 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.

In April 2020, soon after the first provincial health measures were put in place, the ministry 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. In the 2021 Budget – Ontario's Action Plan: Protecting People's Health and Our Economy – the government announced that it is investing an additional $44 million to continue supporting local businesses to further enhance domestic capacity and help support the safety and security of the people of Ontario.

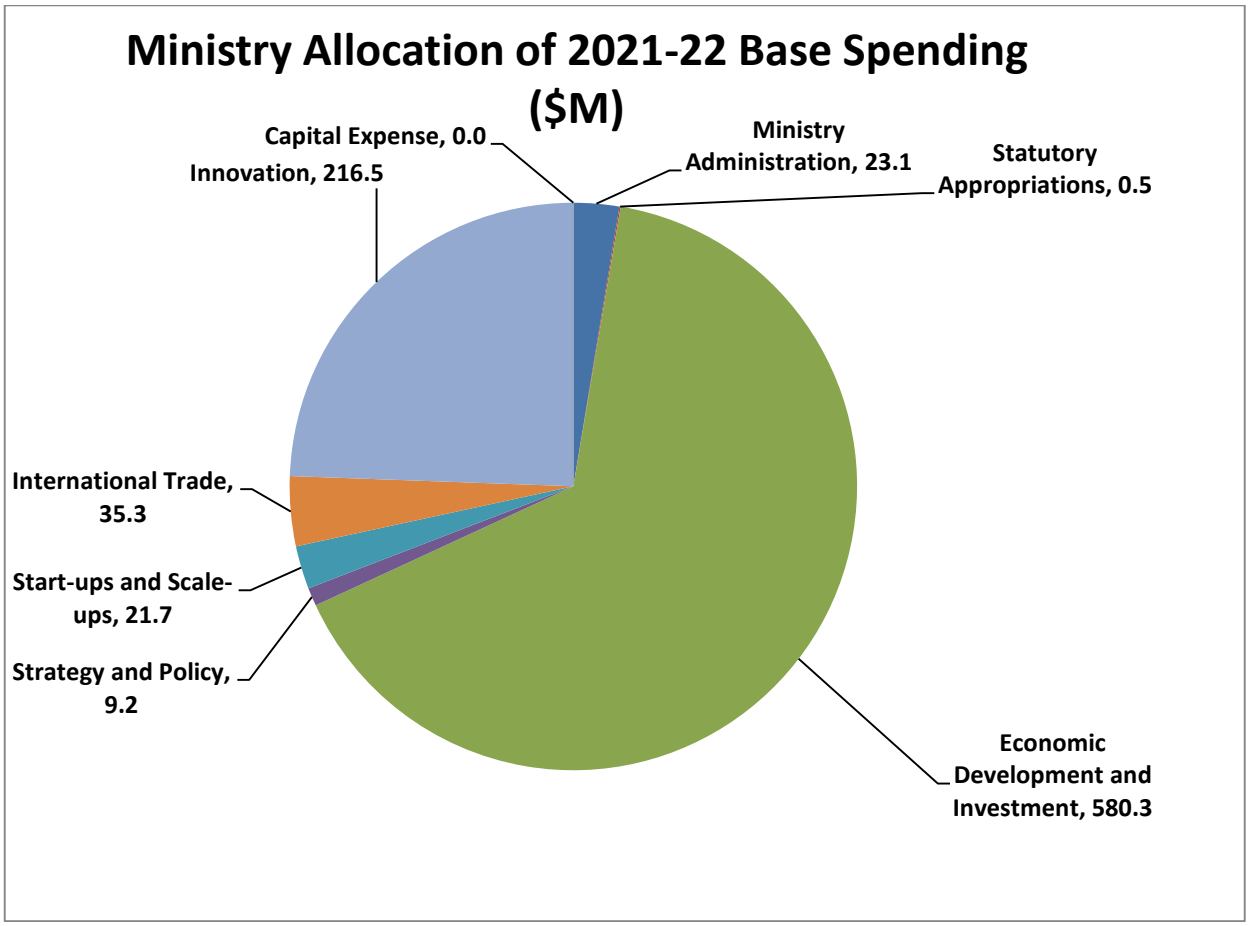
The Ministry of Economic Development, Job Creation and Trade is committed to working with business to ensure a stable and competitive economy that protects workers and creates jobs, opportunity and growth. The ministry is modernizing its programs and shifting its focus on core priorities to ensure efficient 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.

Invest Ontario, the province's new investment attraction agency will play a pivotal role in the province's economic recovery and growth. The ministry has developed foundational elements to inform Invest Ontario's approach to target and secure high-value investments for the province. Emphasis will be placed on sectoral importance, economic impact and regional importance.

The ministry looks forward to the continued integration of the Small Business and Red Tape Reduction (SBRTR) in the coming year, as well as seamlessly linking the government's strategy on trade, investment and competitiveness with SBRTR's strategy on small business and red tape reduction. SBRTR 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.

**Table 1: Ministry Planned Expenditures 2021-22 ($M)**




## Ministry Planned Expenditures 2021-22

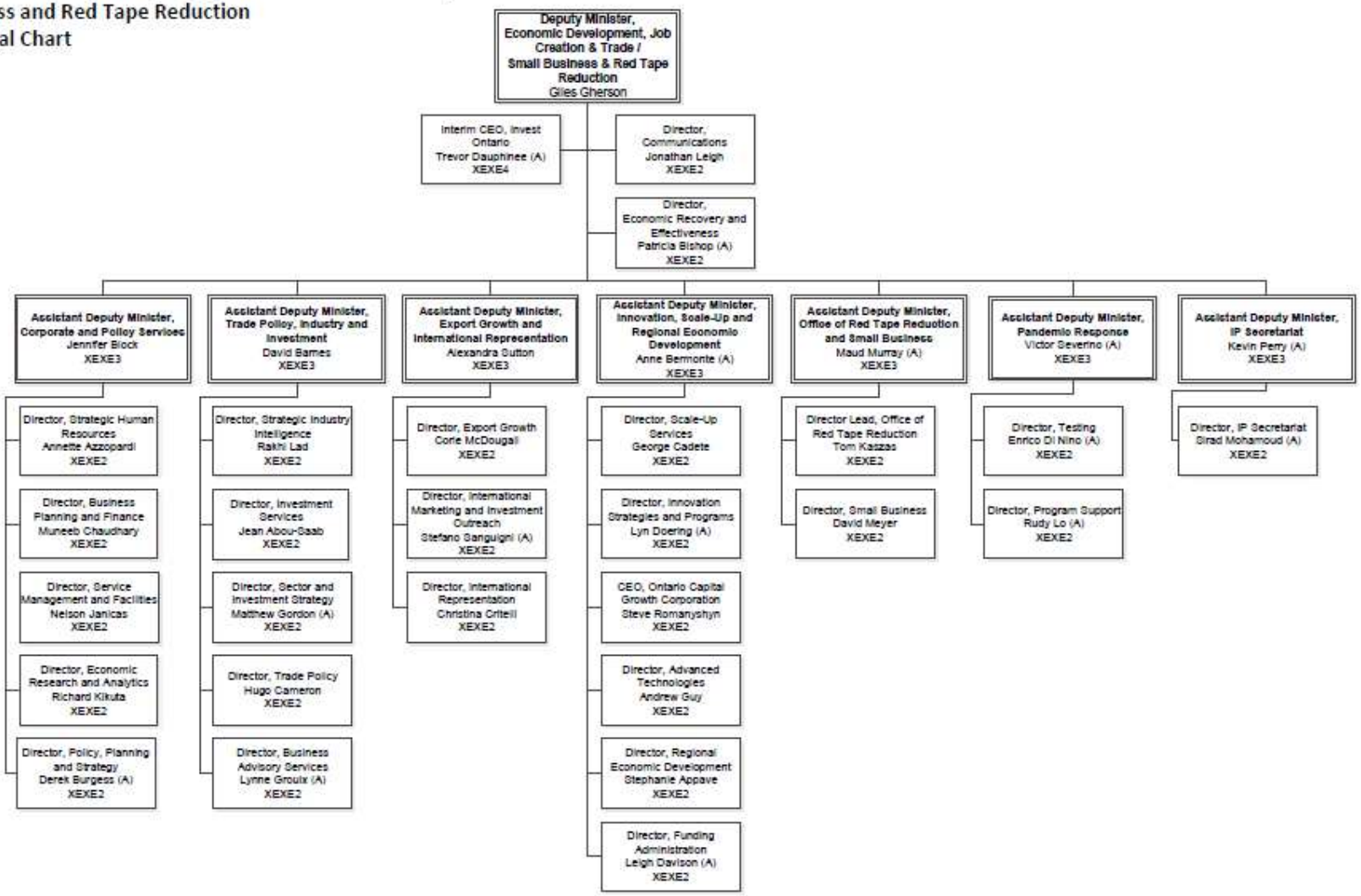
| | |
|---|---|
| **Operating Expense*** | **886,633,165** |
| **Capital Expense*** | **4,000** |
| **Total Expense** | **886,637,165** |
| **Operating Assets** | **10,001,000** |
| **Capital Assets** | **2,000** |

* Excludes the following Consolidation Adjustments:
- Consolidation Adjustment - Ontario Capital Growth Corporation

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## MINISTRY ORGANIZATION CHART

Ministry of Economic Development, Job Creation and Trade /
Small Business and Red Tape Reduction
Organizational Chart
May 1, 2021



## 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

### Invest Ontario

Invest Ontario is a new investment agency designed to position the province as a key destination for investment. It is a “one stop shop” for targeting strategic investors, with an initial focus on advanced manufacturing, life sciences and technology.

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Invest Ontario was announced on July 8, 2020 as part of the province's *COVID-19 Economic Recovery Act, 2020* to better position Ontario as a top tier destination for investment, domestic growth, and job creation.

Invest Ontario will:

- Focus on lead generation, structuring and nurturing within selected sectors and clusters where Ontario sees globally competitive advantages.
- Operate with the flexibility to deploy, and to hold to account, highly skilled business teams operating at the pace of business.
- Customize investment opportunity structuring, supported by sophisticated business development tools.
- Require robust performance management, deep knowledge of the value chains and digital ecosystems in which they operate and access to responsive government services.

Invest Ontario will leverage the many benefits that the province offers to attract jobs and investments to Ontario, including: a high quality of life, a highly skilled talent pool, a strong and growing innovation sector and business supports that can help business thrive.

To support the work of Invest Ontario, the Ministry is developing an Investment Toolkit that includes a suite of tools across government that the Agency can leverage to support investment attraction, and an Investment Framework that will evaluate major investment proposals and quantify projects in a consistent and comparable way.

The Ministry will work with the Board to set up the Agency, including staffing and other resourcing, establish governance and accountability directives.

**COVID-19 Response**

Invest Ontario will support Ontario's post COVID economic recovery and will promote the province as a key investment destination while sending a strong signal to investors that the province is open for business, open for investment and open for jobs.

Attracting domestic and foreign investment is critical to bringing good jobs to the province. The need to recover quickly and safely from COVID-19 makes attracting more investment critical.

Despite the province's strengths, positive momentum on job creation, and recent steps to improve business attractiveness, Ontario's record on investment attraction has been lagging relative to peers even before COVID-19.

Ontario is at a unique point in its economy recovery where the province can pivot to investment attraction to help accelerate growth.

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## 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 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20* $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration Program | 23,118,500 | (328,700) | (1.4) | 23,447,200 | 23,447,200 | 21,670,007 |
| Economic Development, Job Creation and Trade Program | 862,985,100 | 309,920,700 | 56.0 | 553,064,400 | 4,103,385,400 | 581,855,540 |
| Less: Special Warrants | | | | | | |
| **Total Operating Expense to be Voted** | **886,103,600** | **309,592,000** | **53.7** | **576,511,600** | **4,126,832,600** | **603,626,647** |
| Special Warrants | | | | | | |
| Statutory Appropriations | 529,565 | - | - | 529,565 | 529,565 | 279,227 |
| **Ministry Total Operating Expense** | **886,633,165** | **309,592,000** | **53.7** | **577,041,165** | **4,127,362,165** | **603,904,774** |
| Consolidation Adjustment - Ontario Capital Growth Corporation | (1,335,000) | 216,900 | | (1,551,900) | (569,400) | (16,932,177) |
| Consolidation Adjustment - General Real Estate Portfolio | - | - | | | 950,600 | (8,098,837) |
| **Total Including Consolidation & Other Adjustments** | **885,298,165** | **309,808,900** | **53.8** | **576,489,265** | **4,127,743,365** | **578,773,760** |
| **OPERATING ASSETS** | | - | | | | |
| Ministry Administration Program | - | (1,000) | (100) | 1,000 | - | - |
| Economic Development, Job Creation and Trade Program | 65,000,000 | 50,000,000 | 333.3 | 15,000,000 | 15,000,000 | 8,307,026 |
| Less: Special Warrants | | | | | | |
| **Total Operating Assets to be Voted** | **65,000,000** | **50,000,000** | **333.3** | **15,001,000** | **15,000,000** | **8,307,026** |
| Special Warrants | | | | | | |
| Statutory Appropriations | - | - | | - | - | - |
| **Ministry Total Operating Assets** | **65,000,000** | **50,000,000** | **333.3** | **15,001,000** | **15,000,000** | **8,307,026** |
| **CAPITAL EXPENSE** | | | | | | |
| Economic Development, Job Creation and Trade Program | 3,000 | - | - | 3,000 | 3,000 | - |
| Less: Special Warrants | | | | | | |
| **Total Capital Expense to be Voted** | **3,000** | **-** | **-** | **3,000** | **3,000** | **-** |
| Special Warrants | | | | | | |
| Statutory Appropriations | 1,000 | - | - | 1,000 | 1,000 | - |
| **Ministry Total Capital Expense** | **4,000** | **-** | **-** | **4,000** | **4,000** | **-** |
| **Total Including Consolidation & Other Adjustments** | **4,000** | **-** | **-** | **4,000** | **4,000** | **-** |
| **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)** | **885,302,165** | **309,808,900** | **53.8** | **576,493,265** | **4,127,747,365** | **578,773,760** |

* 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 2021 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/2021/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

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## 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

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

*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

*Modernizing Ontario for People and Businesses Act, 2020*, S.O. 2020, c. 18

*Supporting Local Restaurants Act, 2020*, S.O. 2020, c. 31

*Invest Ontario Act, 2021,* S.O. 2021

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## 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 |
| DEMDI | Digital Export Market Development Initiative |
| ENCQOR | Evolution of Networked Services through a Corridor in Quebec and Ontario for Research and Innovation |
| EODF | Eastern Ontario Development Fund |
| 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 |
| IP | Intellectual Property |
| 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 |
| OCI | Ontario Center of Innovation |
| ODOE | Other Direct Operating Expenses |
| OJB | Open for Jobs Blueprint |
| ONE | Ontario Network of Entrepreneurs |
| OPCD | Office of the Provincial Controller Division |
| OVIN | Ontario Vehicle Innovation Network |
| PPE | Personal Protective Equipment |
| R&D | Research and Development |
| RIC | Regional Innovation Centres |
| RTDS | Regional Technology Development Sites |
| SBEC | Small Business Enterprise Centres |
| SHRB | Strategic Human Resources Branch |
| SME | Small and Medium-sized Enterprises |
| SWODF | Southwest Ontario Development Fund |
| MCU | Ministry of Colleges and Universities |
| T&ID | Trade and Investment Division |
| TIO | Ontario's Trade and Investment Offices |
| VC | Venture Capital |

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**APPENDIX**

**ANNUAL REPORT**

## 2020-21 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.

Regional Development Program:

- Since the launch of the Regional Development Program in December 2019, the ministry has offered 5 application intakes to the program to support investment attraction and job retention and creation in eastern and southwestern Ontario and to create sustainable opportunities for businesses and communities across the province.

- The program takes a coordinated approach to supporting business growth in eastern and southwestern Ontario communities by providing 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 and accessing skills and training supports.

- 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.

Workplace PPE Supplier Directory

- The Workplace PPE Supplier Directory, launched on May 13, 2020, supports Ontario's economic recovery by offering businesses access to a list of Ontario companies that sell personal protective equipment (PPE) and other supplies to keep businesses, employees and customers safe from COVID-19.

- All companies listed on the website are Ontario companies who have consented to be listed and attested that they are compliant with all applicable laws and regulations.

- As of March 25, 2021, the Directory had received a total of 1,963 submissions, with 1,095 of those companies successfully vetted and 403 identified as Ontario manufacturers. Further, the Directory had 163,544 pageviews since launching in May 2020.

- The Workplace PPE Supplier Directory is a collaborative effort across three ministries: Ministry of Economic Development, Job Creation and Trade (MEDJCT), Ministry of Government and Consumer Services (MGCS), and Treasury Board Secretariat (TBS).

Intellectual Property (IP) Action Plan

- As a component of the IP Action Plan we have developed the IP Governance Framework that includes the following 5 pillars:
    - An updated mandate to help Ontario businesses achieve growth by focusing on **IP generation, commercialization and protection** as central goals of provincially funded innovation partners.
    - A board governance framework to ensure effective implementation of the mandate, i.e., **making board of directors accountable** by establishing a matrix of required skillsets, standardized conflict of interest policies, etc. that reflect the mandate to generate, commercialize and protect IP.
    - Processes and policies to ensure **IP is embedded in managements' key performance indicators (KPIs).**
    - **KPIs / Metrics to be reported through an 'Innovation Dashboard'**, which would ensure increased transparency.
    - To ensure **accountability and compliance**, a portion of innovation partners' funding will be linked to implementation of the IP Governance Framework and reporting on the results.

- This framework will apply to all of Ontario's innovation partners, including, among others:
    - The 17 Regional Innovation Centers
    - Ontario Center of Innovation
    - Future Central Ontario Resource Entity (CORE)
    - Research institutes, incubators and accelerators currently funded by MEDJCT or other ministries or those that will receive funding in the future.

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## 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.

- In April 2020 the ministry 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, to protect front line workers and to help businesses reopen. In the 2021 Budget – Ontario's Action Plan: Protecting People's Health and Our Economy – the government announced that it is investing an additional $50 million to continue supporting local businesses to further enhance domestic capacity and help support the safety and security of the people of Ontario. Ontario Together funding has been announced to 27 companies and eight organizations. The Ontario Together Fund has successfully built domestic capacity of critical goods including masks, sanitizer products, ventilator components, medical equipment, advisory services, testing supplies and other technologies.

- 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

- 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 stakeholders to help drive growth and prosperity across all of Ontario's regions.

- In addition, a Regional Review to support the Business Supports Transformation initiative was undertaken to 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.

- The ministry worked with partner ministries on cross cutting regional economic development policies and programs. Some examples include: Provincially Signiant 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.

- Provided Regional economic data, analysis and policy advice on regional economic issues, trends and stakeholder issues and conducted a regional inventory and mapping exercise focused on municipal economic development organizations and service delivery organizations.

- 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.

- The ministry delivered a presentation on Ontario's value proposition to companies at the successful AdvaMed MedTech conference held for the first time in Toronto (October 2020).

- In partnership with the Federal Government and the City of Toronto, the ministry secured a $925 million investment from Sanofi Pasteur for a bulk flu vaccine manufacturing facility that will include Formulation, Filling and Packaging (FFP) for pandemic preparedness.

- In addition, $500 million investment from Roche was secured to establish a Global Pharma Technical Operations site to oversee its global supply chain in Mississauga.

**COVID-19 Response**

- Since March 2020, leveraged 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.
- Provided leadership in working with industry to ramp-up production of essential goods.
- On March 21, 2020, the Ontario Government launched ***Ontario Together*****,** a website to help business and their employees work with the province to meet the challenges of COVID-19.
    - Stream 1 (Supplies) of Ontario Together aimed to support the province's supply challenges related to personal protective equipment (PPE) and critical emergency supplies (CES) by identifying vendors with supply or capacity to supply essential goods or services.
    - Stream 2 (Challenges) of Ontario Together allowed the government to solicit innovative proposals from Ontario's business and innovation communities in response to specific challenges.
    - Stream 3 (Ideas) of Ontario Together provided Ontarians (subsequently refined to Ontario businesses only) with an opportunity to submit an unsolicited proposal outlining a product/service/idea that could help address the impacts of COVID-19.
    - A Workplace PPE Supplier Directory to provide a list of companies that sell personal protective equipment (PPE) and other supplies to keep Ontario employees and customers safe from COVID-19.
    - Over 30,000 submissions to the portal have been received for supplies, innovation challenges and ideas. As of March 15th, 2021, 8,962 proposals to the innovation challenges and ideas streams have been evaluated, with 450 business cases requested. Over 240 submissions have been referred for funding consideration through the Ontario Together Fund or proposed to partner ministries for procurement.

<u>Business Growth and Retention</u>

- As a result of the ministry’s work with 4,250 established Ontario small and medium enterprises with tradeable goods and services, the Business Advisory Services branch facilitated more than $368 million of new investment in the province, which contributed to 3,806 jobs created and retained.

- In response to the provincial call for emergency supplies, the Business Advisory Services Branch engaged with over 1,000 manufacturers of PPE to establish their procurement readiness and vetted over 2,000 suppliers of PPE Suppliers

- 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 561 surveys of SMEs were completed in 2020-21 on topics ranging from evaluating impacts of COVID on business sustainability, workforce development and opportunities to expand markets and , assessing organizational strengths, identifying opportunities for improvement through automation and technology and navigating/addressing regulatory challenges.

    - Over 2020-21, the Ministry engaged key sectoral stakeholders (Automotive, Aerospace, Advanced Manufacturing, Steel, Chemicals, Clean Technologies). 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:

        - Engagement with multiple manufacturing sectors and stakeholders on the impacts of COVID-19 and the government response to the pandemic.
        - Engagement with industry and partner ministries on building domestic PPE supply chains, and support for the Ontario Together Portal and Fund.
        - Engagement on strategic investment opportunities, including:
            - Greenfield Global's $75+ million investment in Johnstown
            - Valbruna ASW's $30 million investment in Welland
            - and other forthcoming investment announcements
        - Engagement with industry, partner ministries and other levels of government on sensitive industry issues such as:
            - Caledonia dispute
            - Enbridge Line 5
            - proposed federal plastics ban on select single use plastics
            - planned relocation / ongoing viability of certain manufacturing operations in Ontario
        - Engagement with industry, partner ministries and federal government on emission reduction initiatives and support of the province's climate change plan refresh and Environment Plan.

- Engagement with various industries on U.S. trade disruptions and related impacts.

The Ministry also engages regularly with other levels of government and local economic development organizations on sector focused economic development opportunities such as investment attraction, cluster development, intelligence sharing and emerging technologies (e.g. EV value chain).

In March 2020, consultations were held with key stakeholders in the life sciences sector (MNEs, SMEs and ecosystem partners) to better understand critical challenges for the sector (e.g., talent, capital) and where new opportunities are emerging (e.g., MedTech, regenerative medicine) that demand increased focus from the sector and policy makers.).

Enhancing Business Growth Capacity and Readiness

- Recognizing the unprecedented challenges that businesses were experiencing as a result of the COVID-19 Pandemic, the ministry led the development and delivery of 42 webinars, known as **Project Ignite**, which was attended by 1,355 attendees, which were delivered online to businesses across Ontario. The webinars focused on topics such as: change management, leveraging e-commerce and cybersecurity, financing and HR during crises, business transformation and return-to-work strategies.

Entrepreneurship

- The ministry revised the gathering of metrics following the cancellation of the MaRS Data Catalyst services by moving the collection of data to a new platform. The updated and reduced list of metrics is now being collected by the ministry and a new annual survey will be going out shortly. 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.

**COVID-19 Response**

- In June of 2020, the Ministry in partnership with the federal government (FedDev Ontario), launched the $57 million Digital Main Street platform to help up to 22,900 Ontario businesses adopt digital technologies and/or enhance their digital presence. By providing $7.65 million in provincial funding through the Support for People and Jobs Fund, the province leveraged $50 million in federal funding to create a pan-Ontario program.

- The adoption of digital technology by Ontario's small businesses was necessary to remain competitive and recover during the pandemic. Digital Main Street is a suite of supports and services designed to assist businesses to address their unique challenges at no cost. This includes assisting businesses build a tailored e-commerce web site, develop a plan to maximize their digital presence, access to a $2,500 Digital Transformation Grant, access to a library of resources and webinars on key topics, etc.

- As of the end of March 2021, Digital Main Street supported over 17,600 businesses, hired over 1,600 students and recent graduates, and established 87 Digital Services Squads across the province.

Investment Accelerator Fund (IAF)

- By venture capital industry standard measures, the Investment Accelerator Fund (IAF) is achieving best-in-class performance. The IAF's portfolio has increased to over 160 firms, or about three times the size of a comparable private firm. More than $1.3 billion in follow-on capital has been secured for portfolio companies. For every $1 invested, the IAF leverages another $17 for its investee companies.

Ontario Capital Growth Corporation (OCGC)

- OCGC's investments continued to perform well on all measures: returns on investment, leveraging additional funds, and generating jobs and R&D. Through OCGC, the Province's $330 million of previous investments in companies have leveraged over $4 billion of growth capital to a portfolio of promising companies. These high potential companies employ over 13,000 people in Canada, with the majority of these in Ontario, and have cumulatively recorded approximately $9.5 billion in revenues and around $2.6 billion in R&D expenditures. As of March 31, 2020, the Province's investments have a valuation of 1.24x multiple of capital (a lifetime 24% profit).

IBM Innovation Incubator Project ($I^3$)

- IBM I3 was a public-private partnership between the government of Ontario, the Ontario Centre of Innovation (OCI, formerly the Ontario Centres of Excellence (OCE) and IBM Canada. The program was concluded on March 31, 2021.
- The province's $29 million investment leveraged matching contributions from IBM and industry to provide $67 million worth of support to Ontario SMEs.
- I3 provided 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.
- A third-party economic impact assessment of the I3 program (results to June 2020) indicate that the program supported nearly 950 SMEs in the creation of 8,175 jobs and the development of 1,725 new products or services. The 950 SMEs experienced $206 million in incremental sales as a result of their participation in the program and raised $216 million in follow-on investment.

Driving Prosperity: The Future of Ontario's Automotive Sector

Ontario Automotive Modernization Program (O-AMP)

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 sector. O-AMP provides matching funding to support process improvements at small and medium-sized Ontario automotive suppliers through the adoption of Lean Manufacturing and Industry 4.0 related technologies. To date, O-AMP has successfully completed two application intake rounds. O-AMP has committed $8.8 million of program funding to 105 projects that have leveraged approximately $23 million of private-sector funding and are expected to create over 500 jobs and retain approximately 8,000 jobs.

Autonomous Vehicles Innovation Network (AVIN)

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 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. To date, $60 million out of $85 million of total program funding has been committed to AVIN across all program streams – R&D Partnership Fund, Regional Technology Development Sites, Demonstration Zone, and Talent Development – leveraging over $93 million of industry funding to support Ontario's global leadership in autonomous mobility.

- In 2020-21, AVIN achieved the following milestones:
    - A new WinterTech program stream, for advanced connected/autonomous vehicle R&D in adverse weather conditions was launched with $2.6 million out of $3 million of total funding committed, leveraging $5.3 million of industry funding in 2020-21. There are currently six active projects, all targeted to winter-proof transport technologies.
    - 42 R&D partnership projects funded with a total project value of $59 million, including $21 million in provincial contributions
    - All six Regional Technology Development Sites (Windsor-Essex, Waterloo, Hamilton, Toronto, Durham, Ottawa) are operational with 185 SMEs onboarded across all sites and with a total project value of $32.2 million.
    - 121 SMEs submitted expressions of interest to the Demonstration Zone to have technologies installed in vehicles - 15 have been selected for integration into the fleet with two global OEMs visited and committed to attend.
    - Talent Development sponsored 264 internships and 37 fellowship units with a total project value of $9.7 million, including $3.9 million in provincial funding and $5.8 million of partner contributions.

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.

- AMC continues to engage businesses to help them:

    - prototype new products and product advances.
    - better understand advanced technologies.
    - diagnose and solve large-scale factory floor challenges.

- assess their needs and identify technology solutions required to meet them.
- build a skilled workforce and train the next generation of manufacturing talent.

- Since its launch in April 2017, AMC has worked on more than 477 projects with industry, helping more than 296 companies. Of these, 182 are either start-ups or SMEs. The AMC has supported 118 COVID-19-related projects in the last year. It has leveraged over $100 million in cumulative project funding and has helped commercialize more than 160 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. ENCQOR targets to create a “first to market” advantage for more than 500 of Ontario’s SMEs and help them become global leaders in the 5G marketplace. The program reached this great milestone as of March 2021. The program has otherwise met or exceeded its key targets and milestones to date. 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 Centre of Innovation (OCI)
    - 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
    - Serve clients through training, expert advice and mentorship

- Based on the 2020-21 results obtained to date, SBECs assisted in starting of 7,200 new businesses, expanding more than 2,000 businesses resulting in creation of over 9,000 new jobs.

<u>MaRS Business Acceleration Program</u>

- The Business Acceleration Program (BAP), which was administered by MaRS on behalf of the province, supported the growth and development of regional innovation ecosystems across Ontario. While the administration of the BAP is being moved in-house to the ministry, MaRS will continue to offer central services to support BAP. 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.

<u>Ontario Centres of Innovation (OCI), formerly Ontario Centres of Excellence (OCE)</u>

- OCI works to address barriers to innovation and commercialization. OCI is MEDJCT's delivery partner to support accelerating the commercialization of academic intellectual property (IP), industry-academic collaborations and the development and adoption of emerging technologies. OCI acts as a connecter to link companies' technology development challenges to expertise and resources from academic institutions. It provides support and advice through:
    - Pan-provincial reach and influence through a network with both public and private organizations
    - Expertise in de-risking technology to accelerate commercialization

  - Company-centric approach to programs and supports
  - Industry engagement and funding through project matching and attracting private investment
  - On-the-ground, experienced business development and commercialization managers located across Ontario
- OCI delivers two main commercialization programs on behalf of the ministry - Market Readiness and Voucher for Innovation and Productivity (VIP) - designed to help early stage start-ups and SMEs advance the commercialization of their products and technologies.
- This year a soft-landing program has been added to OCI's list of programs. The Toronto Business Development Corp. (TBDC) program is a partnership with OCI that will focus efforts to bring established companies from India into Ontario, which will lead to new jobs and new technology being developed in Ontario.
- In addition, OCI supports Ontario companies' ability to commercialize and adopt advanced technologies through the coordination and delivery of the IBM I3, AVIN, and ENCQOR/NGNP programs in partnership with the province.

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 the *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 honorary mention from the Canadian Federation of Business for the work of the BRU.

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. SBRTR 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 (2019)*. 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.
- Passage of Bill 213, *Better for People and Smarter for Business Act (2020)* which included amendments to 29 separate acts focussed on the removal of barriers in order to stimulate Ontario's economic recovery.
- Passage of the *Modernizing Ontario for People and Businesses Act (2020)* which merged the content of the *Burden Reduction and Reporting Act, 2014 (BRRA)* and the *Reducing Regulatory Costs for Business Act, 2017 (RRCBA)* and expanded their reach to include regulations policies and forms that affect not for profit business, Municipalities, Universities, Schools and Hospitals. It is this government's new burden reduction legislation that creates obligations to consider modern regulations and the compliance burdens imposed by Government for all of Ontario's ministries to follow when creating new legislation, regulations, policies and forms.

International and Interprovincial Trade Policy

To deliver on the government's priorities of advancing Ontario's interests in 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 towards concluding 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. The first SIPA – with Maryland – was announced in December 2020.
- 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; undertook 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 Trans-Pacific Partnership (CPTPP). Since implementation, Ontario's exports to CPTPP countries (as of January 2021) have grown from $550 million to $614 million in CAD.
- Advocated on behalf of Ontario's interests in Canada's ongoing international trade negotiations, including with the United Kingdom and Mercosur (Brazil, Argentina, Paraguay, and Uruguay).
- 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; and
    - 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

- Over the past few years, the Trade and Investment Division focused its efforts on developing foreign direct capital investments with an estimated collective value of over $4 billion in CAD and the potential to create almost 4,000 direct jobs in Ontario. Additional new opportunities are currently being advanced.
- In 2020-21, the Ministry supported new greenfield investment by providing Site Selection Services to 23 companies that totalled an investment opportunity of over

$7.2B in capital investment and represented a potential of over 12,500 jobs. A total of fourteen site searches were conducted that had recommended 38 sites, including three Certified Sites. This is in addition to the certified site that sold as part of the Investment Ready: Certified Site Program.

- 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.

International Representation and Promotion

- The ministry raises awareness in global markets of the benefits to coming to Ontario where businesses grow and thrive. The ministry has secured new trade and investment opportunities through the delivery of inbound and outbound commercial delegations and the delivery of international missions. In addition, the ministry has streamlined its international representation to focus on the markets offering the greatest potential for trade and investment outcomes, while enhancing its presence in the U.S. to further expand Ontario's foothold within our largest trade partner and source of foreign-direct investment.

    - Over the past two years, up to eight Agents-General positions were established through Order-in-Council. Two Agents-General were appointed for Chicago and Dallas respectively. Agents-General work within Ontario's established international network as the government's primary representative in select markets, providing strategic advice and promoting Ontario's commercial interests to drive job creation.
        - In 2020-21 Ontario's international network of Trade and Investment Offices (TIOs) facilitated 12 trade transactions worth nearly $35.3 million and closed 33 investment opportunities with a value of $1.3 billion, creating at least 1,672 jobs and retaining at least 2,122 jobs.
    - In 2020-21, the DEMDI saw 635 Ontario companies participate in 43 Export Business Missions to global markets, reporting over $167 million in export sales opportunities identified. Participating companies reported an average 85% satisfaction rating. $44.79 million in actual sales for Ontario companies was reported during the 6, 12- and 18-month follow-ups after each mission from 2019-20.
    - 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% 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% and 10% 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% 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%. 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.

- Ontario's Trade and Investment Offices provided in-market support to identify and vet potential suppliers of PPE and medical supplies; provide advice on international regulations to qualify or assess leads submitted to the Ontario Together Portal; and in some cases, verify shipments of supplies destined for Ontario.

- To support Ontario companies to maintain and develop their exporting operations during the Covid-19 pandemic, the ministry launched the Digital Export Market Development Initiative (DEMDI) as a means to get back to business. The DEMDI invested in in-market resources and digital tools and online platforms available to facilitate interprovincial and international business connections for Ontario companies. The DEMDI allows for additional elements to be included in ministry programming, providing further support for Ontario companies as they recover from the economic impact of COVID-19.

## Table 3: Ministry Interim Actual Expenditures 2020-21

**Table 3: Ministry Interim Actual Expenditures 2020-21**

| | Ministry Interim Actual Expenditures 2019-20 ($M) |
|---|---|
| **Operating Expense** * | **4,127** |
| **Capital Expense** * | **-** |
| **Staff Strength (as of March 31, 2021)** | **554.00** |

* Interim actuals reflect the numbers presented in the 2021 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

Ontario

# Estimates Briefing Book 2021-22

## Ministry of Education

Ce document est disponible en français.

Ontario

# Part I: Estimates Briefing Book 2021-22

## Ministry of Education

Ce document est disponible en français.

# PART I: 2021-22 PUBLISHED PLAN

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# PART I: 2021-22 PUBLISHED PLAN

## MINISTRY OVERVIEW

## Purpose

The Ministry of Education is responsible for delivering a high-quality publicly funded education system from kindergarten to grade 12, and for the oversight of the province's child care and early years system. The ministry is committed to ensuring all children and students have the skills and knowledge they need to reach their full potential and achieve lifelong success, and that their parents and families are also supported.

## 2021-22 Strategic Plan

Over the past two school years, the COVID-19 pandemic has had a significant impact on the delivery of education in Ontario.The ministry will continue in its efforts to deliver a modern, sustainable, world-class education system that ensures students have the skills and knowledge to succeed in school.

The ministry will continue to work collaboratively with the education, child care and early years sectors, Ontario's Chief Medical Officer of Health and local public health units to support planning and guidance that is responsive to the evolving public health environment.

### 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. This will include a renewed focus on, and supports for, learning recovery and renewal, equity, and student mental health and well-being to support students, staff and the broader community.

### Early Years and Child Care Programs

The ministry is also committed to a child care and early years system that gives children the support, care, and development they need to sustain a full continuum of learning – from their earliest years and through to their elementary, secondary and post-secondary education.

A strong child care and early years system plays a key role in supporting families and putting the province's youngest learners 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 with flexible options that meet parents' needs.

### 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<br><br>Preparing people for jobs/ Preparing students for successful careers | • Child care<br><br>• Capital and business support<br>• Community services I + IT<br>• Corporate management and services<br>• Early years programming<br>• Education equity<br>• Education labour and finance<br>• French language teaching, learning and achievement<br>• Indigenous education and well-being<br>• Student achievement<br>• Student support and field services<br>• Strategic policy and planning |

## COVID-19 Response

The government's top priority remains keeping the people of Ontario healthy and safe. Throughout 2020-21, the Province continued taking action to ensure the delivery of the critical services the people of Ontario needed most, including its publicly funded education system.

### Investments and Supports

To date, the Ministry of Education has made over $1.6 billion in resources available to support the safe reopening and operation of schools across Ontario, including $762 million in federal support provided through the Safe Return to Class Fund.

The Ontario government, in partnership with the federal government, provided $234.6 million in funding to the early years and child care system for enhanced cleaning costs as well as health and safety requirements to support the reopening of licensed child care and early years programs. The funding support was provided up to March 31, 2021. The ministry also made $66 million available for reinvestment between January and March 2021 to support increased costs of operating child care and EarlyON child and family centres during the COVID-19 pandemic.

Building on the successes and lessons learned from the Support for Families program implemented in 2019-20, the ministry launched Support for Learners on November 30, 2020. The Support for Learners program helped families with additional costs during the 2020-21 school year due to COVID-19, and provided $200 for each child/youth up to grade 12, and $250 for each child/youth up to age 21 with special needs.

### 2021 Budget

As part of the *2021 Budget, Ontario's Action Plan: Protecting People's Health and Our Economy*, the Ontario government announced it would be providing parents with $980 million in direct support as part of the Ontario COVID-19 Child Benefit. Under this new round of funding, payments will be doubled to $400 for each child/youth up to grade 12 and $500 for each child/youth up to age 21 with special needs to help offset additional learning costs.

### Investing in Online and Remote Learning

Connectivity is critical for students and teachers. This is why Ontario is investing $40 million in new funding over two years to improve online and remote learning technology. This investment will help improve present and future connectivity within school buildings and provide innovative tools and resources to help ensure that students and teachers can participate in remote and online learning in response to COVID-19.

## Ontario Public School COVID-19 Response Timeline and Supports

### Closure of Schools

On March 12, 2020, the Ontario government announced the closure of schools across Ontario to mitigate against the impact of the COVID-19 pandemic. On March 31, 2020, Premier Doug Ford and Minister of Education Stephen Lecce announced, based on the advice of Ontario's Chief Medical Officer of Health, an extension of school and child care centre closures to protect the health and safety of students and staff. To help limit community transmission of the virus, schools remained closed for the duration of the school year, with students participating in remote learning up until the end of the 2019-20 school year.

### Continuity of Learning

While protecting Ontario's students and children remained paramount, the ministry also took steps to ensure the continuity of learning by making home and remote learning more accessible across the province.

The ministry launched the Learn At Home website in March 2020 to offer students and parents access to high-quality math and literacy resources in English and French. The site was regularly updated and expanded to include resources in a variety of subject areas for students in kindergarten to grade 12 and their families.

### Reopening of Schools

On July 30, 2020, the government released the plan for the safe reopening of schools in September 2020. This plan prioritized the health and safety of students and staff and provided school boards with unprecedented resources and flexibility, while accommodating regional differences in trends of key public health indicators. The plan included guidance that all publicly funded elementary schools would reopen across the province with in-class instruction five days a week. Most secondary schools reopened part-time with adapted delivery, and secondary schools with smaller populations reopened with full-time

conventional delivery.

## Health and Safety Measures

### Reopening Guidance

To accompany the safe reopening of schools in September 2020, school boards were provided with the Guide to Reopening Ontario's Schools and targeted, immediate and evidence-informed investments to support a number of initiatives such as personal protective equipment (PPE), staffing, public health nurses, testing capacity, health and safety training, and supports for student mental health and students with special education needs.

### Operational Guidance

As the COVID-19 pandemic continued to evolve, on August 26, 2020 the government released the Operational Guidance: COVID-19 Management in Schools document as part of Ontario's plan for students to safely return to the classroom. The document aimed to help schools identify and isolate COVID-19 cases, reduce the potential transmission of the virus in schools, and prevent and minimize outbreaks.

Schools across Ontario reopened in September 2020 for the 2020-21 school year, with enhanced health and safety measures and supported by provincial and federal investments. The transmission of COVID-19 in schools remained low in the fall.

### Return to Remote Learning

However, in response to the rapidly evolving public health environment across the province and based on the advice of the Chief Medical Officer of Health, the Province announced temporary school closures starting in the first week of January, in order to take proactive and preventative action to protect schools and contribute to stopping the spread of COVID-19.

### Return to In-Person Learning

The Ministry of Education continued to consult with the Chief Medical Officer of Health and schools were gradually permitted to return to in-person learning throughout January and February 2021, depending on the Public Health Unit (PHU) in which they were based. This approach was based on the advice of Ontario's Chief Medical Officer of Health, the unanimous recommendation of the Council of Medical Officers of Health, and with the support of local Medical Officers of Health. Elementary and secondary schools in all PHUs were permitted to return to in-person learning on February 16, 2021.

### Improved Health and Safety Measures

The ministry remains committed to working with education and health sector partners to improve safety measures in schools to help ensure the safety of students and staff. As part of the February 3, 2021 announcement, the minister echoed the Province's new measures to protect students and staff from COVID-19 in the classroom.

The measures include:

- Provincewide access, in consultation with the local PHU, to targeted asymptomatic testing for students and staff;
- Mandatory masking requirement for students in grades 1 to 3, in addition to previous mandatory masking for students in grades 4 to 12, and masking requirement for grades 1 to 12 outdoors where physical distancing cannot be maintained;
- Providing 3.5 million high-quality cloth masks to schools as back-up supply for grade 1 to 12 students;
- Enhanced screening protocols for secondary students and staff;
- Guidance discouraging students from congregating before and after school; and,
- Temporary certification of eligible teacher candidates who are set to graduate in 2021 to stabilize staffing levels.

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

## Early Years and Child Care Supports

### Early Years and Child Care Investments

In March 2020 at the onset of the pandemic, all child care settings were mandated to close. During this period, Ontario provided funding to support all child care operators with fixed overhead costs for vacancies, enhanced cleaning, and PPE as they began reopening in the summer months.

### Operational Guidance and Safety Requirements

Ontario also supported child care settings by providing operational requirements and guidance to ensure that child care and early years settings adhered to evidence-based health and safety protocols during the reopening process. Approximately 96% of child care settings reopened with enhanced health and safety requirements following the mandated closure.

### Emergency Child Care (ECC)

The Emergency Child Care (ECC) program has been a support program developed and deployed by the Ministry of Education and municipal service management and First Nation partners at different time periods during the COVID-19 pandemic to help mitigate the impact of school closures on parents and children.

The first iteration of the ECC program was implemented early in the pandemic from mid-March to the end of June 2020 to support eligible healthcare and other frontline workers. This program came to an end on June 26, 2020 as child care centres were permitted to reopen under strict health and safety measures. At its peak, over 3,000 children per day were served during the first iteration of ECC.

The Ministry of Education launched the second iteration of ECC in response to the second wave of the pandemic in January 2021 during the period where elementary schools were

closed for in-person learning. The ministry worked with municipalities and First Nation communities to deliver its targeted ECC program to provide frontline workers with access to safe and high-quality child care for their school-aged children, at no cost. The program was in place for a six-week period through to February 16, 2021. At its peak, over 5,000 children of front-line workers were served per day.

**Improved Health and Safety Measures**

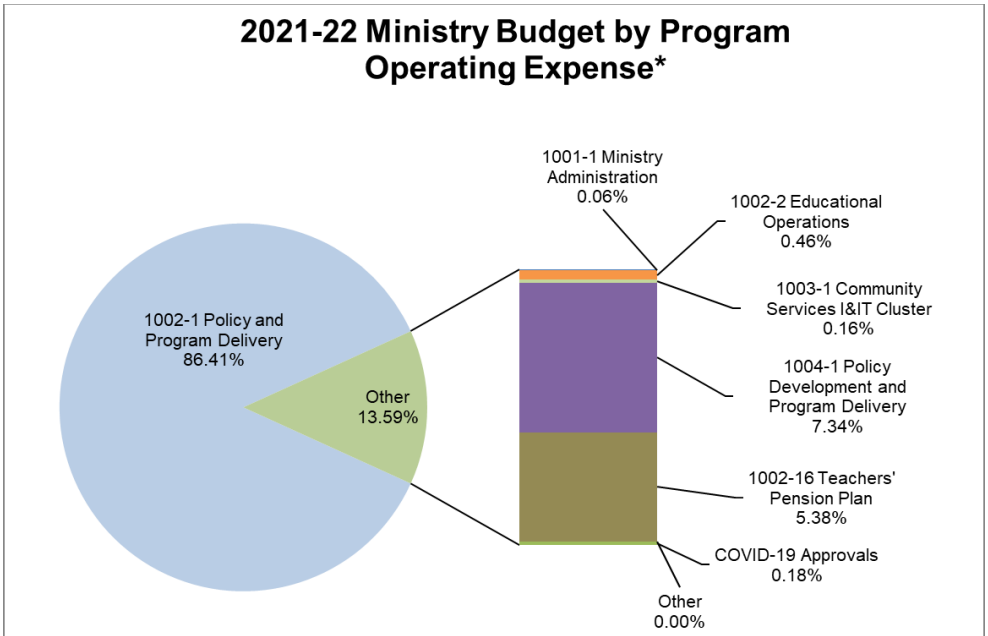
Consistent with enhanced measures supporting a return to in-person learning in schools, the ministry also announced additional enhanced health and safety measures for child care and early years settings. These include:

- Mandatory masking requirements for children grade 1 and up while in a child care setting and outdoors where two metres distance cannot be maintained;
- Encouraging masking for children younger than grade 1 and older than two years of age;
- The requirement to confirm that daily self-screening has been done for all child care staff, visitors and placement students prior to entering a child care setting;
- Requiring that updated training be offered such that all child care staff/providers receive training on current health and safety measures in place according to the ministry's operational guidance, as well as those put in place by the local public health unit;
- New provincial direction that child care staff/providers and children with any new or worsening symptom of COVID-19 (as indicated in the provincial school and child care online screening tool) must stay home, even those with only one symptom; and
- Requiring that all asymptomatic household members of symptomatic individuals self-isolate until the symptomatic household member receives a negative COVID-19 test result, or receives an alternative diagnosis by a health care professional.

The Ministry of Education continuously worked with the Ministry of Health, Ministry of Labour, Training and Skills Development and the Office of the Chief Medical Officer of Health to monitor and enhance health and safety practices in Ontario's child care settings.

# MINISTRY FINANCIAL INFORMATION

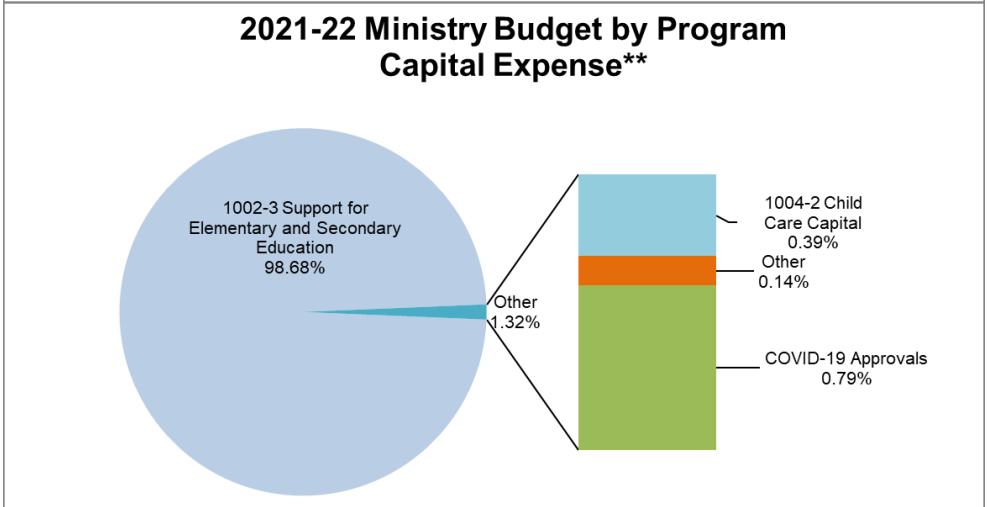
The following chart depicts the ministry's investment in 2021-22 to provide Ontario students with an excellent and accountable elementary/secondary education, so their futures and that of the province will be characterized by continued prosperity, stability and growth.




*Includes statutory appropriations but excludes consolidation adjustments and assets.
The "Other" category includes Statutory Salaries and Bad Debt Expense in votes 1001, 1002 and 1004.

The appropriation approvals for COVID-19 Time-Limited initiatives as per the 2021 Ontario Budget.

Numbers and percentages may not add due to rounding.




**Includes statutory appropriations but excludes consolidation adjustments and assets.
The "Other" category includes Amortization Expense and Expense related to Capital Assets in votes 1002 and 1004.

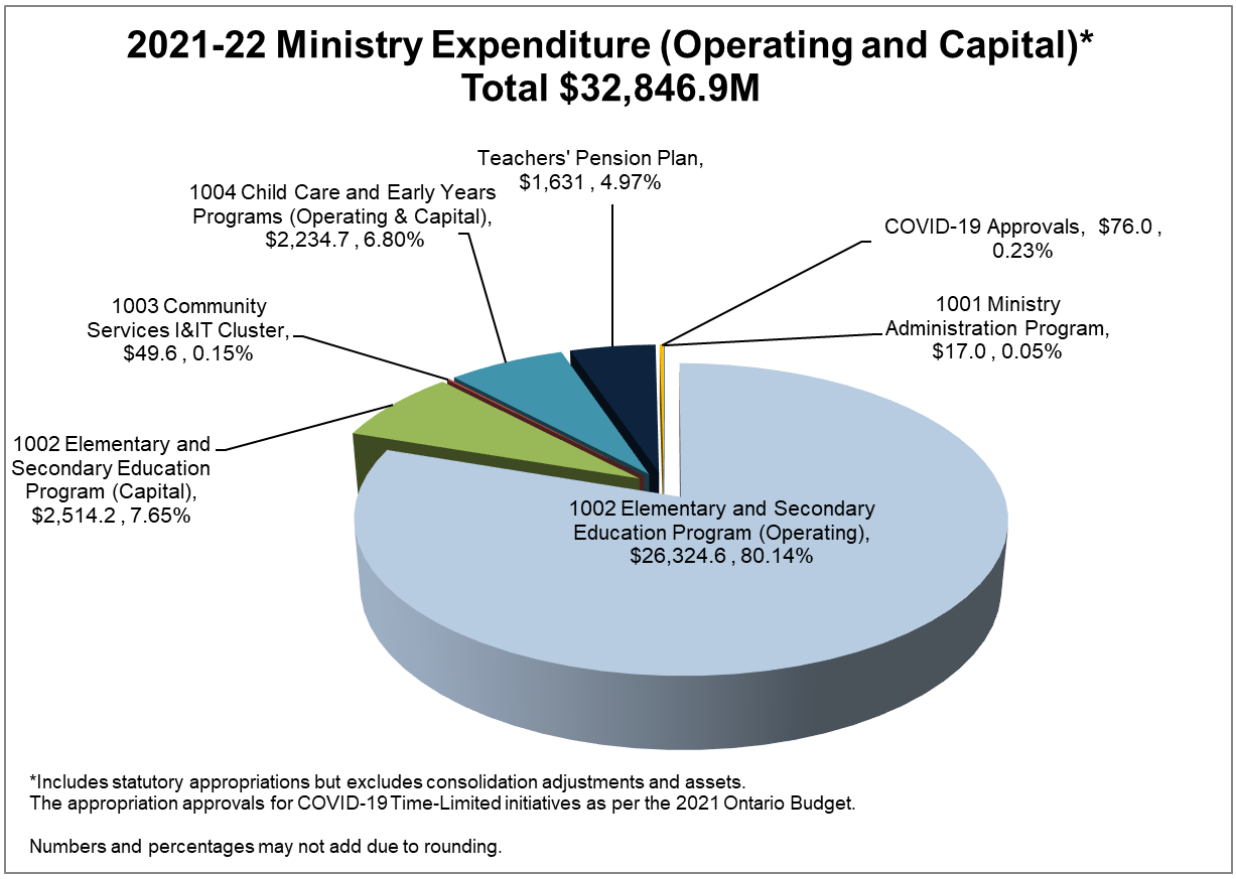
The appropriation approvals for COVID-19 Time-Limited initiatives as per the 2021 Ontario Budget.

Numbers and percentages may not add due to rounding.

# Ministry Planned Expenditures 2021-22 ($M)

| | |
|---|---|
| **COVID-19 Approvals*** | 76.0 |
| **Other Operating** | 30,244.9 |
| **Other Capital** | 2,526.0 |
| **TOTAL**** | 32,846.9 |

*The appropriation approvals for COVID-19 Time-Limited initiatives as per the 2021 Ontario Budget.
**Includes statutory appropriations but excludes consolidation adjustments. This number is based on changes in ministry organization and/or program structure as approved in the 2021 Ontario Budget.



# Total Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21* $ | Interim Actuals 2020-21* $ | Actuals 2019-20* $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration Program | 16,896,900 | (500,700) | (2.9) | 17,397,600 | 21,931,100 | 23,680,855 |
| Elementary and Secondary Education Program | 26,325,639,800 | (182,474,000) | (0.7) | 26,508,113,800 | 28,386,086,000 | 25,683,619,969 |
| Community Services Information and Information Technology Cluster | 49,558,700 | 368,200 | 0.7 | 49,190,500 | 52,432,400 | 46,903,977 |
| Child Care and Early Years Programs | 2,277,896,400 | 9,393,900 | 0.4 | 2,268,502,500 | 2,416,793,100 | 2,422,917,672 |
| **Total Operating Expense to be Voted** | **28,669,991,800** | **(173,212,600)** | **(0.6)** | **28,843,204,400** | **30,877,242,600** | **28,177,122,473** |
| Statutory Appropriations | 1,630,944,314 | 10,142,300 | 0.6 | 1,620,802,014 | 1,607,875,014 | 1,570,253,466 |
| **Ministry Total Operating Expense** | **30,300,936,114** | **(163,070,300)** | **(0.5)** | **30,464,006,414** | **32,485,117,614** | **29,747,375,939** |
| Consolidation Adjustment - Office des télécommunications éducatives de langue française de l'Ontario (TFO) | 2,217,600 | (651,000) | (22.7) | 2,868,600 | 8,534,900 | 3,936,227 |
| Consolidation Adjustment - Education Quality and Accountability Office | 1,011,300 | (3,525,600) | (77.7) | 4,536,900 | (11,126,200) | (1,662,251) |
| Consolidation Adjustment - Ontario Educational Communications Authority (TVO) | 11,644,500 | (3,136,000) | (21.2) | 14,780,500 | 11,179,500 | 4,888,472 |
| Consolidation Adjustment - School Board Trust Debt Payment Reclassification | (65,723,500) | - | - | (65,723,500) | (65,723,500) | (65,836,548) |
| Consolidation Adjustment - Schools | 1,129,433,100 | 624,414,600 | 123.6 | 505,018,500 | (151,585,900) | 745,554,163 |
| Consolidation Adjustment - Colleges | (25,570,200) | 904,800 | - | (26,475,000) | (25,570,200) | (29,894,810) |
| Consolidation Adjustment - Hospitals | (7,639,900) | 82,500 | - | (7,722,400) | (7,639,900) | (7,795,798) |
| Consolidation Adjustment - General Real Estate Portfolio | (4,827,700) | (6,164,100) | (461.2) | 1,336,400 | (4,062,600) | (14,862,389) |
| **Total Including Consolidation & Other Adjustments** | **31,341,481,314** | **448,854,900** | **1.5** | **30,892,626,414** | **32,239,123,714** | **30,381,703,005** |
| **OPERATING ASSETS** | | | | | | |
| Ministry Administration Program | 1,000 | - | - | 1,000 | 1,000 | - |
| Elementary and Secondary Education Program | 1,000 | (1,484,800) | (99.9) | 1,485,800 | 1,485,800 | 1,680,319 |
| Community Services Information and Information Technology Cluster | 1,000 | - | - | 1,000 | 1,000 | - |
| **Total Operating Assets to be Voted** | **3,000** | **(1,484,800)** | **(99.8)** | **1,487,800** | **1,487,800** | **1,680,319** |
| **Ministry Total Operating Assets** | **3,000** | **(1,484,800)** | **(99.8)** | **1,487,800** | **1,487,800** | **1,680,319** |

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure as approved in the 2021 Ontario Budget. Interim Actuals reflect the numbers presented in the 2021 Ontario Budget. Estimates 2020-21 include Supplementary Estimates 2020-21.

# Total Operating and Capital Summary by Vote (Continued)

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21* $ | Interim Actuals 2020-21* $ | Actuals 2019-20* $ |
|---|---|---|---|---|---|---|
| **CAPITAL EXPENSE** | | | | | | |
| Elementary and Secondary Education Program | 2,532,441,000 | 980,443,100 | 63.2 | 1,551,997,900 | 1,494,410,600 | 1,456,100,127 |
| Child Care and Early Years Programs | 10,002,000 | - | - | 10,002,000 | 1,000 | 6,015,899 |
| **Total Capital Expense to be Voted** | **2,542,443,000** | **980,443,100** | **62.8** | **1,561,999,900** | **1,494,411,600** | **1,462,116,026** |
| Statutory Appropriations | 3,555,600 | 586,700 | 19.8 | 2,968,900 | 2,553,400 | 2,655,720 |
| **Ministry Total Capital Expense** | **2,545,998,600** | **981,029,800** | **62.7** | **1,564,968,800** | **1,496,965,000** | **1,464,771,746** |
| Consolidation Adjustment - Office des télécommunications éducatives de langue française de l'Ontario (TFO) | 1,072,600 | 23,600 | 2.2 | 1,049,000 | 995,000 | 1,014,313 |
| Consolidation Adjustment - Ontario Educational Communications Authority (TVO) | 1,995,000 | (356,400) | (15.2) | 2,351,400 | 2,295,200 | 2,517,046 |
| Consolidation Adjustment - Education Quality and Accountability Office | 323,400 | 21,100 | 7.0 | 302,300 | 302,300 | 255,135 |
| Consolidation Adjustment - Schools | (389,537,400) | (299,573,700) | - | (89,963,700) | 30,996,300 | (102,153,207) |
| Consolidated Adjustment - Federal - Flow through Expense Reversal - Ministry | (539,504,200) | (539,504,200) | - | | (26,564,800) | |
| Consolidation Adjustment - General Real Estate Portfolio | (8,611,500) | - | - | (8,611,500) | (2,000,000) | (594,706) |
| **Total Including Consolidation & Other Adjustments** | **1,611,736,500** | **141,640,200** | **9.6** | **1,470,096,300** | **1,502,989,000** | **1,365,810,327** |
| **CAPITAL ASSETS** | | | | | | |
| Elementary and Secondary Education Program | 5,458,700 | 3,029,200 | 124.7 | 2,429,500 | 2,836,100 | 1,797,284 |
| Child Care and Early Years Programs | 1,000 | - | - | 1,000 | 1,000 | - |
| **Total Capital Assets to be Voted** | **5,459,700** | **3,029,200** | **124.6** | **2,430,500** | **2,837,100** | **1,797,284** |
| **Ministry Total Capital Assets** | **5,459,700** | **3,029,200** | **124.6** | **2,430,500** | **2,837,100** | **1,797,284** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **32,953,217,814** | **590,495,100** | **1.8** | **32,362,722,714** | **33,742,112,714** | **31,747,513,332** |

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure as approved in the 2021 Ontario Budget. Interim Actuals reflect the numbers presented in the 2021 Ontario Budget. Estimates 2020-21 include Supplementary Estimates 2020-21.

# Historic Trend Table

| Historic Trend Analysis Data | Actuals 2018-19* $ | Actuals 2019-20* $ | Estimates 2020-21* $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **30,419,703,515** | **31,747,513,332** | **32,362,722,714** | **32,953,217,814** |
| | | *4%* | *2%* | *2%* |

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure as approved in the 2021 Ontario Budget. Interim Actuals reflect the numbers presented in the 2021 Ontario Budget.

## For additional financial information, see:

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

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

https://budget.ontario.ca/2021/index.html

# AGENCIES, BOARDS AND COMMISSIONS (ABCs)

| AGENCIES, BOARDS AND COMMISSIONS* | 2021-22 Expenditure Estimates $ | 2020-21 Expenditure Interim Actuals $ | 2019-20 Expenditure Actuals $ |
|---|---|---|---|
| Ontario Educational Communications Authority (TVO) | | | |
| Operating Expense | 42,906,800 | 42,906,800 | 42,906,800 |
| Capital Expense | 1,536,000 | 1,536,000 | 1,536,000 |
| 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 | 28,262,100 | 31,562,100 | 31,562,100 |
| Provincial Schools Authority | 20,000 | 17,207 | - |
| Minister's Advisory Council on Special Education | 50,500 | 518 | 17,608 |

*Not including consolidation adjustments.

## The ministry is responsible for the following classified agencies:

## Operational Enterprise Agencies

### 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 (ILC). TVO is governed by the Ontario Educational Communications Authority Act. Its broadcast licence is governed by the federal Broadcasting Act and Canadian Radio-television and Telecommunications Commission (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

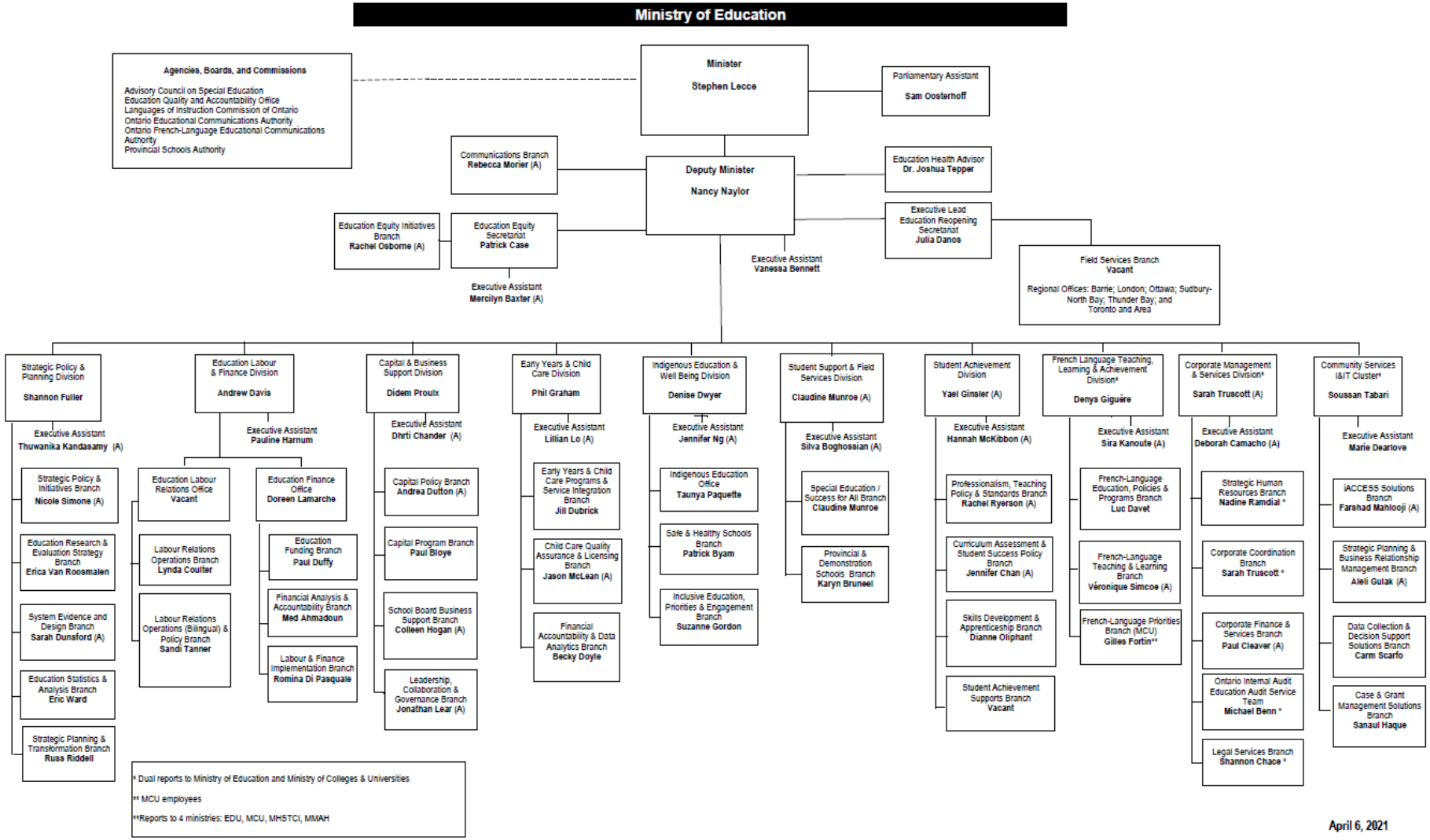
The Provincial Schools Authority (PSA) was established as an agency of the Ministry of Education in 1975 under the *Provincial Schools Negotiations Act*. The PSA is the employer of record for teachers employed in provincially operated schools. These employees are represented by the Provincial Schools 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



Ontario

# Appendix

## Ministry of Education

## 2020-21 Annual Report
## 2020-21 Ministry Interim Actual Expenditures

# Appendix A: 2020-21 Annual Report

Below are highlights of the Ministry of Education's 2020-21 accomplishments and achievements, beginning with announcements made March 31, 2020 and onward. For more information, please refer to Ontario's official news source.

## Highlights of 2020-21 Achievements

### Ontario Extends School and Child Care Closures to Fight Spread of COVID-19

Due to the rapidly evolving COVID-19 outbreak, the Ontario government announced that schools and child care centres will remain closed to protect the health and safety of students and staff. This extension was made on the advice of the Chief Medical Officer of Health.

To ensure continuity of learning, the government launched the second phase of Learn at Home. Developed in conjunction with education partners, the government provided clarity for parents, enhancing education supports, and creating opportunities for teachers and educators to connect with students.

### Ontario Protects Parents during COVID-19

During the COVID-19 outbreak, the Ontario government temporarily prevented child care centres from collecting payments from parents, while also ensuring that their child care spaces were protected. Child care centres, with the exception of those accommodating health care and other frontline workers, were ordered closed to help prevent the spread of the virus and keep the children and child care staff safe.

### Ontario Offers Emergency Child Care to More Frontline Staff

The Ontario government expanded the list of essential workers eligible to receive emergency child care. This helped additional frontline staff during the COVID-19 outbreak. An emergency order was also issued which offered support to those providing a variety of critical services including people who assist vulnerable communities, emergency response and law enforcement sector staff, more health and safety workers, and certain federal employees.

### School Closures Extended to Keep Students, Staff and Families Safe

Based on expert advice from the Chief Medical Officer of Health and health officials on the COVID-19 Command Table, Education Minister Stephen Lecce announced that all publicly funded schools would remain closed until at least May 31, 2020, as part of an effort to keep students, staff and families safe from COVID-19.

## Restoring Public Confidence with the Peel District School Board

Minister of Education, Stephen Lecce, announced the appointment of Arleen Huggins to conduct an investigation into the Peel District School Board's compliance with the Minister's binding Directions to the Board that were issued previously on March 13, 2020.

With the issuance of 27 binding Directions to the Board on March 13, 2020, the Minister provided clear direction with specific timelines and deliverables to address systemic discrimination, particularly anti-Black racism, as well as dysfunctional governance, leadership and human resources practices within the PDSB.

## Supervisor Appointed to Peel District School Board

Minister of Education, Stephen Lecce, issued a statement on the appointment of Bruce Rodrigues to supervise the Peel District School Board (PDSB). The appointment of a Supervisor allowed the PDSB to get back on track and undertake the necessary actions to eliminate the practices and policies underpinning discrimination and inequities.

## More Frontline Workers Eligible for Emergency Child Care

The Ontario government further expanded the list of essential workers eligible to receive free emergency child care during the COVID-19 outbreak. Those who benefitted included people who work in the food supply chain, retirement homes, grocery stores and pharmacies, and certain federal employees, including the military.

## Ontario Government Supporting Parents as Economy Reopens

The Ontario government announced it would protect licensed child care in Ontario during the COVID-19 outbreak by ensuring parents retain access to local licensed child care, as well as EarlyON Child and Family Centres. The government unveiled a plan that, together with federal and municipal partnership, provided supports to licensed child care providers to ensure they remained sustainable and ready to open when parents returned to work.

## Voluntary Redeployment of Education Workers to Fill Staffing Shortages

The Ontario government worked together with the province's education sector to voluntarily place available employees in staffing roles needed at congregate care settings during the COVID-19 outbreak. This initiative was part of the government's ongoing efforts to redeploy broader public sector workers to areas where they were needed most, such as hospitals, long-term care homes, retirement homes, women's shelters, and homes serving those with developmental disabilities.

A framework was developed and endorsed by the Ontario government, trustees' associations, and almost all of the provincial union representatives that would allow the

temporary voluntary redeployment of education sector employees, while ensuring they maintained their employment status with their school boards.

## Ontario Helping Parents Return to Work

The Ontario government announced its plan to reopen child care centres across the province to support the next stage of the province's reopening framework. Developed in consultation with Ontario's Chief Medical Officer of Health and medical leaders at The Hospital for Sick Children, the plan required child care operators to follow strict health protocols to ensure the safety of child care staff and children.

As the province continued to implement its *Framework for Reopening the Province*, child care centres and home care providers across Ontario were able to reopen with strict safety and operational requirements in place, similar to the safety guidelines required for emergency child care centres.

## Ontario Develops Additional Learning Materials for Students and Teachers

The Ontario government, in partnership with Science North and the Ontario Science Centre, created additional educational content for students and teachers during the school closures resulting from COVID-19. The province provided up to $1.5 million to create made-in-Ontario videos and resources to support Science, Technology, Engineering and Math (STEM) learning. The resources aligned with the four science strands in the curriculum and helped students from kindergarten to grade 12.

## Ontario Makes Major Investment in Mental Health and Technology to Support Students

Ontario Minister of Education, Stephen Lecce, announced $15 million to purchase thousands of classroom computers, and $10 million to hire additional mental health workers. These new resources helped ensure students could return to school with the confidence and the tools they need to succeed. This funding represented the highest amount the Ministry of Education had ever dedicated to these two areas through the Grants for Student Needs (GSN).

Through consultations with Public Health Ontario, the Hospital for Sick Children and front-line workers, the government heard about the need for enhanced mental health supports to respond to COVID-19. This $10 million investment provided students with unprecedented direct access to regulated mental health professionals and significantly reduced wait times.

## Ontario Makes Historic Investment in Public Education

The Ontario government announced that it is investing $736 million more in public education for the 2020-21 school year, increasing the total to more than $25.5 billion. This

funding, through the Grants for Student Needs (GSN), represented the largest investment in public education in Ontario's history. As a result, Ontario's average per-pupil funding amount reached $12,525, which was an increase of $250 over the previous year.

Under the GSN, a new $213 million student-centric Supports for Students Fund also supported:

- special education,
- mental health and well-being,
- language instruction,
- Indigenous education, and
- STEM programming.

## Ontario Introduces New Math Curriculum for Elementary Students

The Ontario government released the province's new elementary math curriculum to better prepare students for work in a rapidly changing world, strengthen math competence and improve grades. The curriculum was developed over two years in consultation with parents, math educators, academics and math education experts, and is designed to reverse a decade of declining math scores. It was made available to students across the province beginning in September 2020.

## Ontario Taking Bold Action to Address Racism and Inequity in Schools

The Ontario government announced bold new changes to the education system to help break down barriers for Black, Indigenous and racialized students and provide all students with an equal opportunity to succeed.

As part of this action, the province committed to moving forward with plans to end grade 9 streaming into applied and academic courses, eliminate discretionary suspensions for students in kindergarten to grade 3, strengthen sanctions for teachers who engage in behaviour of a racist nature, and provide teachers with additional anti-racism and anti-discrimination training.

## Ontario Building and Expanding Schools across the Province

The Ontario government invested over $500 million to build 30 new schools and make permanent additions to 15 existing facilities, supporting over 25,000 student spaces across the province. These new, modern schools will create the foundation for a 21st century learning environment for thousands of students across the province. This investment will also generate nearly 900 new licensed child care spaces to ensure families across the province are able to access child care in their communities.

The government committed to investing over $12 billion in capital grants over 10 years to build critical new school capital projects and permanent additions. This built upon the government's commitment to invest up to $1 billion over five years to create up to 30,000 licensed child care spaces in schools, including up to 10,000 spaces in new schools and school additions.

## Ontario Releases Plan for Safe Reopening of Schools in September

The Ontario government announced the safe reopening of schools for in-class instruction beginning in September 2020. The government unveiled a plan that prioritized the health and safety of students and staff, and provided school boards with unprecedented resources and flexibility, while accommodating regional differences in trends of key public health indicators. This plan was developed in consultation with the Chief Medical Officer of Health, the COVID-19 Command Table and paediatric experts.

## Historic Agreement Delivers Over $230 Million for Child Care

The Ontario government, in partnership with the federal government, provided $234.6 million in funding to keep children and staff safe in child care and early years settings. This funding helped support enhanced cleaning costs as well as health and safety requirements set out to support the reopening of licensed child care and early years programs. This funding was in addition to the Ontario government's continued commitment to stabilize the child care sector as many Ontarians return to work.

## Ontario Takes Additional Steps to Better Protect Students and Staff

The Ontario government provided more than half a billion dollars in supports to school boards to ensure schools across the province could reopen safely in September and to protect students and staff. These supports enabled school boards to provide more physical distancing in classrooms and direct funding to utilize non-school community spaces, and allowed school boards to make adjustments based on their local needs.

## Ontario Transfers Governance of Francophone School Serving Students with Special Needs

The Ontario government proudly announced the transfer of governance of Centre Jules-Léger (CJL) from the Ministry of Education to the CJL Consortium. This transfer marked a major milestone for the Franco-Ontarian community, as it ensured that the province's only French-language school for children who are Deaf or hard of hearing, blind or have low vision, are deafblind, or have severe learning disabilities would be governed by Francophones for Francophones.

## Additional Funds Enhance Ontario's Robust Back-to-School Plan

The Ontario government's back-to-school plan, developed in consultation with the Chief Medical Officer of Health and public health officials, was further enhanced by additional federal investments and resources to support the return to class in the fall. The Federal Safe Return to Class Fund provided an initial $381 million to Ontario school boards, on top of the nearly $900 million provided by the province to support provincial back-to-school plans.

## Ontario Releases COVID-19 Management Plan for Schools

As part of Ontario's plan for students to safely return to the classroom in September, the government released the *Operational Guidance: COVID-19 Management in Schools* document. This guide was developed in consultation with public health experts, including Ontario's Chief Medical Officer of Health, and aimed to help schools identify and isolate COVID-19 cases, reduce the spread of COVID-19 in schools, and prevent and minimize outbreaks.

In addition, it was announced that Dr. Dirk Huyer, who was recently the Executive Lead for the COVID-19 Testing Approach at the Command Table and is the Chief Coroner for Ontario, would serve as Coordinator, Provincial Outbreak Response.

## Ontario Expanding Youth Training Programs to Promote the Skilled Trades

The Ontario government announced it was investing $43 million in expanded youth training programs to give young people exposure to more employment options. The programs helped to increase awareness and encourage youth to acquire the skills that will start them down the path to lifelong success while supporting Ontario's economic recovery and future prosperity.

## Governments Extend Child Care Funding to Support Working Parents

Stephen Lecce, Minister of Education, and Ahmed Hussen, Federal Minister of Families, Children and Social Development, announced an additional investment through the one-year Canada-Ontario Early Learning and Child Care Agreement (ELCC) of nearly $147 million to Ontario for 2020-21. This funding helped licensed child care providers and EarlyON child and family centres.

In 2020-21, ELCC funding supported measures to minimize the impacts of COVID-19. It would also continue to support initiatives outlined in the initial three-year agreement, including increased access for families and professional learning for staff. Funding provided through the ELCC was in addition to $234.6 million being provided through the Safe Restart Agreement to keep children and staff safe in child care and early years settings.

## Ontario Takes Extraordinary Steps to Reopen Schools Safely

As students, teachers and staff return to school, the Ontario government provided up to $1.3 billion in critical supports after delivering more than 37 million pieces of personal protective equipment (PPE) to safely reopen classrooms across the province. These investments were part of Ontario's comprehensive back to school plan which was developed in consultation with medical experts, school boards, and educators.

## Ontario Launches New COVID-19 Screening Tool to Help Protect Students and Staff

The Ontario government launched a new voluntary interactive screening tool to assist parents, students and staff with the daily assessment of COVID-19 symptoms and risk factors. Screening was required before attending school. The results let parents, students, and education staff know whether they should attend school each day or guide at-risk individuals to proper resources. This tool was another layer of prevention that the province used to protect the health and safety of students, staff, and the communities where they live and work.

## Ontario Moving to Standardized Online Testing for Students

The Ontario government is modernizing large-scale provincial student testing to better prepare youth for the future, and re-build parent confidence in the education system. The Education Quality and Accountability Office (EQAO), which creates and administers assessments, will procure a firm to develop an online, adaptive testing platform.

For the 2020-21 school year, EQAO is field-testing online assessments for grade 9 math and for the Ontario Secondary School Literacy Test (OSSLT). This field test will provide an opportunity for students to try this new format and will support the continued development of the assessment platform.

## Ontario Working to Increase the Supply of French-Language Teachers in the Province

The Ontario government took action to recruit and retain more French teachers to ensure that all students receive a high-quality French-language or French as a Second Language (FSL) education. To assist in this effort the province supported various initiatives such as career fairs, and partnered with two working groups to focus on professional development for French teachers and raise awareness of employment opportunities.

## Ontario Revises COVID-19 Screening Guidance for Schools and Child Care

In consultation with the Chief Medical Officer of Health, the Ontario government updated its COVID-19 school and child care screening guidance. This additional information helped

parents determine when it was most appropriate for students, children and their families to seek a test for COVID-19.

The school and child care screening guidance was updated with two sets of questions about symptoms and information to help parents make informed decisions about whether their children should attend school or child care, or whether or not to consult a health care provider, or get tested for COVID-19. The guidance could be found immediately at the COVID-19 Screening Tool for Children in School and Child Care, and the refreshed online tool was launched in October 2020 for download.

## Ontario Taking Action to Improve Child Care

Ontario released two child care reports: Strengthening Early Years and Child Care in Ontario and the Early Years and Child Care Annual Report 2020.The Strengthening Early Years and Child Care in Ontario report detailed how Ontario is helping to provide more child care and before and after school spaces for parents, as well as increasing opportunities for home child care providers. The report was developed with input from families and sector partners. These same groups provided input into the review of the Child Care and Early Years Act, 2014.

## Ontario Releases $35 Million to Hire More Staff, Improve Remote Learning in Targeted Communities

The Ontario government announced the allocation of $35 million to provide additional immediate school board supports in the communities of Peel, Ottawa, Toronto and York Region to enhance public health measures and protection strategies as they confronted higher rates of transmission in their communities.

## Ontario Invests $550 Million to Build and Upgrade Schools

The Ontario government invested $550 million to build 20 new schools and eight permanent school additions across the province in 2020-21. These new projects will create nearly 16,000 new student learning spaces and 870 new licensed child care spaces as part of the government's ongoing efforts to improve and build modern schools.

## Ontario Provides Additional Support to Help Indigenous Students Succeed

Minister of Education, Stephen Lecce, announced that the Ontario government is providing $17 million dollars over three years to support First Nation, Métis, Inuit, and urban Indigenous education partners. This funding provided certainty for Indigenous education partners while ensuring safe learning environments for Indigenous students – either in person, or through remote and alternative learning options.

## Ontario Providing Additional Funding to Enhance Safety and Protection in Schools

The Ontario government announced it was providing $13.6 million to enable school boards to hire more teachers and staff in regions recently moved to the Red-Control level and providing stabilization funding for school boards, if needed. The province also expanded testing in school communities and launched new online learning portals. These initiatives enhanced safety measures for schools and alleviate potential budget shortfalls during COVID-19.

## Ontario Providing Additional Financial Support for Young Learners

The Ontario government provided additional financial relief for families facing new education-related expenses in the COVID-19 era with support totalling $380 million. The program was expanded to secondary school students to help parents offset education costs.

## Safer at Home Programs Provide Relief to Ontario Families

The Ontario government announced it was providing new financial supports for individuals, families and small businesses, as they do their part to stop the spread of COVID-19 and protect the province's health care system during the Provincewide Shutdown. The province expanded the Support for Learners program to include secondary school students and lowering electricity prices to a discounted off-peak rate 24/7 for all time-of-use and tiered customers.

## Ontario Provides Funding for Autism Training

The Ontario government announced it was providing $7.5 million to help educators better support children with Autism Spectrum Disorder. The funding was used to deliver online courses and training opportunities for teachers and educational assistants in all 72 of Ontario's district school boards. The training program is delivered by the Geneva Centre for Autism.

## Ontario Supporting Increased Access to French-Language Early Years and Child Care Programs

Ontario invested $150,000 to create two new positions at the provincial advocacy group l'Association francophone à l'éducation des services à l'enfance de l'Ontario (AFÉSEO). These positions promote the recruitment, retention and professional development of French-language early childhood educator staff while supporting the provision of high-quality French-language services in child care and early years programs.

## Ontario Making Additional Investments to Keep Students and Staff Safe

The Ontario government announced it would provide an additional $381 million, provided through the federal Safe Return to Class Fund, to keep schools safe from COVID-19. Although transmission in schools had been low, this funding was used to optimize air quality and ventilation in schools, support online learning, promote student mental health and hire additional staff. With this new funding, over $1.6 billion was made available to schools to better protect students, staff, and families.

## Enhanced Safety Measures in Place as In-Person Learning Resumes Across Ontario

Education Minister, Stephen Lecce, announced the dates for the return of in-person learning in all remaining Ontario public health units (PHUs). The government's decision was based on the advice of Ontario's Chief Medical Officer of Health, the unanimous recommendation of the Council of Medical Officers of Health, and with the support of local Medical Officers of Health.

## Ontario Takes Action to Support Working Families and Improve Child Care

The Ontario government announced regulatory amendments to support working families and improve the child care and early years sector, and advance the province's dual priorities of accessibility and affordability for parents.

## Province Doubles Support for Parents With New Ontario COVID-19 Child Benefit

The Ontario government provided parents with $980 million in direct support as part of the Ontario COVID-19 Child Benefit. Under this new round of funding, payments were doubled to $400 per child and $500 for a child with special needs to help offset additional learning costs. This investment was part of the 2021 Budget, Ontario's Action Plan: Protecting People's Health and Our Economy.

## Ratification of Central Labour Agreements Announced in 2020-21

Minister of Education Statement on Ratification of the Ontario English Catholic Teachers' Association Central Agreement

Ratification of the Elementary Teachers' Federation of Ontario Central Agreements

Ontario Council of Educational Workers Central Agreement Now Ratified

Ratification of Association des enseignantes et des enseignants franco-ontariens Central Agreement

Ratification of the Ontario Secondary School Teachers' Federation Central Agreements

Ratification of the Education Workers' Alliance of Ontario Central Agreement (statement published on February 2020)

# Ministry Interim Actual Expenditures 2020-21 ($M)

| | |
|---|---|
| **COVID-19 Approvals*** | 2,688.5 |
| **Other Operating** | 29,796.6 |
| **Other Capital** | 1,497.0 |
| **TOTAL**** | 33,982.1 |
| **Staff Strength*** (As of March 31, 2021)** | 1,587.5 |

*The appropriation approvals for COVID-19 Time-Limited initiatives as per the 2021 Ontario Budget. The number also includes School Reopening Initiatives.

**Includes statutory appropriations but excludes consolidation adjustments. This number is based on Restated Interim Actuals which reflect any changes in ministry organization and/or program structure as approved in the 2021 Ontario Budget, and final actual expenditures will be stated in the 2020-21 Public Accounts.

***This number excludes seasonal staff, students, and employees on leave.

Ontario

# Estimates Briefing Book
# 2021-22

## Ministry of Energy, Northern Development and Mines

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Ontario

# PART I: 2021-22 PUBLISHED PLAN

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## MINISTRY OVERVIEW

### Ministry's 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. ENDM 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 sets the legislative and policy framework to ensure all Ontarians have a reliable and affordable energy supply, distribution and transmission, and choices in their energy use. ENDM develops and advises on all aspects of energy policy for Ontario, including electricity, natural gas and petroleum products.

A top priority of the government is to reduce electricity bills for families, farms and small businesses. As part of this commitment, ENDM manages electricity relief programs which provide direct relief on eligible residential, farm, and small business electricity bills, in addition to removing a portion of the cost of high price renewable energy contracts.

ENDM and the Independent Electricity System Operator (IESO) introduced the 2021-24 electricity conservation framework and programs to provide ongoing opportunities for electricity consumers to manage their electricity costs, help to cost-effectively meet electricity system needs and provide stability for the network of companies involved in the delivery of related programs in the province. Separately, the Ontario Energy Board

(OEB) approved Enbridge Gas Inc. to roll forward all existing components of its current OEB-approved 2020 demand side management (DSM) plans to 2021.

ENDM works with partners and stakeholders to develop policies supporting cost-effective energy supply, transmission and distribution systems; to consider and advance innovative solutions and technologies; to promote energy conservation and energy efficiency; and to power the economy so that Ontario is Open for Business.

ENDM is responsible for Government Business Enterprises whose incomes contribute to the fiscal plan (approximately $1.2 billion in net income attributed to the Province in 2019-20). This reflects contributions from Hydro One Limited and the wholly owned Ontario Power Generation (OPG). It also oversees the OEB and the IESO.

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 kilometers northeast of Thunder Bay, the Ring of Fire is one of the most significant mineral discoveries in the province.

ENDM is supporting 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**

ENDM continues to play a central role in the provincial COVID-19 response, providing relief support to families, farms and businesses severely impacted by the pandemic. The Ministry's actions included:

Pricing Changes for Regulated Price Plan Customers

In response to the initial COVID-19 outbreak and public health measures put in place, ENDM acted quickly to provide direct rate relief for those billed through the Regulated Price Plan (RPP), which includes residential, small business and farm customers. ENDM's support to RPP customers also included the implementation of customer choice, allowing RPP customers to choose to be billed at tiered or time-of-use (TOU) rates.

Providing pricing stability for commercial and industrial consumers

Further, a portion of Global Adjustment (GA) was deferred for Class A and non-Regulated Price Plan (RPP) Class B consumers for the months of April, May and June 2020. These actions were crucial to providing stability in prices and mitigating the impact of COVID-19 on commercial and industrial consumers at a time when provincial electricity consumption levels were lower.

Financial support for those most impacted by COVID-19

ENDM developed and *delivered* the COVID-19 Energy Assistance Program (CEAP) to provide financial support to electricity and natural gas consumers who had fallen behind on bills due to the pandemic. Eligible residential and business customers can apply through their utility providers for credits toward arrears.

Through the Energy Cost Rebate Grant program, the government is providing extra financial support for specific businesses that were required to shut down or significantly restrict services due to enhanced provincial public health measures. This provincial application-based grant provides a rebate via an easy-to-use one-window portal to eligible businesses in respect of energy bills.

Ontario

## Part 1: Ministry Programs - objectives and initiatives

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. To support the development and implementation of strategic policies and programs, the Ministry undertakes research and collects and analyzes regional information. 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.

Under the banner of Northern Development, the Ministry delivers the following programs:

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 safely and efficiently 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.

Northern 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 23, 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. Through the NOHFC funding programs, the Ministry invests in business development and supports projects across the north.

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.

The Resource Revenue Sharing (RRS) program bolsters economic development in the north, supports improvement of socio-economic conditions for Indigenous communities and increases Indigenous participation in Ontario's economy.

Northern 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.

Northern Indigenous Economic Development

Indigenous Economic Development funding supports the engagement of Indigenous groups across core ministry functions on a variety of policy objectives. The 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. Ontario supports First Nations through individual agreements that address individual community priorities such as all-season roads, economic development opportunities, capacity building, community readiness, and cultural and environmental studies.

Ring of Fire Indigenous Economic Development

Key activities include working with First Nation communities to build partnerships that enable participation in the benefits from mineral and related developments in the Ring of Fire area and supporting industry and other stakeholders with interests in the area including activities related to mineral exploration and development.

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.

**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 Ministry 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 system continues to be updated and improved in response to stakeholder feedback.

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 products and 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.

**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 IESO and the natural gas conservation demand side management (DSM) programs delivered by Enbridge Gas Inc., with oversight of the OEB, are funded through the respective electricity and natural gas rate bases.

On January 1, 2021, the government introduced a new four-year electricity Conservation and Demand Management (CDM) Framework focused on cost-effectively meeting electricity system and customer needs. The Framework is providing continued energy conservation opportunities for customers who need them most, including commercial, industrial, institutional, First Nations and income-eligible consumers. It also will feature increased competitive procurements and calls for proposals in order to improve cost-effectiveness and solicit consumer-based solutions.

ENDM also directed the IESO to launch a new Energy Affordability Program (EAP) under the 2021-24 CDM Framework. The EAP replaces two previous programs for low-income and income-eligible customers – the Home Assistance Program and the Affordability Fund program, respectively – streamlining and simplifying access to energy savings measures for those in need.

Conservation Programs for Residential and Low-Income Customers

- Electricity
  - IESO's EAP helps income-eligible households manage their energy costs by providing in-home energy assessments and electricity saving measures and upgrades at no cost. EAP is available province-wide, including on First Nation reserves.
  - First Nation Conservation Programs assist on-reserve First Nation communities by providing home energy efficiency assessments and energy savings measures at no cost. During the term of the new Conservation Framework, IESO intends to relaunch programs that started under the previous Interim Framework in Fall 2021.
- Natural Gas Conservation Programs
  - Delivered by Enbridge Gas, the Home Energy Conservation and Residential Adaptive Thermostats programs provide financial incentives to residential natural gas customers for making energy efficient home upgrades.
  - The Home Winterproofing program, delivered by Enbridge Gas, provides income-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 electricity use and manage costs through energy audits, retrofits, and process and system improvements, and will also transition to include greater opportunities for competitive procurements and calls for proposals to solicit customer-based solutions.
- 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 IESO transitioned from a demand-response auction to a capacity auction to enable competition between additional resource types and put downward pressure on prices. The IESO held its first capacity auction in December 2020, resulting in an auction clearing price that was the lowest of any of the IESO auctions held since December 2015. Demand-response providers represented the majority of capacity procured. IESO's forecasts indicated that it is not necessary to secure additional winter capacity for 2021–2022.

On October 8, 2020, ENDM posted a regulatory proposal to the Environmental and Regulatory Registries to require electricity and natural gas distribution companies to provide people and businesses with their energy consumption data through the Green Button Connect My Data and Download My Data standard. If enacted, this requirement would allow the people of Ontario to access their usage through smartphones and connect with apps that can help them lower their energy bills.

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 2020 was emissions-free. Nuclear energy provided approximately 57 per cent of Ontario's electricity generation in 2020, and hydroelectric stations provided approximately 24 per cent of Ontario's electricity generation. 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 13 years. Ontario Power Generation (OPG) is also planning to optimize the shutdown schedule for Pickering Nuclear Generating Station, which includes seeking regulatory approvals to operate until 2025.

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. The ministry is responsible for developing and implementing Ontario's SMR policies, programs and initiatives. 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. In April 2021, the three provinces released a Feasibility Study and business case for deployment of SMRs and welcomed Alberta as the latest signatory to the SMR MOU.

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. Ensuring a reliable supply of fuels is vital for the province's economy. As such, Ontario supports the continued operation of Enbridge's Line 5, which is a key artery that connects North American crude oil to Ontario. In November 2020, the Governor of Michigan took legal action to shut-down Line 5. Ontario is continuing to work with the Government of Canada, our provincial partners, U.S. States and Enbridge to ensure that Line 5 remains in operation.

The Ministry is working with the Ministry of the Environment, Conservation and Parks (MECP) as the province develops its first-ever hydrogen strategy. Hydrogen can help decarbonize the economy and will create opportunities and considerations for Ontario's electricity grid and natural gas distribution system.

**Electricity Price Mitigation Program**

The Ontario Electricity Rebate (OER) is a transparent on-bill rebate, provided to eligible residential, farm and small business consumers. The percentage of the OER has been adjusted over time as electricity costs change in order to manage the trajectory of the average residential bill.

As of January 1, 2021, large and mid-sized industrial and commercial consumers are automatically benefitting from lower electricity bills. The government is funding a

portion of non-hydro renewable energy contract costs, so they are no longer being paid by electricity consumers. Industrial consumers could see savings of about 15% on their bills, while mid-sized commercial consumers could see savings of about 16% on their bills. Actual savings depend on location and consumption.

Furthermore, A suite of electricity rate mitigation programs continues to help Ontarians manage electricity costs.

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 2: Responding to COVID – 19

ENDM enacted a series of new programs to support residential and business energy consumers during the COVID-19 outbreak.

### Pricing Changes for Regulated Price Plan Customers – Off-peak TOU

In response to the social distancing policies that were in place in response to the COVID-19 emergency, RPP TOU customers would have experienced higher electricity bills during this period. The Off-Peak TOU initiative provided rate relief to residential and business RPP TOU customers by applying the off-peak TOU electricity rate to all periods of the day.

Extensions to Off-Peak TOU were enabled through the Emergency Order O. Reg 80/20 made under the Emergency Management and Civil Protection Act as well as through amendments to O. Reg. 95/05: Classes of Consumers and Determination of Rates. The extension periods were as follows:

- March 24, 2020 – May 31, 2020
- January 1, 2021 – February 22nd, 2021

From June 1, 2020 until October 31, 2020, the Ministry implemented a flat-rate which was revenue neutral (no fiscal impact) and provided customers with stability and predictability during the COVID-19 recovery period. Starting November 1, 2020, customers were enabled to choose between time of use or tiered rates. This change allowed customers to opt for an electricity rate plan that best suited their household and lifestyle.

*Energy Rebate Grant Program*

The Energy Rebate Grant Program, launched on November 16, 2020, as a time-limited grant to help provide relief to businesses significantly impacted by provincial public health restrictions. Eligible businesses apply directly to the Province based on the best energy cost information available to the business at the time of their application.

The program rebates are:

- equivalent to 100 percent of reported energy costs (i.e., electricity, natural gas, propane and heating fuel);
- provided on a temporary basis (i.e., corresponding with the period of time for which the business is subject to targeted provincial public health restrictions); and
- eligible in respect of properties owned or occupied by impacted businesses.

*COVID-19 Energy Assistance Program (CEAP)*

On March 25, 2020 the Government of Ontario released the March 2020 Economic and Fiscal Update, “Ontario’s Action Plan: Responding to COVID-19”. The Plan commits the government to provide “$9 million in direct support to families for their energy bills.” The Government also committed in June 2020 to provide $8 million in direct support to small businesses.

CEAP Residential and Small Business provide financial support to those that have been financially affected by the COVID-19 public health emergency and that are struggling to pay their energy bills.

Ontario declared a state of emergency throughout the province on March 17, 2020 to slow the spread of the COVID-19 virus. As a result, many businesses temporarily closed or reduced employment levels, diminishing or eliminating income for many Ontarians. Some Ontarians have been unable to work while suffering from COVID-19 or caring for household members suffering from COVID-19. Many Ontarians continue to face negative impacts of the pandemic, including difficulty meeting their financial obligations such as paying their energy bills.

On March 23, 2021, ENDM extended CEAP into 2021-22 to continue to aid those struggling to pay their energy bills.

Global Adjustment Deferral

As part of the government's response to COVID-19, a portion of Global Adjustment (GA) was deferred for Class A and non-Regulated Price Plan (RPP) Class B consumers for the months of April, May and June 2020. These actions were crucial to providing stability in prices and mitigating the impact of COVID-19 on commercial and industrial consumers at a time when provincial electricity consumption levels were lower. The government is recovering these costs, throughout 2021, from the same consumer classes that benefitted from the deferral. The recovery of the deferred GA costs will be more than offset by the government’s initiative to fund a portion of renewable energy contract costs.

The following ministry programs have been adapted to address the COVID-19 outbreak:

## Conservation and Demand Management Programs

In-person delivery of electricity and natural gas conservation and demand management programs is being paused in accordance with local and provincial public health policies as a result of the COVID-19 outbreak and associated physical distancing policies. Program intake and back-office functions continue. For EAP, wait-listing continues for customers eligible for in-home energy assessments and energy efficiency measures, while Energy Saving Kits are being distributed to qualified

customers. Outreach to social service agencies including webinars and virtual meetings continues as part of awareness building about the program.

ENDM continues to work with the IESO to understand and address the need for extensions to project in-service deadlines for certain electricity conservation projects and programs, and the OEB is doing the same in its role overseeing Enbridge Gas' natural gas DSM programs.

**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 and relevant ministries 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). In order to ensure an effective response and plan for recovery, ENDM convened sector leaders in a Ministerial Advisory Council and contributed to cross-government recovery planning through the Electricity Sector Strategy.

**Mineral Development Programs**

In 2020, legislative and regulatory changes were made to help clients facing pandemic-related issues with diamond royalty payments, and challenges to completing assessment work.

**Economic Development Programs**

Remote Air Carrier Support Program (RACSP)

ENDM, in consultation with the Ministry of Transportation and IAO, has partnered with the Federal Government to support air carriers serving Northern Ontario's remote communities to ensure continuity of passenger service and the movement of essential goods and services during the COVID-19 pandemic.

**Indigenous Support Programs**

In December 2020, the ministry reached out to various Indigenous communities in the Ring of Fire area to provide additional support in response to COVID-19 impacts and pressures on their projects and deliverables.

## 2021-22 STRATEGIC PLAN

On March 24, 2021, the government released Ontario's Action Plan: Protecting People's Health and Our Economy, signifying the next phase of Ontario's response to COVID-19. The Ministry of Energy, Northern Development and Mines is supporting Ontario's Action Plan through the following programs and initiatives.

Long-Term Energy Planning Reform

The Ministry intends to refocus Ontario's long-term energy planning framework to increase the effectiveness, transparency and accountability of energy decision-making in Ontario. Empowering independent, agency-led planning will protect the interests of ratepayers, improve investment certainty, and restore confidence in energy decision-making.

Natural gas expansion

In December 2018, the government passed the *Access to Natural Gas Act, 2018,* followed by a Regulation to implement Phase 1 of the Natural Gas Expansion program. This legislation facilitates greater expansion of natural gas by charging existing customers $1 per month to improve the economic viability of natural gas projects.

Ontario announced that the OEB would be accepting proposals for Phase 2 projects starting March 5, 2020. The original 90-day window for accepting applications was extended by an additional 60 days, to August 4, as a result of the impact of the COVID-19 outbreak. The OEB received 210 eligible proposals with a combined funding request of $2.6 billion, far exceeding the original allocation of $130 million. As a result, the government increased the budget to $234 million and to apply a selection methodology that resulted in a portfolio of 28 projects that best advance the objectives of the program. These projects were prescribed in regulation in May 2021. Funds for the program continue to be collected from existing natural gas ratepayers and do not impact the province's finances.

Keeping energy costs low for families, small businesses and farmers

As provincial efforts turn to recovering from COVID-19, ENDM is focused on supporting Ontarians by helping to keep the cost of energy low for families, small businesses and farmers. ENDM's suite of electricity rate mitigation programs are integral in keeping electricity rates stable.

ENDM continues to deliver the Ontario Electricity Rebate program, which provides direct relief on eligible residential, farm and small business electricity bills. Additionally, as part of Ontario's comprehensive plan to provide electricity price relief, the government is removing a portion of the cost of high price renewable energy contracts from consumers' electricity bills to the Province through the Renewable Cost Shift program.

COVID-19 response: Energy Cost Rebate Grant

Through the 2021 Budget, Ontario's Action Plan: Protecting People's Health and Our Economy, the government committed to continue to support employers most severely impacted by COVID-19 through support programs such as the Energy Cost Rebate. This grant is part of the government's commitment to provide immediate and significant financial support to employers most impacted by COVID-19. This will help businesses recover, weather the pandemic, and continue to create jobs and prosperity for years to come.

COVID-19 response: COVID-19 Energy Assistance Program

Due to the successful implementation of the CEAP programs, ENDM plans to continue to provide financial support as a combined program. The Ministry remains committed in ensuring residential, small business, and charitable organization customers, who have difficulty paying their electricity and/or natural gas bills due to the ongoing pandemic, have access to a government relief program in 2021-22.

Enabling the Use of Electricity Infrastructure for Ontario's Broadband and Cellular Action Plan

The 2021 Budget commits a historic new investment of $2.8 billion in broadband infrastructure to ensure that every region in the province has access to reliable high-speed broadband services by 2025. Combined with prior commitments, the new funding announced in the 2021 Budget increases Ontario's overall investment in broadband to nearly $4 billion over six years beginning 2019–2020. Ontario's local distribution companies (LDCs) deliver electricity safely and reliably to customers every

day. Many of the assets owned by LDCs – such as electricity poles – can be used to support other infrastructure, including broadband.

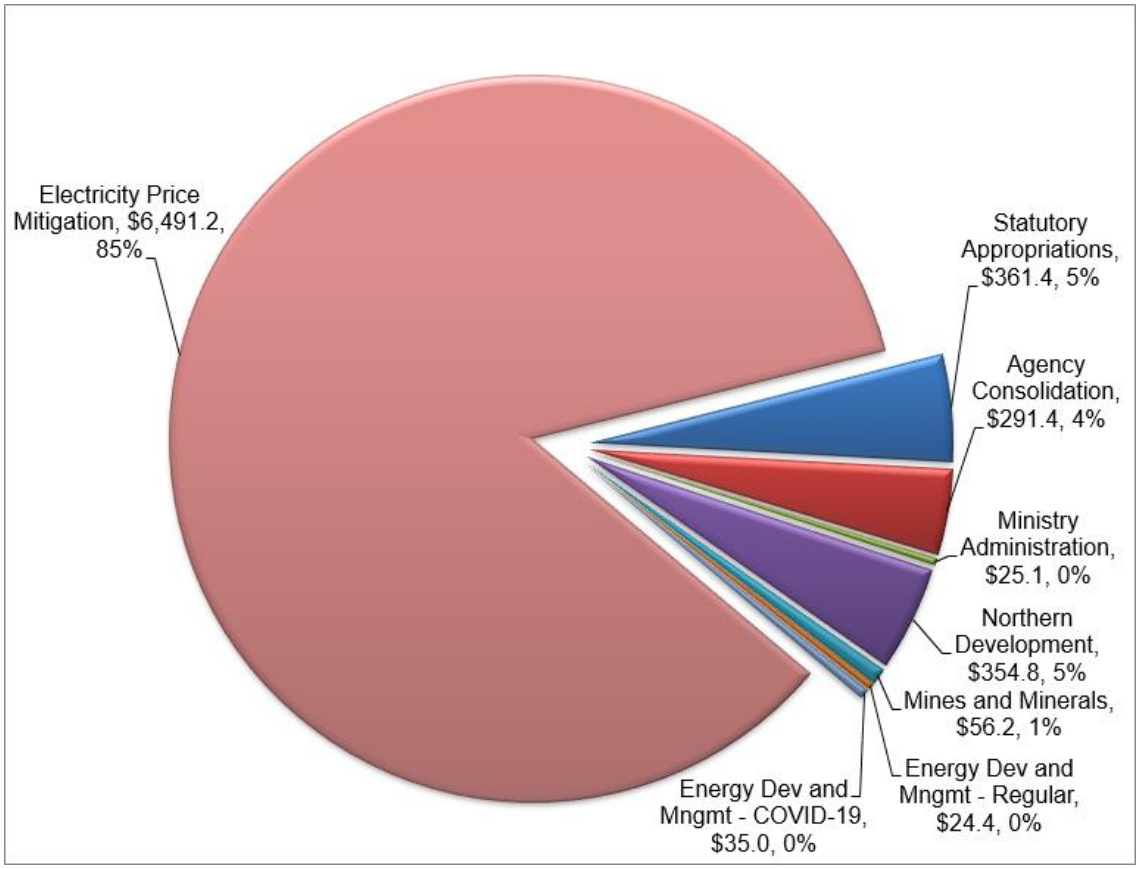
ENDM developed amendments to the Ontario Energy Board Act, 1998 as part of the Supporting Broadband and Electricity Infrastructure Act, 2021. These amendments will allow ENDM to develop regulations to support the use of electricity infrastructure in order to expedite the delivery of broadband across the province by 2025.

## MINISTRY OF ENERGY, NORTHERN DEVELOPMENT AND MINES

**Table 1: Ministry Planned Expenditures 2021-22 ($M)**

| Expenditure Type | Amount |
|---|---|
| COVID-19 Approvals | $35.0 million |
| Other Operating | $7,131.5 million |
| Capital | $473.0 million |
| **Total** | **$7,639.5 million** |

**Chart 1: Ministry Planned Expenditures 2021-22**



Ontario

## DETAILED FINANCIAL INFORMATION

## MINISTRY OF ENERGY, NORTHERN DEVELOPMENT AND MINES

## Table 2: Combined Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| 2201 Ministry Administration Program | 25,070,200 | (396,900) | (1.6) | 25,467,100 | 24,996,600 | 26,047,129 |
| 2202 Northern Development Program | 271,338,100 | 48,509,400 | 21.8 | 222,828,700 | 231,135,600 | 216,590,322 |
| 2203 Mines and Minerals Program | 50,662,000 | 1,832,800 | 3.8 | 48,829,200 | 43,148,500 | 41,008,800 |
| 2205 Energy Development and Management | 59,363,700 | 34,661,100 | 140.3 | 24,702,600 | 858,795,500 | 52,362,896 |
| 2206 Electricity Price Mitigation | 6,491,181,600 | 888,619,800 | 15.9 | 5,602,561,800 | 5,522,400,200 | 5,448,874,758 |
| Less: Special Warrants | - | - | | - | - | - |
| **Total Operating Expense to be Voted** | **6,897,615,600** | **973,226,200** | **16.4** | **5,924,389,400** | **6,680,476,400** | **5,784,883,905** |
| Special Warrants | - | - | | - | - | - |
| Statutory Appropriations | 590,392 | - | - | 590,392 | 590,392 | (118,979) |
| **Ministry Total Operating Expense** | **6,898,205,992** | **973,226,200** | **16.4** | **5,924,979,792** | **6,681,066,792** | **5,784,764,926** |
| Consolidation & Other Adjustments - Northern Ontario Heritage Fund Corporation | 14,310,000 | (4,172,700) | (22.6) | 18,482,700 | 33,182,700 | 67,338,067 |
| Consolidation & Other Adjustments - Independent Electricity System Operator | 207,831,100 | (6,081,300) | (2.8) | 213,912,400 | 203,926,200 | 313,586,131 |
| Consolidation & Other Adjustments - Ontario Energy Board | 48,728,200 | 1,161,800 | 2.4 | 47,566,400 | 47,772,800 | 42,614,277 |
| Consolidation & Other Adjustments - Fair Hydro Trust | 1,000 | - | - | 1,000 | 1,000 | 3,000 |
| Consolidation & Other Adjustments - Ontario Clean Water Agency | - | - | | - | - | (1,491,676) |
| Consolidation & Other Adjustments - General Real Estate Portfolio | (2,594,300) | 587,700 | | (3,182,000) | (2,607,300) | (7,304,987) |
| **Total Including Consolidation & Other Adjustments** | **7,166,481,992** | **964,721,700** | **15.6** | **6,201,760,292** | **6,963,342,192** | **6,199,509,738** |
| **OPERATING ASSETS** | | | | | | |
| 2201 Ministry Administration Program | 2,000 | - | - | 2,000 | 2,000 | - |
| 2202 Northern Development Program | 2,000 | (49,000) | (96.1) | 51,000 | 51,000 | 30,000,000 |
| 2203 Mines and Minerals Program | 1,000 | - | - | 1,000 | 1,000 | - |
| 2205 Energy Development and Management | 507,000,000 | 12,000,000 | 2.4 | 495,000,000 | 316,300,000 | 80,400,000 |
| **Total Operating Assets to be Voted** | **507,005,000** | **11,951,000** | **2.4** | **495,054,000** | **316,354,000** | **110,400,000** |
| **Ministry Total Operating Assets** | **507,005,000** | **11,951,000** | **2.4** | **495,054,000** | **316,354,000** | **110,400,000** |

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## MINISTRY OF ENERGY, NORTHERN DEVELOPMENT AND MINES
## Table 2: Combined Operating and Capital Summary by Vote (continued)

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **CAPITAL EXPENSE** | | | | | | |
| 2202 Northern Development Program | 83,503,000 | 5,300,000 | 6.8 | 78,203,000 | 71,203,000 | 69,580,382 |
| 2205 Energy Development and Management | 1,000 | - | - | 1,000 | 1,000 | - |
| Less: Special Warrants | - | - | | - | - | - |
| **Total Capital Expense to be Voted** | **89,034,500** | **5,192,500** | **6.2** | **83,842,000** | **75,995,000** | **71,175,411** |
| Special Warrants | - | - | | - | - | - |
| Statutory Appropriations | 360,806,800 | 19,000,600 | 5.6 | 341,806,200 | 330,788,200 | 315,599,986 |
| **Ministry Total Capital Expense** | **449,841,300** | **24,193,100** | **5.7** | **425,648,200** | **406,783,200** | **386,775,397** |
| Consolidation & Other Adjustments - Northern Ontario Heritage Fund Corporation | (593,600) | (593,600) | | - | - | (27,500,000) |
| Consolidation & Other Adjustments - Independent Electricity System Operator | 24,071,500 | 1,446,500 | 6.4 | 22,625,000 | 24,637,400 | 23,237,793 |
| Energy Board | 1,228,000 | 74,300 | 6.4 | 1,153,700 | 928,000 | 1,305,000 |
| Real Estate Portfolio | (1,560,000) | (1,560,000) | | - | - | - |
| **Adjustments** | **472,987,200** | **23,560,300** | **5.2** | **449,426,900** | **432,348,600** | **383,818,190** |
| **CAPITAL ASSETS** | | | | | | |
| 2202 Northern Development Program | 496,658,400 | (31,921,500) | (6.0) | 528,579,900 | 599,068,900 | 566,688,125 |
| 2203 Mines and Minerals Program | 626,000 | (625,000) | (50.0) | 1,251,000 | 1,251,000 | 896,246 |
| 2205 Energy Development and Management | 1,000 | - | - | 1,000 | 1,000 | - |
| Less: Special Warrants | - | - | | - | - | - |
| **Total Capital Assets to be Voted** | **497,286,400** | **(32,546,500)** | **(6.1)** | **529,832,900** | **600,321,900** | **567,584,371** |
| Special Warrants | - | - | | - | - | - |
| Statutory Appropriations | - | - | | - | - | - |
| **Ministry Total Capital Assets** | **497,286,400** | **(32,546,500)** | **(6.1)** | **529,832,900** | **600,321,900** | **567,584,371** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **7,639,469,192** | **988,282,000** | **14.9** | **6,651,187,192** | **7,395,690,792** | **6,583,327,928** |

actuals reflect the numbers presented in the *2021 Ontario Budget.*

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## Ministry of Energy, Northern Development and Mines

| Historic Trend Analysis Data | Actuals 2018-19 * $ | Actuals 2019-20 * $ | Estimates 2020-21 * $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets) | 5,604,270,441 | 6,583,327,928 | 6,651,187,192 | 7,639,469,192 |
| | | *17%* | *1%* | *15%* |

* 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

**Ontario Budget:**
**2021** Budget**:** https://budget.ontario.ca/2021/index.html

**Public Accounts:**
https://www.ontario.ca/page/public-accounts

**Ministry of Energy, Northern Development and Mines:**
**https://www.ontario.ca/page/ministry-energy-northern-development-and-mines**

## AGENCIES, BOARDS AND COMMISSIONS (ABCS)

| | Estimates 2021-22 $ | Change from 2020-21 Estimates $ | % | Estimates 2020-21* $ | Interim Actuals 2020-21* $ | Actuals 2019-20* $ |
|---|---|---|---|---|---|---|
| | | | | | | |
| **Northern Ontario Heritage Fund Corporation (NOHFC)** | | | | | | |
| Operating Expense | 14,310,000 | (4,172,700) | (22.6) | 18,482,700 | 33,182,700 | 67,338,067 |
| Capital Expense | (593,600) | (593,600) | | - | - | (27,500,000) |
| **Total NOHFC Consolidation Adjustments** | **13,716,400** | **(4,766,300)** | **(25.8)** | **18,482,700** | **33,182,700** | **39,838,067** |
| | | | | | | |
| **Independent Electricity System Operator (IESO)** | | | | | | |
| Operating Expense | 207,831,100 | (6,081,300) | (2.8) | 213,912,400 | 203,926,200 | 313,586,131 |
| Capital Expense | 24,071,500 | 1,446,500 | 6.4 | 22,625,000 | 24,637,400 | 23,237,793 |
| **Total IESO Consolidation Adjustments** | **231,902,600** | **(4,634,800)** | **(2.0)** | **236,537,400** | **228,563,600** | **336,823,924** |
| | | | | | | |
| **Ontario Energy Board (OEB)** | | | | | | |
| Operating Expense | 48,728,200 | 1,161,800 | 2.4 | 47,566,400 | 47,772,800 | 42,614,277 |
| Capital Expense | 1,228,000 | 74,300 | 6.4 | 1,153,700 | 928,000 | 1,305,000 |
| **Total OEB Consolidation Adjustments** | **49,956,200** | **1,236,100** | **2.5** | **48,720,100** | **48,700,800** | **43,919,277** |

* 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 *2021 Ontario Budget*.

### Independent Electricity System Operator (IESO)

The IESO manages 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 electricity demand responds. Ongoing efforts include closely monitoring demand, revising forecasts and responding to changing system needs.

**Ontario Energy Board (OEB)**

The OEB is an independent economic regulator of the province's electricity and natural gas sectors. It oversees Ontario's energy utilities to ensure the public interest is served.

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.

Modernizing the OEB is a key commitment made by the government under *Bill 87, the Fixing the Hydro Mess Act, 2019.* In October 2020, the government reformed the OEB's governance structure with the appointment of a new Board of Directors, Chief Executive Officer, and a Chief Commissioner. The restructuring of the OEB is intended to help the OEB enhance the performance of energy sector regulation, to the benefit of Ontario ratepayers.

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:*
The OEB 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. The OEB administers one of the Ministry's COVID-19 responses, CEAP, a

program designed to assist residential and business customers with arrears that have accumulated on their energy bills since the government declared the first state of emergency in March 2020.

To support its stakeholders during the pandemic the OEB pivoted to a completely virtual format for technical conferences, settlement conferences, and oral hearings.

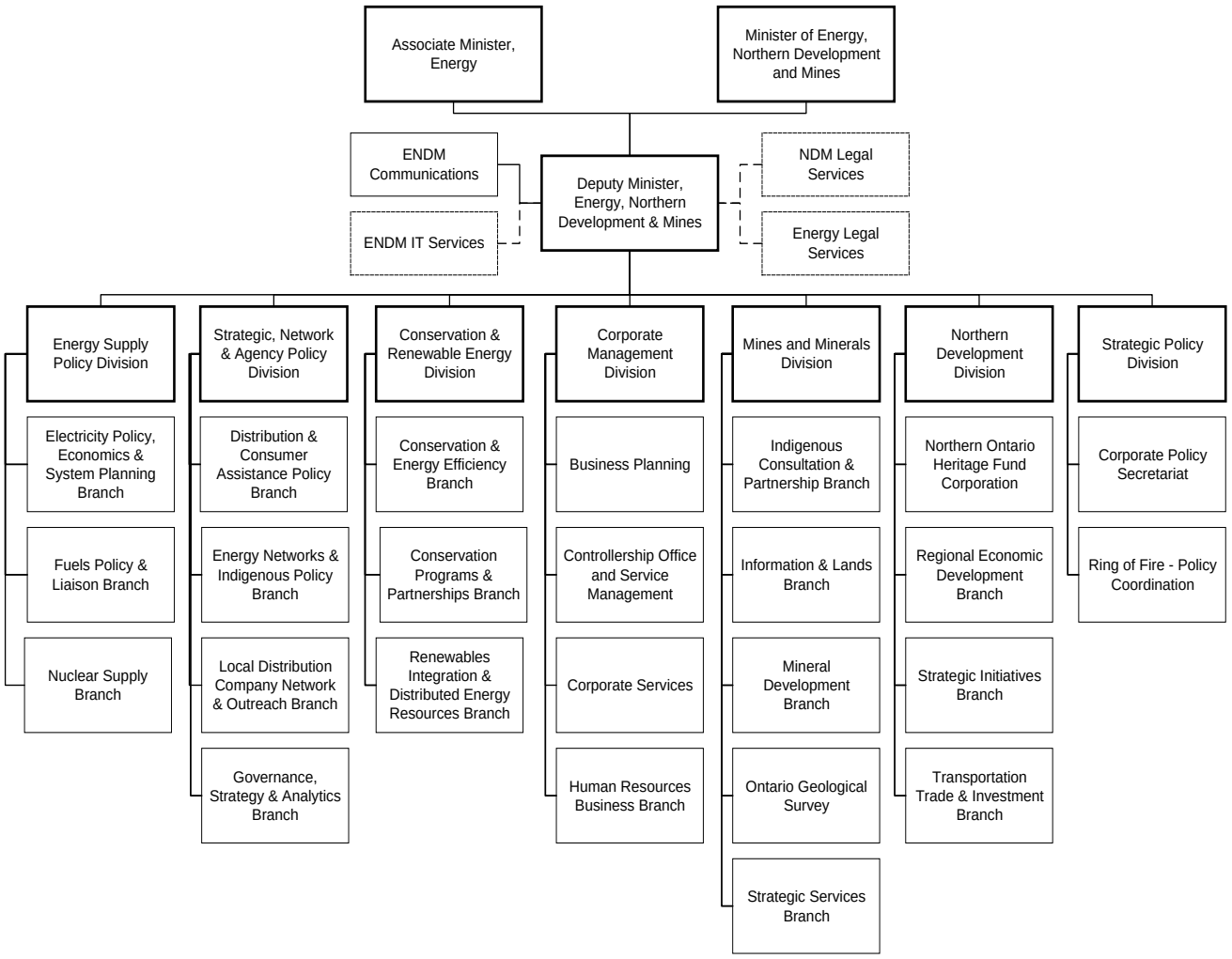
**Northern Ontario Heritage Fund Corporation (NOHFC)**

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.

Ontario

## MINISTRY ORGANIZATION CHART




April 2021

## 1. COVID-19 Response: Supporting people and businesses with energy costs

Pricing Changes for Regulated Price Plan Customers

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 that was in place until May 31, 2020.

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. Support examples included:

- A typical residential electricity customer with a monthly consumption of 700 kWh would be expected to see a bill reduction of approximately $22.50 for the 45-day period with the proposed measures, depending on their total consumption and consumption behaviours.
- A small business RPP customers with a monthly consumption of 10,000 kWh could see a reduction of $365 on their monthly bill.

Following the conclusion of the off-peak rate on May 31, 2020, ENDM proceeded with a two-step approach to transition RPP TOU customers to a predictable flat rate during the COVID-19 recovery period and to offer customers greater customer choice of electricity rate structures in the long term. This approach was as follows:

- Implementation of a flat COVID-19 “Recovery Rate” from June 1 to October 31, 2020 for all Regulated Price Plan TOU customers. This flat rate was 12.8 ¢/kWh based on the forecast average RPP supply cost for RPP customers, calculated by the Ontario Energy Board as of November 1, 2019; and,
- Implementation of customer choice by requiring all Local Distribution Companies (LDCs) to offer their RPP customers who are able to be billed at TOU rates the option to choose between TOU pricing and tiered rates as of November 1, 2020.

The COVID-19 Recovery Rate and Customer Choice were both implemented as revenue neutral initiatives and had no fiscal impact to ENDM.

On December 22, 2020, ENDM announced that in response to the implementation of a Provincewide Shutdown effective December 26, 2020, the off-peak TOU rate would be implemented for all RPP customers (including those paying tiered rates) from January 1 to 28, 2021. This rate change was enabled through amendments to O. Reg. 95/05: Classes of Consumers and Determination of Rates and was further extended to February 22, 2021.

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.

Global Adjustment Deferral

In Spring 2020, through a combination of emergency orders and regulatory amendments, the government deferred Global Adjustment (GA) costs for Class A and non-RPP Class B consumers. This action provided stability in prices during the earlier part of the COVID-19 outbreak when electricity consumption was lower. These costs are being recovered throughout 2021 from the same consumer classes that benefitted from the deferral.

COVID-19 Energy Assistance Program

The COVID-19 Energy Assistance Program (CEAP) was announced by the Province on June 1, 2020 and launched on July 13, 2020. The Small Business stream launched on August 31, 2020. Combined, the two streams of CEAP offered $17 million of assistance to electricity and natural gas consumers who have overdue amounts owing due to bills incurred since March 17, 2020.

- Eligible consumers can apply to their utility to receive an on-bill credit of up to $750 for residential customers, and up to $1,500 for small businesses and registered charities.
- In March 2021, the government made an additional $6 million in 2020-21 available so that utilities could continue to accept applications through March due to the increased instances of utilities exhausting their allocations. The government also approved extending the program into 2021-22 as the ongoing pandemic is creating a need for continuing this type of assistance.

Keeping Ontario Safe and Open: Energy Cost Rebate Grant

On November 6, 2020, the temporary property tax and energy cost rebate program was announced to support the government's Keeping Ontario Safe and Open Framework.

The grant identified new funding for businesses required to close or significantly restrict services in areas subject to modified Stage 2 public health restrictions, or, in areas categorized as Control, Lockdown or Provide-wide Shutdown.

The rebates cover the length of time that a business is required to temporarily close or significantly restrict services as a result of COVID-19 restrictions. As of March 31, 2021, the grant assisted 28,718 applicants across the province.

## 2. Supporting Ontario families and businesses looking to make upgrades to lower electricity costs

In 2019, ENDM terminated the 2015-2020 electricity conservation and demand management (CDM) Framework and initiated a transition to an interim, scaled-down and centralized program framework. These frameworks are forecasted to exceed their 8.7 TWh target while achieving a savings of up to $442 million from the 2015-2020 Framework.

To offset construction/supply chain disruptions caused by COVID-19 and reduce financial burden to businesses, in July 2020, ENDM enabled a six-month extension to June 30, 2021 to project deadlines for commercial, institutional and industrial customers with outstanding contracts under the 2015-20 CDM Framework.

On September 30, 2020, an Order in Council and Minister's Directive was issued to the IESO to launch a new, four-year electricity conservation and demand management (CDM) Framework focused on cost-effectively meeting electricity system and customer needs. IESO successfully launched the Framework on January 1, 2021, which also includes a new streamlined Energy Affordability Program (EAP) for households struggling to pay their electricity bills. EAP provides free electricity saving measures to help participating households manage their electricity-use and lower their electricity costs by up to $1,000 per year.

## 3. Ensuring there is a reliable source of energy for all Ontarians

Nuclear refurbishments and Pickering operation to 2025

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 13 years. The refurbishments will secure a long-term supply of reliable and cost-effective baseload power for decades to come.

In June 2020, OPG successfully completed the first Darlington refurbishment (i.e., Unit 2) on budget in the midst of the first wave of the COVID-19 pandemic. In September 2020, OPG commenced the second Darlington refurbishment (i.e., Unit 3) after putting in place mitigation measures for the pandemic. Darlington Unit 3 refurbishment is off to an excellent start and progressing within budget and schedule. Overall, the four-unit project is on track to be complete in 2026.

The IESO continued to oversee implementation of the updated Bruce refurbishment agreement, including ongoing investments in the life extension of the Bruce nuclear units. Bruce Unit 6 refurbishment commenced in January 2020. Due to the onset of the COVID-19 pandemic, Bruce Power temporarily reduced refurbishment outage work and put in place measures to address COVID-19. Full refurbishment work has now resumed, and Unit 6 remains on track to be complete within budget and schedule despite the challenges of the pandemic.

Pickering is currently authorized to operate until 2024 by the Canadian Nuclear Safety Commission (CNSC). In August 2020, Ontario announced its approval for OPG to proceed with plan to operate Pickering until 2025, subject to regulatory approval from the CNSC. If approved, the plan will keep 4,500 jobs in Durham region for an additional year. It will also allow OPG to better manage the transition to the end of commercial operations and minimize Pickering retirement costs.

Facilitating natural gas expansion

In January 2021, the Ministry posted a regulatory proposal on the Environmental Registry of Ontario to increase the cost threshold for hydrocarbon pipelines that require Ontario Energy Board (OEB) approval through its Leave-to-Construct process from $2 million to $10 million. This proposal would support Ontario's commitment to regulatory burden reduction and providing a reliable and cost-effective energy supply.

Support for Enbridge Line 5

Enbridge Line 5 is a light crude oil and natural gas liquids (NGLs) pipeline with a capacity of 540,000 barrels per day and is a critical piece of energy infrastructure for Ontario's refining and petrochemical sectors.

In November 2020, Michigan's Governor took legal action to shut down Line 5 under the Straits of Mackinac by revoking an easement granted in 1953, effective in May 2021. Michigan's revocation of the easement is currently being tested in U.S. federal court.

Ontario is continuing to work with the Government of Canada, our provincial partners, U.S. States and Enbridge to ensure that Line 5 remains in operation.

Northern transmission expansion

ENDM supports the Wataynikaneyap Power Project to connect 16 remote First Nation communities to the provincial electricity grid and ending their reliance on costly and unsustainable diesel generation.

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 km of new line between Thunder Bay and Wawa; and the Wataynikaneyap Power Project will add 1800 km of new line from Dinorwec to Pickle Lake and further north to connect 16 First Nation communities to the grid.

ENDM is responsible for Ontario's construction loan of up to $1.34B to Wataynikaneyap that is part of a negotiated funding framework with the Federal Government. Working with the Ontario Financing Authority as a loan administrative agent, ENDM issues advance requests to fund the project and works to protect the provincial interest under the funding agreements.

As of March 2021, the Wataynikaneyap Project has made substantial progress with construction through implementation of stringent COVID construction protocols. This progress includes the clearing 678 km of transmission corridor, installation of 1492 transmission tower foundations and anchors, assembly of 1205 steel lattice towers of which 472 have been installed on the corridor. Transmission line stringing has commenced, and community connections are scheduled to occur through 2022 and 2023.

NextBridge has also made substantial progress on construction of the East West Tie. This includes completion of all right of way clearing for the 450km route. Tower

assembly and installation is proceeding across various work fronts of the project and the project remains on budget and on schedule for energization in Spring 2022. This has been achieved through implementing stringent COVID protocols to allow construction to advance safely during the pandemic.

## 4. Providing support for Ontario's job creators

Electricity Price Mitigation for Industrial and Commercial Consumers

During the government's 2019 industrial electricity pricing consultation, businesses highlighted that the cost of electricity was impacting their competitiveness. As a result, the government took action to support businesses through the COVID-19 pandemic and into recovery.

Effective January 1, 2021, the government is funding a portion of Global Adjustment (GA) associated with the cost of non-hydro renewable energy contracts (i.e., wind, solar and bioenergy), reducing costs for all electricity consumers. This measure helps provide people and businesses will keep Ontario open for business by making electricity prices more competitive. Industrial consumers could see savings of about 15% on their bills, while mid-sized commercial consumers could see savings of about 16% on their bills. Actual savings depend on location and consumption.

In addition, the Ministry tasked the 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 GA charge is estimated and identify potential enhancements; and
- 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.

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. In September 2020, ENDM received Cabinet approval to bring forward an OIC/Directive that would direct IESO to explore potential electricity system cost savings that could be

achieved through contract buy-downs of wind, solar and gas electricity generation contracts.

### 5. Continuing efforts to bring accountability to the energy sector

Building off profound efforts to improve transparency and accountability toto the energy sector, the Ministry continues to administer the 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. The percentage of the OER has been adjusted over time as electricity costs change in order to manage the trajectory of the average residential bill.

### 6. Strengthening trust in the OEB

Through *Bill 87, the Fixing the Hydro Mess Act, 2019,* the government reformed the OEB's governance structure, modernizing the OEB to become a best-in-class energy regulator. In October 2020, new leadership was appointed to the OEB. This included appointment of a new Board of Directors responsible for governance and management oversight, a Chief Executive Officer to provide leadership for operations and policy, and a Chief Commissioner responsible for the adjudicative function of the OEB.

The restructuring is expected to make the OEB a more transparent, accountable and efficient regulator to benefit ratepayers and strengthen industry's confidence in the OEB. Since the new leadership took office, the OEB has begun making improvements in multiple areas of operations including regulatory processes, stakeholder engagement approaches and performance standards.

### 7. Building a stronger northern economy

<u>Strategic investments through the Northern Ontario Heritage Fund Corporation (NOHFC)</u>

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 $148 million ($148,238,210.93) in 1,944 projects, leveraging approximately $478 million ($478,951,151.72) and creating or retaining 1,796 jobs.

To provide relief and support to northern businesses, NOHFC launched the Northern Ontario Recovery Program (NORP) on October 1, 2020. The program provided Northern Ontario businesses the opportunity to receive funding to help offset expenses incurred to meet the mandated public health requirements as a result of the COVID-19 pandemic.

Ontario engaged with stakeholders across Northern Ontario to develop a new suite of NOHFC programs that launched on February 11, 2021. The four new programs target existing and emerging markets, support more projects in small rural communities, address the skilled labour shortage and make it easier for more people and businesses to apply. The new programs will help 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 is estimated to have provided more than $106 million in funding to assist 21 mining, forestry and manufacturing companies, representing 28 facilities across Northern Ontario.

Resource Revenue Sharing

In December 2020, the Province made the second 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.

## 8. Strengthening northern transportation

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 $625 million was committed for the Northern Highways Program in 2020-21, including $497 million for rehabilitation and nearly $128 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 make 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 $6 million to assist in building winter roads in the Far North in 2020-21.

Remote Air Carrier Support Program

Ontario has partnered with the Government of Canada to provide up to $11.1 million to support small air carriers serving remote First Nation communities in Northern Ontario. The investment will help ensure access to essential goods and services during COVID-19.

- Remote First Nation communities rely on air carriers to provide access to employment, health care, education, justice, child and family services, and social services, in addition to helping maintain cultural and familial connections.

## 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 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. This approach helps address unique community needs and supports economic development in the Ring of Fire area.

- In March 2020, Ontario announced a new partnership between the government, Marten Falls First Nation and Webequie First Nation to advance planning of critical road infrastructure in the Ring of Fire.
    - 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 continues to support Marten Falls and Webequie First Nations in advancing co-ordinated federal and provincial Environmental Assessments (EAs) for their respective proposed road projects in the Ring of Fire area and by providing funding to potentially impacted First Nations to engage in consultation-related activities on these projects.
- In fall 2020, both First Nations submitted their Proposed Environmental Assessment Terms of Reference for their respective road projects to the Minister of the Environment, Conservation and Parks (MECP) for review and decision. Given the challenges created by the COVID-19 pandemic, MECP offered additional time for consultation, and decisions are expected in 2021 on the Terms of Reference. Should the Minister of the Environment, Conservation and Parks approve the Terms of Reference, the EA work for both road proposals will begin.
- In addition, Marten Falls First Nation and Webequie First Nation have formally come together as co-proponents for the proposed Northern Road Link road project, and they are expected to begin work on a proposed EA Terms of Reference for this project in spring 2021.

- 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, one of the nation's largest producers of minerals by value, directly employs about 26,000 workers and generates about $13 billion annually to Ontario's Gross Domestic Product (GDP).

- In 2019, Ontario produced $10.7 billion worth of minerals — 22 per cent of Canada's total value of mineral production.
- In 2020, Ontario was once again Canada's leader for exploration, with mineral exploration expenditures totalling $570 million.
- Toronto is the mining finance capital of the world. In 2020, the Toronto Stock Exchange and Toronto Venture Exchange raised $7.5 billion in new equity capital for mining.
- Since 2020, three mines have opened in Northern Ontario:
    - Pure Gold – Madsen Red Lake Gold Mine
    - Gowest Gold Ltd. – Bradshaw, Timmins
    - Argonaut Gold Ltd. – Magino, Wawa
- New mine construction is underway at IAMGOLD's Coté gold project near Gogama, Argonaut's Magino gold project near Dubreuilville, Battle North's Bateman gold project in Red Lake, Gowest's Bradshaw gold project near Timmins, Pure Gold's Madsen gold project in Red Lake, and at Glencore's Onaping Depth nickel-copper project in Sudbury.
- Pure Gold's Madsen Project in Red Lake is currently in pre-production, having poured its first gold in December 2020, and it is expected to become Ontario's next new mine when it reaches commercial production in the second quarter of 2021.

- In 2020, 344 permits were approved and approximately 59,000 new mining claims were recorded.

- The Ontario Geological Survey supported 69 geological projects across Ontario during 2020-21 and published 54 new geoscience products with more than 435,000 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.

During the pandemic, a number of First Nations communities advised ENDM that they no longer had capacity to provide comments on exploration proposals, due to lockdowns and staff isolating. ENDM responded to this by placing permit applications on temporary hold until its duty to consult could be satisfied.

Developing Ontario’s First-Ever Critical Minerals Strategy

On March 10, 2021, the Ontario government announced it is developing its first-ever Critical Minerals Strategy to help generate investment, increase the province's competitiveness in the global market, and create jobs and opportunities in the mining sector. It will also support Ontario's transition to a low-carbon economy both at home and abroad.

Ontario is well positioned to become a global supplier, producer and manufacturer of choice for certain critical minerals, including, but not limited to nickel, copper, cobalt and platinum group elements.

New technologies and high-growth sectors that rely on critical minerals include information and communications technology, electronics, energy, aerospace and defence, health and life sciences and transportation.

To inform the Critical Minerals Strategy, the Province has released a discussion paper for public consultation on the Environmental Registry of Ontario. A consultation with industry and Indigenous communities will also help guide the development of the Strategy to be released in fall 2021.

Ontario Junior Exploration Program (OJEP)

The mining sector is an important driver of economic growth. The success of junior exploration is critical to the discovery of existing and new mineral deposits that support larger mining companies, equipment manufacturers and investors across the province. To support junior mining companies, Ontario is investing $5 million over the next two years ($2 million in 2021-22 and $3 million in 2022-23) in the new Ontario Junior Exploration Program. Through the program, junior mining companies can apply for funding to cover eligible costs of up to $200,000 per mineral exploration or development project. This program will attract investment, improve Ontario's competitiveness in the exploration sector and help facilitate the discovery of promising mining opportunities.

## 11. Ontario is open for business

Ontario is creating jobs by keeping energy and power rates low and cutting red tape. The Province 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.
    - Revoking Part II of the Northern Services Board Act, which addresses the creation of Area Service Boards (ASB), therefore reducing confusion and duplication with existing legislation under the District Social Services Administration Boards Act.

- 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.

- In April 2020, changes were made to the Mining Act's O. Reg. 323/07, Royalty on Diamonds, to allow the ENDM Minister to exercise discretion in assessing interest on late payments and to provide similar relief to that provided in respect of the Ontario Mining Tax.

- In fall 2020, legislative amendments were made to the Mining Act to reduce burden to business by:
    - Clarifying processes related to lease issuance and administration that align with Ontario's Digital First strategy.
    - Providing relief for claimholders by allowing the minister to provide blanket exclusions of time and/or extensions for assessment work.
    - Removing legislative requirements prescribing the delivery method when submitting documentation related to Local Service Boards to the Minister of Energy, Northern Development and Mines or the Minister of Finance.

- In March 2021, to support legislative changes to the Mining Act made in 2019, consequential regulatory amendments were made to establish a 45-day service requirement for closure plan amendments, creating business certainty for mining proponents.

<u>The Prospectors and Developers Association of Canada (PDAC) convention</u>

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.

Ontario

## Table 3: Ministry Interim Actual Expenditures 2020-21

| | Ministry Interim Actual Expenditures ($M) 2020-21* |
|---|---|
| **COVID-19 Approvals** | **838.8** |
| **Other Operating** | **6,124.5** |
| **Capital** | **432.3** |
| **Staff Strength** (as of March 31, 2021)** | **612.1** |

* Interim actuals reflect the numbers presented in the *2021 Ontario Budget.*

** Ontario Public Service Full-Time Equivalent positions.

Ontario

# Estimates Briefing Book
# 2021-22

## Ministry of the Environment, Conservation and Parks

Ce document est disponible en français


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# PART I: 2021-22 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 Priorities

Ontario's Ministry of the Environment, Conservation and Parks (MECP) is responsible for monitoring and protecting our air, land and water, species at risk and their habitat and addressing climate change while helping communities prepare for its impacts, reducing litter and waste, and managing Ontario's parks and conservation reserves now and for future generations of Ontarians.

The ministry is also committed to implementing the most effective and affordable evidence-based solutions to protect our environment, reduce our greenhouse gas emissions and build resilience to the impacts of a changing climate.

Our Made-in-Ontario Environment Plan outlines practical, sensible and affordable solutions to some of our province's most pressing environmental concerns, including climate change, and encourages all Ontarians to take meaningful action to protect and preserve our natural environment.

In 2021-22, we will continue to evolve the Environment Plan in a way that addresses new opportunities and works for our diverse communities, including rural, Northern and Indigenous communities, while supporting government actions to keep Ontarians safe during the COVID-19 pandemic.

### COVID-19 Response

Nothing is more important than protecting the health and wellbeing of Ontarians.

The ministry continues to take action to stop the spread of the virus and support partners and industries that have been heavily impacted by public health and safety measures related to COVID-19, including:

- Offering more flexible engagement with Indigenous communities, who may have challenges in sharing back feedback on programs and policies. The

ministry continues to reach out directly to communities, provide information on the proposed actions, extend review deadlines and extend offers to discuss the proposal with them through teleconferences or other virtual means.

- Adapting and responding to the various provincial and regional orders or restrictions by implementing safety measures , including limiting recreational activities available as appropriate, cancelling camping and roofed accommodations to keep visitors and staff safe, and supporting compliance with the restrictions.
- Investing $3.9 million over three years to enhance the provincial park experience by using technology to better connect the people of Ontario with recreational opportunities. The province and local businesses will collaborate to develop ideas to bolster Ontario's tourism economy and create new ways to enjoy provincial parks.
- Testing wastewater for COVID-19 at municipal wastewater treatment plants as well as in some First Nations, long-term care homes, shelters and correctional facilities. Together with clinical and public health data, wastewater monitoring can help local public health units identify 'hot spots' for the virus in communities, to enable more timely decisions about how and where to mobilize resources in response.
- Proposing changes that would allow the ministry to act quickly to ensure the province's drinking water and waterways are protected during an emergency. Proposed changes include extending operator certificates, giving operators extra time to complete mandatory training and allowing certain qualified but non-certified staff to temporarily maintain system operations during emergencies. Allowing wastewater training to be averaged over three years is also being proposed for ongoing greater flexibility.
- Using data collected at our comprehensive network of air monitoring stations across the province to assess the impacts of the COVID-19 pandemic on air quality in Ontario.
- Continuing to modernize the environmental assessment program including upcoming public consultation on the proposed Comprehensive Environmental Assessment Project List and proposed streamlined environmental regulations, which will help speed our province's economic recovery by getting important infrastructure projects started more quickly.
- Continuing support for Public Health Ontario's Hamilton laboratory by analyzing drinking water samples so Public Health Ontario can focus more on COVID-19 clinical testing.

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.

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## Ministry Programs

Our Made-in-Ontario Environment Plan outlines our top environmental concerns, including climate change, and the keys to our province's future success. The themes and priorities listed below showcase the creative and innovative ways our programs and services meet those challenges and our commitment to protecting and conserving our environment:

- Addressing climate change
- Reducing the amount of waste that goes to landfill
- Keeping our water safe and clean
- Protecting our air
- Protecting natural spaces and species
- Holding polluters accountable
- Supporting infrastructure development while ensuring environmental protection

## Addressing climate change

We are committed to taking meaningful action to help communities prepare for the impacts of climate change and lower greenhouse gas emissions to meet our 2030 target.

We will:

- Work with the federal government to ensure a smooth transition for industry to Ontario's emissions performance standards program.
- Finish the phase out of coal by supporting efforts of Ontario industry to reduce their greenhouse gas emissions by reducing and phasing out their use of coal.
- Provide young Ontarians with more opportunities to share their insights and ideas on addressing climate change, by establishing a youth climate advisory group.
- Develop Ontario's first-ever low-carbon hydrogen strategy that would create jobs, support economic recovery while reducing its greenhouse gas emissions.
- Continue to look at ways we can support the clean technology sector as part of our broader economic growth and recovery efforts.
- Release the Advisory Panel on Climate Change's final report, with advice to the province on implementing its climate change actions, especially how Ontario can prepare for the costs and impacts of climate change. The ministry anticipates receiving the final progress in fall 2021.

The Ministry of the Environment, Conservation and Parks will also continue to contribute to and participate in environmental groups in Canada and abroad, such as the Green Ribbon Panel, a collection of environmental and economic leaders from across Canada.

**Reducing the amount of waste that goes to landfill**

Ontario is committed to keeping our neighbourhoods, parks, and waterways clean and free of litter and waste.

We will:

- Update the Strategy for a Waste-Free Ontario to reflect the province's roadmap to reduce and divert waste over the next 10 years.
- Finalize the hazardous waste and special waste regulations as part of the transition to the producer responsibility model.
- Consult on the Industrial, Commercial and Institutional waste reform framework to improve the current waste diversion activities within this sector.
- Consult on a proposal to phase out food and organic waste from landfills by 2030 that will focus on building processing capacity in the province.
- Provide guidance to educate the public and key stakeholders about reducing and diverting food and organic waste.
- Work with the federal government to develop a path forward for compostable packaging, including looking at standards and supporting pilot testing of processing, so that emerging and innovative products and packaging can be managed appropriately in Ontario's existing processing facilities.
- Seek input on thermal treatments and chemical recycling as a method for recovering value from waste and keeping valuable resources out of landfills.
- Work with partners to conduct audits to identify materials that could be recovered and recycled rather than sent to landfills. Audits would help identify new materials that could be designated under producer responsibility in an effort to recover high-volume resource streams to increase diversion and phase out these items from being sent to the landfill.
- Explore opportunities to better manage landfills, such as working with industry to better understand any issues, promote best practices to support better management and operation of landfills and improve opportunities for landfill gas capture.
- Cut regulatory red tape and modernize environmental approvals to support sustainable end markets for waste and new waste processing infrastructure, including support for emerging and innovative technologies, such as mixed waste processing.
- Continue to promote and educate, through the Day of Action on Litter, the impacts of litter and waste in the natural environment.
- The Resource Productivity and Recovery Authority will continue developing digital services to support hazardous waste program stakeholders to report their activities, which will help hold polluters accountable for the wastes they generate.

Ontario

**Keeping our water safe and clean**

We're committed to ensuring our drinking water is safe to drink and that our lakes and waterways are protected.

We will:

- Finalize the Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health that will help guide actions by the federal and provincial governments to address the most significant challenges facing the Great Lakes.
- Finalize the amendments to the technical rules for source protection plans under the *Clean Water Act, 2006* to ensure to the quality of Ontario's drinking water continues to be protected and supported by current science.
- Finalize the projects for the Great Lakes Local Action Fund to support new and innovative actions that benefit the Great Lakes and their communities.
- Implement enhancements to Ontario's water taking program and continuing to make new water quantity data and easy-to-understand and science-based content available online to help improve water quantity management in Ontario.
- Launch a new online system and user-friendly digital solutions that will improve public reporting of pollution incidents and ministry response times.
- Following extensive public consultations as part of the 10-year review of the Lake Simcoe Protection Plan, we are reviewing the feedback received to determine if the plan needs to be amended as we continue to protect and restore the lake.
- Begin consultations as part of the review of Ontario's Great Lakes Strategy and releasing the second Great Lakes Strategy Progress Report.
- Start the review of our Provincial Water Quality Objectives to ensure consistent protective benchmarks are used across the province.
- Continue work to complete the engineering and design plan to remediate contaminated sediments in the St. Clair River.
- Consult on current policies and further actions to reduce levels of lead in drinking water and increase transparency in reporting results.
- Continue to provide in-kind technical support to on-reserve Indigenous communities to help resolve Long-Term Drinking Water Advisories (LTWDAs) and promote the long-term sustainability of water and wastewater systems.
- Consult on the draft low-impact development guidance manual to help municipalities, property owners, planners, developers and others to manage rain where it falls, reduce flooding risks and increase resiliency to climate change.
- Invest in several new and innovative wastewater and stormwater programs starting in 2021-22, including:
    - $15 million over two years to support municipalities to improve the management of Lake Ontario wastewater and stormwater discharges.

- $10 million over two years to provide support for wastewater monitoring and public reporting to improve transparency around monitoring and public reporting of sewage overflows and bypasses from municipal systems in the Great Lakes.

**Protecting our air**

To protect our air and maintain strong environmental standards, we will:

- Continue our work with the public, municipalities, Indigenous communities, environmental groups and industry to drive strategies that better protect air quality and address unique challenges in communities by creating tailored solutions.
- Publish the next Air Quality in Ontario Report (2019 data). The 2019 report marks 49 years of reporting on air quality in Ontario.
- Continue working with industry, First Nations and other partners on the Sarnia Area Environment Health Project to assess the risk of air pollution in the Sarnia area.

**Protecting natural spaces and species**

Supporting conservation efforts and preserving Ontario's rich biodiversity is a key pillar of our Environment Plan.

We will:

- Provide free day-use at over 110 provincial parks where fees are collected from Mondays to Thursdays throughout summer 2021, making it easier to get outdoors and enjoy nature.
- Pilot online daily vehicle permits for 17 select provincial parks, providing visitors with greater certainty when planning park visits by offering guaranteed access to the park.
- Partner with the private sector to find innovative ideas for new recreation experiences at provincial parks, while enhancing existing programs and services to improve Ontario Parks for all visitors.
- Support additional wetland enhancement and restoration projects in priority areas of Ontario through the Wetlands Conservation Partner Program, as part of a $30 million investment over 5 years.
- Provide online tools to extend the reach of Ontario Parks Discovery Education programs.
- Continue to invest in Ontario's land conservation efforts by providing partially matched funding over the next four years to land trusts for the purchase of new privately-owned protected areas, their management and restoration, as part of a $20 million investment over 4 years.

- Support the Earth Rangers, a youth-focused conservation organization dedicated to educating children and their families about biodiversity, protecting animals and their habitats.
- Establish the Protected Areas Working Group to identify opportunities to protect more areas in the province and how public-private partnerships can be used to help support Ontario's conservation efforts.
- Reinvest in the Ontario Community Environment Fund (OCEF) by making available almost $900,000 in funds collected from environmental penalties to support projects that improve the environment and give people opportunities to experience nature, such as tree planting or increasing naturalized areas for habitat improvement.
- Build on past initiatives like Ontario's Living Legacy, starting with a proposal to designate Ostrander Crown Land Block and Point Petre Provincial Wildlife Area, two ecologically significant areas along the southern shore of Prince Edward County, as a conservation reserve.
- Consult on and introduce a series of regulatory proposals to implement recent legislative changes to conservation authorities, including:
    - Further defining mandatory programs and services conservation authorities will be required to provide, and
    - What is required of conservation authorities and municipalities in planning their transition to the new operating and funding model.
    - Details on municipal levies related to programs and services.

**Holding polluters accountable**

We are working to strengthen the province's enforcement tools to hold polluters accountable and ensure compliance with environmental laws.

We will:

- Continue to carry out compliance promotion, inspections, audits, investigations and prosecutions to support compliance through risk-based regulatory programs that consider official directives during the COVID-19 provincial outbreak, legal requirements, and emerging issues by using a comprehensive suite of compliance tools, to protect the environment and human health from regulatory non-compliance, pollution incidents, and spills.
- Engage with stakeholders on how to implement the new administrative monetary penalties framework and development of the draft regulations and guidance.
- Post to the Environmental Registry of Ontario for consultation, multiple compliance initiatives that include proposed odour guideline, updates to the ministry's compliance policy, draft administrative monetary penalties regulations and other guidelines

**Supporting infrastructure development while ensuring environmental protection**

Our government is committed to balancing strong environmental oversight with modernizing review processes, ensuring priority projects are built faster.

We will:

- Review comments on a proposed list of projects that will be subject to the comprehensive environmental assessment requirements in the revised *Environmental Assessment Act* and sets out the types of projects that would be subject to the streamlined environmental assessment provisions of the amended Act. This project list is a key component of the transformational change required to modernize the environmental assessment program.

## 2021-22 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, smarter 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, increase resiliency to climate change and protect the environment.

The ministry's 2021-22 Strategic Plan focuses on three main objectives:

- Continuing to protect, restore and enhance our environment based on the actions and commitments in our Made-in-Ontario Environment Plan
- Maintaining a sustainable long-term multi-year plan
- Making sure Ontario Parks has the business tools it needs to deliver a world class experience.

The ministry will also continue to work on modernizing and transforming programs, such as streamlining permissions for projects and activities where environmental risks are low and/or well understood. 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 and to encourage opportunities for innovation.

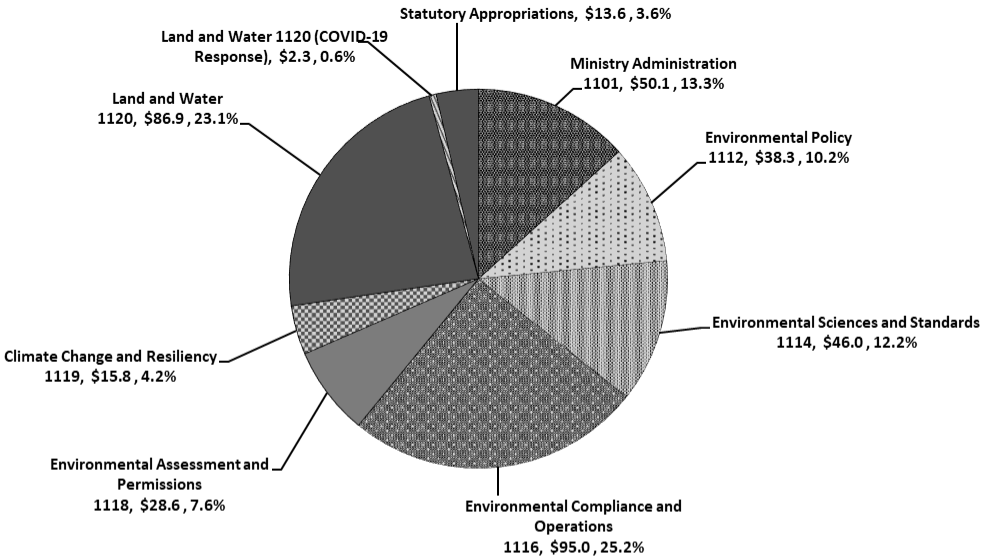
In the year ahead, we will continue to focus on implementing our transformation plan and finding efficiencies that leverage technology and streamline processes while maintaining core business that ensures strong environmental protection to safeguard the province's air, land, water and climate.

**Table 1: Ministry Planned Expenditures 2021-22 ($M)**

| | |
|---|---|
| MECP COVID-19 Approvals | 2.3 |
| MECP Other Operating | 329.9 |
| MECP Capital | 44.3 |
| **MECP TOTAL** | **376.5** |
| Ontario Clean Water Agency Operating | 219.7 |
| Special Purpose Account for Ontario Parks | 98.7 |
| Ontario Infrastructure and Lands Corporation | (1.2) |
| General Real Estate Portfolio Operating | (10.7) |
| Ontario Clean Water Agency Capital | 4.6 |
| General Real Estate Portfolio Capital | (1.0) |
| **CONSOLIDATED TOTAL*** | **686.6**** |

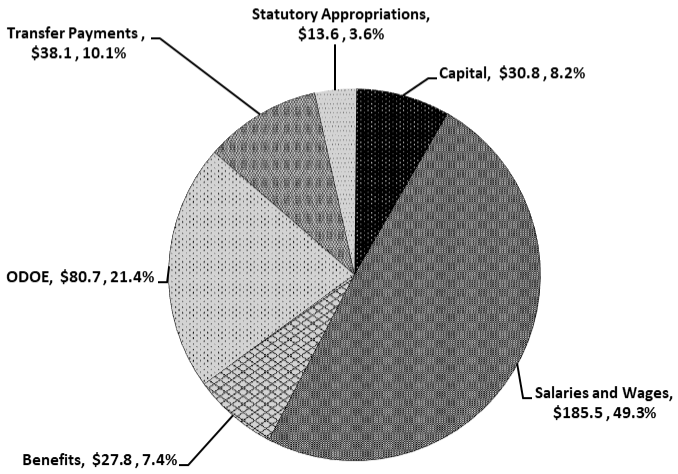
* Including statutory appropriations, consolidation and other adjustments (not including assets)
** Numbers may not add due to rounding

**2021-22 ESTIMATES**
**MINISTRY BUDGET BY PROGRAM**
**(OPERATING AND CAPITAL)**
**($ Millions)**




**TOTAL MINISTRY BUDGET: $376.5M (Excludes Assets and Consolidation)**
(May not add due to rounding)

**2021-22 ESTIMATES**
**MINISTRY BUDGET BY STANDARD ACCOUNT**
**(OPERATING AND CAPITAL)**
**($ Millions)**




**TOTAL MINISTRY BUDGET: $376.5M (Excludes Assets and Consolidation)**
(May not add due to rounding)
(Net of Recoveries)

Ontario

## Detailed Financial Information

# MINISTRY OF THE ENVIRONMENT, CONSERVATION AND PARKS
# Table 2: Combined Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration Program | 50,083,900 | (4,197,700) | (7.7) | 54,281,600 | 57,278,000 | 67,805,597 |
| Environmental Policy | 38,290,800 | 8,226,000 | 27.4 | 30,064,800 | 33,970,000 | 31,153,144 |
| Environmental Sciences and Standards | 44,365,500 | 1,038,000 | 2.4 | 43,327,500 | 40,598,700 | 43,539,752 |
| Environmental Compliance and Operations | 95,002,100 | 3,197,200 | 3.5 | 91,804,900 | 86,102,100 | 90,281,518 |
| Environmental Assessment and Permissions | 28,571,400 | (276,600) | (1.0) | 28,848,000 | 29,974,400 | 28,954,762 |
| Climate Change and Resiliency | 15,768,500 | (5,044,700) | (24.2) | 20,813,200 | 12,860,600 | 16,259,062 |
| Land and Water | 60,051,000 | 2,113,700 | 3.6 | 57,937,300 | 57,121,900 | 48,379,148 |
| **Total Operating Expense to be Voted** | **332,133,200** | **5,055,900** | **1.5** | **327,077,300** | **317,905,700** | **326,372,983** |
| Statutory Appropriations | 68,314 | - | - | 68,314 | 197,314 | 2,537,120 |
| **Ministry Total Operating Expense** | **332,201,514** | **5,055,900** | **1.5** | **327,145,614** | **318,103,014** | **328,910,103** |
| Consolidation Adjustments – Ontario Clean Water Agency | 219,731,200 | 4,974,500 | 2.3 | 214,756,700 | 202,548,600 | 199,930,830 |
| Consolidation Adjustment – Special Purpose Account for Ontario Parks | 98,688,400 | 2,289,900 | 2.4 | 96,398,500 | 98,342,600 | 93,761,984 |
| Consolidation Adjustment – Ontario Infrastructure and Lands Corporation | (1,217,600) | (23,900) | | (1,193,700) | (1,193,700) | - |
| Consolidation Adjustment – General Real Estate Portfolio | (10,656,500) | 4,421,600 | | (15,078,100) | (12,180,200) | (25,912,360) |
| Operating Expense Adjustment – Cap and Trade Wind Down Account Reclassification | - | - | - | - | 129,000 | 2,471,152 |
| Operating Expense Designated Purpose Account Adjustment – Cap and Trade Wind Down Account Reclassification | - | - | - | - | (129,000) | (2,471,152) |
| **Total Including Consolidation & Other Adjustments** | **638,747,014** | **16,718,000** | **2.7** | **622,029,014** | **605,620,314** | **596,690,557** |
| **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 | | - | - | - |
| Environmental Policy | 1,000 | (749,000) | (99.9) | 750,000 | 5,250,000 | - |
| Environmental Sciences and Standards | 1,636,000 | 185,000 | 12.7 | 1,451,000 | 2,283,000 | 1,078,008 |
| Environmental Compliance and Operations | 4,000 | 1,000 | 33.3 | 3,000 | 3,000 | - |
| Environmental Assessment and Permissions | 1,000 | - | - | 1,000 | 1,000 | - |
| Climate Change and Resiliency | 1,000 | 1,000 | | - | - | - |
| Land and Water | 29,147,700 | 17,405,000 | 148.2 | 11,742,700 | 15,912,700 | 2,464,237 |
| **Total Capital Expense to be Voted** | **30,791,700** | **16,844,000** | **120.8** | **13,947,700** | **23,449,700** | **3,542,245** |
| Statutory Appropriations | 13,498,500 | 1,433,800 | 11.9 | 12,064,700 | 10,552,700 | 10,482,434 |
| **Ministry Total Capital Expense** | **44,290,200** | **18,277,800** | **70.3** | **26,012,400** | **34,002,400** | **14,024,679** |
| Consolidation Adjustments – Ontario Clean Water Agency | 4,571,500 | (79,100) | (1.7) | 4,650,600 | 4,854,000 | 3,315,616 |
| Consolidation Adjustment – General Real Estate Portfolio | (1,000,000) | (1,000,000) | | - | (1,071,000) | - |
| **Total Including Consolidation & Other Adjustments** | **47,861,700** | **17,198,700** | **56.1** | **30,663,000** | **37,785,400** | **17,340,295** |

| | | | | | | |
|---|---|---|---|---|---|---|
| **CAPITAL ASSETS** | | | | | | |
| Ministry Administration Program | 1,000 | 1,000 | | - | - | - |
| Environmental Sciences and Standards | 11,365,000 | (2,879,700) | (20.2) | 14,244,700 | 1,547,000 | 1,176,138 |
| Environmental Compliance and Operations | 1,000 | (5,408,300) | (100.0) | 5,409,300 | 5,455,900 | 3,734,216 |
| Environmental Assessment and Permissions | 1,000 | - | - | 1,000 | 1,000 | - |
| Land and Water | 13,484,500 | - | - | 13,484,500 | 13,484,500 | 3,207,355 |
| **Total Capital Assets to be Voted** | **24,852,500** | **(8,287,000)** | **(25.0)** | **33,139,500** | **20,488,400** | **8,117,709** |
| **Ministry Total Capital Assets** | **24,852,500** | **(8,287,000)** | **(25.0)** | **33,139,500** | **20,488,400** | **8,117,709** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **686,608,714** | **33,916,700** | **5.2** | **652,692,014** | **643,405,714** | **614,030,852** |

* 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 2021 Ontario Budget.

| Historic Trend Analysis Data | Actuals 2018-19* $ | Actuals 2019-20* $ | Estimates 2020-21 * $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **681,719,558** | **614,030,852** | **652,692,014** | **686,608,714** |
| | | *-10%* | *6%* | *5%* |

* 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/2021/

Ontario

## AGENCIES, BOARDS AND COMMISSIONS (ABCS)

| Agencies, boards and Commissions | Description | ESTIMATES 2021-22 $ | INTERIM ACTUALS 2020-21 $ | ACTUALS 2019-20 $ |
|---|---|---|---|---|
| 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 | 25,048 | 43,731 |
| Committee on the Status of Species at Risk | An independent committee of experts considers which plants and animals should be listed as at risk. | 17,675 | 21,624 | 5,498 |
| Lake Simcoe Science & Coordinating Committees | Provide advice on issues related to the Lake Simcoe watershed, and implementation of the Lake Simcoe Protection Plan. | 9,188 | 2,025 | 0 |
| Ontario Parks Board of Directors | Provides advice to the Minister about planning, managing and developing the provincial park and conservation reserves system. | 0 | 0 | 0 |
| 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 | 0 | 69,139 |
| 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. | 0 | 0 | 873 |

Note: Detailed financial information for Ontario Clean Water Agency and Walkerton Clean Water Centre is provided in their Business Plans.
Note: The Ontario Pesticides Advisory Committee was dissolved effective May 1, 2020.

Ontario

## KEY PERFORMANCE INDICATORS AND ACHIEVEMENTS

| Key Performance Indicators | Target | 2016-17 Status/ Achievement | 2017-18 Status/ Achievement | 2018-19 Status/ Achievement | 2019-20 Status/ Achievement | 2020-21 Status/ Achievement |
|---|---|---|---|---|---|---|
| Achievement of greenhouse gas emissions targets[1] | 30% below 2005 baseline year - by 2030 | 22% below 2005 (based on 2016 data from 2021 NIR) | 23% below 2005 (based on 2017 data from 2021 NIR) | 21% below 2005 (based on 2018 data from 2021 NIR) | 21% below 2005 (based on 2019 data from 2021 NIR) | Environment and Climate Change Canada's NIR data for 2020 is expected for release in 2022/23 |
| Decreased amount of waste disposed per capita[2] | Decrease in amount of waste disposed per capita each year | 581 kg of waste per person in Ontario[3] | 570 kg of waste per person in Ontario[3] | 594 kg of waste per person in Ontario[3] | 585 kg of waste per person in Ontario[3] | Data not available at time of publication[4] |
| 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 | 103% | 104% | 104% | 100% | 101%[5] |
| Improved ecological health of Lake Simcoe | Minimum 7 mg/L of dissolved oxygen in Lake Simcoe at end of summer in each year | 6 mg/L | 5.5 mg/L | 6.5 mg/L | 6.2 mg/L | 5.9 mg/L[6] |
| 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% | 99.87% | 99.85% | Data not available at time of publication |
| Great Lakes Protection: Increase Restored Beneficial Uses in Great Lakes Areas of Concern | Restore 137 Beneficial Uses that have been identified as impaired across 17 Areas of Concern (AOC).<br><br>By 2025-2026, complete key actions to re-designate 20 Beneficial Uses from 'impaired' to 'not impaired'. | 67 | 75 | 79 | 81 | 84 |

[1] Calculated as a per cent change in provincial GHG emissions in a given year relative to baseline levels. All annual provincial emission values are taken from the 2021 National Inventory Report (NIR), 1990-2018, which provides historical GHG emissions from 1990 to 2018. Note that historical estimates are subject to change due to methodological improvements and revisions.
[2] Statistics Canada data is only available up to 2018 - data for 2020 likely to be released in 2022/2023. Resource Productivity and Recovery Authority data is only available up to 2019.
[3] The stated per capita waste generation for any 2 year period is based on Statistics Canada data and Resource Productivity and Recovery Authority data from the first year of that period.
[4] 2020 residential data is expected to be released by Resource Productivity and Recovery Authority in December 2021. 2020 non-residential data is expected to be released by Statistics Canada in 2022/23.
[5] The exceedance of the air quality KPI is largely due to a more stringent federal CAAQS for ozone that came into effect in 2020 for better environmental and human health protection, and is not necessarily an indication that the air quality has worsened. There has been a decrease in maximum ozone concentrations and the duration of elevated ozone events over time.
[6] Oxygen levels in Lake Simcoe have generally improved since 2015, but continue to be below the 7 mg/L target; some interannual variation in dissolved oxygen is normal and does not necessarily indicate the start of a decreasing trend. This is one environmental indicator of lake water quality. A number of factors that vary among years can influence dissolved oxygen, such as wind and oxygen depletion rates.

| Key Performance Indicators | Target | 2016-17 Status/ Achievement | 2017-18 Status/ Achievement | 2018-19 Status/ Achievement | 2019-20 Status/ Achievement | 2020-21 Status/ Achievement |
|---|---|---|---|---|---|---|
| Modernized requirements to increase efficiencies for businesses[7] | Increasing efficiencies for businesses by modernizing and reducing unnecessary or duplicative requirements by at least 1% annually, and 25% reduction in the longer term | N/A | N/A | N/A | 5% | Data not available at time of publication. |
| Cost savings for businesses[7,8] | $400M savings across all ministries by June 30, 2021 | N/A | N/A | 3.4M | 61.3M | Data not available at time of publication. |
| Increasing administrative efficiencies | A target value of 26% for Other Direct Operating Expense (ODOE) spending based on 2017-18; ODOE spending is steady each year and can be attributed to internal controls put in place to minimize discretionary spending | N/A | N/A | N/A | 25.74% | Data not available at time of publication. |
| Annual visits to Ontario Parks | A target value of 10.98M visitors by end of 2022, representing one million increase in visits compared to 2017 | 10.60M | 9.98M | 10.75M | 10.77M | 11.15M |
| Improved decision timelines for higher-risk environmental compliance approval applications[9] | For higher-risk environmental compliance approval applications received by the ministry after January 1, 2018, 85% of reviews will be completed within a one-year time period | N/A | N/A | N/A | 92% | 88% |
| Area of Ontario's land regulated as a provincial park or conservation reserve | 9,794,641.41 ha of land regulated as a provincial park or conservation reserve by March 2022 | 9,790,545.97 | 9,793,553.41 | 9,793,553.41 | 9,793,553.41 | 9,793,553.41 |
| The ministry is prepared to respond to emergencies in support of provincial operations under provincial response plans and for order in council responsibilities | 100% completion of meeting all annual requirements defined by EMO and requirements under the EMCPA. Report is a met/did not meet requirements | 100.00% | 93.70% | 100.00% | 100.00% | 100.00% |

[7]Rolled up into their respective reducing red tape and burden reduction KPIs reported at enterprise level
[8]Stated saving amounts are MECP only
[9]Data includes only the decisions that were issued for higher-risk ECAs for files that were received by the ministry after January 1, 2018 (i.e., does not include all ECAs received by the ministry nor all decisions issued for ECAs by the ministry in a given period of time)

Ontario

## 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*

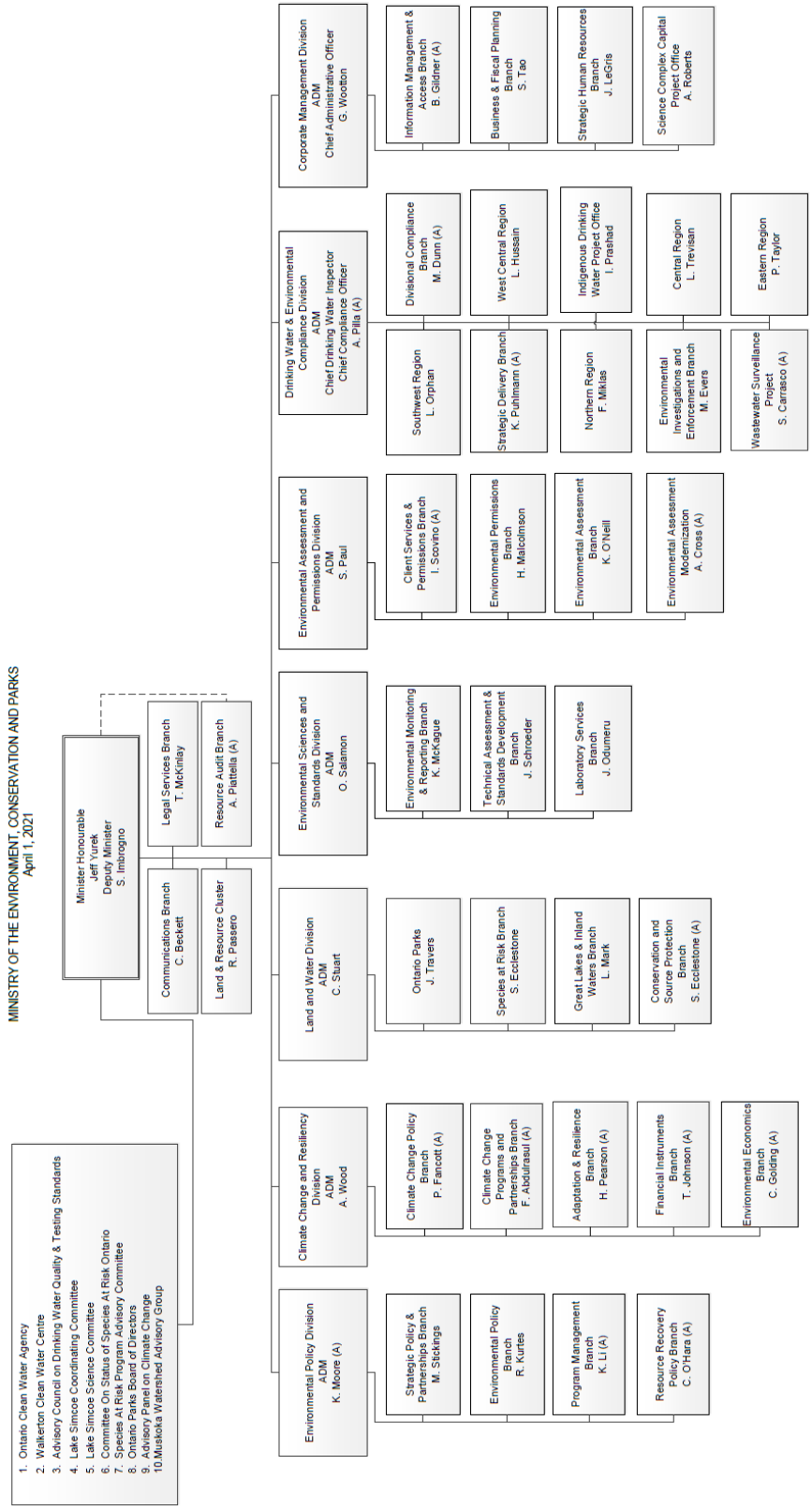
*Toxics Reduction Act, 2009*

*Waste Diversion Transition Act, 2016*

*Water Opportunities Act, 2010 (except for Part II)*

Ontario

# MINISTRY ORGANIZATION CHART



Ontario

## APPENDIX: 2020-21 ANNUAL REPORT

### 2020-21 Results

In 2020, our government marked the second anniversary of the Made-in-Ontario Environment Plan, a blueprint to protecting and conserving our environment, addressing climate change and ensuring that Ontario's natural beauty could be enjoyed for generations to come. Since the release of the Environment Plan, significant opportunities and challenges have emerged, such as the wide-reaching impacts of the COVID-19 pandemic, as well as new innovations and technologies, including clean technology and hydrogen. As a result, we continue to evolve our Environment Plan to address the environmental priorities of Ontarians as new information, ideas and innovations emerge.

This past November, we re-affirmed our commitment to the goals set out in this plan and taking meaningful action to protect communities and preserve our natural environment. In working with our partners, communities, organizations and industry, we have been able to achieve significant progress on our priority initiatives and risen to meet new challenges. We remain focused on balancing a healthy economy and healthy environment and keeping Ontario clean and beautiful.

### COVID-19 response

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, in 2020-2021 the ministry quickly responded with a number of temporary measures, such as:

- Supporting Ontario's Jobs and Recovery Committee by consulting with sectors including parks and conservation areas, waste and green tech sectors to understand how they've been impacted by COVID-19 and develop a plan to move forward.
- Providing immediate relief for over 300 resource-based tourism businesses located in provincial parks and conservation reserves by temporarily reducing and deferring certain license and land use fees for 2020.
- Investing over $5 million to help food rescue organizations and Indigenous communities safely collect, preserve and distribute unused, high-quality surplus food from places like grocery stores and restaurants to those in need during COVID-19 and beyond, ensuring fresh food does not go to waste.
- Suspending emissions testing for heavy duty commercial vehicles from March 23, 2020 to May 19, 2020.

- Enacting an emergency order that temporarily allowed drinking water and wastewater systems to use qualified, non-certified staff and to redeploy staff to maintain system operations so they could address staffing shortages if, and when, they arose. The emergency order also extended any operator certificates and licences that expired during the emergency order period.
- Investing over $12 million over two years in the development of a COVID-19 wastewater surveillance initiative to test wastewater samples in communities across the province. The provincial funding builds on the work already underway in several municipalities across Ontario that are successfully testing wastewater and enables continued efforts to monitor the COVID-19 activity in communities.
- Adapting and responding to the various provincial and regional orders or restrictions by implementing safety measures at provincial parks, including limiting recreational activities available as appropriate, cancelling camping and roofed accommodations to keep visitors and staff safe, and support compliance with the restrictions.

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.

## PROGRESS TO DATE

With our Environment Plan as a blueprint, and with the support of our community organizations, industry and other partners, we have made considerable progress on our commitments. The actions below illustrate how our accomplishments over the past year have contributed towards addressing our environmental priorities.

### Addressing climate change

To address climate change, we continue to find effective and affordable ways to slow down climate change and build more resilient communities to prepare for its effects.

We have:

- Finalized and received federal recognition of Ontario’s emissions performance standards to ensure large, industrial emitters are accountable for their greenhouse gas emissions.
- Matched a $295 million investment with the federal government to retool Ford of Canada's Oakville Assembly Complex into a global hub for battery electric vehicle production. This investment ensures our province continues to lead North America and the world in automotive manufacturing and innovation, while boosting our competitiveness in this key sector, creating jobs, and supporting a low-carbon, clean-growth economy.

- Created the Cleaner Transportation Fuels regulation that increases requirements for renewable content in gasoline while maintaining requirements for diesel. The regulation requires fuel suppliers to blend renewable content (such as ethanol) in gasoline to 11% in 2025, 13% in 2028 and 15% in 2030.
- We also transferred technical requirements, including fuel quality standards, to our new technical guideline under the Cleaner Transportation Fuels regulation. These changes will allow us to be nimbler in the updates we make, for example adopting a new lifecycle model or new technology, data, and methodologies.
- The Province signed “Preliminary Agreements” with the City of Toronto and York Region, in February and May 2020 respectively, to formalize the Ontario-Toronto and Ontario-York Region Transit Partnerships. These historic partnerships will enable the delivery of significant expansion and modernization of public transit, including through the implementation of priority projects identified in Ontario’s New Subway Transit Plan for the Greater Toronto Area (GTA).
- Released a low-carbon hydrogen discussion paper to inform a low-carbon hydrogen strategy that could create jobs and help with economic recovery while reducing greenhouse gas emissions.
- Created a working group to provide advice and recommendations to inform the development of Ontario’s hydrogen strategy.
- Launched the first-ever broad, multi-sector provincial climate change impact assessment to identify where the province is vulnerable to climate change. Following a competitive procurement process, Ontario selected a consulting team led by the Climate Risk Institute to conduct the assessment.
- Issued $4.95 billion in green bonds to help finance public transit initiatives, extreme-weather resistant infrastructure, and energy efficiency and conservation projects.
- Provided ongoing Secretariat support for an advisory panel on climate change that is providing the minister with expert advice on the implementation of the province’s climate change actions, especially on how Ontario can prepare for the costs and impacts of climate change.
- Updated the Provincial Policy Statement to include changes to enhance direction for planning authorities to prepare for the impacts of a changing climate. It also includes enhanced stormwater management policies to protect water and support climate resilience.
- Province extended and increased funding to $2 million for the “Build Back Better” pilot project, through which the province provided municipalities that qualified for Municipal Disaster Recovery Assistance funding up to 15% above the estimated cost of rebuilding damaged public infrastructure to make it more resilient to extreme weather.

Ontario

**Reducing the amount of waste that goes to landfill**

Ontario is committed to reducing litter and waste in our communities and keeping our land and soil clean.

- We made the following progress on the transition to the producer responsibility model:
  - Proposed changes to the Blue Box regulation to improve recycling and address the serious problem of plastic pollution and litter by making producers fully responsible for the cost and operation of the program starting in 2023.
  - Filed a new producer responsibility regulation for Electrical and Electronic Equipment (EEE) that came into effect on January 1, 2021. This regulation requires that producers collect and safely manage the full life-cycle of their electrical and electronic equipment, such as cell phones, computers, printers and gaming equipment.
  - Filed a new Batteries Regulation that came into effect on July 1, 2020, placing requirements on producers of primary and rechargeable batteries that weigh five kilograms or less and are sold separately from products
  - Began consulting on a hazardous waste regulation that would transition the delivery of hazardous waste digital reporting services to the Resource Productivity and Recovery Authority. These changes would make reporting easier and faster for the regulated community, while providing more timely, accurate information to the ministry, which will hold polluters accountable for the wastes they generate.
- Launched a working group and released proposed amendments to the food and organic waste policy statement to clarify and expand the types of materials that should be collected by municipalities in green bins and encourage innovation in the processing of compostable products.
- Provided over a $5 million investment through the Surplus Food Redistribution Infrastructure program to help food rescue organizations divert high quality food to those who need it and out of landfill.
- Enacted legislation to establish the second Tuesday of May each year as Ontario's Provincial Day of Action on Litter.
- Continued to work with other provinces, territories, and the federal government on the development of an action plan to implement a Canada-wide plastics strategy, including single-use plastic waste.
- Raised awareness about the impacts of litter and waste in our neighbourhoods, waterways and green spaces and encourage participation in safe cleanups during Waste Reduction Week with members of your household.
- Provided municipalities with greater say in the siting of landfills in or near their communities.

**Keeping our water safe and clean**

Our lakes, waterways and groundwater are the foundation of Ontario's economic prosperity and wellbeing. We have:

- Continued to protect Ontario's drinking water:
    - The 2019-20 Chief Drinking Water Inspector's Annual Report was released in December 2020 and confirmed that Ontario's drinking water systems continue to provide high-quality drinking water. The 2019-20 data shows that 99.9 per cent of more than 523,000 drinking water tests from municipal residential drinking water systems met Ontario's strict, health-based drinking water standards.
    - 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, 2021, 63 water and 17 wastewater assessments have been conducted at 59 First Nations communities.
    - As of March 12, 2021, Indigenous Services Canada is monitoring 58 Long-Term Drinking Water Advisories (LTDWAs) in 38 First Nations communities across Canada. Over two-thirds of these communities are in Ontario.
    - In Ontario, as of March 12, 2021, there were 43 LTDWAs in 26 First Nations communities, with 42 LTDWAs resolved since 2015.
- Advanced how water quantity and quality is managed in Ontario to make sure we have sustainable water resources now and in the future:
    - Validated the ministry's findings on water bottling through an independent third-party panel from Professional Geoscientists Ontario and retained an expert water resources consulting firm to assess water resources in the province.
    - Finalized enhancements to Ontario's water taking program, implemented on April 1, 2021, including requiring water bottling companies to have the support of their host municipalities for new or increased water takings in their communities.
    - Proposed updates to technical rules for source protection plans to assess risks under the *Clean Water Act. 2006,* including new delineations of areas where road salt may pose a risk, to protect the quality of Ontario's drinking water sources.
    - Continued implementing source protection plans under the *Clean Water Act, 2006* by integrating source protection into other provincial programs, such as spills response, permits and approvals, and working groups addressing the impact of road salt.
    - Invested in building local capacity at source protection authorities (conservation authorities) through funding and guidance to support the

maintenance of source protection committees and source protection plans.
    - Provided training and certification to Risk Management Officials and Inspectors to support municipalities in meeting their obligations in drinking water source protection.
    - Improved the online Source Protection Information Atlas that provides a province-wide view to municipalities and the public of more than 1,100 wellhead protection areas and intake protection zones.
    - Approved locally initiated amendments to source protection plans to keep them current and further protect sources of drinking water.
- Invested in actions that will help protect and restore the Great Lakes:
    - Provided $5.8 million in funding for Great Lakes projects run by communities, organizations, universities and Indigenous peoples that will focus on improving water quality, and will have committed an additional $6.34 million in funding for new projects by the end of 2020-21.
    - Launched the new Great Lakes Local Action Fund, a new program that will be committing $1.9 million in funding for local projects that have a positive environmental impact on the Great Lakes and their communities.
    - Invested $375,000 to collect plastic waste from marinas around the province using innovative plastic-capture technology.
- Continued federal-provincial collaboration in areas such as protecting and restoring the Great Lakes and Ontario's inland waterways:
    - Partnered with Canada on the release of a draft new Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health (COA) to protect Great Lakes water quality from threats such as harmful pollutants, algal blooms, invasive species and the effects of climate change.
    - MECP led the implementation of the Great Lakes Program in partnership with OMAFRA and MNRF who provide leadership and oversight on key commitments in the Canada-Ontario Agreement.
    - Achieved progress on Remedial Action Plans through coordinated project work with many local partners, furthering progress on delisting Areas of Concern
    - Assisted Canada with implementation of the Great Lakes Water Quality Agreement through COA. Ontario contributed expertise on numerous commitments including supporting Lake-wide Action and Management Plans helping to facilitate information sharing, set priorities and coordinate binational environmental protection and restoration work.
    - Made progress on the Canada-Ontario Lake Erie Action Plan by establishing an implementation team, working with municipalities to better manage wastewater and stormwater impacts, working with agriculture on reducing phosphorus run-off, supporting wetland

restoration in the Lake Erie watershed, and continuing to monitor and improve science.
    - Co-chaired a Great Lakes Guardians' Council meeting on April 23, 2019, with Grand Council Chief Glen Hare of Anishinabek Nation to host a productive dialogue with First Nations, Métis, conservation and environmental stakeholders, academia, and industry representatives, as well as Ontario's Great Lakes ministers, about how to tackle the challenges to our water resources and protect the Great Lakes.
    - Invested $11.1 million in the Randle Reef Sediment Remediation Project, a significant step towards delisting Hamilton Harbour as a Great Lakes Area of Concern.
- Continued to protect inland waters and vulnerable waterways:
    - Completed the formal engagement period for the 10-year review of the Lake Simcoe Protection Plan. The review consisted of an online public survey and an option to submit feedback by email, two virtual engagement events, and meetings with stakeholder groups and Indigenous communities as well as with the minister's Lake Simcoe Coordinating and Science Committees.
    - Released the Minister's 10-Year Report on Lake Simcoe, which outlines improvements in the health of the lake after a decade of actions and programs under the Lake Simcoe Protection Plan.
    - Invested $581,000 in four projects in 2019-20 to help find better ways to reduce the amount of pollutants, such as phosphorus, from entering Lake Simcoe, and we will have committed an additional $2.01 million in funding for new projects by the end of 2020-21.
    - Participated on the English and Wabigoon Rivers Remediation Panel with Indigenous communities to fund work related to the remediation of mercury-contaminated sediment in the English and Wabigoon Rivers. Funds are distributed from the $85 million trust that was established under the *English and Wabigoon Rivers Remediation Funding Act, 2017*.
    - Continued to work to complete the engineering and design plan to remediate contaminated sediments in the St. Clair River.
    - Established the Muskoka Watershed Advisory Group as part of the $5 million initiative to better identify risks and issues facing the Muskoka Region and its watershed.
    - Published the Muskoka Watershed Advisory Group's Interim Report on ontario.ca, which will inform the ministry's next steps to protect this important watershed.
    - Renewed partnerships with District Municipality of Muskoka and Federation of Cottagers' Associations to support citizen science for inland lakes monitoring.

- Supported Public Health Ontario's Hamilton laboratory by analyzing hundreds of drinking water samples per month so Public Health Ontario can focus more on COVID-19 clinical testing.
- Began consultations as part of the review of Ontario's Great Lakes Strategy and upcoming release of the second Great Lakes Strategy Progress Report.
- Mapped water quality and nutrient levels at over 60 kilometres of Lake Ontario shoreline extending from the cities of Toronto, Mississauga and beyond that can be used as a benchmark to evaluate future change over this growing urban area.
- Implemented the Bypass and Overflow Portal of the Environmental Compliance Hub Ontario (ECHO) system with a select group of municipalities and the Ontario Clean Water Agency that will enable safe and effective management of stormwater and wastewater.

**Protecting our air**

We are committed to protecting our air, ensuring we have strong environmental standards that are protective of human health and the environment, and taking action to enforce local air quality standards.

We have:

- Implemented an enhanced emissions testing program for commercial trucks and buses that will protect the air we breathe.
- Continued to implement the Sarnia Area Environment Health Project by working with partners to help address local air quality concerns. The ministry:
    - Formed a multi-stakeholder Advisory Committee with representatives from First Nations, industry, community groups, municipalities and health agencies
    - Worked with Aamjiwnaang First Nation and Ryerson University, and secured funding commitments from the federal government, on the plant study portion of the project
    - Conducted multi-source modelling of and carried out data analysis for five priority chemicals ($PM_{2.5}$, benzene, 1,3-butadiene, benzo[a]pyrene, and sulphur dioxide) to inform the air exposure review
- Continued to deliver our Air Quality Health Index (AQHI) with Environment and Climate Change Canada through a network of 39 ambient air quality monitoring stations across the province to measure and track common air pollutants and provide the public with real-time air pollutant data.
    - Enhanced our Air Quality Health Index (AQHI) network with a new Milton AQHI air monitoring station to address the needs of Halton-Peel and better understand the unique airshed in southern Ontario
- Continued to operate a roadside 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.
    - Enhanced the roadside network with new technology in Hamilton to help interpret traffic-related pollutant measurements.
- Assessed the impacts of the COVID-19 pandemic on air quality in Ontario by using data collected at our network of roadside air monitoring stations that show that concentrations of several common air pollutants associated with transportation and other major emissions sources generally decreased during the initial stages of the provincial declaration of an emergency.
- Continued our air quality reporting that confirms Ontario's actions to reduce airborne pollutants are working and that regional air quality has been steadily improving in Ontario for many common air pollutants over the past 10 years.

**Protecting natural spaces and species**

We are committed to protecting the natural spaces across Ontario, such as forests, wetlands and parks that purify our air and water, protect biodiversity and natural heritage, provide recreational opportunities and support Indigenous traditional practices.

We have:

- Committed to investing $20 million over the next four years to the Greenlands Conservation Partnership to support Ontario's land conservation efforts by providing partially matched funding to land trusts for the purchase of new privately-owned protected areas, their management and restoration.
- Invested $6 million over the next five years to electrify more campsites and revitalize and expand the number of roofed accommodations in Ontario Parks as part of ongoing investments.
- Provided nearly $4.5 million in funding through the Species at Risk Stewardship Program to support non-profit organizations, Indigenous communities and other stakeholder groups who are working to help protect and recover species at risk through local projects.
- Continued funding to the Greenbelt Foundation through a $12 million agreement over three years, to enable the organization to advance projects that preserve, protect and restore the environmental and agricultural integrity of the Greenbelt.
- Introduced legislation to further define the core mandate of conservation authorities. These changes will improve the governance, oversight and accountability of conservation authorities, while respecting taxpayer dollars by giving municipalities more say over the conservation authority services they pay for.
- Worked to provide a world-class parks experience that increases the number of visitors to Ontario Parks and provides important health benefits, while

protecting and preserving our province's cherished natural spaces. This year we:

- Provided more opportunities for Ontarians to visit provincial parks and enjoy the health benefits of nature through promotional programs, including free day-use entry on Canada Day, and for high school graduates in the summer, supporting the Healthy Parks Healthy People movement.
- Made it more affordable and accessible for Ontarians to enjoy provincial parks by reducing the price of the popular seasonal day-use vehicle permits by up to 36 per cent and increasing the number of day-use vehicle permits that can be borrowed from public libraries, free of charge.

- Continued to support conservation and environmental planning by collecting information on greenhouse gas emissions and carbon storage in the Hudson Bay Lowlands, a globally significant wetland and carbon store.

**Holding polluters accountable**

Ontario is strengthening enforcement tools to hold polluters accountable to protect and preserve our air, land and water.

- The ministry adjusted its planned inspections to ensure the health and safety of staff during the COVID-19 pandemic. 2020-21 inspection results are currently being finalized and are expected to be available in May 2021. The ministry continues to employ 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.
- We passed legislation that expands the use of administrative monetary penalties and will create a more efficient, effective, and fair enforcement framework for our environmental laws and better cover the ministry's entire compliance community.

**Supporting infrastructure development while ensuring environmental protection**

To modernize our review processes and reduce red tape, while ensuring that strong environmental oversight is maintained, we have:

- Made enabling changes to the *Environmental Assessment Act* that, along with updated regulations and guidance, will allow us to focus our efforts on high-risks projects.
- Made changes to the *Environmental Assessment Act* to give local municipalities more say in landfill approvals by requiring new, large landfill applicants to ensure there is local support from host municipalities, and certain neighbouring municipalities.

- Released a proposal to modernize Ontario's environmental approval process for low-risk municipal sewage works by implementing a Consolidated Linear Infrastructure Permissions Approach that would eliminate costly construction delays while maintaining strong environmental protections.
- Took steps to make it safer and easier to use local excess soil and put vacant, prime lands back into good use while maintaining strong environmental protections to stop illegal dumping of contaminated soil.
- Consulted on updated brownfields guidance so property owners and qualified professionals have a clearer understanding of provincial requirements and expectations to help redevelop contaminated sites faster, while still being protective of human health and the environment.
- Finalized 67 risk assessments so that high risk contaminated sites could be cleaned up and put back to economic use, after thorough reviews to help ensure the sites will be redeveloped in a manner that is protective of human health and the environment.

**Table 3: Ministry Interim Actual Expenditures 2020-21**

| | **Ministry Interim Actual Expenditures ($M) 2020-21 *** |
|---|---|
| **COVID-19 Approvals** | **14.9** |
| **Other Operating** | **595.1** |
| **Other Capital** | **33.4** |
| **Staff Strength ** (as of March 31, 2021)**<br>**Ministry**<br>**Ontario Clean Water Agency** | <br><br>**2091.2**<br>**849.68** |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget.
** Ontario Public Service Full-Time Equivalent positions.

Ontario

# Estimates Briefing Book 2021–22

# Ministry of Finance

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Ontario

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Ontario

# Part I: 2021–22 Published Plan

# Ministry of Finance

# Ministry Overview

## Ministry's Vision

The Ministry of Finance supports a strong economic, fiscal and investment climate for Ontario, as well as a dynamic, innovative and growing economy across five core lines of business:

- Fiscal, tax, economic and statistics 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 enhancing public-facing services by enabling digital service delivery; working collaboratively with its operational and regulatory agencies on modernization efforts; and continuing work that addresses the underground economy.

The Ministry also plays an integral role in the government's response to COVID-19 and will support post-pandemic economic recovery efforts.

## COVID-19 Response Highlights

In response to the COVID-19 outbreak, the government committed to provide $51 billion over four years to support vulnerable groups, communities and families 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.

The Ministry of Finance led policy development and/or implementation of a number of tax and other relief and recovery measures outlined in *Ontario's Action Plan*, including:

- Providing a six-month interest and penalty-free period for businesses to make payments for most provincially-administered taxes and provided $7.5 billion in potential cash flow available to Ontario businesses.
- Doubled the Guaranteed Annual Income System payment for low-income seniors for six months from April 2020 to September 2020, increasing maximum payments to $166 per month for individuals and $332 per month for couples.
- In collaboration with the Ministry of Colleges and Universities, suspended collections of defaulted Ontario student loan payments and interest accumulation from March 30, 2020 to September 30, 2020.
- Aligned with the Canada Revenue Agency and suspended many tax compliance and collections activities to support the people and businesses of Ontario through COVID-19.

- Made permanent the increase in the Employer Health Tax exemption, from $490,000 to $1 million.
- Introduced the Regional Opportunities Investment Tax Credit, to help encourage business investment in areas of the Province where employment growth between 2009 and 2019 lagged the provincial average.
- Introduced the Seniors' Home Safety Tax Credit, which supports seniors who stay in their homes by assisting with improvements that make their homes safer and more accessible.
- Extended timelines and amended requirements for cultural media tax credits, helping companies remain eligible despite delays due to COVID-19, and extended the reporting period to claim the Ontario Research and Development Tax Credit.
- Announced the Ontario Small Business Support Grant to help small businesses that restricted operations due to the Province-wide shut down. The grant provides a minimum of $10,000 to a maximum of $20,000 to eligible small businesses.
- Deferred quarterly remittances of education property tax to school boards by 90 days, and providing municipalities with the flexibility to provide property tax deferrals of over $1.8 billion to local residents and businesses.
- Postponed 2021 property tax reassessments to provide stability for Ontario's property taxpayers and municipalities, helping municipal governments focus their resources on public health initiatives and other local efforts to manage COVID-19.
- Reduced high Business Education Tax rates, which will create over $450 million in annual savings and benefit over 200,000 business properties, or 94 per cent of all business properties in Ontario.
- Provided municipalities with the flexibility to target property tax relief for small businesses through the adoption of a new optional small business property subclass.
- Provided liquidity support through the Ontario Financing Authority's Loans to Public Bodies program, including a credit facility to support the Workplace Safety and Insurance Board's six-month deferral of $1.9 billion in employer payments.

The Ministry also facilitated engagement with the federal government on a number of measures to respond to the COVID-19 crisis. This includes:

- Over $7 billion in cash and in-kind supports provided under the Safe Restart Agreement, contributing to testing, contact tracing and other health care services and provision of protective equipment to help prevent the spread of COVID-19.
- A federal commitment of more than $1.1 billion to provide pandemic pay to support front-line workers and ensured that the parameters of the federal program supported workers in critical jobs and sectors.
- A partnership with the federal government to provide $976 million in rent relief through Canada Emergency Commercial Rent Assistance for small businesses.

The Ministry of Finance continues to play a leadership role in planning for economic recovery, including implementing measures announced in the 2021 Budget.

## Ministry Business Lines

### *Fiscal, Tax and Economic Policy*

The Ministry provides the government with 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 Administration and Oversight*

The Ministry oversees more than $150 billion in annual revenues, including those from its operational agencies (e.g., Ontario Lottery and Gaming Corporation, Liquor Control Board of Ontario, Ontario Cannabis Retail Corporation), and provincially-administered tax statutes.

### *Debt Management*

Through the Ontario Financing Authority, the Ministry manages the Province's debt and borrowing program and provides centralized banking and cash management functions on behalf of the government.

### *Intergovernmental Fiscal Relations*

The Ministry advises on intergovernmental fiscal arrangements to 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 Meetings and in negotiations for major federal transfers such as the Canada Health Transfer.

### *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 of Ontario).

## 2021–22 Strategic Plan

### Ministry Priorities

The Ministry of Finance will continue to work with its partners to support government priorities in the context of the ongoing pandemic, and to support for long-term growth.

#### *Managing Ontario's Finances Responsibly*

- 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 Ontario Budget, Quarterly Finances, *Ontario Economic Accounts*, and *Ontario's Long-Term Report on the Economy*.
- Monitoring 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, and changes to compliance activities.
- 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.

#### *Supporting Workers and Families*

- 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 insurance market.
- Implementing the recently announced temporary Ontario Jobs Training Tax Credit for 2021, intended to make it easier for people to get the training they need to be successful in the job market.
- Leading initiatives that create efficiency and improve the delivery of income-based benefit programs by advancing use of client-centered digital services and the Ministry's automated income verification system.

#### *Supporting the Economy*

- Implementing the recently announced temporary doubling of the Regional Opportunities Investment Tax Credit rate to increase support for regional investment.
- 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.

- 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.
- Considering and implementing key Capital Markets Modernization Taskforce recommendations intended to modernize the capital markets regulatory framework.
- 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 investors from financial risk by implementing a regulatory framework that would require individuals using the financial planner and financial advisor titles to have an approved credential.
- Addressing money laundering, by proactively assisting the Canada Revenue Agency in addressing non-compliance in the real estate sector.
- Continuing to monitor the effectiveness of Ontario's business tax supports and the impacts of corporate income tax cuts, including accelerated write-offs of capital investments.

***Supporting Modernization***

- Continuing to provide 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.
- 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.
- 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 while ensuring appropriate protections are in place.

**COVID-19 Response**

The Ministry is committed to supporting the Province's economic recovery efforts, in part through activities announced in the 2021 Budget.

The Ministry of Finance will continue to ensure the government's fiscal policy is aligned with the governing principles of the Fiscal Sustainability, Transparency and Accountability Act, and support transparency and accountability through timely reporting through key fiscal and economic documents. It will also implement tax relief measures noted above.

The Ministry is committed to monitoring Canada Revenue Agency measures in response to COVID-19 and how these measures may impact Ontario, including digitization of services, data management, and changes to compliance activities, and will continue to provide taxpayers with service offerings that reduce the need for in-person interactions.

The Treasury Program ensures that essential payments to the Province's broader public sector partners and individual entitlements are made on a timely basis. The Ontario Financing Authority will maintain liquid reserves to meet the demands of the Province's COVID-19 relief programs and address any unexpected or accelerated requirements.

The response to the health and economic impacts of COVID-19 requires the Ministry to continue to actively engage its partners across Ontario and across Canada to ensure ongoing cooperation with the federal government, between other provinces and territories, and with municipal partners.

The Ministry will continue to provide coordinated oversight and support for its agencies in response to the impacts of COVID-19 on their operations and services. It will also work with regulatory agencies and industry to ensure that consumers and businesses are protected, supported and receive necessary relief during the COVID-19 outbreak.

*Note: The government fully allocated the COVID-19 Health Contingency Fund, Pandemic Fund and Support for People and Jobs Fund for 2021–22. As a result, there is no provision for the Support for People and Jobs Fund in the Ministry of Finance's Expenditure Estimates in the coming fiscal year.*

## 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
     - 1.11.1. Special Policy Advisor and Executive Assistant
     - 1.11.2. Chief Information Officer, Central Agencies Information and Information Technology Cluster (reports to the Treasury Board Secretariat and is matrixed to the Ministry of Finance)
     - 1.11.3. Director, Legal Services Branch (reports to the Ministry of the Attorney General and is matrixed to the Ministry of Finance)
     - 1.11.4. Assistant Deputy Minister, Central Agency Communications (reports to Cabinet Office and Treasury Board Secretariat and is matrixed to the Ministry of Finance)
     - 1.11.5. Director, Communications Services Branch (matrixed to the Assistant Deputy Minister, Central Agency Communications)
     - 1.11.6. Associate Deputy Minister, Office of Regulatory Policy and Agency Relations
       - 1.11.6.1. Assistant Deputy Minister, Income Security and Pension Policy Division
       - 1.11.6.2. Assistant Deputy Minister, Financial Services Policy Division
       - 1.11.6.3. Assistant Deputy Minister, Government Business Enterprise Division
     - 1.11.7. Associate Deputy Minister, Office of Tax, Benefits and Local Finance
       - 1.11.7.1. Assistant Deputy Minister, Strategy, Stewardship and Program Policy Division
       - 1.11.7.2. Assistant Deputy Minister, Tax Compliance and Benefits Division
       - 1.11.7.3. Assistant Deputy Minister, Provincial-Local Finance Division
       - 1.11.7.4. Assistant Deputy Minister, Taxation Policy Division
     - 1.11.8. Chief Administrative Officer and Assistant Deputy Minister, Corporate and Quality Service Division
     - 1.11.9. Assistant Deputy Minister and Chief Economist, Office of Economic Policy
     - 1.11.10. Assistant Deputy Minister, Office of the Budget

## Agencies, Boards and Commissions (ABCs)

**Financial Services Regulatory Authority of Ontario (FSRA)** is a regulator of the financial services sector that works to strengthen consumer, investor, pension plan administrators and pension plan beneficiaries' protection, improve regulatory efficiency and reduce burden for businesses.

The FSRA is working closely with its regulated entities and the Ministry of Finance to provide relief and support to Ontario's financial services sectors, and is 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 and has made adjustments to its operations to respond to the evolving COVID-19 pandemic.

**Investment Management Corporation of Ontario (IMCO)** was established by statute as a non-share capital corporation that operates 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 *Investment Management Corporation of Ontario Act, 2015* and its regulations.

The IMCO continues to manage funds and acquire new clients 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. The 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 in the Province.

The Ministry has been actively monitoring and providing oversight of OCRC's response efforts to COVID-19. The OCRC has expanded its no-charge, direct-to-door express delivery coverage for OCS.ca, 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, and provides loans to public bodies.

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 funded on a timely basis.

**Ontario Lottery and Gaming Corporation (OLG)** conducts and manages gaming in Ontario, including casinos, lottery operations, internet gaming through OLG.ca and electronic products in charitable gaming centres. It also provides support to the horseracing industry.

While protecting the health and safety of its customers and employees, OLG further strengthened its digital offering and completed the rollout of new lottery terminals. In response to the unprecedented times during COVID-19, OLG also provided support to its retail partners by returning all profits from the first three months of a new product launch and extended funding to Ontario's 15 racetracks until 2026.

**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, including continuing to implement burden-reduction initiatives from its 2019 Burden Reduction Report that will lower regulatory burden on market participants.

Ontario

## Detailed Financial Information

## Table 1: Ministry Planned Expenditures 2021–22

| ($M) | Ministry Planned Expenditures 2021-22 |
|---|---|
| COVID-19 Approvals | **35.0** |
| Other Operating | **14,756.9** |
| Capital | **13.6** |
| TOTAL | **14,805.5** |

## Table 2: Combined Operating and Capital Summary by Vote

| VOTES / PROGRAMS | Estimates 2021-22 $ | Change from 2020-21 Estimates $ | % | Estimates * 2020-21 $ | Interim Actuals * 2020-21 $ | Actual * 2019-20 $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration | 34,466,900 | (1,931,400) | (5.3) | 36,398,300 | 65,125,100 | 39,153,727 |
| Regulatory Policy and Agency Relations | 21,828,800 | (210,800) | (1.0) | 22,039,600 | 18,928,400 | 16,977,529 |
| Economic, Fiscal and Financial Policy | 16,090,000 | (245,238,100) | (93.8) | 261,328,100 | 349,044,300 | 147,361,223 |
| Tax, Benefits and Local Finance | 1,003,956,000 | 21,077,000 | 2.1 | 982,879,000 | 1,056,814,300 | 916,241,589 |
| Support for People and Jobs | - | (4,965,600,000) | (100.0) | 4,965,600,000 | 241,200,000 | - |
| **Total Operating Expense to be Voted** | **1,076,341,700** | **(5,191,903,300)** | **(82.8)** | **6,268,245,000** | **1,731,112,100** | **1,119,734,068** |
| *Statutory Appropriations:* | | | | | | |
| Treasury Program | 12,419,223,900 | 12,090,900 | 0.1 | 12,407,133,000 | 11,659,387,836 | 11,610,130,672 |
| Other Statutory Appropriations | 50,783,914 | - | | 50,783,914 | 37,585,700 | 103,817,743 |
| **Total Operating Expense** | **13,546,349,514** | **(5,179,812,400)** | **(27.7)** | **18,726,161,914** | **13,428,085,636** | **12,833,682,483** |
| Consolidation Adjustment - Investment Management Corporation of Ontario | 184,771,500 | 24,681,600 | 15.4 | 160,089,900 | 140,123,000 | 87,484,074 |
| Consolidation Adjustment - Ontario Financing Authority | 27,211,300 | - | | 27,211,300 | 27,211,300 | 26,054,083 |
| Consolidation Adjustment - Ontario Securities Commission | 121,539,900 | 3,009,200 | 2.5 | 118,530,700 | 120,463,500 | 110,799,741 |
| Consolidation Adjustment - Ontario Electricity Financial Corporation | 108,454,600 | 253,357,500 | 174.8 | (144,902,900) | (213,645,788) | (9,869,600) |
| Other Adjustment - Financial Services Commission of Ontario | - | - | | - | - | 17,104,461 |
| Consolidation Adjustment - General Real Estate Portfolio | - | - | | - | - | (13,070,536) |
| Consolidation Adjustment - General Real Estate Portfolio for Ontario Financing Authority | (2,212,900) | (43,400) | (2.0) | (2,169,500) | (2,169,500) | - |
| Consolidation Adjustment - Financial Services Regulatory Authority of Ontario | 94,934,200 | 559,200 | 0.6 | 94,375,000 | 85,185,800 | 64,289,028 |
| Consolidation Adjustment - Ontario Infrastructure and Lands Corporation | - | - | | - | - | (1,201,645) |
| Consolidation Adjustment - Treasury Program | 885,973,200 | (93,069,500) | (9.5) | 979,042,700 | 983,459,500 | 983,774,270 |
| Consolidation Adjustment - Treasury Program - Interest Capitalization for Other Sectors | (175,130,300) | 11,717,100 | 6.3 | (186,847,400) | (186,847,400) | (99,263,153) |
| **Total Operating Expense Including Consolidation & Other Adjustments** | **14,791,891,014** | **(4,979,600,700)** | **(25.2)** | **19,771,491,714** | **14,381,866,048** | **13,999,783,206** |
| **OPERATING ASSETS** | | | | | | |
| Ministry Administration | 1,000 | - | | 1,000 | - | - |
| Regulatory Policy and Agency Relations | 20,000,000 | - | | 20,000,000 | - | - |
| Tax, Benefits and Local Finance | 650,000 | - | | 650,000 | 1,190,000 | 450,000 |
| **Total Operating Assets to be Voted** | **20,651,000** | **-** | | **20,651,000** | **1,190,000** | **450,000** |
| Statutory Appropriations | 35,700,000 | (1,500,000) | (4.0) | 37,200,000 | 35,117,000 | 36,639,248 |
| **Total Operating Assets** | **56,351,000** | **(1,500,000)** | **(2.6)** | **57,851,000** | **36,307,000** | **37,089,248** |

Ontario

## Table 2: Combined Operating and Capital Summary by Vote (Continued)

| VOTES / PROGRAMS | Estimates 2021-22 $ | Change from 2020-21 Estimates $ | Change from 2020-21 Estimates % | Estimates * 2020-21 $ | Interim Actuals * 2020-21 $ | Actual * 2019-20 $ |
|---|---|---|---|---|---|---|
| **CAPITAL EXPENSE** | | | | | | |
| Economic, Fiscal, and Financial Policy | - | (1,000) | (100.0) | 1,000 | - | - |
| Tax, Benefits and Local Finance | 1,000 | - | | 1,000 | - | - |
| **Total Capital Expense to be Voted** | **1,000** | **(1,000)** | **(50.0)** | **2,000** | **-** | **-** |
| *Statutory Appropriations* | | | | | | |
| Other Statutory Appropriations | 1,000 | - | | 1,000 | - | 2,637,609 |
| **Ministry Total Capital Expense** | **2,000** | **(1,000)** | **(33.3)** | **3,000** | **-** | **2,637,609** |
| Consolidation Adjustment - Investment Management Corporation of Ontario | 675,000 | (325,000) | (32.5) | 1,000,000 | 1,167,000 | 569,992 |
| Consolidation Adjustment - Ontario Financing Authority | 699,000 | 54,000 | 8.4 | 645,000 | 597,000 | 611,000 |
| Consolidation Adjustment - Ontario Securities Commission | 8,781,000 | 2,944,800 | 50.5 | 5,836,200 | 7,640,000 | 4,127,102 |
| Other Adjustments - Financial Services Commission of Ontario | - | - | | - | - | 3,359,753 |
| Consolidation Adjustment - Financial Services Regulatory Authority of Ontario | 3,422,000 | 1,109,000 | 47.9 | 2,313,000 | 1,980,000 | 1,380,526 |
| **Total Capital Expense Including Consolidation & Other Adjustments** | **13,579,000** | **3,781,800** | **38.6** | **9,797,200** | **11,384,000** | **12,685,982** |
| **CAPITAL ASSETS** | | | | | | |
| Economic, Fiscal, and Financial Policy | - | (1,000) | (100.0) | 1,000 | - | - |
| Tax, Benefits and Local Finance | 1,000 | - | | 1,000 | - | - |
| **Ministry Total Capital Assets to be Voted** | **1,000** | **(1,000)** | **(50.0)** | **2,000** | **-** | **-** |
| **Ministry Total Operating & Capital Including Consolidation and Other Adjustments (not including assets)** | **14,805,470,014** | **(4,975,818,900)** | **(25.2)** | **19,781,288,914** | **14,393,250,048** | **14,012,469,188** |

* 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 2021 Ontario Budget.

## 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:

| | |
|---|---|
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Ontario

# Appendix: 2020–21 Annual Report

# Ministry of Finance

## 2020–2021 Results

### *Managing Ontario's Finances Responsibly*

- Released the 2020 Budget, *2020–21 First Quarter Finances* and *2020–21 Third Quarter Finances*, the *Ontario Economic Accounts*, and the 2021 Budget. In the 2021 Budget, the government projected a deficit of $38.5 billion in 2020–21, unchanged from the outlook presented in the 2020 Budget.
- In the 2020 Budget and the 2021 Budget, outlined three economic and fiscal scenarios to be as transparent as possible about the uncertainty that remains in the global economy and the risks posed to the Province's finances.
- The Province's credit ratings were confirmed by all four credit rating agencies (i.e., Moody's, DBRS, S&P and Fitch).
- Worked with provinces and the federal government to ensure collaboration and adequate supports in response to COVID-19.
- Advanced Ontario's priorities in the federation, including developing consensus positions and approaches with other provinces on fiscal arrangements (e.g., Canada Health Transfer and fiscal stabilization).
- Issued $1.5 billion in Green Bonds on October 6, 2020, and $1.25 billion on January 28, 2021 (Ontario is currently the largest issuer of Canadian dollar Green Bonds).
- Completed the government's annual borrowing program, borrowing $59.8 billion as of March 31, 2021, including pre-borrowing of $6.1 billion and maintaining its cash reserves to fund the government's pandemic related relief programs as well as upcoming large maturities.
- Issued $10.9 billion in debt with maturities of 30 years or longer as of March 31, 2021, to provide greater certainty with respect to interest payments over the longer term.
- Recovered over $1.9 billion targeting unreported or underreported income cumulatively since 2013–14 through an agreement with the Canada Revenue Agency (a 4.7:1 return on investment as of December 31, 2020).
- As of January 31, 2021, collected an estimated $1 billion in outstanding tax and non-tax debts owed to the Province, and as of January 31, 2021, assessed more than $100 million via audit and inspection activities.
- As of January 31, 2021, seized more than 60 million grams of unregulated tobacco products, with an approximate tax value of $11.2 million.
- 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 into critical government services like healthcare, education, roads and transit.

***Supporting Workers and Families***

- Introduced for the 2021 tax year, the Seniors' Home Safety Tax Credit which will support seniors who stay in their homes by assisting with improvements that make their homes safer and more accessible.
- Proposed temporarily increasing support provided by the Childcare Access and Relief from Expenses (CARE) tax credit for 2021.
- Proposed a new temporary Ontario Jobs Training Tax Credit for 2021 to make it easier for people to get the training they need to succeed.
- Froze beer tax rates until March 1, 2022 and cancelled the increase in the wine basic tax rates.
- Maintained the structure and envelope of the Ontario Municipal Partnership Fund for the 2021 municipal budget year to provide stability. In addition, maintained the program funding envelope, allowing a further $5 million in support to be targeted to northern and rural municipalities with challenges, including rural farming communities.
- Reduced high Business Education Tax rates by $450 million each year, starting in 2021. This represents a reduction of 30 per cent for the many businesses that were subject to the highest BET rate in 2020, and these changes benefit over 200,000 business properties, or 94 per cent of all business properties in Ontario.
- Postponed the planned property tax reassessment for 2021 to provide stability for property taxpayers and municipalities, helping municipal governments focus their resources on public health initiatives and other local efforts to manage COVID-19.
- Announced the deferral of quarterly remittances of education property tax to school boards by 90 days. This provided municipalities with the flexibility to, in turn, provide property tax deferrals of over $1.8 billion to local residents and businesses in 2020.
- Provided, in collaboration with the Ministry of Colleges and Universities, temporary relief from interest and loan payments for borrowers in default on their Ontario Student Assistance Program loans.
- Allowed auto insurance companies to provide insurance premium rebates to drivers for one year after a declared emergency, enabling insurers to pass savings onto drivers resulting from fewer vehicles on the road and fewer collisions.
- Strengthened education property tax revenue integrity by ensuring province-wide data is available and accessible for detailed analysis.
- Continued to explore opportunities to improve access to income-based programs by taking a citizen-focused approach while ensuring programs are administered efficiently.

***Supporting the Economy***

- Permanently increased the Employer Health Tax exemption, helping employers weather the pandemic and to build a stronger foundation for future business growth and hiring.
- Worked in partnership with the federal government to provide rent relief to commercial property owners and their tenants in the first six months of the pandemic under the Canada Emergency Commercial Rent Assistance for small businesses program.
- Temporarily extended some timelines and amended certain requirements for the cultural media tax credits to help companies maintain tax credit eligibility despite delays due to COVID-19.
- Temporarily extended the reporting period for claiming the Ontario Research and Development Tax Credit.
- Introduced the Regional Opportunities Investment Tax Credit to help encourage business investment in areas of the Province where employment growth between 2009 and 2019 lagged the provincial average (and subsequently proposed temporarily doubling the tax credit rate).
- Created and supported a capital market modernization task force to review the outdated *Securities Act* for the first time in over 15 years. The task force submitted a final report to the Minister containing 74 recommendations to modernize Ontario's capital markets regulatory framework.
- Contributed to the government's goal of reducing regulatory burdens faced by businesses and reducing the costs of complying with regulations (including an estimated $4 million of red tape reduction cost savings related to *Pension Benefits Act* changes in 2020-21).
- 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 introduction of a new *Credit Union and Caisses Populaires Act, 2020*.
- 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 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 consultations on a new framework for the financial services industry to require that individuals using the financial planner and financial advisor titles have an approved credential.

- Improved choice and convenience for consumers and more opportunities for businesses by expanding sales of beverage alcohol to additional LCBO Convenience Outlets to reach a total of almost 400 locations across the Province.
- Worked with the Ministry of the Attorney General to provide support to the beverage alcohol and hospitality sector by allowing bars and restaurants to include alcohol as part of food take-out and delivery orders on a permanent basis, and providing flexibility for home delivery of alcoholic beverage products.
- Provided loan administration services to the Ministry of Energy, Northern Development and Mines for its $1.3 billion provincial loan to support a project connecting 16 remote First Nation communities in the northwest to the Ontario electricity grid.
- Supported the 2020 Budget's comprehensive electricity plan, including the renewables cost shift initiative of the Ministry of Energy, Northern Development and Mines to support medium-size and larger commercial and industrial employers.

***Supporting Modernization***

- Announced changes to make the auto insurance experience simpler for consumers by facilitating the use of electronic communications, including electronic terminations for auto insurance policies and electronic commerce by insurance companies in doing business with their customers.
- Announced the development of an auto insurance "sandbox", administered by the Financial Services Regulatory Authority of Ontario (FSRA), to increase innovation and competition by allowing insurers to pilot new products and / or processes that respond to changing consumer demand.
- Worked with the FSRA to rescind the legacy Financial Services Commission of Ontario auto insurance guidance on usage-based insurance to allow insurers to introduce innovative and modern programs that better reflect consumer driving habits as a result of COVID-19.
- 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.
- Launched consultations on unregulated tobacco to help develop a future made-in-Ontario tobacco strategy.
- Worked with the Ministry of the Attorney General to launch the consultations that will inform the establishment of an online market for internet gaming (iGaming) in Ontario that is both competitive and protects consumers.

- Continued to work 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.
- Provided municipalities with approximately $4 million in direct funding to help with the implementation costs of recreational cannabis legalization (and fulfilled the final commitment under the Ontario Cannabis Legalization Implementation Fund to provide 50 per cent of the surplus to municipalities if Ontario's portion of the federal excise duty on recreational cannabis exceeded $100 million over the first two years of legalization).
- Worked with the Ministry of the Attorney General to update the *Pension Benefits Act* and the *Succession Law Reform Act* to clarify that electronic designations are permitted for certain financial plans such as retirement savings plans, retirement income funds and tax-free savings accounts.

**COVID-19 Response**

In response to the COVID-19 outbreak, the government committed to provide $51 billion over four years to support vulnerable groups, communities and families 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.

The Ministry of Finance led policy development and/or implementation of a number of tax and other relief and recovery measures outlined in Ontario's Action Plan, including:

- Providing a six-month interest and penalty-free period for businesses to make payments for most provincially-administered taxes and provided $7.5 billion in potential cash flow available to Ontario businesses.
- Doubled the Guaranteed Annual Income System payment for low-income seniors for six months from April 2020 to September 2020, increasing maximum payments to $166 per month for individuals and $332 per month for couples.
- In collaboration with the Ministry of Colleges and Universities, suspended collections of defaulted Ontario student loan payments and interest accumulation from March 30, 2020 to September 30, 2020.
- Aligned with the Canada Revenue Agency and suspended many tax compliance and collections activities to support the people and businesses of Ontario through COVID-19.
- Made permanent the increase in the Employer Health Tax exemption, from $490,000 to $1 million.
- Introduced the Regional Opportunities Investment Tax Credit, to help encourage business investment in areas of the Province where employment growth between 2009 and 2019 lagged the provincial average.
- Introduced the Seniors' Home Safety Tax Credit, which supports seniors who stay in their homes by assisting with improvements that make their homes safer and more accessible.

- Extended timelines and amended requirements for cultural media tax credits, helping companies remain eligible despite delays due to COVID-19, and extended the reporting period to claim the Ontario Research and Development Tax Credit.
- Announced the Ontario Small Business Support Grant to help small businesses that restricted operations due to the Province-wide shut down. The grant provides a minimum of $10,000 to a maximum of $20,000 to eligible small businesses.
- Deferred quarterly remittances of education property tax to school boards by 90 days, and providing municipalities with the flexibility to provide property tax deferrals of over $1.8 billion to local residents and businesses.
- Postponed 2021 property tax reassessments to provide stability for Ontario's property taxpayers and municipalities, helping municipal governments focus their resources on public health initiatives and other local efforts to manage COVID-19.
- Reduced high Business Education Tax rates, which will create over $450 million in annual savings and benefit over 200,000 business properties, or 94 per cent of all business properties in Ontario.
- Provided municipalities with the flexibility to target property tax relief for small businesses through the adoption of a new optional small business property subclass.
- Provided liquidity support through the Ontario Financing Authority's Loans to Public Bodies program, including a credit facility to support the Workplace Safety and Insurance Board's six-month deferral of $1.9 billion in employer payments.

The Ministry also facilitated engagement with the federal government on a number of measures to respond to the COVID-19 crisis. This includes:

- Over $7 billion in cash and in-kind supports provided under the Safe Restart Agreement, contributing to testing, contact tracing and other health care services and provision of protective equipment to help prevent the spread of COVID-19.
- A federal commitment of more than $1.1 billion to provide pandemic pay to support front-line workers and ensured that the parameters of the federal program supported workers in critical jobs and sectors.
- A partnership with the federal government to provide $976 million in rent relief through Canada Emergency Commercial Rent Assistance for small businesses.

The Ministry of Finance continues to play a leadership role in planning for economic recovery, including implementing measures announced in the 2021 Budget.

## Table 3: Ministry Interim Actual Expenditures 2020–21*

| | Ministry Interim Actual Expenditures*<br>2020-21 ($ Millions except Staff Strength) |
|---|---|
| Operating and Capital | 804 |
| Investment Management Corporation of Ontario[1] | 141 |
| Ontario Municipal Partnership Fund | 502 |
| Power Supply Contract Costs | 114 |
| COVID-19 Time-Limited Funding | 376 |
| Interest on Debt | 12,456 |
| Staff Strength<br>as of March 31** | 1,399.3 |

[1] Based on the requirements of Public Sector Accounting Standards, the Province consolidates the Investment Management Corporation of Ontario into the Ministry of Finance.

*Interim actuals reflect the numbers presented in the 2021 Ontario Budget.
**Ontario Public Service Full-Time Equivalent positions

# Estimates Briefing Book
# 2021-22

## Ministry of Francophone Affairs

ISSN 0000-000 [required for internet copies only]

Ce document est disponible en français

# PART I: 2021-22 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 to the government on Francophone affairs and French language services, the Ministry of Francophone Affairs works with other provincial ministries and agencies to ensure that Francophones have access to high-quality 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 the development and implementation of 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 socio-economic development of the province.

To achieve this, the ministry:

1. Oversees the administration of the *French Language Services Act* and works with ministries and agencies to ensure that legislative obligations are met, and 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 facilitate 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 beneficial partnerships, as well as promotes Ontario's Francophonie at the national and international levels.

## COVID-19 Response

The Ministry of Francophone Affairs continues to play a key role in 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 include:

- Providing simultaneous French interpretation and French subtitling during the live broadcast of both the daily government press conferences and the Chief Medical Officer of Health updates; and

- Ensuring that the content of the Government's multi-phased awareness campaigns is available in French and is distributed through key Francophone print, web, radio, and TV outlets.

To support the Francophone community, the ministry launched the COVID-19 Relief Fund for Francophone Non-Profit Organizations, which provides one-time emergency financial assistance to support this sector's recovery. The COVID-19 Relief Fund is providing $3M over two years to help prevent closures and retain and recruit skilled bilingual staff. This initiative responds to issues identified through consultations with key Francophone economic and community stakeholders from the Ministerial Advisory Committee on Francophone Economic Recovery post COVID-19.

## Ministry Programs

The Ministry of Francophone Affairs oversees the administration 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 in this regard are:

- Working with ministries to ensure French-language services delivery in designated areas across the province.

- Monitoring and evaluating the effectiveness of the *French Language Services Act* by reporting on ministries' achievements and corporate performance measures on an annual basis.

- Analysing census data and generating statistical profiles on the province's Franco-Ontarian population.

- 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 international de la Francophonie.

Additionally:

The ministry facilitates a strategic approach to Francophone economic development designed to meet both the immediate and long-term needs of Francophone businesses and organizations and which supports the cultural and economic vitality of Ontario's Francophone communities.

The ministry manages the Francophone Community Grants Program to provide the community with funding to support initiatives that raise the profile of Ontario's Francophonie, and supports economic development for Francophone-owned businesses as well as businesses serving Francophone markets.

The ministry coordinates the joint funding of interprovincial projects and initiatives with the government of Quebec through the Ontario-Québec Cooperation and Exchange Agreement with Respect to the Francophonie.

## 2021-22 STRATEGIC PLAN

The Ministry of Francophone Affairs supports the government's plan to harness Ontario's 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. 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 promote their culture, grow their businesses, and encourage greater community engagement.

In 2021-22, the ministry will focus on the following key activities:

- Building on its initial investment of $2M over two years in the COVID-19 Relief Fund for Francophone Non-Profit Organizations by providing an additional $1M in 2021-22 to support the network of Francophone non-profit organizations impacted by the pandemic with their operating costs. This funding is crucial to ensuring that these organizations can continue to contribute to the vitality of Ontario's Francophone community.

- Investing an additional $3M over three years in the Francophone Community Grants Program to better meet the increased need and demand for support from community organizations, including social enterprises and small businesses that serve Ontario's Francophone community across all regions. This investment will continue to support the cultural and economic vitality of Ontario's Francophone communities.

- Working with partner ministries on a strategic approach to Francophone economic development to support Francophone entrepreneurship and innovation.

- Working with partner ministries to improve access to and the quality of front-line French-language government services, particularly in the areas of health, mental health, education, training and retraining, immigration, justice, culture and tourism, as well as community and social services.

- Completing the designation process review with partner ministries, entities and agencies to streamline the designation process under the *French Language Services Act*.

- Starting in 2021-22, Ontario is dedicating $0.3M annually for the next three years to support shared projects led by Franco-Ontarians under the Ontario-Québec Cooperation and Exchange Agreement with Respect to the Francophonie.

- **Expected outcomes** include:

- Government services are readily available in French in designated areas across the province.

- Francophone businesses and non-profit organizations are supported through this time of increased need due to COVID-19.

- 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.

- Government policy, programs and initiatives that affect Franco-Ontarians are developed with consideration given to their interests and needs.

**Table 1: Ministry Planned Expenditures 2021-22 ($M)**

| | |
|---|---|
| COVID-19 Approvals | 2.3 |
| Other Operating | 6.5 |
| Other Capital | 0.0 |
| **TOTAL** | **8.8** |

## 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 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Francophone Affairs Program | 8,756,600 | 2,727,900 | 45.2 | 6,028,700 | 6,506,600 | 4,965,876 |
| **Total Operating Expense to be Voted** | **8,756,600** | **2,727,900** | **45.2** | **6,028,700** | **6,506,600** | **4,965,876** |
| Statutory Appropriations | 16,173 | - | - | 16,173 | 16,173 | 16,667 |
| **Ministry Total Operating Expense** | **8,772,773** | **2,727,900** | **45.1** | **6,044,873** | **6,522,773** | **4,982,543** |
| Consolidation & Other Adjustments - General Real Estate Portfolio | | - | - | | 22,100 | |
| **Total Including Consolidation & Other Adjustments** | **8,772,773** | **2,727,900** | **45.1** | **6,044,873** | **6,544,873** | **4,982,543** |
| **OPERATING ASSETS** | | | | | | |
| Francophone Affairs Program | 1,000 | - | - | 1,000 | 1,000 | - |
| **Total Operating Assets to be Voted** | **1,000** | **-** | **-** | **1,000** | **1,000** | **-** |
| Statutory Appropriations | | - | | | | |
| **Ministry Total Operating Assets** | **1,000** | **-** | **-** | **1,000** | **1,000** | **-** |
| **CAPITAL EXPENSE** | | | | | | |
| Francophone Affairs Program | 1,000 | - | - | 1,000 | 1,000 | - |
| **Total Capital Expense to be Voted** | **1,000** | **-** | **-** | **1,000** | **1,000** | **-** |
| **Ministry Total Capital Expense** | **1,000** | **-** | **-** | **1,000** | **1,000** | **-** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **8,773,773** | **2,727,900** | **45.1** | **6,045,873** | **6,545,873** | **4,982,543** |

* 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 2021 Budget

## Historic Trend Table

| Historic Trend Analysis Data | Actuals 2018-19* $ | Actuals 2019-20* $ | Estimates 2020-21* $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **5,635,830** | **4,982,543** | **6,045,873** | **8,773,773** |
| | | *-12%* | *21%* | *45%* |

* 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/2021/contents.html

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## 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 that affect Ontario's Francophone community, and on the planning and delivery of French language services across the Government of Ontario.

### Ministerial Advisory Committee on Francophone Economic Recovery post COVID-19

The Ministerial Advisory Committee on Francophone Economic Recovery post COVID-19 gathered insights from Francophone businesses and community organizations into the impacts of the pandemic on their operations and identified innovative approaches and ideas to support their return to full capacity. This information and the key findings of the Committee were shared with the Ontario Jobs and Recovery Committee.
The work of this Advisory Committee, which is now complete, has helped inform the Ministry's decisions and identify priorities regarding Francophone economic development.

## Legislation

Legislation administered by the ministry:

### *French Language Services Act, 1990*

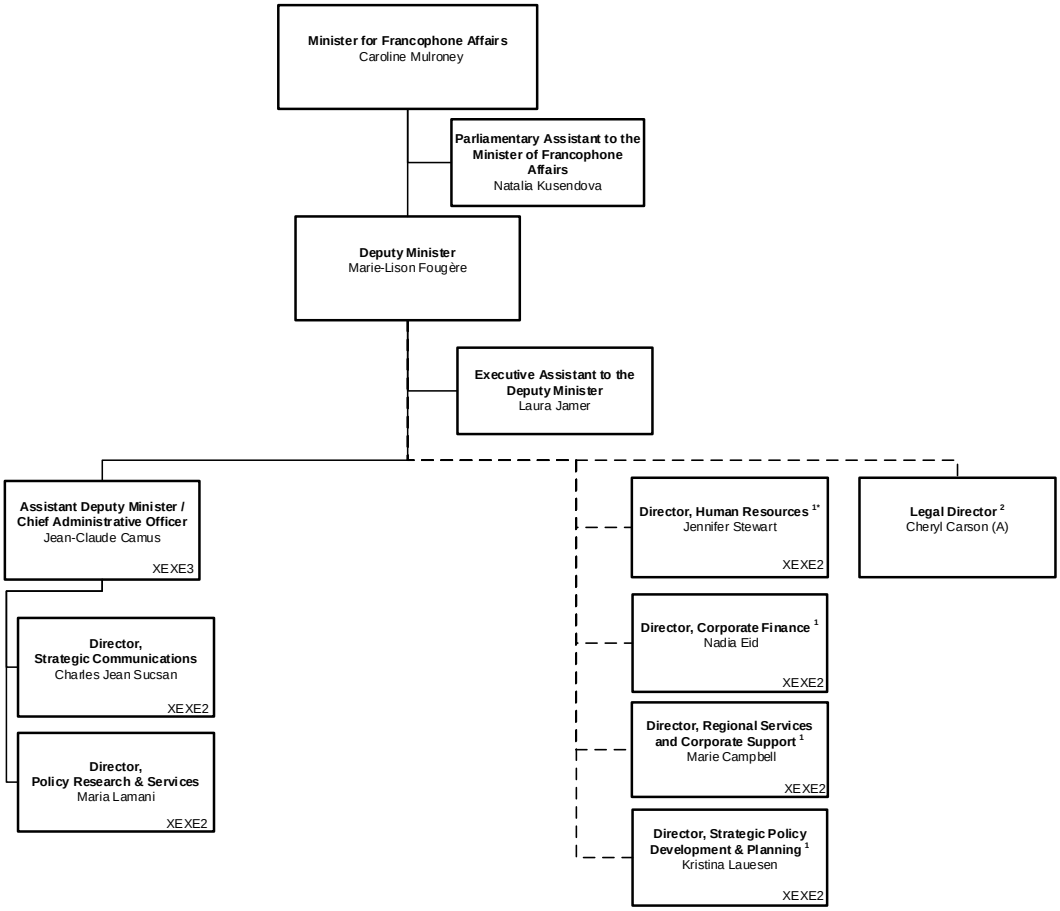
The *French Language Services Act* protects the rights of Franco-Ontarians to have access to French language services provided by or on behalf of the provincial government, notably in designated areas of the province.

### *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 2021




*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.*
*2 Also reports to DMs of Ministry of Heritage, Sport, Tourism and Culture Industries, Ministry for Seniors and Accessibility and ADAG, Ministry of the Attorney General*

**(A) Denotes "Acting"**

## ANNUAL REPORT

The following outlines the Ministry of Francophone Affairs' major accomplishments in delivering on key priorities:

- Supported Franco-Ontarian entrepreneurs and businesses through a new investment of $0.5M to fund the creation of a provincial Francophone business network to help organizations share expertise, build strategic alliances and foster product innovation and market expansion. The investment also helped to create a digital platform to promote products and services from Francophone businesses. Both of these initiatives responded to the recommendations of the Ministerial Advisory Committee on Francophone Economic Recovery Post COVID-19 which was set up to consult with key Francophone economic and community stakeholders and advise on challenges and solutions related to the pandemic.

- Provided $1M to 32 Francophone non-profit organizations through the COVID-19 Relief Fund for Non-Profit Francophone Organizations to support and strengthen Ontario's Francophone non-profit network. Administered by the Assemblée de la francophonie de l'Ontario, the Fund provided emergency funding to Francophone non-profit organizations across the province that spanned several sectors, including health, community services, child services, immigration support, and arts and culture.

- Provided $1M to 29 organizations as part of the 2020-21 Francophone Community Grants Program. The projects, selected through a competitive process, span several key sectors, including health and wellness, information technology, community services, and arts and culture.

- Conducted a pilot project to streamline the French-language services designation process for agencies by reducing the number of requirements from 35 to 20 and by reducing the processing time for a designation request. The streamlined designation process is expected to encourage requests for designation under the *French Language Services Act* and thereby increase access to French-language services provided by designated agencies. Five organizations that participated in the pilot project have received their designation status. The ministry also worked to digitalize the designation process.

## Table 3: Ministry Interim Actual Expenditures 2020-21

| | Ministry Interim Actual Expenditures ($M) 2020-21 * |
|---|---|
| **COVID-19 Approvals** | **1.0** |
| **Other Operating** | **5.5** |
| **Other Capital** | **0.0** |
| **Staff Strength ** (as of March 31, 2021)** | **21.0 FTEs**** |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget.
** Ontario Public Service Full-Time Equivalent positions.

Ontario

# Estimates Briefing Book
# 2021-22

## Ministry of Government and Consumer Services

ISSN 2369-2049
Ce document est disponible en français

Ontario

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# PART I: 2021-22 PUBLISHED PLAN

## Ministry of Government and Consumer Services

Ontario

# PART I: 2021-22 PUBLISHED PLAN

### MINISTRY OVERVIEW

## Ministry's Vision

The Ministry of Government and Consumer Services (MGCS) is a large direct service-delivery organization, providing services to the people and businesses of Ontario, as well as other ministries 24/7/365. We are leading change across government and actively partnering with other ministries and organizations to improve outcomes and deliver critical services.

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.

MGCS connects Ontarians with services at important moments in their lives. People come to us for information and services related to birth, adoption, marriage, death, organ donation, driver's licences, vehicle registration, health cards and accessible parking permits. This results in over 50 million interactions per year.

The ministry also enforces consumer protection statutes and protects consumers as they make important decisions about home renovation contracts, new home and condominium purchases, travelling and buying a car.

We help Ontario to be Open for Business with business services related to name registrations, incorporations, corporation dissolutions and supporting not-for-profit corporations. We support the government commitment to reduce red tape having generated over $30 million in savings per year for businesses. And we support the vendor community by making it easier to do business with the government.

We deliver business-critical functions that keep the government operating, such as procurement, financial processing, transfer payment administration, human resources, and pay and benefits. We also deliver the essential information technology, data management and cyber security infrastructure to support secure government operations across ministries and programs.

In addition, the ministry manages one of the largest real estate portfolios in Canada, including the policies and programs that focus on cost-effective management of properties. This includes managing the disposition of surplus properties in a way that creates revenue for priority programs, reduces costs and puts properties back into productive use, such as for long-term care and affordable housing development.

Ontario

## COVID-19 Response

The ministry is an integral part of the government's response to the COVID-19 pandemic, helping to ensure the Ontario Public Service and Broader Public Sector can continue essential services while staying safe and following public health advice. It has continued the administration of pay and benefits, financial services and information access and management.

The ministry is now a critical supplier for all ministries, supporting their fast-changing needs for protective equipment and supplies to keep our front line safe. MGCS has stepped up as a central procurement body to secure a stable and reliable supply of personal protective equipment and other critical supplies for Broader Public Sector organizations such as school boards across the province. We have launched Supply Ontario to carry this work forward in the years to come.

The ministry has met the sudden and massive need for online services by helping ministries set up new web services to help the government get critical pandemic-related information, support grants, and vaccine and other appointment booking platforms to the public and reduce the need for face-to-face contact. The ministry has also provided equipment and IT support that enabled tens of thousands of Ontario Public Service workers to transition successfully to remote work.

We have kept the doors of ServiceOntario open for Ontarians that required in-person services and have offered more than 40 of the most common transactions online, 24/7. ServiceOntario experts have been leveraged to support ministries with call centres to help customers get important information about regular and pandemic-related services.

Our Consumer Services arm continues to protect people from unfair business practices like price gouging and has supported our many administrative authorities in adapting to better serve their registrants across a fast-changing marketplace. We also adjusted business regulations to help companies maintain their reporting duties to shareholders virtually, supporting public health guidelines on social distancing.

## Ministry Programs

### Ontario Shared Services

**Ontario Shared Services** provides centralized internal services for all ministries, employees, select agencies and select Broader Public Sector entities. The program enables efficient and effective delivery of the government's core internal businesses, including whole-of-government procurement, financial processing, transfer payment processing and administration, human resources, pay and benefits, and enterprise business services through multiple channels, including digital. The program is also responsible for providing overall direction and transfer payment accountability for Supply Ontario, a new centralized procurement agency that is enabling a whole-of-government approach to purchasing goods and services.

Ontario

## COVID-19 Response

MGCS has coordinated the province's COVID-19 related procurements and supply chain management for non-health sector entities, including ministries, municipalities, the Broader Public Sector and government agencies.

Ontario Shared Services has played an essential role as part of the government's COVID-19 pandemic response, and internally redeployed staff to enable this work. Ontario Shared Services continues to work closely with partner ministries and stakeholders to ensure the continued delivery of key businesses and services.

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 COVID-19 response.
- Developing a virtual inventory to support decision-making processes for the procurement as well as allocation and distribution of critical supplies.
- Procuring emergency supplies, including personal protective equipment and other critical supplies and equipment.
- Managing the warehousing and distribution of personal protective equipment procured by the province.
- Beginning to stand up Supply Ontario.

Ontario Shared Services also plays an essential role in supporting the successful delivery of over 25 COVID-19 pandemic response initiatives such as:

- Supporting small businesses through the Ontario Small Business Support Grant (led by the Ministry of Economic Development, Job Creation and Trade and the Ministry of Finance), the Safe Restart Agreement (led by the Ministry of Municipal Affairs and Housing and the Ministry of Education), the Property Tax Rebate Program (led by the Ministry of Finance) and the Energy Costs Rebate Program (led by the Ministry of Energy, Northern Development and Mines).
- Supporting frontline workers through the Main Street Personal Protective Equipment Program (led by the Ministry of Economic Development Job Creation and Trade), the Personal Support Worker Program (led by the Ministry of Children, Community and Social Services), as well as the critical delivery of more than $200 million in temporary pandemic pay to eligible frontline workers.
- Supporting COVID-19 response programs, such as the Residential Relief Fund (led by the Ministry of Children, Community and Social Services), the Community Homelessness Prevention Initiative Social Services Relief Fund and the Indigenous Support Housing Program Social Services Relief Program (led by the Ministry of Municipal Affairs and Housing) for Indigenous

communities and organizations, seniors, childcare centres, municipalities, research initiatives, residential service providers and small businesses.

- Enabling delivery of the Ministry of Education's Support for Families and Support for Learners programs and introducing bulk e-Transfer as an alternative payment option to Ontarians, resulting in 1.3 million payment transactions to Support for Learners program recipients.
- Implementing changes to the Integrated Financial Information System to suspend six months of interest charges for defaulted loans for the Ontario Student Assistance Program.
- Providing pandemic pay to identified groups of frontline Ontario Public Service employees.

In addition, Ontario Shared Services ensured the continued delivery of key businesses and services, including:

- Helping ministries meet their obligations under the Workplace Safety and Insurance Act.
- Collaborating with Treasury Board Secretariat to provide timely and seamless financial processing to ministries.
- Processing pay and benefits for approximately 66,000 Ontario Public Service employees.
- Delivering print, mass mail insertion and 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, while instituting appropriate physical distancing measures.
- Contributing to the development of rapid deployment options, assessment criteria and the screening and selection processes for long-term care staffing in collaboration with Ontario Health, Ministry of Health, and Ministry of Long-Term Care. On behalf of long-term care homes, the ministry has conducted screening and preliminary interviews of applicants via the Health Workforce Matching Portal in the spring of 2020.

**Enterprise Information Technology Services Program**

The **Enterprise Information Technology Services** program provides strategic leadership in the use of information and information technology (I&IT) to modernize Ontario's public services and meet the changing needs of Ontarians and the Ontario Public Service, agencies and the Broader Public Sector. This includes an enterprise technology roadmap to realize the benefits of strategically-managed technology, products and services, as well as coordinate technology investments across ministries.

These plans will transform public service delivery, provide user-centred digital solutions and better value for taxpayer dollars.

The program ensures the ongoing security of systems and data, the implementation of common infrastructure, governance and accountability, the development and maintenance of Ontario Public Service IT operating policies, technical standards, guidelines and delivery of Ontario Public Service-wide common services such as hosting services, service management and network capabilities.

Major functions include:

- Providing more user-friendly technology choices.
- Delivering, managing and procuring IT systems that help ministries work together.
- Delivering security advice, education and awareness services that improves public services.
- Developing and implementing enterprise-wide I&IT strategies, programs and projects to manage I&IT initiatives in support of government priorities.

## COVID-19 Response

MGCS played a critical role in enabling delivery of IT business solutions for government programs and new digital services to Ontarians, while expanding remote work capabilities for the Ontario Public Service. This included:

- Enabling remote work tools and services to staff across the Ontario Public Service that deliver time critical services:
    - Quickly increasing capacity for 30,000 Ontario Public Service employees to work remotely, up from 12,000.
    - Expediting orders for critical technology to enable remote work including 11,000 mobile phones and 7,000 laptop computers.
    - Enabling security on Ontario Public Service laptops while not connected to the Ontario Public Service network (approximately 40,000 laptops).
- Supporting pandemic-related contact centres with technology support (e.g., Ontario Together portal, vaccine booking and information lines).
- Improving support for vaccination clinics through Public Health Services Service Desk.
- Partnering with ministries to enable new digital services across government for citizens:
    - Ontario 511 online app to all drivers, with new winter driving features when travelling on provincial highways.

  - e-Intake, a new digital platform to accelerate and simplify the way criminal charges are filed.
  - Through virtual courts, 400 new types of civil and family documents can now be submitted online.
  - Secure messaging and electronic documents with Social Assistance caseworkers, avoiding in-person visits or faxing documents to government offices.
  - All Class G and M drivers can renew their driver's licences online at ServiceOntario.ca.
  - A new virtual assistant tool that allows health care workers to quickly and securely connect with people who test positive for COVID-19 in Toronto, Windsor, Halton, Waterloo and York. The system will soon be available province-wide.
  - Ambulance dispatch and online court hearing processes that were enabled by MGCS' cloud service.
- Enhancing coordination for the Broader Public Sector through discussions on cyber risk, sharing cyber awareness materials keeping the Broader Public Sector up-to-date on the latest cyber security news at the Cyber Security Community of Practice.
- Leading Community of Practice calls during the early months of the COVID-19 pandemic:
  - Issued warnings about COVID-19 phishing scams and how to spot them.
  - Multiple "Ask Me Anything" sessions to answer Ontario Public Service staff questions on how to work remotely safely and to give tips and advice on how to be cyber savvy during COVID-19.
  - Provided advice and educational material to the Ontario Provincial Police as part of the Cyber Security Training and Preparedness package for COVID-19 vaccination sites.
- Providing risk advisory services, secure design and policy advice for 57 COVID-19 related solutions from across the Ontario Public Service.
- Working around-the-clock to complete testing to ensure the timely launch of 17 public-facing COVID-19-related websites.
- Providing support to the Broader Public Sector to ensure business continuity, timely response and recovery by sharing advice and raising awareness of potential impacts caused by cyber security threats or incidents through the delivery of five COVID-19 threat advisories.
- Strengthening employees' cyber security vigilance through education and a COVID-19 phishing campaign.

## Government Infrastructure Projects

**Government Infrastructure Projects** is responsible for managing the government's General Real Estate Portfolio. This is done through developing policy, legislation and program delivery. The program oversees the real estate management activities of the Ontario Infrastructure and Lands Corporation (Infrastructure Ontario), to implement real estate strategies, portfolio planning, acquisition and disposal of surplus properties and capital planning. The ministry's Contaminated Sites Plan, the Forfeited Corporate Property Program and the Transmission Corridor Program are managed by this program.

It is also responsible for optimizing the province's office real estate and driving workplace transformation to reduce cost and improve effectiveness of the workforce for government, agencies and the Broader Public Sector. It achieves this through better management of realty assets and service delivery, by eliminating costly third party leased office space and re-shaping how and where the Ontario Public Service works to deliver the best outcomes and services for Ontarians. Major realty projects are delivered through this program, including the Macdonald Block reconstruction and Whitney Block rehabilitation.

The ministry continues to lead and implement the government’s policy direction for one of the largest public sector real estate portfolios in Canada:

- The General Real Estate Portfolio contains 4,476 buildings and approximately 153,000 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 that are no longer needed for program use.
- Under the Forfeited Corporate Property Act, 2015, the ministry 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 in accordance with public use principles.
- Together with Infrastructure Ontario, MGCS provides expert real estate advice and services to the Ontario Public Service and Broader Public Sector.

Major realty projects are delivered through this program, including the Macdonald Block Reconstruction Project and Whitney Block Rehabilitation Project. By adopting approaches such as more flexible and collaborative workspaces and by using technology to enable remote work arrangements for staff, the reconstructed Macdonald Block Complex will make better use of space. This reduced footprint of

lease holdings will help drive efficiencies by eliminating the need for 586,000 square feet of rented office space and lowering costs to the Ontario taxpayer.

## COVID-19 Response

The ministry is coordinating with the rest of the Ontario Public Service to address real estate challenges and opportunities as part of the COVID-19 response. The ministry enhanced cleaning of properties in the government's General Real Estate Portfolio to ensure the safety of the people working in or visiting public buildings. In addition, work on government infrastructure projects has continued with careful management to ensure sites meet health and safety work environment guidelines.

### Information, Privacy and Archives

The Information, Privacy and Archives program is responsible for providing enterprise strategic leadership for recordkeeping, access to information and privacy protection for the Ontario Public Service, agencies and parts of the Broader Public Sector. It oversees the operation and delivery of public services offered by the Archives of Ontario (the largest provincial archives in Canada). This includes collecting, preserving, managing and making accessible government and private records of provincial and historical significance. It also ensures ongoing improvements to access, protection and use of government information through service modernization and digital enhancements.

## COVID-19 Response

The Information, Privacy and Archives program has taken the following measures to adapt its services in response to the COVID-19 pandemic:

- Launched online initiatives to replace the in-person services (the reading room, tour program, classroom exhibition space and other facilities at 134 Ian MacDonald Boulevard) which needed to close. These include virtual tours, new web-based education resources and a new GLAM (galleries, libraries, archives and museums) Wiki page which showcases five archival collections and has proven to be popular.
- Through remote access and virtual channels, the Information, Privacy and Archives program continues to:
    - Deliver enterprise strategic leadership for recordkeeping, access to information, privacy protection and policy advice and guidance to ministries, agencies and parts of the Broader Public Sector;
    - Provide targeted recordkeeping, access and privacy advice to support staff working from home to ensure that information shared and/or created is managed in accordance with legislative and corporate privacy, access and recordkeeping requirements;

- Offer online collections, resources and services to the public through the Archives of Ontario website, by telephone and email. Staff are also available to process critical legal and/or humanitarian requests;
- Provide time-critical support to the Ministry of the Attorney General, Court Services Division in order to process legal and humanitarian requests within prescribed requirements; and
- Enable the Freedom of Information eRequest Form that allows a request and application fee to be submitted online for all ministries and public use.

**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 281 in-person locations across the province or through other service channels, including online with access to more than 40 services, 24/7 from the comfort of home.

**COVID-19 Response**

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:

- Implementing public health protocols including installing plexiglass at public retail, land registry and back offices, screening, enhanced cleaning measures and personal protective equipment requirements allowing most government-operated offices to remain open.
- Improving online services to help customers get what they need from the safety of their home including:
  - Extending the validity of accessible parking permits through an emergency regulation.
  - Supporting partner ministries to ensure products such as health cards, driver and vehicle products, etc. that expired on or after March 1, 2020, have an extended expiry date until it is considered safe to accommodate increased face to face (or in-person) transactions and the extension of the expiry date is revoked.
  - Providing customers with a printable receipt for use until their new driver’s licence and licence plate sticker have been received.

- Implementing online appointment booking at high-volume offices to reduce wait times for customers and promote health and safety by limiting line-ups.
- Collaborating with the Ministry of Transportation and the Treasury Board Secretariat (Ontario Digital Service) to streamline the licence plate sticker process. This has reduced the turnaround time for customers to receive their stickers and an additional 6,300 licence plate sticker renewals can be processed online, for a total of 12,600 transactions that can be completed daily.
- Collaborating with the Office of the Chief Coroner, Ministry of the Solicitor General and Ministry of Health to enable the electronic transmission of death registration documents to facilitate an electronic Medical Certificate of Death and Warrant to Bury.
    - This allows coroners to complete and submit these forms to funeral homes remotely to expedite the issuance of burial permits, as well as physicians and nurse practitioners working in palliative care outside hospitals. Electronic signatures were also permitted in order to receive death registration documents in a more timely manner.
- Introducing changes to the marriage licence application form and creating process improvements for municipalities to facilitate digital processing of marriage licence applications, minimizing in-person contact between municipal staff and couples purchasing marriage licences.
- Introducing changes to MGCS Business Law statutes to permit copies of documents, electronic signatures and the electronic filing of business documents which will significantly reduce the number of physical touchpoints on paper documents.

- Amending the Marriage Act to extend the validity of marriage licences impacted by province-wide declarations of emergency, and enhancing the marriage licence application form to allow couples to electronically sign, save and submit to the municipality.
- Amending the Vital Statistics Act to enable the electronic transmission of death registration documents. The Ministry is improving the timeliness of Ontario's death registration data, and, as of July 2020, began releasing 2019 and 2020 preliminary death registration data on a quarterly basis on the Open Government catalogue.
- Enabling the implementation of virtual/digital tribunal hearings under the Boundaries Act in order for participants to maintain physical distancing during the process while fully participating in all aspects of the hearing.
- Setting up public-facing contact centres, including the Stop the Spread Information Line, Ontario Together program and most recently the Provincial

Vaccine Contact Centre, while also delivering services for key programs such as Support for Families, Telehealth (temporarily addressing the backlog of 5,000 voicemails and call backs), the Main Street Grant Program, the Small Business Grant Program, and more.

**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 consumer protection, implements policy on a wide range of consumer and public safety issues, and supports business law renewal in Ontario.

Through the Consumer Services program, MGCS plays an important role informing consumers about their rights and protections under the ministry's various consumer protection and public safety statutes and regulations, including the Consumer Protection Act. The ministry is a recognized, trusted and knowledgeable resource for consumers and businesses providing them with essential tools and information. 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 regulates and licences businesses in several key sectors, including payday loans, collection agencies and consumer reporting agencies. It also oversees 11 arms length administrative authorities and one statutory corporation in the areas of consumer protection and public safety.

MGCS also administers the burial site provisions of the Funeral, Burial and Cremation Services Act, which set out a process for dealing with human remains found outside cemeteries, including those of Indigenous persons, with dignity and respect.

**COVID-19 Response**

The Consumer Services program continues providing services to the public through its Consumer Protection Ontario contact centre and supporting the development of emergency orders (such as the order prohibiting unconscionable pricing on necessary goods during COVID-19) and/or legislative changes.

This includes amendments made to the Payday Loans Act to help protect the province's most vulnerable consumers. Effective August 20, 2020, the maximum interest rate that may be charged on payday loans in default is limited to 2.5 per cent per month and the maximum fee that payday lenders can charge for dishonoured payments is $25. These changes will provide relief for some borrowers who may be unable to repay their loans on time.

Since the beginning of the COVID-19 outbreak to December 31, 2020, the Consumer Protection Ontario 800-line call centre received over 25,000 calls.

As of December 31, 2020, Consumer Protection Ontario has received just over 30,000 complaints under the Emergency Order prohibiting 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.

In December 2020, Consumer Services assumed responsibility for the enforcement of the Supporting Local Restaurants Act, which protects restaurants by capping the commission that can be charged by food delivery service companies. It also prohibits food delivery companies from reducing the compensation paid to food delivery persons to make up for any reduction in their commissions.

To help corporations, the ministry developed temporary legislative amendments to key corporate statutes including the Business Corporations Act; Corporations Act; Condominium Act; and Co-Operative Corporations Act. The amendments helped businesses conduct corporate meetings virtually when in-person meetings were no longer a possibility. They also allowed corporations to temporarily postpone annual meetings during the emergency period.

The ministry funded the Travel Industry Council of Ontario to help it waive registration renewal fees for agents and wholesalers and Travel Industry Compensation Fund payments owed between April 2020 and March 2021. This is intended to help support the travel agent and wholesaler sector during this financially difficult time. The ministry is providing subsequent funding in 2021-22 in order to enable TICO to continue its operations, and temporarily waive registration renewal fees and Travel Industry Compensation Fund payments for the April 1, 2021 to March 31, 2022 period.

The ministry also developed amendments to the regulation under the Travel Industry Act, which took effect on December 1, 2020 to further reduce burden on travel agents and wholesalers (registrants) and help travellers impacted by the COVID-19 pandemic.

On October 21, 2020, the ministry executed a transfer payment agreement with the Bereavement Authority of Ontario to provide funding to enable them to provide a one-year licence renewal fee waiver to its licensees in the 2020-21 fiscal year. The support is intended to recognize the important contribution that licensed bereavement service providers continue to make under these challenging circumstances.

The ministry is supporting the amusement park and ski sectors by providing financial relief to the Technical Standards and Safety Authority and the Electrical Safety Authority by waiving oversight payments. Technical Standards and Safety Authority and Electrical Safety Authority are then using these funds to waive licensing payments

from amusement park and ski businesses and providing them with financial relief from being unable to operate due to COVID-19.

The ministry also issued a Minister's Order giving the Technical Standards and Safety Authority the authority to provide safety related inspection, enforcement and administrative services to the provincial government or any of its agencies, boards, commissions or administrative authorities. This change enabled the Ministry of Labour, Training and Skills Development to contract the Technical Standards and Safety Authority to help address COVID-19 related complaints and providing education and outreach to raise awareness and enforcement of emergency orders under the Emergency Management and Civil Protection Act.

**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, which enables over 40 programs across government to deliver contact centre services via phone, email and online chat.

**COVID-19 Response**

In response to COVID-19, the Government Services Integration Cluster enabled many initiatives including:

- Delivering the Personal Protective Equipment Supplier Portal in six weeks. This system allows organizations to order personal protective equipment directly from the warehouse. It also enables suppliers to manage shipments and deliveries to the warehouse.
- Launching a high-volume platform for appointment booking for ServiceOntario locations in October 2020, with plans for continued expansion to multiple ServiceOntario locations. This capability will provide a telephone and online self-serve tool to Ontarians.
- Applying existing technology used in the Integrated Financial Information System to support COVID-19 related programs such as Support for Families, Support for Learners, Ontario COVID-19 Child Benefit, and Ontario Small Business Support Grant.
- Supporting the Ontario Together portal by building a cloud-based platform in partnership with Ontario Shared Services, Treasury Board Secretariat (Ontario Digital Service), Infrastructure Technology Services, Ministry of Economic

Development Job Creation and Trade, Ministry of Health, Ontario Health and other partners.

- Helping to rapidly increase contact centre capacity within MGCS for programs such as Stop the Spread, Ontario Together Portal, Support for Learners, Support for Families, Telehealth, Consumer Protection Ontario-Price Gouging Line, Main Street Grant, Small Business Grant, Provincial Vaccine Information Line, Provincial Vaccine Booking Line and various others.
- Supporting the roll out of critical technology to enable remote work for over 2,100 OPS contact centre staff by prioritizing over 40 contact centres and supporting testing of the software to allow ministries to continue delivering services through the contact centre channel while also promoting safe work environments for the contact centre staff.
- Delivering critical changes for over 40 non-MGCS contact centres on short notice, including higher call-volumes and introducing both design and script changes to phone menus and related queues through the Central Common Enterprise Contact Centre Service.
- Launching the first ever ‘chatbot’ in the Ontario Public Service to help ServiceOntario answer driver and vehicle questions from the public online.

## 2021-22 STRATEGIC PLAN

MGCS is committed to helping the Ontario Public Service, Broader Public Sector and agency services be more accessible, reliable and convenient. Improving digital service delivery, protecting consumers and getting better value for the dollar is at the heart of the ministry's approach to get better results for the people 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 2020-21 Annual Report.

1. **People and Culture:** Fostering talent, leveraging our skills and knowledge, and assigning accountability to show quick, iterative progress on delivering commitments.
    - Provide leadership and support to the public service in information management, recordkeeping, freedom of information and privacy protection. Through the Archives of Ontario, the ministry is responsible for making public government records accessible, and for collecting and preserving private records of provincial and historical significance.
    - Foster an equitable workplace (prevent harassment and discrimination, enhance fair hiring and collect demographic information through a self-service tool).

- Regularly review, evaluate and optimize human resources services.
- Advance equity and remove barriers through the three-year Anti-Racism, Inclusion and Accessibility strategy, the Anti-Racism Roadmap, the Senior Leadership Diversification Targets and Diversity and Inclusion Scorecard.
- Improve mental wellbeing and developing resilience by promoting mental health awareness, understanding racial trauma and the importance of psychological safety in the workplace.
- Enable leading with authenticity and respect by working to cultivate, train and empower all our managers to efficiently lead with a people-first approach, interrupt bias in recruitment, hold courageous conversations, and create psychologically safe work environment.
- Deliver executive outreach programs that build connection and community by connecting staff to senior leadership and the leadership team with each other.

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 the General Real Estate Portfolio by lowering costs, generating revenue, optimizing office space and reducing red tape.
   - Deliver critical services including pay and benefits, procurement and supply chain administration, transfer payment processing and administration, frontline human resources service delivery and financial processing.
   - Continue to centralize supply chain across the Ontario Public Service and Broader Public Sector through the new Supply Ontario agency.
   - Continue to enable government-wide transfer payment modernization, with a specific focus on the human and social services sector in partnership with Treasury Board Secretariat and the Ministry of Children, Community and Social Services.
   - Implement the Centralization of Collections initiative to centralize, streamline and automate debt collection activities by integrating the Integrated Financial Information System into the Ministry of Finance's OntTax system in partnership with the Ministry of Finance.
   - Deliver a solution that will enable managers to submit and monitor progress on requests for position changes. This solution will enable processing requests in a timelier manner, drive back-office efficiencies and significantly improve data collection of information required for position changes.
   - Use Robotic Process Automation and Machine Learning solutions to increase efficiencies and streamline back office processing such as invoice submission and processing, and Central Agency Cluster Purchase Order Requisition

Automation. MGCS is the first ministry using this technology to lower the cost of service delivery.

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.
    - Through the Contact Centre Modernization Initiative, multiple lean assessments are being performed with ServiceOntario and other contact centre programs to identify areas of improvement such as updating online content, introducing new digital capabilities to support self-serve options (e.g., chatbots) and update phone menu design and messaging.
    - 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.
    - ServiceOntario is also exploring ways to make it easier for businesses to work with government when accessing the information and services they need by implementing a single window for businesses using innovative digital solutions to provide relevant information.

4. **Digital Transformation:** Transforming through a digital first - but not only - approach to lower the cost of delivery and make services simpler, faster and better for people, businesses and Ontario Public Service employees.
    - MGCS continues to enable a modern digital workplace by driving Ontario Public Service-wide adoption of new productivity, communication and collaboration tools to ensure Ontario Public Service employees have the knowledge and tools they need to do their best work.
    - The ministry is co-leading the effort to modernize and digitize fax services a new paperless initiative in the Ontario Public Service, implementing strategies to lay the foundation for a Cloud based future, and partnering with ministries to explore opportunities to address the challenge of obtaining accessible, affordable broadband services for underserved and vulnerable populations.
    - MGCS is adopting a new framework, co-created with the Treasury Board Secretariat (Ontario Digital Service), to provide guidance and standards for implementing web chat functionality.
    - The ministry is implementing services to continue providing secure digital interactions with citizens and businesses as part of the Ontario Public Service Cyber Security Strategy. The ministry is currently piloting modern technology to help the government interact more effectively, efficiently and securely.

- The Information, Privacy and Archives Division is committed to bringing Ontarians the best-in-class privacy and security protections. This includes providing advice on privacy and access to information.

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.
   - Implementing the Rebuilding Consumer Confidence strategy continues to transform many key regulatory frameworks including the Travel Industry Act; Condominium Act; and Consumer Reporting Act; and undertaking a comprehensive review of the Consumer Protection Act – 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. Improvements to the warranty program have already started and will continue over the next few years. The Home Construction Regulatory Authority launched operations in February 2021 as the new regulator of new home builders and vendors in Ontario.
   - 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 led several amendments to modernize its business law statutes and is actively reviewing other key business law improvements.

**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. Monitoring customer satisfaction rates is important because it helps us determine customer satisfaction with the level of service we provide while service standards/guarantees tell us whether we are meeting our commitment to clients to provide timely services.

| Key Performance Indicator | 2018-19 | 2019-20 | 2020-21 |
|---|---|---|---|
| | Target = 90% | | |
| % Customer Satisfaction with MGCS service delivery | 90.2% | 92.2% | 88.7% |
| % MGCS Service Standards / Guarantees Met or Exceeded | 88.2% | 94.4% | 89.8% |

Ontario

### Ontario Shared Services

| Program/Service | Service Standard | Actuals | | |
|---|---|---|---|---|
| | | 2018-19 | 2019-20 | 2020-21 |
| | | Target = 95% | | |
| Official Documents Services – Issue Documents | Clients will be satisfied with the service provided. | 96.0% | 96.0% | 95.3% |

### Enterprise Information Technology Services Program

| Program/Service | Service Standard | Actuals | | |
|---|---|---|---|---|
| | | 2018-19 | 2019-20 | 2020-21 |
| | | Target = 95% | | |
| ITS Customer Satisfaction | % Clients satisfied with the service provided. | 94.6% | 94.7% | 95.6% |

### Information, Privacy and Archives

| Program/Service | Service Standard | Actuals | | |
|---|---|---|---|---|
| | | 2018-19 | 2019-20 | 2020-21 |
| | | Target = 90% | | |
| Archives – Information Requests | Correspondence enquiries will be completed to standard within 15 business days. | 98.0% | 97.0% | 81.0%[1] |
| | Requests for Information will be processed and completed within 30 days or authorized extension. | Annual statistics on Freedom of Information requests, are now published by the Information and Privacy Commission of Ontario and are available at http://www.ipc.on.ca. | | |
| Archives – Reproduction Orders | Reproduction orders will be completed to standard within 15 business days. | 98.0% | 98.0% | 100.0% |

[1] In 2020-21, the Information, Privacy and Archives Division acknowledged receipt of enquiry within 15 business days. Enquiries are completed to standard once formally resolved, which often requires the retrieval and review of physical records. Due to the impact of COVID-19, access to physical records was limited and therefore resulted in a backlog of deferred requests. All deferred requests will be addressed as soon as full services resume following the conclusion of COVID-19 related measures.

Ontario

## 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 2020-21. The table below shows the total number of services with a standard and what per cent of those services achieved its target. The total of 53 includes the 8 services that also have a money-back service guarantee.

### Fiscal 2020-21

| Category | Number of Service Standards | Standards that Achieved Target |
|---|---|---|
| Customer Service | 3 | 100% |
| Information | 3 | 66.7% |
| Permits, Licences, Certificates and Registrations | 44 | 79.5% |
| Approvals and Decisions | 3 | 100% |
| **TOTAL** | **53** | **81.1%** |

ServiceOntario is 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. Note from March 2020 onwards, personalized licence plate service guarantee has been suspended due to operational impacts caused by COVID-19; service standard achievement results are not included.

ServiceOntario’s money-back service guarantees were met on average, 99.9 per cent of the time between April 2018 and March 2021. The goal for 2021-22 is to maintain a service standard achievement rate above 99 per cent through strict process control and continuous improvement.

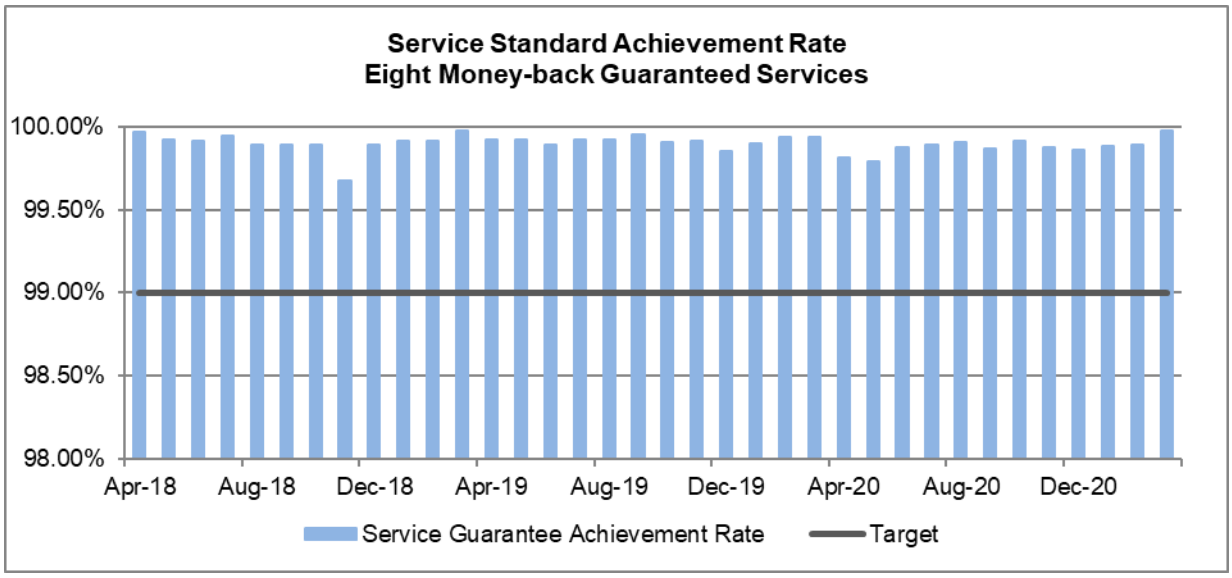



**Figure 1:** Service Standard Achievement Rate

**Table 1: Ministry Planned Expenditures 2021-22 ($M)**[2]

| Type | Ministry Planned Expenditures ($M) |
|---|---|
| COVID-19 Approvals | N/A |
| Other Operating | 1,550.7 |
| Other Capital | 337.2 |
| **TOTAL** | **1,887.9** |

[2] Total operating and capital expenses (excludes assets)

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# DETAILED FINANCIAL INFORMATION

## Table 2: Combined Operating and Capital Summary by Vote

| Vote/Program | Estimates 2021-22 $ | Change from 2020-21 Estimates $ | % | Estimates 2020-21* $ | Interim Actuals 2020-21* $ | Actuals 2019-20* $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration | 32,546,100 | (1,283,200) | (3.8%) | 33,829,300 | 32,887,000 | 32,372,027 |
| Information, Privacy and Archives | 16,643,800 | (100) | (0.0%) | 16,643,900 | 16,643,900 | 15,471,088 |
| Ontario Shared Services | 180,909,100 | 28,749,400 | 18.9% | 152,159,700 | 574,563,000 | 155,872,913 |
| ServiceOntario | 239,780,800 | 18,692,200 | 8.5% | 221,088,600 | 243,622,500 | 252,105,486 |
| Consumer Services | 16,930,400 | 1,930,600 | 12.9% | 14,999,800 | 25,991,000 | 13,137,848 |
| Government Services Integration Cluster | 72,362,800 | 6,916,500 | 10.6% | 65,446,300 | 65,418,900 | 67,833,211 |
| Government Infrastructure Projects | 373,878,900 | 81,956,000 | 28.1% | 291,922,900 | 354,466,300 | 102,650,738 |
| Enterprise Information Technology Services Program | 133,364,100 | 1,844,100 | 1.4% | 131,520,000 | 122,792,300 | 111,235,506 |
| **Total Operating Expense to be Voted** | **1,066,416,000** | **138,805,500** | **15.0%** | **927,610,500** | **1,436,384,900** | **750,678,817** |
| Statutory Appropriations | 18,869,014 | (144,000) | (0.8%) | 19,013,014 | 17,541,514 | 7,499,442 |
| **Total Operating Expense** | **1,085,285,014** | **138,661,500** | **14.6%** | **946,623,514** | **1,453,926,414** | **758,178,259** |
| Consolidation Adjustment - Hospitals | - | - | - | - | - | (962,531) |
| Consolidation Adjustments - General Real Estate Portfolio | 482,445,900 | (72,710,700) | (13.1%) | 555,156,600 | 589,995,900 | 597,213,601 |
| Consolidation Adjustments - Transmission Corridor Program | (17,053,800) | (66,300) | 0.4% | (16,987,500) | (16,987,500) | (16,578,871) |
| Consolidation Adjustments - Ontario Infrastructure and Lands Corporation | - | - | - | - | - | (1,300,000) |
| **Total Operating Expense including consolidation & other adjustments** | **1,550,677,114** | **65,884,500** | **4.4%** | **1,484,792,614** | **2,026,934,814** | **1,336,550,458** |
| **OPERATING ASSETS** | | | | | | |
| Ministry Administration | 1,000 | - | - | 1,000 | 1,000 | - |
| Ontario Shared Services | 1,000 | - | - | 1,000 | 1,000 | 3,774,682 |
| Consumer Services | 1,000 | - | - | 1,000 | 1,000 | - |
| Government Services Integration Cluster | 1,200,000 | 50,000 | 4.3% | 1,150,000 | 1,150,000 | 750,000 |
| Enterprise Information Technology Services Program | 25,000,000 | - | - | 25,000,000 | 25,000,000 | 27,403,141 |
| **Total Operating Assets to be Voted** | **26,203,000** | **50,000** | **0.2%** | **26,153,000** | **26,153,000** | **31,927,823** |
| **CAPITAL EXPENSE** | | | | | | |
| Ministry Administration | 1,000 | - | - | 1,000 | 1,000 | - |
| Information, Privacy and Archives | 3,060,700 | (94,400) | (3.0%) | 3,155,100 | 3,155,100 | 3,245,613 |
| Ontario Shared Services | 2,000 | - | - | 2,000 | 2,000 | - |
| ServiceOntario | 1,000 | (1,999,000) | (100.0%) | 2,000,000 | 758,500 | 583,598 |
| Consumer Services | 2,000 | - | - | 2,000 | 2,000 | - |
| Government Services Integration Cluster | 2,000 | - | - | 2,000 | 2,000 | - |
| Government Infrastructure Projects | 97,387,800 | 14,844,200 | 18.0% | 82,543,600 | 97,379,400 | 87,752,096 |
| Enterprise Information Technology Services Program | 9,183,500 | (558,300) | (5.7%) | 9,741,800 | 9,741,800 | 10,014,823 |
| **Total Capital Expense to be Voted** | **109,640,000** | **12,192,500** | **12.5%** | **97,447,500** | **111,041,800** | **101,596,130** |
| Statutory Appropriations | 19,702,700 | 7,791,900 | 65.4% | 11,910,800 | 11,429,100 | 14,788,387 |
| **Total Capital Expense** | **129,342,700** | **19,984,400** | **18.3%** | **109,358,300** | **122,470,900** | **116,384,517** |
| Consolidation Adjustments - General Real Estate Portfolio | 207,897,500 | 81,271,200 | 64.2% | 126,626,300 | 209,503,800 | 154,666,496 |
| Consolidation Adjustments - Ontario Infrastructure and Lands Corporation | - | - | - | - | - | (651,552) |
| **Total Capital Expense including consolidation & other adjustments** | **337,240,200** | **101,255,600** | **42.9%** | **235,984,600** | **331,974,700** | **270,399,461** |
| **CAPITAL ASSETS** | | | | | | |
| Ontario Shared Services | 3,000 | (23,473,000) | (100.0%) | 23,476,000 | 3,885,000 | 2,937,659 |
| ServiceOntario | 6,934,300 | (2,273,100) | (24.7%) | 9,207,400 | 12,689,200 | 8,078,535 |
| Consumer Services | 1,000 | - | - | 1,000 | 1,000 | - |
| Government Services Integration Cluster | 1,000 | - | - | 1,000 | 1,000 | 4,060,852 |
| Government Infrastructure Projects | 436,847,400 | 132,019,900 | 43.3% | 304,827,500 | 251,623,200 | 175,198,357 |
| Enterprise Information Technology Services Program | 63,528,100 | 990,700 | 1.6% | 62,537,400 | 54,147,400 | 44,918,989 |
| **Total Capital Assets to be Voted** | **507,314,800** | **107,264,500** | **26.8%** | **400,050,300** | **322,346,800** | **235,194,392** |
| **Ministry Total Operating and Capital Expense Including Consolidation and Other Adjustments (not including Assets)** | **1,887,917,314** | **167,140,100** | **9.7%** | **1,720,777,214** | **2,358,909,514** | **1,606,949,919** |

* 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 2021 Ontario Budget.

Ontario

## Historic Trend Table

| Historic Trend Analysis Data | Actuals 2018-19* $ | Actuals 2019-20* $ | Estimates 2020-21* $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **1,718,022,312** | **1,606,949,919** | **1,720,777,214** | **1,887,917,314** |
| *Year-over-Year change* | | *(6%)* | *7%* | *10%* |

* 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-2019-20**

**https://budget.ontario.ca/2021/**

Ontario

## AGENCIES, BOARDS AND COMMISSIONS (ABCS)

Supply Ontario was established in 2020 under O. Reg 612/20 of the Supply Chain Management Act (Government, Broader Public Sector and Health Sector Entities), 2019 to accelerate Ontario government efforts to centralize and transform public sector supply chains and drive greater value for Ontarians by leveraging Ontario's consolidated buying power. Supply Ontario will create an integrated supply chain for the Ontario Public Service and the Broader Public Sector, ensuring consistent access to high quality products and services.

### COVID-19 Response

Supply Ontario will contribute to the government's response to the COVID-19 pandemic by prioritizing the transition of end to end accountability and management of supply chain activities for certain personal protective equipment from MGCS and the Ministry of Health.

### Financial Summary

| Item | 2021-22 Estimates | 2020-21 Interim Actuals | 2019-20 Actuals |
|---|---|---|---|
| Expenditure | $36,550,400 | $1,500,000 | - |

## ADMINISTRATIVE AUTHORITIES

The ministry's administrative authorities are governed by several pieces of legislation. The Safety and Consumer Statutes Administration Act 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 (i.e., 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 safety standards, new home warranties, condominium management, the condominium sector and appellations of Ontario-made wine.

Individual statutes and the Safety and Consumer Statutes Administration Act 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. As part of the

Rebuilding Consumer Confidence Act, which was passed in July 2020, the ministry made improvements to the governance frameworks of the administrative authorities and drove consistency between the individual statutes and the Safety and Consumer Statutes Administration Act. Some aspects of the amendments were in force upon Royal Assent and others await proclamation.

The **Bereavement Authority of Ontario** administers most provisions under the Funeral, Burial and Cremation Services Act. The Bereavement Authority of Ontario 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 Bereavement Authority of Ontario 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 Funeral, Burial and Cremation Services Act to comply with that Act, its regulations, or the terms of an agreement made under that act.

The **Condominium Authority of Ontario** is responsible for administering delegated provisions under the Condominium Act. The Condominium Authority of Ontario 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 Condominium Authority of Ontario oversees and operates the Condominium Authority Tribunal, a unique online dispute resolution system to help resolve prescribed disputes under the Condominium Act.

The **Condominium Management Regulatory Authority of Ontario** administers the Condominium Management Services Act. 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** 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 **Home Construction Regulatory Authority** is responsible for the mandatory licensing and regulation of new home builders and vendors under the New Home Construction Licensing Act. It also maintains the Ontario Builder Directory, providing consumer with information about licensed new home builders and vendors.

The **Ontario Motor Vehicle Industry Council** administers the Motor Vehicle Dealers Act and the Motor Vehicle Dealers Compensation Fund which is a fund for consumers who have lost money involving a registered motor vehicle dealer. The Council registers motor vehicle dealers and salespersons and conducts inspections and investigations to ensure compliance with the act.

The **Real Estate Council of Ontario** administers the Real Estate and Business Brokers Act which regulates the conduct of real estate and business brokerages, brokers and salespersons. The Real Estate Council of Ontario 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, which provides warranty coverage and other protections to new home buyers and owners. Tarion enrols new homes for warranty coverage, 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 **Technical Standards and Safety Authority** administers the Technical Standards and Safety Act. 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** administers the Travel Industry Act. 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** is responsible for administering an appellation of origin system governing the production and quality standards of Ontario wines under the Vintners Quality Alliance label.

## STATUTORY CORPORATION

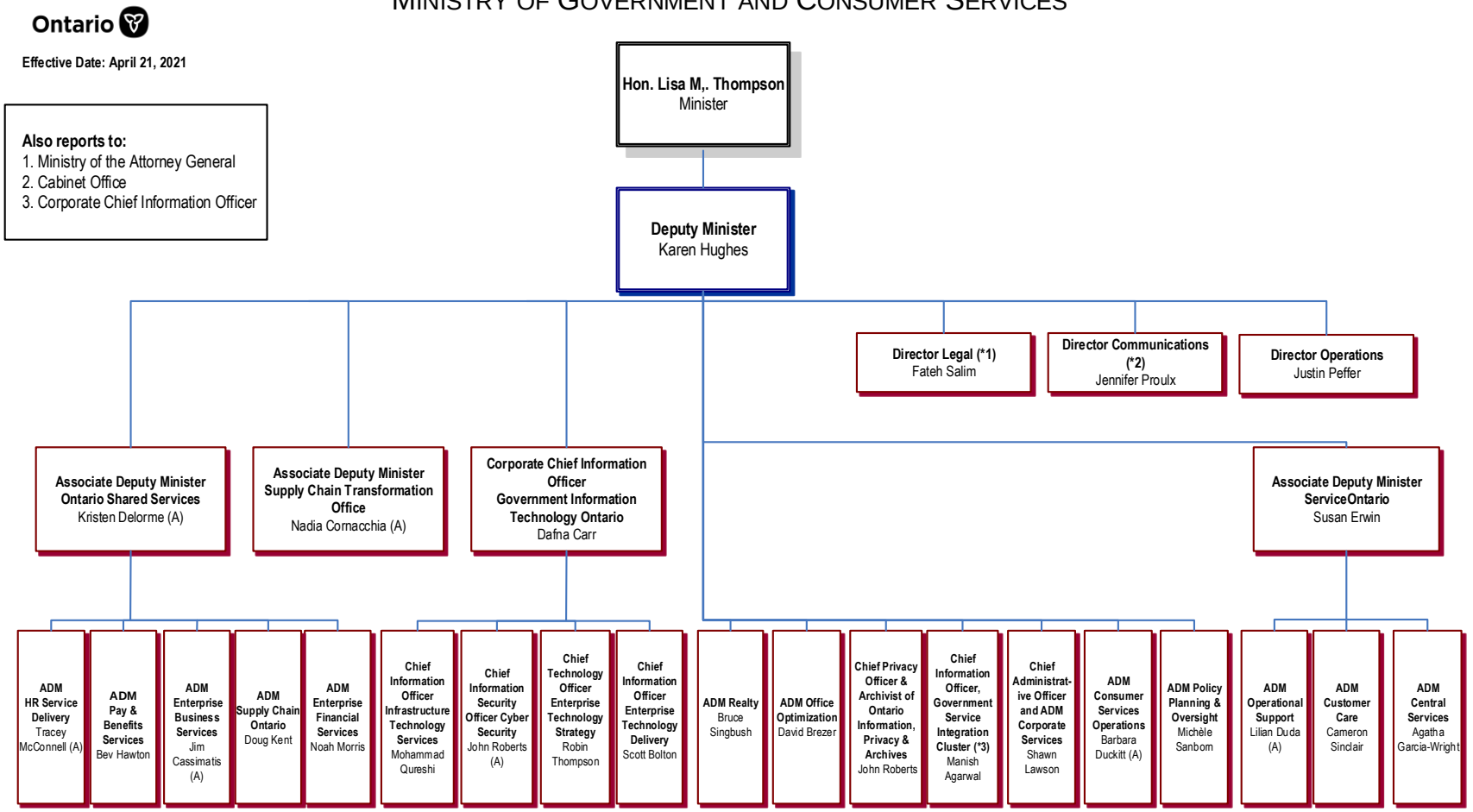
The ministry oversees one not-for-profit statutory corporation. Ontario One Call (also known as One Call,  administers the Ontario Underground Infrastructure Notification System Act. The Act requires owners of underground infrastructure to be members of One Call and to provide the location of the infrastructure to excavators when requested. One Call operates a locate request routing service and enforces compliance by its members, which include gas, electrical and telecommunications utilities and municipalities.

One Call has a voluntary accountability relationship with the ministry through a Memorandum of Understanding.

Ontario

# MINISTRY ORGANIZATION CHART

## MINISTRY OF GOVERNMENT AND CONSUMER SERVICES



Ontario

## ACTS ADMINISTERED BY THE MINISTRY OF GOVERNMENT AND CONSUMER SERVICES

Alternative Filing Methods for Business Act, 2020, S.O. 2020, c. 7, Sched. 1

Apportionment Act, R.S.O. 1990, c. A.23

Archives and Recordkeeping Act, 2006, S.O. 2006, c. 34, Sched. 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

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 (to be repealed and replaced by Film Content Information Act, 2020 effective June 8, 2021)

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 yet 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

Securities Transfer Act, 2006, S.O. 2006, c. 8

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

Supporting Local Restaurants Act, 2020, S.O. 2020, c. 31 only in respect of Parts III, IV and V of the Act

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

## HIGHLIGHTS OF 2020-21 RESULTS

MGCS is transforming services in a way that puts 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:

- Treasury Board Secretariat, the Ministry of Government and Consumer Services and the Ministry of the Solicitor General (Anti-Racism Directorate) are leading a third-party review of inclusive workplace policies and programs in the Ontario Public Service to better address systemic employment barriers. This review includes all Ontario Human Rights Code grounds, with a focus on anti-racism (including anti-Indigenous and anti-Black racism), transphobia and specific barriers for persons with disabilities.
- Provided access to a new mental health resource for all Ontario Public Service staff and their families – Abiliti-CBT, an internet based cognitive behavioural therapy program to assist those who are experiencing anxiety associated with the COVID-19 pandemic or other factors.
- Created and launched a self-service page in the Workforce Information Network for employees to voluntarily provide demographic information including gender identity, transgender status, sexual orientation, Francophone identity, Indigenous identity, ethnic and cultural origin, race, and disability status to support the identification and removal of systemic employment barriers.
- In partnership with Mushkegowuk Council and Queen's University Archives, the Archives of Ontario launched a revised online exhibit on the James Bay Treaty (Treaty no. 9, the only numbered treaty to which Ontario was signatory) in August 2020 on its website. The new exhibit incorporates Omushkegowuk perspectives on the treaty, shares recent archival developments that support these perspectives, and showcases the longstanding importance of the original written and verbal records to signatory communities and to the documentary heritage of Ontario. The exhibit also supports treaty education and awareness for all Ontarians and responds to the Truth and Reconciliation Commission's call for decolonization and reconciliation.
- Continued to lead a multi-year effort to modernize job evaluation plans and reflect current best practices of large public and private sector organizations.

**Driving Efficiencies:**

- Implemented the Corporate Employee File, which has achieved savings, reduced waste from printing and streamlined access to documents, while improving security and accountability.
- Reduced the amount of office space needed for file storage by implementing an electronic filing system and process.
- Accelerated the centralization of the Human and Social Services Transfer Payment programs, enabling the sector's transformation.
- Added 192 programs to the Transfer Payment Ontario system and delivered $16.6 billion to recipients in 2020-21. The onboarding of programs to the Transfer Payment Ontario system and delivery of funding will reduce administrative burden and increase value for money for vital programs.
- Implemented new ways to reduce the use of costly paper cheques and increase the adoption of low-cost electronic fund transfers. This is part of a larger government initiative to reduce administrative costs and go digital first. Manual cheque production has decreased by 33 per cent compared to the previous year.
- Updated the Hyperion Financial Management system by leveraging the technology to streamline and automate the annual financial reporting process.
- Streamlined the Integrated Financial Information System supplier-customer registration process by combining five separate intake channels into a single online platform.
- Increased efficiencies and streamlined back office processing significantly through Robotic Process Automation and Machine Learning solutions, freeing up resource capacity to be re-allocated to other priorities.
- Automated the Purchase Order Requisition process successfully through Robotics Process Automation and Machine Leaning platform within the scheduled four months period.
- Continued to modernize the delivery of training for the Integrated Financial Information System by developing an additional 49 e-products in support of the system, bringing the total number of eLearning products available on the enterprise learning management system, LearnON to 244. These products are available to staff for financial management, transactions and reporting in every ministry across the Ontario Public Service, any day or time (24/7).
- Combined the Integrated Financial Information System with the Ministry of Children, Community and Social Services' Debt Administration System to streamline debt administration for approximately 7,500 accounts by 2021-22.
- Continued to modernize the Ministry of Transportation's Road User Safety Revenue Management System to provide detailed level transactional

recording, reporting and product forecasting for the non-tax revenue driver and vehicle processing operations.

- Built a digitally-enabled government workplace allowing staff to work anytime, anywhere, on any government device, while leveraging modern, secure cloud-based connectivity methods and solutions.
- Helped enable technology to keep government moving while working remotely, such as OPSdocs eSignatures, Ontario Public Service Electronic Approvals as well as new paperless document-sharing solutions.
- Committed to the divestment of 327 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 January 13, 2021, a total of 77 properties have been sold, generating over $112.5 million in net revenue and realizing approximately $2.7 million in annual property maintenance liability reduction.
- Returned 214 properties to productive use since April 2018, through the Forfeited Corporate Property program, bringing in $1.8 million in revenue. The program continues to work to reduce the number of forfeited corporate properties across the province.
- Reduced the province's liability by approximately $40 million to date through the Contaminated Sites Program. The cleanup of contaminated sites protects the environment and reduces the liability to the province.
- Generated $20.2 million in revenue from secondary land use as of December 2020, through the Transmission Corridor Program. A total revenue of $48 million is forecasted for 2020-21. 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.
- Successfully completed Phase 1 of the Macdonald Block Reconstruction Project, which involved the relocation of ministry tenants from the Macdonald Block Complex to temporary office locations. The Project is now in Phase 2 and reconstruction is well underway. Reconstruction is expected to be substantially complete in Spring 2024 and eliminates the need for $400 million in deferred maintenance expenditures.
- Continued rehabilitation of the Whitney Block, one of Ontario's oldest government buildings has completed Phase 11 (out of 20 Phases). Heritage restoration and building efficiency has been improved through the installation of energy efficient windows, updating heating, ventilation and air conditioning systems and repairing the heritage exterior of the building.
- Continued work to implement the government's budget commitment for a new office model for ministries, including the centralization of funding and decision-making. A prioritization framework was developed and implemented to guide investments based on opportunities to optimize the office portfolio, emergency

repairs and health and safety needs, planned repairs and maintenance and ministry realty requests. Discussions continue to take place on further improvements to the framework.

- Made significant improvements to the back office online Licence Plate Sticker fulfilment process to support Ontarians in renewing their licence plate stickers on-line. These improvements have increased processing capacity by 100 per cent. Now an additional 6,300 licence plate sticker renewals can be processed on-line daily, offering Ontarians a faster choice to receive a service.

**Service Delivery Excellence:**

- Delivered more than 50 million ServiceOntario interactions (transactions and information and referrals) through its network of centres, online, by phone and mail.
- Successfully procured sufficient supplies to support the safe re-opening and ongoing operation of over 4,800 schools and over 5,000 childcare facilities by leveraging our collective buying power in critical supplies and equipment and personal protective equipment marketplaces, and by introducing new domestic sources of supply to ensure a consistent, reliable supply chain.
- Authenticated more than 28,600 documents in the first three quarters of 2020-21, while continuing to meet service standards. Official Documents Services continues to uphold service delivery standards amid the COVID-19 pandemic, with an average client satisfaction rating of 95 per cent.
- Enabled, in partnership with MAG, the appointment of paralegals as notary publics as part of Government Modernization of the Notaries Act. Since the launch, Official Document Services saw an increase of over 175 per cent of notary public applications processed under a newly revamped digital intake process, increasing access to legal services for Ontarians across the province.
- Managed $6.1 billion in payroll and benefits administration for approximately 66,000 Ontario government employees.
- Processed more than $4.0 billion worth of payments to over 1,400 third parties such as the Canada Revenue Agency, pension administrators, insurance carriers and bargaining agents.
- Launched the Ontario Public Service Centre for government employees, in which the IT Service Desk and Ontario Shared Services Contact Centre team joined to form a unified support team including a new centralized phone system with one number for both IT and Ontario Shared Services business services, accessible 24/7/365.
- Conducted consultations to explore opportunities to strengthen and modernize provincial and municipal access to information programs, ensure alignment to a digital-first government and reduce red tape for institutions in order to provide clients with faster and more consistent access to Ontario’s records.

- Launched the Freedom of Information eRequest Form in November 2020 that enables a request and application fee to be submitted online, resulting in over 690 eRequests received in less than three months.
- Improved the online Newborn Registration Service by providing parents with additional opportunities to review their child's Statement of Live Birth to reduce errors prior to completing the registration.
- Introduced new regulations, effective March 1, 2021, that make it easier and less costly for parents to correct an error made in the spelling of their child's name on their child's birth registration.
- Expanded the authority for people who may solemnize a marriage in Ontario under the Marriage Act, giving couples more choices for officiants at their wedding.
- Completed the migration of more than 40 programs from older technologies to a modern contact centre platform, including the Military Hotline. The modern platform will also be used to implement more contact centre improvements that were announced in the Fall Economic Statement.
- Enforcement activity in 2020-21 was lower than normal as a result of public health measures introduced due to the COVID-19 pandemic, including the closure of non-essential businesses and courts. Consequently, the ministry adapted its consumer protection measures to focus on completing existing inspections, along with carrying out investigations of consumer complaints using alternative methods to respect public health restrictions. The ministry did, however, conduct over 90 inspection visits in sectors that pose risks to consumers including payday loan, collection agencies, auto repair, and home construction, maintenance and renovations.
- Provided integrated services and advice to ministries, agencies, Broader Public Sector Broader Public Sector and the public to ensure that recordkeeping, access to information and protection of privacy activities are integrated and effective. This includes coordination and management of over 2,000 inquiries from Members of Provincial Parliament, institutions and municipalities. In addition, it included public inquiries on access and privacy and application of legislation such as Freedom of Information and Protection of Privacy Act, and Municipal Freedom of Information and Protection of Privacy Act.
- Continued to deliver permits for the Ministry of Transportation's QEW High-Occupancy Toll Lanes. In Fall 2020, the High-Occupancy Toll Lanes service received a total of 445 applications and an additional 446 existing permits were renewed.
- Provided support through ServiceOntario contact centres to launch several new lines of business including the Stop the Spread Information Line; Provincial Vaccine Contact Centre; Ministry of Education's Support for Families initiative; the Ministry of Health's COVID-19 Self Assessment and

Contact Plus tools; the Ontario Small Business Grant; and, the ServiceOntario Appointment Booking and Driver and Vehicle Chatbot. The Ontario Disability Support Program Line was also expanded.

- ServiceOntario continued to champion the Trillium Gift of Life. Just over 52,000 Ontarians were added to the Organ Donor Registry between April 1, 2020 and December 31, 2020.
- As of the end of December 2020, there were approximately 882,000 Health Card renewals and 837,000 Driver's Licence renewals completed online since the online renewal application was launched in January 2018. In more than 619,000 cases, both the Health Card and Driver's Licence were renewed at the same time.
- Continued implementing the enterprise-wide Ontario Public Service Cyber Security Strategy, to support the secure delivery of digital public services and digital transformation initiatives. This plan supports the Ontario Public Service's cyber security risk assessment services, monitoring and incident response program, access management services, and education and awareness programs.
- The Cyber Security Centre of Excellence continued helping ministries and Broader Public Sector Broader Public Sector service delivery partners improve digital resilience with education and awareness activities, and cyber threat knowledge and intelligence sharing.
- Entered into a partnership with the Catalyst at Ryerson University to increase cyber security awareness in the Broader Public Sector. This collaboration provides ongoing support to the Broader Public Sector Broader Public Sector help them better deal with their cybersecurity. This will include seven learning modules by the end of this fiscal year at cybersecurityontario.ca.
- Established a Cyber Security Expert Panel to help modernize security across the Broader Public Sector Broader Public Sector and provide advice on addressing issues and risks. It will improve digital resilience, develop cutting-edge solutions to prevent cyber threats and provide recommendations to Broader Public Sector Broader Public Sector organizations.
- The Consumer Protection Ontario contact centre provided advice and assistance to consumers regarding a wide range of transactions, including transactions affected by the COVID-19 pandemic. Between January 1 and December 31, 2020, the ministry:
    - Received 34,846 consumer complaints, incidents and inquiries;
    - Negotiated $551,430 in refunds to consumers via mediation;
    - Saved at least $97,117 for consumers via cancelled/rescinded contracts; and
    - Laid 157 charges under the Consumer Protection Act, 2002 and 5 charges under the Provincial Offences Act.

- Improved accessible parking permit processes, increasing the number of permits issued by 200 per day.
- ServiceOntario launched new email services to make it easier for our customers to submit their corporate filings, business registrations and search requests in support of public health and safety protocols.
- Implemented a Point-of-Sale refund solution to ServiceOntario over-the-counter offices allowing eligible customers to receive a refund via credit or debit cards for unused licence plate validation regardless of original methods of payment along with elimination of the administrative fee for cheque refunds.

**Digital Transformation:**

- Expanded the Ontario Tenders Portal, a fully digital tendering portal, to include the full contract lifecycle, reducing the administrative burden on vendors doing business with Ontario.
- Continued to facilitate digital transformation across the Ontario Public Service with additional use of cloud storage. This is a key enabler to driving digital services for the citizens of Ontario.
- Developed Data Standards to help ministries derive insights into how government programs and services can be better delivered to Ontarians.
- Developed the Governance and Management of Information and Data Assets Directive, to maximize the value and use of government information by ensuring that it is managed as a strategic enterprise asset. This complements the renewed I&IT Directive and a companion Digital and Data Directive.
- Completed a public consultation on privacy protection Through this, the program received a substantial response from approximately 150 organizations which represent various sectors across the province.
- Introduced a more digital-focused service model and discontinued its in-person and counter services at 53 land registry offices. With some exceptions, customers are able to access land registration transactions online.
- Improved online information about ServiceOntario centres by standardizing location data, providing easy to understand information about location’s hours and opening status and prioritizing links to available online services.
- Enabled the online renewals of expired licence plate stickers, providing the opportunity for approximately 1.5 million additional renewals to be completed online.
- The Archives of Ontario launched initiatives to facilitate discovery, access to and engagement with Ontario’s documentary heritage from anywhere, anytime, including:
    - Virtual orientations, tours, and webinars delivered in collaboration with Ontario Ancestors and the Quarter Century Club;

  - New online educational resources aligned with the Ontario curriculum on its website and Flickr to better support educator and student learning; and
  - A GLAM (galleries, libraries, archives and museums) Wiki page, making five archival collections available for use in the Wiki community, resulting in over 630,000 views in three months and strengthening connection and collaboration with other galleries, libraries, archives and museums.

- Undertook the procurement of a system to better manage and provide access to the archives' collections (archives, library, art) and improve efficiency by removing duplication and integrating processes. It will enhance the customer experience; improve management and preservation of physical and digital holdings; and align to the government's digital mindset.
- Reduced costs for businesses by eliminating the need for filing physical papers by adopting electronic chattel paper.
- Provided easier access to and usability of certain forms made under the Condominium Act.

**Supporting Businesses:**

- Improved data integrity and the service experience for businesses to ensure all Ontario government business-facing programs will be able to collect and use the Business Number to simplify government-to-business interactions.
- Continued to support partner ministries: the Ministry of Economic Development, Job Creation, and Trade, the Ministry of Finance, and the Ministry of Energy, Northern Development and Mines with testing and infrastructure upgrades to support transfer payments for a suite of priority programs to support over 100,000 small businesses during the pandemic.
- Continued work on the Multi-jurisdictional Registry Access Service, a system that allows jurisdictions to exchange data quickly and in a secure manner. This helps businesses seeking to operate in multiple jurisdictions.
- Passed the Rebuilding Consumer Confidence Act in July 2020 to help improve the Tarion new home warranty system, improve oversight over administrative authorities and make consumer protection laws more effective and efficient. On February 1, 2021, the Home Construction Regulatory Authority also opened its doors as the regulator of new home builders and vendors.
- Continued working with Tarion and the Home Construction Regulatory Authority to implement the recommendations of the 2019 Auditor General's special report on Tarion. As of early 2021, 19 of the 32 recommendations have been fully implemented.
- On October 1, 2020, parts of the Trust in Real Estate Services Act came into force and several regulations were filed. These changes allow real estate

professionals to incorporate and be paid through a personal real estate corporation, while maintaining strong consumer protection safeguards. Real estate professionals are also now able to use more recognized terms such as “real estate agent” and REALTOR® in their advertisements.

- In response to concerns from municipalities and other bereavement sector stakeholders about restrictions on the use of funds in cemetery care and maintenance funds or accounts under the Funeral, Burial and Cremation Services Act, the ministry consulted on potential regulatory changes and non-regulatory actions to help address the concerns that the ministry has heard. Regulatory changes were made in April 2021 to the rules for care and maintenance fund or accounts that will come into force on January 1, 2022.
- In February 2021, the ministry consulted with stakeholders on increasing price transparency as part of the ministry’s implementation of recommendations from the Auditor General’s 2020 audit of the Bereavement Authority of Ontario. In April 2021, regulatory changes were made to requirements related to licence display, price lists and the consumer information guide to reduce burden on business and improve transparency for consumers of bereavement services. These changes come into force on July 1, 2021
- Consulted on effective ways to regulate emerging alternative technologies such as alkaline hydrolysis and composting, for the disposal of human remains. The ministry brought stakeholders together to gather feedback and help determine whether there are any issues with the Bereavement Authority of Ontario’s standard terms and conditions for alkaline hydrolysis operator licences.
- As part of an ongoing process, the ministry reviews and updates business statutes to reduce burden on the sector, address current and/or emerging issues, and make Ontario a jurisdiction that is favourable for new incorporations. Support for this work is partially provided by the Business Law Modernization and Burden Reduction Council (the Council), which provides recommendations to the Minister to modernize Ontario’s corporate and commercial statutes while supporting businesses within the Province.
    - This included changes to the Arthur Wishart Act (Franchise Disclosure), 2000 that are intended to reduce burden on the franchise sector. In addition, legislative amendments were passed that will eliminate the current Canadian director residency requirements and lower the threshold for shareholder approvals in certain circumstances under the Business Corporations Act. Steps were also taken to prepare for the implementation of the Not-for-Profit Corporations Act, 2010, positively impacting Ontario’s approximately 58,000 nonprofits and charities.
- Launched a consultation on December 1, 2020 with the people and businesses of Ontario to better understand how we can adapt the Consumer

Protection Act to address changing technology and marketplace innovations and provide more clarity.

- Launched a consultation in January 2021 on potential proposals to establish new protections for users of high-cost alternative financial services like instalment loans, lines of credit and auto title loans, provided outside of traditional financial institutions like banks. The ministry is consulting with stakeholders and the public on ways to improve the regulation and availability of information around these high-cost services and protect vulnerable borrowers from potential harm.
- In response to an Auditor General recommendation, the ministry removed the agricultural exemption for boilers and pressure vessels to ensure the safety for all workers and visitors to greenhouses and maple syrup operations. Now, all boilers and pressure vessels of a certain size will be required to meet the same safety requirements as of July 1, 2021.
- From July to August 2020, consulted with stakeholders on proposed regulatory changes to enhance elevator safety and availability. Regulatory changes were approved in April 2021 and respond to the Justice Cunningham report on elevator availability and the Auditor General's safety recommendations.
- Began planning an education session to correct information asymmetries between owners and contractors, while improving elevator availability. In the elevator availability report, Justice Cunningham found that there is a lack of public education for owners, which prevents them from advocating for balanced contract terms, effective maintenance and timely repair.
- Passed the Film Content Information Act to reduce costs and red tape to help businesses operate more efficiently in today's competitive film industry while better reflecting current consumer behaviour in a growing digital marketplace.
- Made changes under the Technical Standards and Safety Act to enable greener, cleaner energy use by businesses that use refrigeration in commercial and industrial settings, and expansion of lower-carbon natural gas infrastructure. Alternate rules have been introduced that give them the flexibility they need to either comply with the province's existing Operating Engineers regulation or pursue a more tailored path to meet their safety obligations.
- In December 2020, the Auditor General released a follow-up report on the Technical Standards and Safety Authority audit and found that significant progress has been made on implementing the recommendations to enhance safety, Technical Standards and Safety Authority operations and ministry oversight. To safely reduce burden on business, continued working with the Technical Standards and Safety Authority on a proposal for a national reconciliation agreement to improve the mobility of gas fitters/technicians across Canada.

Ontario

**Table 3: Ministry Interim Actual Expenditures 2020-21**

| | Ministry Interim Actual Expenditures ($M) 2020-21[3] |
|---|---|
| **COVID-19 Approvals** | 407.1 |
| **Other Operating** | 1,619.8 |
| **Other Capital** | 332.0 |
| **Staff Strength[4] (as of March 31, 2021)** | 5,234.47 |

[3] Interim actuals reflect the breakdown presented in the 2021 Ontario Budget. Other Operating and Capital combined consist of Government and Consumer Services (Base) $717.4M and Realty $1234.4M

[4] Ontario Public Service Full-Time Equivalent Positions

# Ontario Government
# 2021-22 Published Plans
# and
# 2020-21 Annual Reports

## Volume 2
## Ministry of Health –
## Treasury Board Secretariat

Ontario

Ontario

# Estimates Briefing Book 2021-2022

Ministry of Health

Ce document est disponible en français.

Ontario

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# Part I: 2021-22 Published Plan

Ministry of Health

Ontario

## 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 Program, Drug Programs, Emergency Health Services, Independent Health Facilities and Laboratory Services.

### MINISTRY CONTRIBUTION TO PRIORITIES AND RESULTS

The Ministry of Health is hard at work delivering on Ontario's plan to build more capacity in the health care system and end hallway health care. The ministry is working to expand hospital infrastructure, improve access and create more service options for patients, and create a connected system of mental health and addictions services.

The global COVID-19 pandemic has reinforced the importance of the ministry's efforts to transform the public health care system, and highlighted the benefits of a better integrated and connected system. The health and well-being of all Ontarians has been the government's top priority, and the ministry continues to work with its partners in health care to contain the spread of the virus and complete its vaccination roll-out plan.

## MINISTRY PROGRAMS AND ACTIVITIES

Ontario has taken swift and decisive action to ensure the province's readiness to respond to the COVID-19 pandemic. The government is using every resource at its disposal to fight COVID-19 and keep Ontarians safe.

The COVID-19 crisis has only served to emphasize the importance of the work that is already underway to transform Ontario's public health care system in order to improve patient experience and strengthen local services.

Ontario

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 COVID-19 outbreak continues to evolve in Ontario and other jurisdictions around the world, Ontario must adapt to this evolving situation in order to continue ensuring the safety of all Ontarians and the ability of the health system to provide care for patients.

## HIGHLIGHTS OF 2020-21 RESULTS

Accomplishments to date on the heath transformation agenda have been critical to the health system response for COVID-19.

### COVID-19 Response Framework

In consultation with the Chief Medical Officer of Health and other health experts, the Ontario government developed the Keeping Ontario Safe and Open Framework. This framework ensures that public health measures are targeted, incremental and responsive to help limit the spread of COVID-19, while keeping schools and businesses open, maintaining health system capacity and protecting vulnerable people, including those in long-term care.

The Framework takes a gradual approach to help avoid broader closures and allow for public health and workplace safety measures to be introduced or removed incrementally. It categorizes public health unit regions into five levels: Green–Prevent, Yellow–Protect, Orange–Restrict, Red–Control, and Grey-Lockdown being a measure of last and urgent resort. Each level outlines the types of public health and workplace safety measures for businesses and organizations. These include targeted measures for specific sectors, institutions and other settings.

Since its creation, the Chief Medical Officer of Health has continued to consult with public health and other experts, review data, and provide advice to the government on the appropriate and effective measures that are needed to protect the health of Ontarians and take immediate action if necessary.

**COVID-19 Testing Strategy**

Since the start of the COVID-19 pandemic, the Ministry of Health has taken action to expand COVID-19 testing by rapidly increasing laboratory and testing capacity. Ontario's COVID-19 Testing Strategy is responsive to the dynamic testing needs during the pandemic, and the province continues to build lab capacity, expand access to rapid, point of care testing, and support a safe provincial reopening.

With over thirteen million tests completed, Ontario has become the leading Canadian jurisdiction for testing. As of mid-February 2021, the lab network can perform over 100,000 tests a day, which continues to grow. Ontario exceeds its turnaround time target, ensuring well above 80% of people receive their COVID-19 results within two days.

Ontario has acted nimbly in Wave 3 of the pandemic, by adopting innovative testing modalities as they became available and adapting to lessons learned from Wave 1 and Wave 2. Ontario is continuing to expand access to rapid testing in highly vulnerable workplaces like long-term care, retirement homes, and essential industries.

**COVID-19 Vaccine Rollout**

Ontario developed a three-phased COVID-19 vaccine distribution plan, based on expert advice of the Ministers' COVID-19 Vaccine Distribution Task Force and aligned with the National Advisory Committee on Immunization.

Ontario's COVID-19 vaccine distribution plan is guided by the following objectives in alignment with the ethical framework, Canada's pandemic response goals and the National Advisory Committee on Immunization:

1) Prevent death
2) Prevent illness, hospitalization and ICU admission
3) Reduce transmission

Phase One focused on protecting the most vulnerable populations with the greatest risk of harm (approximately 1.8 million people), including:

- residents, staff, essential caregivers and other employees in congregate living settings for seniors;

- health care workers, including hospital employees, staff who work or study in hospitals and health care personnel;
- adults in First Nations, Métis and Inuit populations, including remote communities;
- adult recipients of chronic home health care; and
- adults aged  80 years and older.

While Ontario continues to work with public health units to offer vaccines to remaining Phase One priority populations, we have expanded into Phase Two (~9 million) populations, which is focused on vaccination by age and risk, including:

- Individuals aged 55 and over;
- Individuals who live and work in congregate living settings and some primary caregivers;
- Individuals with specific health conditions and some primary caregivers;
- Individuals aged 45and over who live in hot spot communities (areas with high rates of death, hospitalization and transmission). Individuals 18 and over in targeted high-risk settings, as supply allows; and
- Certain workers who cannot work from home

During Phase Three, remaining individuals aged 16 and over who wish to be vaccinated will be eligible.

Ontario is leveraging multiple vaccination sites for distribution and administering COVID-19 vaccines, including hospital clinics, mass vaccination clinics, pharmacies, primary care, and mobile delivery.

Ontario continues to ramp up capacity and expand its rollout to additional age groups and locations. If the province receives a steady supply of the COVID-19 vaccine from the federal government, over nine million people in Ontario will be offered their first vaccination by the end of June.

**Ontario Health Teams**

As part of the government's plan to end hallway health care, Ontario Health Teams (OHTs) were introduced as a new way of organizing and delivering services for patients. Local health care providers are being empowered to work as a connected team, providing a full and coordinated continuum of care and working to ease transitions across sectors for patients. As they grow to maturity, OHTs 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, Ontario Health Teams, which include hospitals, physicians, nurses, mental health and addictions clinicians and staff, home and community care providers, and many others, are delivering integrated care as a team according to the needs of their local communities.

OHTs have demonstrated remarkable responsiveness to the COVID-19 outbreak. The strong partnerships and integrated care established by the first cohort of OHTs in the province helped them respond quickly and effectively to COVID-19 and support continued response and vaccine distribution.

In 2020-21, the ministry introduced 18 new OHTs, bringing the total to 42 approved OHTs across the province. At maturity, these teams will cover more than 80 percent of the province's population.

The ministry will use a targeted intake and assessment process to expand coverage of OHTs until provincial coverage is reached. All teams, regardless of level of readiness, will be supported to implement the model.

**Mental Health and Addictions**

Following provincewide consultations with experts, providers, and people with lived experience, Ontario has taken action to address a mental health and addictions system that has for too long been challenged by extensive wait times, barriers to access, inconsistent quality, a lack of standardized data and widespread fragmentation.

In response to what was learned from consultations held across the province in 2019, the government released a provincial mental health and addictions strategy, Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addictions (MHA) System.

Roadmap to Wellness is a plan to fix these longstanding challenges, based on four pillars:

1. Improving quality;
2. Expanding existing services;
3. Implementing innovative solutions; and
4. Improving access.

This plan is supported by a commitment to invest a total of $3.8 billion over ten years in mental health and addictions services. The Centre of Excellence is operationalizing the Roadmap to Wellness; developing clinical, quality and service standards for mental health and addictions; monitoring metrics related to the performance of MHA system; and, providing resources and support to health service providers, integrated care delivery systems and others related to mental health and addiction.

## Hospitals

Ontario has committed to investing approximately $20 billion over the next 10 years in health care infrastructure projects. The government has invested in communities with high growth needs based on robust data on where demand for new services will occur.

The government is committed to ensuring that all Ontarians receive timely access to high-quality health care. This investment is another step to build critical system capacity.

Through Ontario's Action Plan: Responding to COVID-19, the government in 2020-21 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 for the initial response to the COVID-19 pandemic.

The government also provided an investment totalling $351 million for more than 2,250 new beds at 57 hospitals and alternate health facilities across the province. This includes the $234.5 million investment for 139 critical care beds and up to 1,349 hospital beds included in Ontario's fall preparedness plan, Keeping Ontarians Safe: Preparing for Future Waves of COVID-19.

In addition, as announced in the 2020-21 Fall Budget, the government announced $572 million to support hospitals facing additional costs related to responding to COVID-19.

Furthermore, as outlined in the 2020-21 Third Quarter Finances, Ontario invested an additional $869 million in the hospital sector for supplies and equipment related to addressing the surge in COVID 19 cases, including testing, swabs, saliva tubes and test kits, bringing the total increase in funding to hospitals since 2019–20 to $3.9 billion.

As well, in 2020-21, the ministry is providing over $1.2 billion to help Ontario’s public hospitals recover from financial pressures created by COVID-19. This includes an investment of $696.6 million to help strengthen the financial stability of hospitals across the province and $572.3 million in additional funding to help address lost revenues experienced by hospitals as a result of the COVID-19 pandemic.

## Ontario Health Insurance Plan

To ensure patients continue to access the heath care they need through the COVID-19 pandemic, the ministry has extended many of the temporary physician-based initiatives introduced over the past year. For physicians on the frontlines, the temporary sessional fee codes established for those working in COVID-19 assessment centres, long-term care homes, congregate care settings, and vaccination clinics will continue to be available until September 30, 2021. Temporary virtual care codes to ensure continuity of care, hospital-based funding to facilitate the recruitment and flexible deployment of

physicians' skills, and premiums to help reduce the surgical backlog will also continue into the fall.

Interprofessional primary care teams are mobilizing resources to ensure continuity of care for patients during the pandemic through virtual visits as well as supporting their local public health units by working in assessment centres, sharing resources and supporting their communities where these services are needed.

**Digital Health**

The ministry introduced the Digital First for Health Strategy in 2019, creating a foundation for virtual care that has been essential for supporting patients during the pandemic. Strategic investment in virtual care has allowed Ontarians to stay connected to their health care providers, and initiatives such as remote patient monitoring, virtual urgent care, virtual surgical transition, and integrated primary care models will continue to provide options for safe and convenient access to health care services.

Other digital health initiatives are underway to support Ontario's transformation towards a more modern, integrated and patient-centred health system. A new provincial Health Care Navigation Service will give Ontarians a one-stop 'Digital Front Door' to the health care system. Ontario Health Teams and frontline care providers are being supported with investments in more integrated digital tools. Provincial standards backed up by a new regulatory framework will drive greater interoperability and information exchange between digital systems.

COVID-19 has made information sharing and access to critical data even more urgent. The ministry has launched the Ontario Health Data Platform (OHDP), a federated high-performance computing environment to support research and health system planning, and work continues to modernize Ontario's health privacy legislation to reflect the need for greater integration across the health sector and to update patients' privacy rights for the digital age.

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# MINISTRY FINANCIAL INFORMATION

## Table 1: Ministry Planned Expenditures 2021-22 ($M)

| | |
|---|---|
| **COVID-19 Approvals** | 4,498.1 |
| **Other Operating** | 58,111.4 |
| **Capital** | 1,639.6 |
| **Total Ministry (Pre-Consolidation)** | 64,249.1 |
| **Consolidation Adjustments** | 9,887.2 |
| **TOTAL** | 74,136.3 |

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## Table 2: Combined Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration Program | 99,055,100 | (2,491,900) | (2.5) | 101,547,000 | 95,884,100 | 91,321,719 |
| Health Policy and Research Program | 796,879,700 | 2,570,700 | 0.3 | 794,309,000 | 797,203,800 | 744,770,497 |
| Digital Health and Information Management Program | 323,507,300 | 129,299,200 | 66.6 | 194,208,100 | 286,380,400 | 198,267,478 |
| Ontario Health Insurance Program | 23,464,624,300 | 1,307,585,900 | 5.9 | 22,157,038,400 | 21,664,749,000 | 21,529,519,894 |
| Population and Public Health Program | 4,547,542,700 | (3,137,921,300) | (40.8) | 7,685,464,000 | 1,992,060,100 | 1,314,843,081 |
| Provincial Programs and Stewardship | 2,579,143,800 | 339,941,200 | 15.2 | 2,239,202,600 | 2,613,468,100 | 2,219,112,169 |
| Information Systems | 174,144,500 | 29,321,700 | 20.2 | 144,822,800 | 167,614,700 | 136,786,471 |
| Health Services and Programs | 30,624,537,600 | 13,290,900 | 0.0 | 30,611,246,700 | 36,465,334,200 | 27,657,268,361 |
| **Total Operating Expense to be Voted** | **62,609,435,000** | **(1,318,403,600)** | **(2.1)** | **63,927,838,600** | **64,082,694,400** | **53,891,889,670** |
| Statutory Appropriations | 89,392 | - | - | 89,392 | 88,392 | 836,935 |
| **Ministry Total Operating Expense** | **62,609,524,392** | **(1,318,403,600)** | **(2.1)** | **63,927,927,992** | **64,082,782,792** | **53,892,726,605** |
| Consolidation Adjustment - Hospitals | 4,235,519,500 | 1,008,560,000 | 31.3 | 3,226,959,500 | 3,222,252,700 | 3,872,698,536 |
| Consolidation Adjustment - Home and Community Care Support Services | 25,729,800 | (2,689,300) | (9.5) | 28,419,100 | 22,491,800 | 42,229,119 |
| Consolidation Adjustment - ORNGE | (23,149,500) | 14,808,200 | | (37,957,700) | (21,499,500) | (20,969,905) |
| Consolidation Adjustment - Funding to Colleges | (2,894,800) | 1,093,200 | | (3,988,000) | (5,920,400) | (32,409,244) |
| Consolidation Adjustment - Ontario Agency for Health Protection and Promotion | (13,406,200) | 1,329,400 | | (14,735,600) | (18,360,000) | (25,133,877) |
| Consolidation Adjustment - Ontario Health | 5,303,630,500 | 1,276,471,400 | 31.7 | 4,027,159,100 | 3,971,651,200 | 3,771,852,242 |
| Consolidation Adjustment - General Real Estate Portfolio | (7,336,400) | 153,200 | | (7,489,600) | (7,489,600) | (30,685,110) |
| Consolidation Adjustment - Ontario Infrastructure and Lands Corporation | - | - | | - | - | (1,930,031) |
| **Consolidation Adjustments** | **9,518,092,900** | **2,299,726,100** | **31.9** | **7,218,366,800** | **7,163,126,200** | **7,575,651,730** |
| **Total Including Consolidation & Other Adjustments** | **72,127,617,292** | **981,322,500** | **1.4** | **71,146,294,792** | **71,245,908,992** | **61,468,378,335** |
| **OPERATING ASSETS** | | | | | | |
| Ministry Administration Program | 2,000 | - | - | 2,000 | - | - |
| Health Policy and Research Program | 4,500,000 | - | - | 4,500,000 | - | 1,000,000 |
| Ontario Health Insurance Program | 13,000,000 | (768,900,000) | (98.3) | 781,900,000 | 745,500,000 | 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 | 5,729,400 |
| Health Services and Programs | 38,107,600 | - | - | 38,107,600 | 38,107,600 | 38,106,600 |
| **Total Operating Assets to be Voted** | **62,089,000** | **(768,900,000)** | **(92.5)** | **830,989,000** | **790,087,000** | **57,836,000** |
| | | | | | | |
| **Ministry Total Operating Assets** | **62,089,000** | **(768,900,000)** | **(92.5)** | **830,989,000** | **790,087,000** | **57,836,000** |

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| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **CAPITAL EXPENSE** | | | | | | |
| Information Systems | 1,000 | - | - | 1,000 | 1,000 | - |
| Health Services and Programs | 19,216,100 | (7,500,000) | (28.1) | 26,716,100 | 10,742,100 | 15,934,600 |
| Health Capital Program | 1,604,151,400 | 268,881,300 | 20.1 | 1,335,270,100 | 1,802,166,600 | 1,489,685,201 |
| | | | | | | |
| **Total Capital Expense to be Voted** | **1,623,368,500** | **261,381,300** | **19.2** | **1,361,987,200** | **1,812,909,700** | **1,505,619,801** |
| Statutory Appropriations | 16,249,100 | (1,151,600) | (6.6) | 17,400,700 | 15,391,100 | 15,046,176 |
| **Ministry Total Capital Expense** | **1,639,617,600** | **260,229,700** | **18.9** | **1,379,387,900** | **1,828,300,800** | **1,520,665,977** |
| Consolidation Adjustment - Hospitals | 356,855,600 | (257,944,100) | (42.0) | 614,799,700 | 122,256,400 | 327,013,807 |
| Consolidation Adjustment - Home and Community Care Support Services | 2,881,700 | (1,275,600) | (30.7) | 4,157,300 | 3,107,800 | 4,497,080 |
| Consolidation Adjustment - ORNGE | 16,347,000 | 3,612,100 | 28.4 | 12,734,900 | 12,078,600 | 11,163,800 |
| Consolidation Adjustment - Ontario Agency for Health Protection and Promotion | (6,101,500) | 7,257,700 | | (13,359,200) | (12,758,300) | (6,449,006) |
| Consolidation Adjustment - Ontario Health | 2,285,300 | 40,367,300 | | (38,082,000) | 18,201,500 | 2,486,470 |
| Consolidation Adjustment - General Real Estate Portfolio | (3,189,000) | 18,505,300 | | (21,694,300) | (3,162,100) | - |
| **Consolidation Adjustments** | **369,079,100** | **(189,477,300)** | **(33.9)** | **558,556,400** | **139,723,900** | **338,712,151** |
| **Total Including Consolidation & Other Adjustments** | **2,008,696,700** | **70,752,400** | **3.7** | **1,937,944,300** | **1,968,024,700** | **1,859,378,128** |
| **CAPITAL ASSETS** | | | | | | |
| Information Systems | 28,034,300 | (1,249,600) | (4.3) | 29,283,900 | 9,667,900 | 7,919,090 |
| Health Services and Programs | - | (1,000) | (100.0) | 1,000 | 1,000 | - |
| **Total Capital Assets to be Voted** | **28,034,300** | **(1,250,600)** | **(4.3)** | **29,284,900** | **9,668,900** | **7,919,090** |
| **Ministry Total Capital Assets** | **28,034,300** | **(1,250,600)** | **(4.3)** | **29,284,900** | **9,668,900** | **7,919,090** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **74,136,313,992** | **1,052,074,900** | **1.4** | **73,084,239,092** | **73,213,933,692** | **63,327,756,463** |

* 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 2021 Ontario Budget.

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## Historic Trend Table

| Historic Trend Analysis Data | Actuals 2018-19* $ | Actuals 2019-20* $ | Estimates 2020-21* $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| Ministry Operating and Capital (Pre Consolidation) | 53,766,681,777 | 55,413,392,582 | 65,307,315,892 | 64,249,141,992 |
| Consolidation and Other Adjustments (Operating and Capital) | 7,746,665,135 | 7,914,363,881 | 7,776,923,200 | 9,887,172,000 |
| Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets) | 61,513,346,912 | 63,327,756,463 | 73,084,239,092 | 74,136,313,992 |
| | | *3%* | *15%* | *1%* |

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

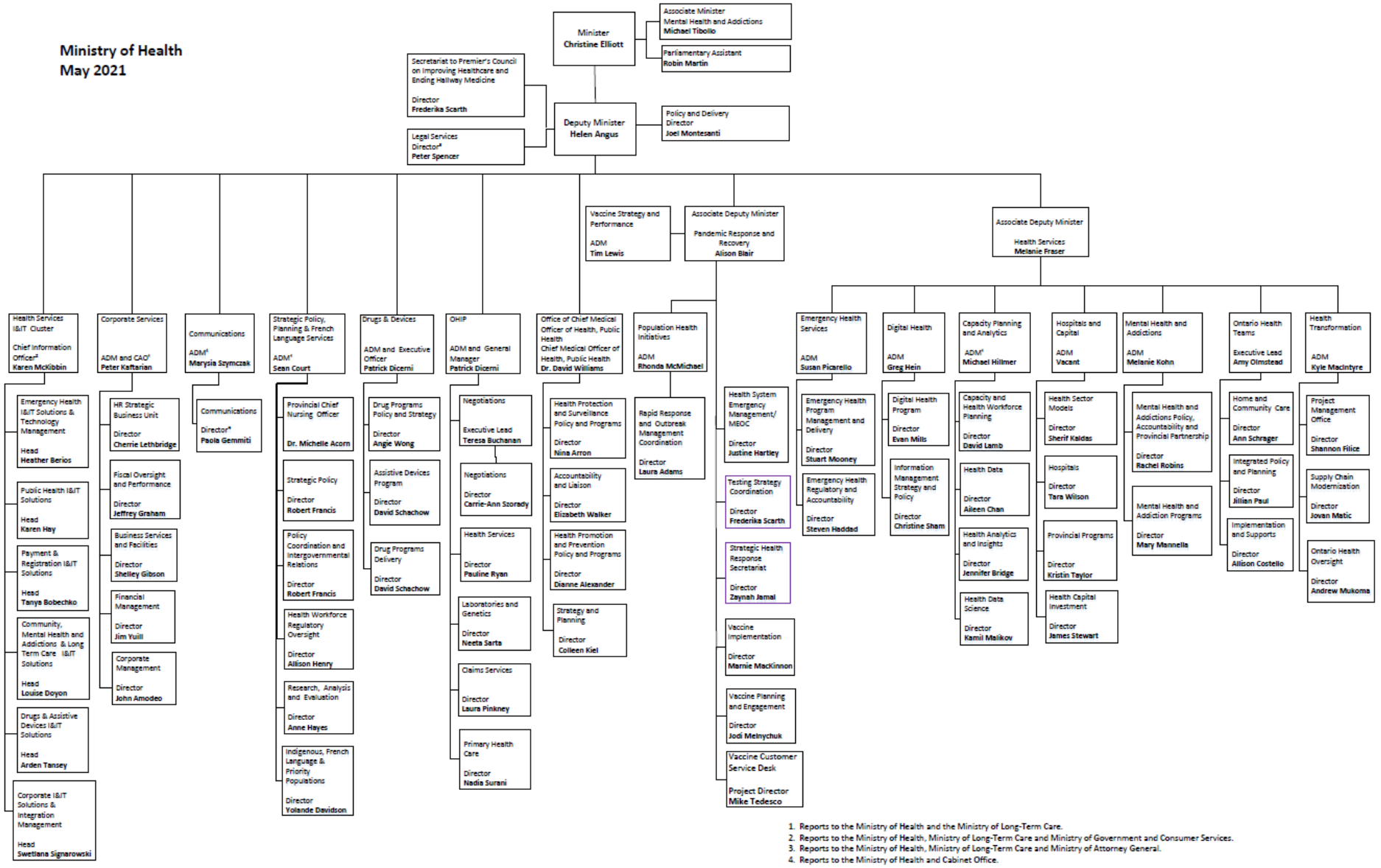
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## Agencies, Boards and Commissions (ABCs)

| Agencies Boards and Commissions | Expenses & Revenue | | |
|---|---|---|---|
| | Estimates 2021-22 | Interim Actuals 2020-21 | Expenditure Actuals 2019-20 |
| **Committee to Evaluate Drugs** | - | 344,990 | 437,647 |
| **Consent and Capacity Board** | 9,583,091 | 8,738,100 | 8,365,752 |
| **Health Boards Secretariat** | | | |
| Health Boards Secretariat | 4,360,809 | 3,676,923 | 4,355,871 |
| Regulatory Boards: | | | |
| - Colleges (26) | 1,870,042 | 1,787,398 | 1,908,161 |
| Physician Payment Review Board | - | 26,111 | 27,875 |
| Health Professions Appeal and Review Board | 2,291,538 | 2,190,267 | 2,338,249 |
| Health Services Appeal and Review Board | 622,585 | 453,324 | 483,952 |
| Ontario Hepatitis C Assistance Plan | 5,056 | 4,833 | 5,159 |
| Medical Eligibility Committee | - | 35,144 | 37,518 |
| **Health Professions Regulatory Advisory Council** | - | - | - |
| **Home and Community Care Support Services** | 3,295,505,400 | 3,397,526,300 | 2,878,835,579 |
| **Ontario Agency for Health Protection and Promotion** | 393,217,900 | 350,615,100 | 154,717,900 |
| **Ontario Health** | | | |
| **Health Services** | | | |
| Operation of Hospitals | 20,452,263,100 | 25,287,451,700 | 18,350,196,732 |
| Grants to Compensate for Municipal Taxation - Hospitals | 3,783,000 | 3,783,000 | 3,617,325 |
| Specialty Psychiatric Hospitals | 733,255,400 | 783,316,500 | 697,409,812 |
| Grants to Compensate for Municipal Taxation - Specialty Psychiatric Hospitals | 174,100 | 174,100 | 126,750 |
| Community Support Services | 652,881,900 | 703,949,400 | 680,885,688 |
| Assisted Living Services in Supportive Housing | 340,942,300 | 360,327,100 | 343,301,007 |
| Community Health Centres | 482,991,300 | 514,662,400 | 474,317,235 |
| Acquired Brain Injury | 65,081,200 | 67,208,200 | 64,209,073 |
| Community Mental Health | 1,301,608,100 | 1,060,150,200 | 921,395,437 |
| Addiction Program | 254,495,200 | 282,591,100 | 249,316,692 |
| Child and Youth Mental Health | 434,748,800 | 505,418,200 | 426,522,211 |
| **Programs and Administration** | | | |
| Digital Health | 203,456,100 | 345,270,000 | 211,745,900 |
| Health Quality Programs | 31,909,500 | 36,098,300 | 33,881,103 |
| Regional Coordination Operations Support | 298,291,000 | 974,741,700 | 279,906,876 |
| Cancer Treatment Services | 1,915,896,900 | 1,971,281,000 | 1,892,029,970 |
| Organ and Tissue Donation and Transplantation Services | 58,741,100 | 58,741,100 | 58,189,000 |
| Cancer Screening Program | 92,846,300 | 92,884,600 | 83,173,421 |
| Health Workforce Programs | 5,666,900 | 19,759,300 | 8,208,550 |
| Digital Health Capital | 19,215,100 | 10,741,100 | 15,934,600 |
| **Ontario Review Board** | 7,102,100 | 6,227,800 | 6,531,168 |

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## Ministry Organization Chart




1. Reports to the Ministry of Health and the Ministry of Long-Term Care.
2. Reports to the Ministry of Health, Ministry of Long-Term Care and Ministry of Government and Consumer Services.
3. Reports to the Ministry of Health, Ministry of Long-Term Care and Ministry of Attorney General.
4. Reports to the Ministry of Health and Cabinet Office.

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Ministry of Health – Ministry Organization Chart (Accessible version)
May 2021

1. Christine Elliott, Minister
    1.1. Michael Tibollo, Associate Minister, Mental Health and Addictions
    1.2. Robin Martin, Parliamentary Assistant
2. Helen Angus, Deputy Minister
    2.1. Fredrika Scarth, Director, Secretariat to Premier's Council on Improving Healthcare and Ending Hallway Medicine
    2.2. Peter Spencer, Director, Legal Services
    2.3. Joel Montesanti, Director, Policy and Delivery
    2.4. Karen McKibbin, Chief Information Officer, Health Services I&IT Cluster
        2.4.1. Heather Berios, Head, Emergency Health I&IT Solutions & Technology Management
        2.4.2. Karen Hay, Head, Public Health I&IT Solutions
        2.4.3. Tanya Bobechko, Head, Payment & Registration I&IT Solutions
        2.4.4. Louise Doyon, Head, Community, Mental Health and Addictions and Long-Term Care I&IT Solutions
        2.4.5. Arden Tansey, Head, Drugs & Assistive Devices I&IT Solutions
        2.4.6. Swetlana Signarowski, Head, Corporate I&IT Solutions & Integration Management
    2.5. Peter Kaftarian, Assistant Deputy Minister and Chief Administrative Officer, Corporate Services
        2.5.1. Cherrie Lethbridge, Director, HR Strategic Business Unit
        2.5.2. Jeffrey Graham, Director, Fiscal Oversight and Performance
        2.5.3. Shelley Gibson, Director, Business Services and Facilities
        2.5.4. Jim Yuill, Director, Financial Management
        2.5.5. John Amodeo, Director, Corporate Management
    2.6. Marysia Szymczak, Assistant Deputy Minister, Communications
        2.6.1. Paola Gemmiti, Director, Communications
    2.7. Sean Court, Assistant Deputy Minister, Strategic Policy Planning and French Language Services
        2.7.1. Dr. Michelle Acorn, Provincial Chief Nursing Officer
        2.7.2. Robert Francis, Director, Strategic Policy
        2.7.3. Robert Francis, Director, Policy Coordination and Intergovernmental Relations
        2.7.4. Anne Hayes, Director, Research, Analysis and Evaluation
        2.7.5. Yolande Davidson, Director, Indigenous, French Language and Priority Populations
        2.7.6. Allison Henry, Director, Health Workforce Regulatory Oversight
    2.8. Patrick Dicerni, Assistant Deputy Minister and Executive Officer, Drugs and Devices
        2.8.1. Angie Wong, Director, Drug Programs Policy and Strategy
        2.8.2. David Schachow, Director, Drug Programs Delivery
        2.8.3. David Schachow, Director, Assistive Devices Program
    2.9. Patrick Dicerni, Assistant Deputy Minister and General Manager, Ontario Health Insurance Plan (OHIP)

2.9.1. Teresa Buchanan, Executive Lead Negotiations
2.9.1.1. Carrie Ann Szorady, Director, Negotiations
2.9.2. Pauline Ryan, Director, Health Services
2.9.3. Neeta Sarta, Director, Laboratories and Genetics
2.9.4. Laura Pinkney, Director, Claims Services
2.9.5. Nadia Surani, Director, Primary Health Care
2.10. Dr. David Williams, Chief Medical Officer of Health, Public Health, Office of Chief Medical Officer of Health, Public Health
2.10.1. Justine Hartley, Director, Health System Emergency Management
2.10.2. Nina Arron, Director, Health Protection and Surveillance Policy and Programs
2.10.3. Dianne Alexander, Director, Health Promotion and Prevention Policy and Programs
2.10.4. Elizabeth Walker, Director, Accountability and Liaison
2.10.5. Colleen Kiel, Director, Strategy and Planning
2.11. Alison Blair, Associate Deputy Minister, Pandemic Response and Recovery
2.11.1. Tim Lewis, ADM, Vaccine Strategy and Performance
2.11.2. Rhonda McMichael, Assistant Deputy Minister, Population Health Initiatives
2.11.2.1. Laura Adams, Director, Rapid Response and Outbreak Management Coordination
2.11.3. Justine Hartley, Director, Health System Emergency Management/MEOC
2.11.4. Fredrika Scarth, Director, Testing Strategy Coordination
2.11.5. Zaynah Jamal, Director, Strategic Health Response Secretariat
2.11.6. Marnie MacKinnon, Director, Vaccine Implementation
2.11.7. Jodi Melnychuk, Director, Vaccine Planning and Engagement
2.11.8. Mike Tedesco, Project Director, Vaccine Customer Service Desk
2.12. Melanie Fraser, Associate Deputy Minister, Health Services
2.12.1. Susan Picarello, Assistant Deputy Minister, Emergency Health Services
2.12.1.1. Stuart Mooney, Director, Emergency Health Program Management and Delivery
2.12.1.2. Steven Haddad, Director, Emergency Health Regulatory and Accountability
2.12.2. Greig Hein, Assistant Deputy Minister, Digital Health
2.12.2.1. Evan Mills, Director, Digital Health Program
2.12.2.2. Christine Sham, Director, Information Management Strategy and Policy
2.12.3. Michael Hillmer, Assistant Deputy Minister, Capacity Planning and Analytics
2.12.3.1. David Lamb, Director, Capacity and Health Workforce Planning
2.12.3.2. Aileen Chan, Director, Health Data
2.12.3.3. Jennifer Bridge, Director, Health Analytics and Insights
2.12.3.4. Kamil Malikov, Director, Health Data Science
2.12.4. Assistant Deputy Minister, Hospitals and Capital (vacant)
2.12.4.1. Sherif Kaldas, Director, Health Sector Models
2.12.4.2. Tara Wilson, Director, Hospitals
2.12.4.3. Kristin Taylor, Director, Provincial Programs
2.12.4.4. James Stewart, Director, Health Capital Investment
2.12.5. Melanie Kohn, Assistant Deputy Minister, Mental Health and Addictions

2.12.5.1. Rachel Robins, Director, Mental Health and Addictions Policy, Accountability and Provincial Partnership
2.12.5.2. Mary Mannella, Director, Mental Health and Addiction Programs
2.12.6. Amy Olmstead, Executive Lead, Ontario Health Teams
2.12.6.1. Ann Schrager, Director, Home and Community Care
2.12.6.2. Jillian Paul, Director, Integrated Policy and Planning
2.12.6.3. Allison Costello, Director, Implementation and Supports
2.12.7. Kyle MacIntyre, Assistant Deputy Minister, Health Transformation
2.12.7.1. Shannon Filice, Director, Project Management Office
2.12.7.2. Jovan Matic, Director, Supply Chain Modernization
2.12.7.3. Andrew Mukoma, Director, Ontario Health Agency Oversight

Ontario

# Appendix

## Annual Report

### OVERVIEW

Through 2020-21, the Ministry of Health has worked to ensure the government's commitment to make the health and well-being of Ontarians its first priority in the face of a global pandemic.

Based on the advice of the Chief Medical Officer of Health and public health experts, Ontario has made significant strides in its efforts to fight COVID-19 by enhancing its case and contact management efforts, expanding testing capacity, developing and implementing a three-phase plan for the roll-out of COVID-19 vaccines, and providing supports for frontline health care workers.

Throughout the pandemic, the ministry has also continued to work toward realizing the government's commitment to end hallway health care, guided by the objectives of improving patient and caregiver experience, improving the health of all Ontarians, creating efficiencies, and supporting health care providers.

The ministry has continued to move forward with its health care modernization efforts with the introduction of new Ontario Health Teams, the ongoing transition of agencies into Ontario Health, investing in hospital infrastructure, and implementing Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addictions System.

### PREVENTION

#### COVID-19 Vaccination Roll-Out

The Ministries of the Solicitor General and Health established a COVID-19 Vaccine Distribution Task Force in order to provide advice and recommendations in support of the government's vaccine distribution plan and related initiatives.

Ontario developed a three-phased COVID-19 vaccine implementation plan to receive, store, administer and distribute COVID-19 vaccinations in Ontario that prioritized populations to be vaccinated in accordance with an ethical framework for COVID-19 vaccine distribution; based on expert advice of the Ministers' COVID-19 Vaccine Distribution Task Force; and aligned with the National Advisory Committee on Immunization (NACI).

Phase One of the three-phased plan focused on the province's most high-risk population (approximately 1.8 million people) groups, which included:

- residents, staff, essential caregivers and other employees in congregate living settings for seniors;
- health care workers, including hospital employees, staff who work or study in hospitals and health care personnel;
- adults in First Nations, Métis and Inuit populations;
- adult recipients of chronic home health care; and
- Adults aged 80 and over.

The first phase of Ontario's plan focused on vaccinating the province's most vulnerable and saw a clear benefit of doing so, with a dramatic decrease in long-term care home cases and COVID-related deaths.

Ontario expanded the categories of health care providers who could administer the vaccine to include nurse practitioners, registered nurses and registered practical nurses, along with pharmacists, pharmacy students, interns and pharmacy technicians.

Distribution of vaccinations during Phase One was conducted through hospital site clinics, mobile teams, site specific clinics, and mass vaccination clinics. As vaccine supply increased, Ontario expanded the delivery channels available to administer COVID-19 vaccines to include pharmacies and primary care settings.

The Ministry of Health and Ornge also collaborated with the Ministries of Indigenous Affairs, the Solicitor General and Natural Resources and Forestry, and the federal government (First Nation and Inuit Health Branch) to co-develop a plan with Nishnawbe Aski Nation and the individual communities to offer vaccinations in fly-in First Nation communities in Northern Ontario.

Ornge is leading "Operation Remote Immunity" to administer the vaccine to the 31 fly-in First Nation communities and Moosonee in Ontario. All of the first doses have now been delivered.

As vaccine supply increased, Ontario launched an online booking system and a provincial call centre to answer questions and support appointment bookings at mass immunization clinics. Initially, in alignment with Phase One priorities, the provincial system supported booking of appointments of individuals 80 years of age and over, and has extended its capacity to more eligible groups.

**Flu Immunization Campaign**

Ontario invested almost $70 million to purchase flu vaccines to deliver a robust and expanded influenza immunization campaign in 2020-21. The campaign featured:

- Initial order of 5.1 million flu vaccine doses in partnership with the federal government and other provinces and territories through the national vaccine bulk procurement program:
    - 700,000 more than the approximated usage for the 2019-20 flu season;
    - 1.3 million high-dose vaccine doses for Ontario seniors, especially those with pre-existing health conditions;
- Prioritizing early distribution of the flu vaccine for vulnerable populations in long-term care homes, hospitals and retirement homes;
- Investing an additional $26.5 million to support the purchase, distribution and administration of additional flu vaccine doses during the season, which were made available through the national vaccine bulk procurement program. As a result, over 6.2 million doses of flu vaccine were purchased in total for the 2020-21 flu season;
- For the first time in Ontario's history, improved access by allocating high-dose flu vaccines for seniors to participating pharmacies; and
- Launching a public education campaign to encourage Ontarians to get the flu shot.

## PUBLIC HEALTH

### Increasing Daily Lab Testing

In 2020-21, Ontario significantly increased testing and contact tracing capacity, allowing health experts to identify cases of COVID-19 and support efforts to stop the spread of the virus in the community, long-term care homes, and other congregate settings.

With over thirteen million tests completed Ontario has become a leading Canadian jurisdiction for testing. The lab network can now perform over 100,000 tests a day. The network also continues to exceed its turnaround time target, ensuring well above 80% of people receive their COVID-19 results within two days.

### Protecting Ontarians Through Enhanced Testing

Ontario’s COVID-19 testing plan, *Protecting Ontarians Through Enhanced Testing*, included three branches of testing:

- Assessment Centre and Specimen Collection Centre Testing: Testing is available to any symptomatic individual and/or any individual with exposure to a confirmed COVID-19 case. Eligibility for testing at Assessment Centres and Specimen Collection Centres was also further expanded to include certain targeted, high-risk groups of the population (e.g. school and childcare staff, farm workers, individuals who identify as Indigenous). Those same high-risk populations are also eligible for asymptomatic testing at participating community pharmacies.
- Targeted Testing Campaigns: Detects and contains cases by expanding asymptomatic surveillance testing through targeted mobile testing sites which have been focused primarily on vulnerable populations. Targeted asymptomatic individuals through point-of-care (rapid) antigen testing has also been made

available to a wide variety of priority sectors as an added measure of safety and screening in workplaces, including but not limited to essential industries, congregate care settings, and high priority communities.
- Outbreak Management: Access to testing, including both lab-based PCR testing as well as point-of-care testing, has been implemented to ensure rapid and agile response capacity for outbreak management, including in specific neighbourhoods and regions or at hospitals, institutions and workplaces, as well as First Nations and Indigenous communities.

**Protecting Ontarians through Enhanced Case and Contact Management**

In its efforts to help stop the spread of COVID-19, Ontario launched a comprehensive case and contact management strategy, Protecting Ontarians through Enhanced Case and Contact Management.

The enhanced strategy focuses on strengthening and standardizing case and contact management by:

- Ensuring that all new cases and their close contacts are identified early, contacted quickly, investigated thoroughly and followed up with for the duration of their self-isolation period;
- Supporting public health units with 1,000 additional case managers and contact tracers, as well as 600 contact follow-up staff through a partnership with Statistics Canada;
- Improving technology tools by modernizing the integrated Public Health Information System (iPHIS) through the implementation of a new custom-built COVID-19 case and contact management system; and
- Launching COVID Alert, a privacy-first exposure notification app to alert Ontarians when they may have been exposed to COVID-19. The made-in-Ontario app was a new measure developed in partnership with the federal government.

**Point-of-Care (Rapid) Testing**

Ontario deployed molecular point-of-care tests such as the ID NOW to support rapid diagnosis and early outbreak management in areas of the province where access to lab-based testing at assessment centres was limited and turnaround times for results were high, including in rural, remote, and Indigenous communities. Additionally, antigen point-of-care tests have been widely deployed in priority sectors across the province as an additional safety measure in essential workplaces to proactively identify cases of COVID-19 that may otherwise have gone undetected through routine symptom screening.

Since November 2020, Ontario received over 18 million antigen point-of-care tests and has distributed over 6.4 million across the province through the expanding Provincial Antigen Screening Program. Ontario has also received approximately 1.2 million molecular point-of-care tests and has distributed over 200,000 with a particular focus on

deployment to hospitals, as well as rural and remote communities and Indigenous and First Nations communities to ensure equitable access to diagnostic testing.

These tests provide Ontarians with more access to the full spectrum of testing options and help to quickly identify and manage outbreaks to stop the spread of COVID-19.

**Targeted Testing Approach**

In addition to the ongoing testing of symptomatic individuals and individuals who are known close contacts of COVID-19 cases at any of the 189 assessment centres across the province, Ontario also expanded access to testing to a number of priority groups for COVID-19, through both lab-based PCR and rapid (point-of-care) testing, including:

- Eligibility for asymptomatic, lab-based PCR testing:
    - Workers, visitors, and government inspectors of long-term care homes
    - Workers, visitors, and government inspectors of retirement homes
    - Residents or workers in homeless shelters or other congregate settings
    - Farm workers
    - Individuals who identify as Indigenous
    - Individuals who are travelling into remote/isolated First Nations and Indigenous communities for work purposes
    - School staff, inclusive of itinerant, supply, specialty teachers and childcare staff, as well as school bus drivers
    - Specific vulnerable populations, including patients undergoing chemotherapy or hemodialysis and requiring transplants, as well as pregnant persons, newborns and cross-border workers

- Targeted rapid testing, including but not limited to the following:
    - Remote, isolated, rural and Indigenous communities
    - Long term care and retirement homes
    - Essential industries (e.g. manufacturing, food processing, construction etc.)
    - First responders
    - Healthcare settings
    - Congregate living settings
    - Wastewater management services
    - Transportation and transit

The ministry will continue to monitor the evolving situation and update the provincial testing guidance eligibility and point-of-care testing initiatives to identify and manage outbreaks and to stop the spread of COVID-19.

**COVID-19 Variant Action Plan**

Ontario unveiled a six-point plan to prevent and stop the spread of new COVID-19 variants. The plan was created to minimize case importation resulting from international

travel, require screening of all positive case samples to identify variants, and enhance the public health response to reduce the spread of the virus in communities across the province.

The plan’s measures include:

1. Mandatory testing of travelers
2. Enhanced screening and sequencing
3. Maintaining public health measures
4. Strengthening case and contact management
5. Enhancing protections for vulnerable populations, including accelerating the vaccination of long-term care, high-risk retirement, and First Nations elder care home residents and vaccinating adult recipients of chronic home health care when vaccine supply permits
6. Leveraging data to drive decision-making and inform planning related to pandemic response. Leveraging analytics will enhance Ontario's capacity to identify known and emerging variants of COVID-19 and will strengthen the province's genomic data by providing an increasingly clearer picture of the emergence and patterns of COVID-19 variants.

**High Priority Communities Strategy**

In December 2020, Ontario launched the High Priority Communities Strategy to support neighbourhoods that were hardest-hit by COVID-19.

Evidence shows that racially diverse, newcomer and low-income communities have been impacted more significantly by COVID-19 than others, and they need specific supports as they face complex barriers to accessing services and enacting core prevention measures.

To support these communities, the Strategy provided $12.5M to fund local lead agencies in Durham, Peel, Toronto, York, and Ottawa regions to deliver key interventions including:

- Tailored community outreach and engagement;
- Increased access to testing;
- Wraparound supports using a case management approach to connect individuals and families with services like food, income supports, health and social services, and isolation centres.

Agencies work in partnership with Ontario Health, public health units, municipalities, and other community partners to deliver the Strategy.

To date, almost 2,000 Community Ambassadors, have been engaged by lead agencies to support the Strategy, more than 100,000 PPE kits have been delivered and wraparound supports have been provided to more than 9,600 people.

Ontario

## Expanding COVID-19 Testing to Pharmacies and Community Laboratory Specimen Collection Centres

Ontario made it possible for pharmacies to offer COVID-19 tests to at-risk Ontarians who have no COVID-19 symptoms. Certain groups of individuals/populations identified as eligible within provincial testing guidance, can visit select pharmacies by appointment only, and can be pre-screened and then tested at no charge.

In addition, the ministry has expanded specimen collection for COVID-19 to specimen collection centres (SCCs) operated by Ontario's private community laboratories. Both symptomatic and asymptomatic individuals can receive specimen collection and testing by appointment at select SCCs that have volunteered to provide the services.

The expansion of COVID-19 testing to pharmacies and specimen collection centres is part of the Ontario's Keeping Ontarians Safe: Preparing for Future Waves of COVID-19 plan.

## Expanding Data Collection to Help Stop Spread of COVID-19

In response to requests by community leaders and public health experts, Ontario introduced a regulatory change to implement the voluntary collection of data on race, income, language and household size for individuals who have tested positive for COVID-19 to help ensure the province has a more complete picture of the outbreak.

In addition to the administrative data required to book a vaccination, Ontarians are also being asked to voluntarily share socio-demographic information such as race, ethnicity, childhood language, total household income and household size. This data will only be collected with the express consent of the person being vaccinated.

Collecting this data will help the province have a more complete picture of who is being vaccinated, help ensure access to the vaccine for communities who are at-risk and disproportionately impacted by the pandemic, and ensure that everyone who wants to be vaccinated is being reached.

Every safeguard will be in place to protect the privacy of the information collected. The Ministry of Health is working with different health sector partners, so all staff involved in administering vaccines are offered appropriate training on the rationale for data disclosure. Staff are also trained on how to appropriately manage the data.

Ontario

## Pearson Airport Testing Pilot Program

On January 6th, 2021, the Ministry of Health implemented a voluntary and free border testing pilot program at Toronto Pearson International Airport for eligible international travellers arriving in the province from abroad and staying for at least 14 days. The voluntary pilot was implemented to help quickly test, trace and isolate COVID-19 cases early in Ontario and help inform the development of future testing programs for broader implementation.

As of noon on February 1, 2021, the Chief Medical Officer of Health (CMOH) issued a Section 22 order under Section 77.1 of the *Health Protection and Promotion Act (*HPPA) to require every person except those persons under the age of five who enters Ontario, including Ontario residents, from an international flight, arriving at Toronto – Lester B. Pearson International Airport must undertake a mandatory polymerase chain reaction (PCR) COVID-19 test. On February 22nd, the CMOH issued a memo to revoke the Class Order and new Federal regulations came into effect, including on-arrival and day-10 testing for international arrivals at Canadian airports.

## Public Health Units

Ontario's public health system has demonstrated remarkable responsiveness to COVID-19, as the outbreak has evolved locally and globally. Through Ontario's Action Plan: Responding to COVID-19, the government invested over $100 million in additional funding to support extraordinary costs incurred by public health units associated with monitoring, detecting, and containing COVID-19 in the province. These investments ensured that there was sufficient capacity for the public health sector to undertake crucial public health interventions with patients, the public, and the community, in order to contain the spread of COVID-19.

## Additional Public Health Support to Indigenous Communities

The Ministry of Health supported an initiative by four First Nations health service provider organizations for urgent public health nursing and/or allied health professional supports to administer rapid tests, conduct case and contact management and provide school supports as well as COVID-19 education and prevention in northern remote First Nations communities.

## Additional Public Health Support for Peel Region

In response to the increased need for local COVID-19 testing in the Peel Region, the Ministry of Health took steps to provide more sites and innovative options such as:

- Established three new community-based testing centres in Brampton at Snelgrove Community Centre, Gore Meadows Community Centre and Greenbriar Community Centre;

- Implemented mobile testing sites, including at the Canadian Mental Health Association (CMHA) Peel Dufferin Mobile Health Clinic in Brampton, to respond to an increase in localized demand for tests within the community and to provide access to testing in communities where travel is a barrier to getting tested;
- Opened limited walk-in availability at assessment centres for those who couldn't book an appointment online or by phone;
- Implemented 7 pharmacies and 5 specimen collection centres in partnership with LifeLabs and Dynacare; and
- Ontario also engaged with community leaders to help promote awareness of the importance of COVID-19 testing and to develop culturally sensitive and translated targeted communications to encourage testing in the region.

Additional case and contact management support allocated to Peel Public Health includes:

- 40 case managers directly assigned since November 2020.
- Additional case and contact management support through a central provincial pool. From this pool, there are 430 case managers supporting Toronto and Peel Public Health and providing surge case support to other health units as required. Peel also uses the Public Health Ontario-managed pool of 600 Statistics Canada contact tracers for contact follow-up support.

As part of the High Priority Communities Strategy, the ministry provided funding to local lead agencies in six communities in Peel region that have been hard-hit by COVID-19 and that are particularly vulnerable to negative impacts of the pandemic based on sociodemographic factors. Lead agencies collaborate with local health and social services to deliver tailored community engagement and outreach, to improve access to testing, and to provide emergency financial and other essential supports for individuals and families that need to self-isolate.

The ministry also invested $19 million in additional funding for Peel Public Health to support and enhance COVID-19 monitoring and case and contact management.

To support hospital capacity pressures and the continuation of surgeries and procedures, the ministry invested $42 million for up to 234 new beds at three hospitals and their alternate health facilities in Peel Region. This includes:

- William Osler Health System receiving up to 87 total patient beds, including 81 acute care beds and 6 critical care beds across their Brampton Civic and Etobicoke General Hospital sites.
- Trillium Health Partners receiving up to 141 total patient beds, including 59 acute care beds, 12 critical care beds and 70 transitional beds at their Mississauga Hospital, Queensway Health Centre and Credit Valley Hospital sites.
- Headwaters Healthcare receiving up to 6 total patient beds.

## Additional Supports for Windsor-Essex

The ministry implemented a three-point plan to reduce the risk of transmission of COVID-19 on farms and throughout the Windsor-Essex community as a result of COVID-19 outbreaks, particularly in the agriculture and agri-food sectors, which posed unique challenges that required a targeted response.

The plan enhanced the coordinated efforts of the provincial, federal and local governments, and included:

- Ongoing and expanded on-site testing at agri-food businesses and community assessment centres to make proactive testing timelier and more accessible. Ontario engaged with employers to schedule more mobile testing on farms.
- Ensuring workers, including temporary foreign workers, had access to workers' compensation benefits, and that a worker's job continues to be protected while they take unpaid leave due to COVID-19.
- Issuing new public health guidance that allowed positive asymptomatic workers to continue working under work self-isolation, under exceptionally rare circumstances, as long as they follow the public health measures in their workplace to minimize the risk of transmission to others (e.g. maintaining self-isolation outside of work for the duration of the isolation period, universal masking, maintaining physical distancing, and meticulous hand hygiene). This guidance also provides clarity and assurance that local public health officials would assist with interpreting test results and develop a plan that, first and foremost, ensures essential workers in the sector are able to return to work safely and meet the business-critical operational needs on a case-by-case basis.
- Additional case and contact management support allocated to Windsor-Essex Public Health including:
    - 55 case managers and contact tracers directly assigned.
    - Windsor-Essex also uses the PHO-managed pool of 600 Statistics Canada contact tracers for contact follow-up support.

The ministry also invested $4 million in additional funding for the Windsor-Essex County Health Unit to support and enhance COVID-19 monitoring and case and contact management.

## Seniors Dental Care

Ontario provided $25 million to expand access to the Ontario Seniors Dental Care Program. The investment was directed toward the building of new dental clinics, and upgrades and expansions to existing clinics at public health units, participating community health centres and Aboriginal Health Access Centres. These projects were expected to be completed by March 31, 2021. However, due to resource and operational challenges as a result of the COVID-19 pandemic, some delays have been encountered. Ontario is working with public health units to support the completion of this work.

The funding was directed toward:

- 50 projects, totaling $11.6 million, for upgrades and expansions to existing clinics; and
- 28 projects, totaling $13.3 million, to build new clinics to help provide dental services in underserviced areas, including new mobile dental clinics.

## ONTARIO HEALTH INSURANCE PLAN

### Changes to OHIP

Several changes have been made under the Ontario Health Insurance Plan (OHIP) to ensure Ontarians have access to the health care they need during the pandemic and help Ontario combat and contain the spread of COVID-19. This includes the introduction of temporary COVID-19 sessional fee codes to fund physician services at eligible COVID-19 testing centres, eligible COVID-19 vaccination sites, and eligible Long-Term Care Homes.

The ministry has implemented several temporary initiatives to help stabilize physician services in support of the COVID-19 response. The March 2020 Economic and Fiscal Update included funding for new sessional fees for physicians working in COVID-19 assessment centres, new virtual care codes with no negation to primary care model physicians, and additional funding for Emergency Department Alternative Funding Agreement (EDAFA) coverage and the use of Second On-Call physicians beyond the fee-for-service cap for 24-hour EDAFAs.

Subsequent physician-based initiatives implemented in response to COVID-19 include temporary physician hospital funding, after-hours premiums to address the surgical backlog, a complexity modifier for aerosol generating medical procedures (AGMP), a temporary premium for life threatening critical care, and the expansion of assessment codes to long-term care homes and congregate care settings.

In addition, the ministry established an Advanced Payment Program to specifically help OHIP fee-for-service providers (physicians, hospital-based dentists, optometrists and podiatrists) and Independent Health Facilities (IHFs) experiencing cash flow issues due to the pandemic. Through the program, OHIP providers and IHFs were able to receive up to 70 per cent of their average income as advance payments on their regularly scheduled payments from May to July 2020 against future earnings. Equal monthly recoveries began in April 2021 but subsequently monthly recoveries have been put on temporary pause starting in May.

Further, in support of the government’s vaccine strategy and roll-out, the ministry has temporarily made available a new physician fee code for the provision of the COVID-19 vaccine in non-mass vaccination settings, such as a primary care office.

As well, in the interest of safeguarding the health of all Ontarians, the three-month waiting period was removed from Regulation 552, allowing all OHIP-eligible residents to be able

to immediately seek OHIP-insured and publicly funded health services. Further to this, through OHIP, the ministry established temporary funding for medically necessary hospital and limited medically necessary community-based physician services provided to patients who are not currently insured under OHIP or another provincial/federal/ private health care plan.

## MENTAL HEALTH AND ADDICTIONS

### Additional Funding for Mental Health and Addictions During COVID-19

In 2020-21 Ontario provided a total of up to $194 million to immediately expand access to the provincial mental health and addictions services for people of all ages, and to address capacity issues in response to COVID-19. This included adding more staff, virtual supports, housing and short-term accommodation, and other supports to continue providing safe in-person services where appropriate, including supports specifically for Ontario's frontline workers.

As part of this, funding of up to $147 million was announced in December which included:

- Over $62.2 million in community-based mental health and addictions services and inter-professional primary care teams, including over $30 million in targeted funding for child and youth mental health services. Services include local in-person and virtual community mental health and addictions services, housing and accommodation supports, capacity-building for front-line workers, peer supports and resources, and enhanced services through interprofessional primary care including Family Health Teams, Nurse Practitioner-Led Clinic, Indigenous governed teams and Community Health Centres;
- $8 million in targeted, culturally safe services for Indigenous peoples, including land-based programming, and culturally safe and age-appropriate mental health and addictions supports, including wellness supports for children and youth;
- Over $10 million to help specific vulnerable populations, such as those in residential settings that may be at high risk of COVID-19 outbreaks, those at risk of homelessness, social isolation and justice-involved individuals. Services included mobile crisis supports, rent supplements and supports for racialized individuals;
- Over $15.4 million to expand virtual mental health and addictions supports, making it easier for Ontarians across the province to access these resources, including internet based Cognitive Behavioural Therapy, virtual addictions support and virtual supports for health care workers. This investment provided additional virtual services for children and youth through the Kids Help Phone and Child and Youth Tele-Mental health services. Health care workers were also be supported through access to virtual mental health services; and
- In addition, over $51.5 million went go towards a cross-sectoral approach to support vulnerable populations, including but not limited to postsecondary students, First Nations communities, Métis, Inuit and urban Indigenous peoples,

Black youth, children and youth in care, LGBTQ youth, people with developmental disabilities, and victims of gender-based violence.

This builds on the $46.75M in emergency mental health and addictions supports implemented to support the first phase of the pandemic.

**Expanded Access to Critical Services**

In addition to Ontario's commitment to expand access for critical mental health and addictions supports during COVID-19, the Ministry of Health invested $176 million in 2020-21 to help address urgent gaps in care, enhance access to mental health and addictions services, create new supports and expand programs in several priority areas, including:

- Community-based services in English and French, including services for children and youth;
- Mental health and justice services;
- Supportive housing for individuals with serious mental health and addiction challenges, and who are either homeless or at risk of becoming homeless;
- Community and residential addictions, including treatment and care for opioid addictions;
- Increased supports for Indigenous peoples, families, and communities; and
- More hospital in-patient beds for mental health and addiction patients.

**Funding for Community and Residential Services**

As part of this funding, the province invested in targeted community and residential addictions services including:

- $4 million for nurse practitioners for detox services to improve the medical management of clients who are withdrawing from substance use in residential withdrawal management facilities;
- $8 million for day and evening addictions care to increase access to intensive non-residential addictions and substance use treatment services for youth and adults;
- $3.5 million for in-home/mobile withdrawal management services to increase access to community withdrawal management services for hard to service clients, including those located in rural areas; and
- Over $900,000 for an additional four inpatient beds at the Centre for Addiction and Mental Health (CAMH) to support capacity pressures at CAMH.

**Expanded Funding for Supportive Housing**

The Ministry of Health invested over $47 million to provide supportive housing for individuals with severe mental health and addictions challenges who are either homeless or at risk of homelessness. The funding also supported the creation of a new Back to

Home program to help patients transition from hospitals to permanent supportive housing as well as $14 million for mental health and justice supportive housing.

**Increasing Mental Health Supports for Indigenous Peoples**

As part of the $176M Ontario is investing over $12.8 million to immediately expand and enhance culturally appropriate mental health and addictions services for Indigenous peoples, families and communities across the province.

These investments are being delivered across the government, with $2.4 million being led by MOH to support:

- enhanced community mental health and addictions services and programs in Indigenous-governed primary care teams ($1,400,000 annually), and
- an expanded child and adolescent psychiatry program based in Thunder Bay with satellite service locations across Northwestern Ontario ($1,000,000 annually).

**Expanding Mental Health Services for Children and Youth**

The Ministry of Health provided $24.3 million in targeted investments to hire additional staff, increase access to counselling and therapy, create new programs to help manage stress, depression and anxiety, and address eating disorders and other challenges facing children and youth.

This includes targeted investments in community-based mental health supports and services for children and youth with a focus on evidence-based and innovative programs including:

- $11 million for over 80 children and youth mental health service providers to enhance capacity and access to critical frontline child and youth mental health services, including:
  - Hiring additional staff;
  - Purchasing and developing additional resources to increase access to services such as counselling and therapy, intensive and crisis services; and
  - Supports for families and caregivers of children and youth with mental health and addictions challenges.
- $5.8 million for youth wellness teams at 10 Youth Wellness Hubs across Ontario. These youth-friendly service locations are designed for youth, and offer walk-in access to primary care and mental health and addictions services for people between the ages of 12 and 25;
- $3.7 million for a new eating disorders program. This early intervention program will help prevent and support children and youth up to the age of 25 that may be struggling with an eating disorder. There will be four pilot sites to start, with plans to expand the program across the province;

- $800,000 to support the creation and operation of Eating Disorders Ontario, which will help with quality improvement across the whole eating disorders sector;
- $2 million for the implementation of an Ontario Structured Psychotherapy Program for families, children and youth. This new program will provide evidence-based mental health supports for children, youth and their families that will help them develop skills to manage stress, depression and anxiety in a healthy way;
- $1 million for child and youth mental health services delivered in congregate settings. This funding will help provide care that will better meet the needs of some of Ontario's most vulnerable children and youth.

**Expanded Mental Health and Justice Services**

Ontario provided over $37 million to significantly expand mental health services across the justice system. The funding will be used to expand mobile crisis teams across the province, hire additional staff, and support the creation of tailored programs for First Nations communities. Examples of these investments include:

- Over $6.5 million for mobile crisis services, allowing 33 communities across the province to expand or launch mobile crisis response service.
- $5 million for safe bed programs to support mobile crisis teams.
- Over $14 million for supportive housing programs designated for justice involved individuals (from the supportive housing funding listed above).
- $2 million for addictions/withdrawal specialists to support safe beds.
- Additional interministerial supports for adult correctional institutions, peer support services and for MAG's Justice Centres.

**DIGITAL HEALTH**

**Digital First for Health Strategy and Personal Health Information Protection Act Modernization**

- Digital health and information management have also been a part of the ministry's response to COVID-19, offering a better way to connect health information, and digital solutions to provide the most up to date advice and health information, enable contactless delivery of health care services, and use data to track and support the pandemic response. Key accomplishments include:
  - Improved access to virtual care by enabling direct-to-patient video visits and launching the virtual visit solution verification process - a key step toward creating a seamless digital health experience for patients. The pandemic has significantly accelerated the adoption of virtual care, and as such, physician registration to the Ontario Virtual Care Program has increased by over 1,900% above the pre-March (January/February) monthly average, with 5,700 new registrants from March to July 30, 2020.

- Supported the COVID-19 Response Plan by implementing virtual care initiatives to allow patients to virtually access hospital services, provide support in transition to virtual pre- and post-surgery care and appointments, and remotely monitor COVID-19 patients and other vulnerable populations.
- In response to COVID-19, launch of a Patient Digital Identity, Authentication and Authorization (IAA) pilot project was accelerated in partnership with the Ontario Digital Service (ODS) and MGCS enabling patients in Niagara Health and Southlake Regional Hospital to access digital health services such as appointment management using a digital identity.
- Provided patients with access to their health information through a limited production release of the Ontario Laboratory Information System (OLIS) through MyUHN. To date, 50,000 patients have accessed OLIS through myUHN. This work was done in addition to the provincial COVID-19 results lab viewer launched in Q1 to allow any Ontarian to view their COVID-19 test results.
- Patients at Women's College Hospital, St. Joseph's Healthcare Hamilton, and Mackenzie Health can now securely view and store their medical records in the Apple Health app on iPhones. This was enabled by international health standards used by Hospital Information Systems, validating the Digital First for Health's focus on interoperability standard and patient choice.
- The Digital Health Information Exchange (DHIEX) policy breaks down barriers to the secure exchange of health information. It will improve quality of healthcare and allow patients greater access to their digital health records. Ontario is demonstrating national leadership by delivering seamless, interoperable information exchange across the health system – using regulatory powers to drive change in the digital health market.
- The provincial eServices program was established, bringing together the existing provincial eConsult and eReferral initiatives. The program supports clinical workflows by integrating digital health tools to enable smoother transitions and a better patient experience by replacing fax and paper processes. eConsult and eReferral are the first eServices in scope given their proven track record as high-value initiatives that would benefit from being integrated and expanded under an eServices program. The program is also working to ensure proper technical architecture and standards development to inform integration of other eServices such as eOrdering, ePrescribing, etc., in the future.

### Ontario Health Data Platform

In consultation with the Ontario Information and Privacy Commissioner, the Ministry of Health has established the Ontario Health Data Platform. This new platform securely holds integrated health data that allows researchers to better support urgent health system planning and responsiveness, including the immediate need to analyze the current COVID-19 outbreak.

The information gathered in the secure platform is helping to break down long-standing barriers and allow researchers to help with:

- Increasing detection of COVID-19;
- Discovering risk factors for vulnerable populations;
- Predicting when and where outbreaks may happen;
- Evaluating how preventative and treatment measures like vaccinations are working; and
- Identifying where to allocate equipment and other resources.

Ontario appointed a special advisor to support the design and implementation of the new Ontario Health Data Platform.

### COVID-19 Lab Test Results Portal

Ontario launched a new user-friendly online portal for the public to easily access their COVID-19 lab test results. By offering faster and secure access to test results on their computer or mobile device, this portal is helping to ease pressures on public health units and frontline workers to provide this information so that they can better focus on containing COVID-19.

## HEALTH HUMAN RESOURCES

### Increasing and Stabilizing Ontario's Health Care Workforce

The ministry invested $52.5 million to recruit, retain and support over 3,700 more frontline health care workers and caregivers to ensure our health care system can meet any surge in demand, while continuing to provide safe and high-quality care to patients and long-term care residents.

In order to increase and stabilize the health care workforce, the province invested an additional $26.3 million to support personal support workers (PSWs) and supportive care workers, including:

- $14 million for the Personal Support Worker training funds to continue training PSWs in the home and community care and long-term care sectors;

- $10.3 million for the new Personal Support Worker Return of Service Program, to recruit and retain recent graduates to work in long-term care homes and in the home and community care sectors. This program will provide a $5,000 incentive to 2,000 recent graduates for a six-month commitment to work in these settings;
- $1.3 million to train 160 supportive care workers to provide basic home support services; and
- $700,000 in accelerated PSW training for 220 students with prior health experience to practice in Ontario.

Ontario also invested an additional $26 million to support nurses, including:

- $18 million for Ontario's Nursing Graduate Guarantee program, which provides full-time salary and benefits for over 600 nurses with a focus on recruiting in areas of need such as long-term care homes and acute care settings; and
- Up to $8 million to add over 800 nurses to the health system in areas of need across the province.

**Health Workforce Matching Portal**

As part of Ontario’s efforts to stop the spread of COVID-19, the Ministry of Health launched a new online tool that will help match skilled frontline workers with employers.

The new Health Workforce Matching Portal enables health care providers with a range of experience to join the province's response to COVID-19. Those providers include retired or non-active health care professionals, internationally educated health care professionals, students, and volunteers with health care experience. The portal matches the availability and skillsets of frontline health care workers to the employers in need of assistance to perform a variety of public health functions, such as case and contact management.

**Expanded Ontario’s Case and Contact Management Workforce**

Since September 2020, Ontario hired case managers and contact tracers to build the provincial workforce to 1,600. Along with staff who work in or have been redeployed within public health units, this support brings the total number of case and contact tracers in the province to nearly 5,600 staff at peak capacity. These people are helping to isolate new cases of COVID-19 and stop the spread of the virus in communities across Ontario.

**Staffing Flexibility for Public Health Units**

The Ontario government provided public health units the authority and flexibility to make staffing decisions that support their ongoing fight against the outbreak of COVID-19, despite any collective agreements. As a result, public health units are able to expand their capacity to implement critical public health functions, such as case and contact

management, through the use of volunteers, including thousands of retired nurses and medical students who have signed up through the province's website.

**Pandemic Pay**

In recognition of the dedication, long hours and increased risk of working to contain the COVID-19 outbreak, the Ontario government provided frontline staff with a temporary pandemic payment.

This increase provided four dollars per hour worked on top of existing hourly wages, regardless of the qualified employee's hourly wage. In addition, employees working over 100 hours per month received lump sum payments of $250 per month for each of the next four months the pandemic pay initiative was in place. This meant that eligible employees working an average of 40 hours per week would have received $3,560 in additional compensation. Those eligible to receive the payment included employees from across several sectors of government, including paramedics, those providing home and community care and some staff in hospitals.

**Supporting Ontario’s Personal Support Workers**

The Ministry of Health has been providing a temporary wage increase effective October 1, 2020 to over 147,000 workers who deliver publicly funded personal support services:

- $3 per hour for approximately 38,000 eligible workers in home and community care;
- $3 per hour for approximately 50,000 eligible workers in long-term care;
- $2 per hour for approximately 12,300 eligible workers in public hospitals; and
- $3 per hour for approximately 47,000 eligible workers in children, community and social services providing personal direct support services for the activities of daily living.

As well, Ontario's COVID-19 fall preparedness plan included an investment of $26.3 million to support Personal Support Workers (PSWs) and supportive care workers. The plan is helping to increase and stabilize the healthcare workforce through the following investments:

- $14 million for the Personal Support Worker training funds to continue training PSWs in the home and community care and long-term care sectors;
- $10.3 million for the new Personal Support Worker Return of Service Program, to recruit and retain recent graduates to work in long-term care homes and in the home and community care sectors. This program provides a $5,000 incentive to 2,000 recent graduates for a six-month commitment to work in these settings;
- $1.3 million to train 160 supportive care workers to provide basic home support services; and

- $700,000 in accelerated personal support worker training for 220 students with prior health experience to practice in Ontario.

### COVID-19 Supply Chain

Working with the Ministry of Government and Consumer Services, Ontario Health and Ontario's Shared Services Organizations, the Ministry of Health has purchased over $1B in Personal Protective Equipment (PPE) and Critical Supplies and Equipment (CSE) to bolster the pandemic stockpile in support of Ontario's essential and front-line workers.

Ontario Health has played a critical role in Ontario's pandemic supply chain, supporting the pandemic stockpile and allocating critical supplies to health service providers in need.

## MODERNIZATION

### Ontario Health Teams

Ontario Health Teams were introduced in 2019 as a new model of care that brings together health care providers to work as one team. Ontario introduced 18 new Ontario Health Teams in fiscal 2020-21. 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 18 new teams included:

- Algoma Ontario Health Team in Algoma District;
- Niagara Ontario Health Team in Niagara Region;
- Ottawa East Ontario Health Team in Eastern Ottawa, Eastern Champlain and a certain portion of Ottawa Centre, offering services in both official languages;
- Western Ontario Health Team in London-Middlesex;
- Western York Region Ontario Health Team in Vaughan, Richmond Hill and King City;
- Brantford Brant Ontario Health Team in Brantford and Brant County;
- Downtown East Toronto Ontario Health Team in Downtown East Toronto;
- Frontenac, Lennox & Addington Ontario Health Team in the Frontenac, Lennox and Addington region, including Kingston, Greater Napanee and surrounding rural communities;
- Kawartha Lakes Ontario Health Team in the City of Kawartha Lakes and surrounding areas;
- Kitchener, Waterloo, Wellesley, Wilmot and Woolwich Ontario Health Team in Kitchener, Waterloo, Wilmot, Woolwich and Wellesley;
- Lanark, Leeds and Grenville Ontario Health Team in the United Counties of Leeds and Grenville, and southern Lanark County area;
- Mid-West Toronto Ontario Health Team in the west end of downtown Toronto;

- Oxford and Area Ontario Health Team in Oxford County and the surrounding area;
- Rainy River Ontario Health Team in the Rainy River District;
- Sarnia Lambton Ontario Health Team in the Sarnia-Lambton region;
- Scarborough Ontario Health Team in Scarborough and surrounding communities;
- South Georgian Bay Ontario Health Team in the South Georgian Bay Region, including Collingwood, Wasaga Beach, Clearview and The Blue Mountains;
- West Toronto Ontario Health Team in West Toronto.

All 42 of the approved Ontario Health Teams, as well as the teams that are working towards becoming an approved Ontario Health Team, are being supported by the ministry through an expanding central program of resources and expertise. Applications to become an approved Ontario Health Team will continue to be received and assessed until provincial coverage is reached.

**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 2020-21, the government announced the transfer of the Trillium Gift of Life Network (TGLN) and the health system planning and funding (non-patient care) functions from the Local Health Integration Networks (LHINs) to Ontario Health, effective April 1, 2021. This builds on the transfers of Cancer Care Ontario, Health Quality Ontario, eHealth Ontario, Health Shared Services Ontario, HealthForceOntario Marketing and Recruitment Agency effective December 2, 2019.

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 various agencies and working together with the 14 LHINs through five regional leads has significantly enhanced the health system’s ability to quickly and effectively respond as the COVID-19 outbreak evolved in Ontario.

Ontario Health has played a key role in Ontario’s COVID-19 testing strategy and in rapidly increasing Ontario’s laboratory and testing capacity. With over eleven million tests completed, Ontario has become a leading Canadian jurisdiction for testing, with the capability of performing over 100,000 tests a day.

Ontario Health has played a critical role in Ontario’s pandemic supply chain, supporting the pandemic stockpile and allocating critical supplies to health service providers in need.

Ontario

## HOSPITALS

### Expanding Hospital Capacity

Acting on the advice of the Chief Medical Officer of Health and other health care professionals the Ministry of Health expanded hospital capacity in preparation to address any potential COVID-19 outbreak scenarios. This included investments made early in the pandemic totalling $341 million for additional bed capacity.

In September 2020, $213 million for 139 critical care beds and up to 1,349 hospital and alternate health facility beds that was announced as part of the Fall Preparedness Plan, Keeping Ontarians Safe: Preparing for Future Waves of COVID-19.

In October 2020, Ontario announced an investment of an additional $116.5 million to create up to 766 more beds at 32 hospitals and alternate health facilities across the province.

Most recently, on January 18, 2021, investment of up to $125 million to immediately expand critical care capacity in hospitals. Up to 519 critical care and high intensity medicine beds will be added to hospitals in areas with high rates of COVID-19 transmission to help relieve pressures on nearby hospitals due to rapid increases in hospitalization and ICU occupancy rates.

### Clearing Surgical Backlogs

Throughout the pandemic extraordinary measures have been taken to halt the spread of COVID-19, including ramping down elective surgeries in hospitals in the spring of 2020.

As a result of the ramp-down measures implemented to preserve hospital capacity during wave one of COVID-19, and due to capacity concerns in COVID-19 hotspots in wave two, a significant backlog of non-emergent surgeries and procedures emerged.

As part of Ontario's Fall Preparedness Plan, $283.7 million was announced to safely reduce health service backlogs while effectively managing COVID-19 and the flu season. This investment included:

- Providing $204 million in one-time funding to support more than 140,000 surgeries (including cancer, cardiac, cataract, pediatric and orthopaedic procedures) to take place during extended hours and additional diagnostic imaging hours.
- Addressing backlog through innovative channels such as the use of alternate health facilities that can deliver additional publicly funded surgical and diagnostic imaging services
    - $5.5 million in one-time funding will be provided to IHFs for approximately 15,000 volumes of additional insured services including MRI (additional 7,950 hours), CT (additional 5,766 hours), cataract surgeries (additional 800 procedures) and plastic surgeries (additional 620 surgeries).

    - $3 million in one-time funding has been provided to private hospitals for up to 2,359 additional funded cases of surgeries.
- Investments to implement innovative solutions to address the surgical backlog, including:
    - $13 million in one-time funding to support regional digital centralized surgical waitlist projects that will form the building blocks needed to underpin the future provincial centralized surgical waitlist management system. The provincial waitlist management system will improve patient flow by leveraging available surgical capacity in each region to better manage and transfer surgeries between hospitals and increase overall surgical output in the province.
    - $5 million in one-time funding for surgical smoothing to optimize the use of the operating rooms to improve the use of existing resources and increase the number of surgical procedures in hospitals by hundreds on average per year.
- Providing $23.2 million in funding to support the opening and accelerated ramp up of the Cortellucci Vaughan Hospital.
- Provide up to $30 million in funding on a reimbursement basis to a University Health Network (UHN)-lead procurement of critical care supplies for the province.

**Groves Memorial Community Hospital**

The new Groves Memorial Community Hospital opened its doors in 2020 with the capacity for up to 45 inpatient beds. The new hospital replaces the aging site in Fergus. At the new hospital patients and families living in Wellington County benefit from:

- 7 new inpatient beds, bringing the total of inpatient beds to 42 for medical, surgical, obstetrics, special care and complex continuing care, with 37 beds in private single patient rooms with a dedicated washroom and shower and large windows, and three additional beds in the coming years;
- More space for emergency, ambulatory, diagnostic and inpatient services;
- A surgical suite and full range of clinical support services including diagnostic imaging, laboratory and pharmacy departments;
- Modernized infection control measures, including additional isolation facilities to respond to a potential second wave of COVID-19, flu season or any disease outbreak; and
- An onsite helipad to allow fast access for patient transfers by air ambulance.

Ontario

**Weeneebayko Area Health Authority**

The Ministry of Health is investing an additional $19.4 million to support planning and redevelopment of a culturally appropriate health campus for the Weeneebayko Area Health Authority that will include a new hospital and a lodge in Moosonee.

Once complete, the state-of-the-art hospital will include the following:

- 36 inpatient beds, in private rooms, supporting culturally safe care;
- A larger, 24/7 emergency department;
- Modern surgical suites;
- Dialysis treatments and diagnostic imaging;
- Expanded mental health and addictions programming; and
- Improved primary health care services.

As well, a new 32-bed lodge providing long-term care services will be constructed in Moosonee, allowing for local Elders to remain in the community to receive the care they need.

The current hospital facility located on Moose Factory Island will be replaced with a new ambulatory care centre and will continue to deliver care and services to patients on the Island.

**Bowmanville Hospital**

Ontario is investing $2.5 million to support the redevelopment of Lakeridge Health's hospital site in Bowmanville. This funding will be used to offset the costs of planning the renewal and expansion of the hospital's infrastructure.

As part of this project, the current Bowmanville Hospital will be redeveloped through a mix of new construction as well as renovations to the existing facility to help Lakeridge Health deliver high-quality health care that meets the needs of those living in Bowmanville, Clarington and surrounding areas.

In addition to the redevelopment project, Ontario is also supporting the development of an interim helipad for Bowmanville Hospital to improve how Lakeridge Health safely transfers critical patients to and from Bowmanville Hospital while the redevelopment project is being completed.

**Quinte Health Care Network**

Ontario is investing an additional $8.7 million to support the planning and design of the new Quinte Health Care Prince Edward County Memorial Hospital in Picton. The new hospital will provide patients and families in the region with the following:

- Six additional in-patient beds, bringing the total to 18 beds in private rooms, with the ability to expand to 23 beds for future capacity;
- A larger, 24/7 emergency department that will provide more space for staff and patients;
- Modern surgical suites to deliver care with the best technology available;
- Dialysis treatments and diagnostic imaging; and
- Outpatient care services including minor surgical procedures such as endoscopies.

The helipad currently located at the hospital will be relocated to a nearby location, ensuring patients continue to receive emergency air transport and access to critical care services. Following design of the new hospital, project procurement is expected to begin in 2021.

**Grey Bruce Health Services Markdale Hospital**

Ontario announced an additional investment of up to $53.6 million for a total grant of up to $56.6 million to support the development and construction of the new Grey Bruce Health Services Markdale Hospital.

Once complete, the new Markdale Hospital will replace the existing aged facility, expand ambulatory services, improve access to quality care and help end hallway healthcare for patients and families in Markdale and neighbouring regions, including:

- A modern, 24/7 emergency department with four exam and treatment areas that will provide improved space for staff and patients;
- Four short stay beds better adapted to new non-surgical procedures and one palliative care bed, that will replace traditional inpatient beds;
- A bigger space to double outpatient care and expanded procedural services including minor procedures;
- Access to clinical laboratory and diagnostic imaging services, ambulatory clinics, space for visiting specialists and inter-professional teams, and expanded telemedicine services; and
- An ambulance bay for two ambulances.

**Adding Transitional Care Beds to Build Hospital Capacity**

The Ministry of Health is developing five new reactivation care centres where patients, including those living with dementia or in need of personal support, will benefit from services such as physiotherapy, nursing and support for daily living, with a focus on restorative care to help improve their health outcomes. These new centres include:

- Hamilton: St. Joseph's Healthcare Hamilton is collaborating with St. Joseph's Villa and Hamilton Health Sciences to renovate the eastern tower of the long-term care home to provide up to 60 new transitional care beds;

- Kingston: Providence Care is renovating the former St. Mary's of the Lake Hospital to provide up to 64 new transitional care beds;
- Newmarket: Southlake Regional Health Centre is collaborating with Southlake Residential Care Village to convert and renovate administrative space on the 5th floor of the long-term care home to provide up to 30 new transitional care beds;
- Sudbury: Health Sciences North is renovating the Ramsey Lake Health Centre to provide up to 52 new transitional care beds; and
- Toronto: Unity Health Toronto will be renovating the Glendale wing of St. Joseph's Hospital to provide up to 28 new transitional care beds.

The majority of these new beds are expected to be completed in 2021-22 and are in addition to plans announced in February 2020 to provide up to 128 transitional care beds at the Branson Site Reactivation Care Centre in Toronto, which are under construction and set to open in early 2021.

**Health Infrastructure Renewal Fund**

$175 million was invested this year through the Health Infrastructure Renewal Fund to address critical upgrades, repairs and maintenance in 129 hospitals across the province, including $50 million for COVID-19 related and other urgent projects. This funding helps hospitals maintain their infrastructure and ensure a safe and comfortable environment for patients to receive care.

**Dedicated Nurses for Ambulance Offload**

The ministry provided $16.1 million in 2020/21 for the Dedicated Offload Nurses Program to assist municipalities with funding for dedicated nurses to receive ambulance patients and return paramedics to the community faster.

This funding allows paramedics to transfer the care of their patients to hospital staff and allows the ambulance to respond to the next 911 call more quickly. Dedicated offload nurses help reduce ambulance offload delays, improve patient flow in busy hospital emergency departments and ensure patients are receiving timely access to acute care services.

Last year this funding directly affected approximately 800,000 ambulance patients that were cared for by a dedicated offload nurse and improved ambulance availability by approximately 500,000 hours – or more than 55 additional ambulances available to respond to 9-1-1 calls 24 hours a day, seven days a week, 365 days a year.

### Ottawa Ambulance Offload

Ontario invested $16 million in a new Emergency Department Ambulance Offload and Medicine Transition Unit facility at the Ottawa Hospital Civic Campus. This new facility is built beside the existing emergency department and includes a new ambulance offload area with 20 beds dedicated for ambulance offload to enable paramedics to transfer patients to hospital care safely. It will also include 20 medicine transition beds for admitted patients to move from the emergency department to an inpatient unit.

## ONTARIO PUBLIC DRUG PROGRAMS

### Protecting Ontario’s Drug Supply

Ontario worked with the federal government and its provincial/territorial counterparts to monitor drug shortages during the COVID-19 pandemic, including the establishment of a critical drug reserve for up to 6 months of supply of drugs used for the treatment of COVID-19 symptoms.

### Making Prescription Drugs More Affordable

Existing and new Trillium Drug Program households could apply for an in-year deductible reassessment to help reduce the financial burden for families during the outbreak.

## COMMUNITY CARE

### Expanding Innovative Home and Community Care Services

The Ministry of Health provided more than $115 million to address costs related to COVID-19 in the home and community sector and to support more than 2,000 patients across the province with high, complex care needs access services at home, while also expanding virtual care options for patients across the province.

The High Intensity Supports at Home program helps patients with high care needs transition from a hospital back to their home or community setting with the right supports, also known as alternate level of care patients. This program provides integrated, team-based care where multiple types of services are wrapped around the patient. This can include up to 11 hours a day of personal support services and nursing services per patient. Other community services may include Meals on Wheels, homemaking and transportation to medical appointments.

With this investment, the province added more capacity in hospitals, by providing an estimated 484,000 nursing and therapy visits, and 1.4 million personal support worker hours in the community.

As part of Ontario's continued response to the COVID-19 outbreak and in alignment with the Digital First for Health Strategy, Ontario has also invested $14.5 million to support the

expansion of virtual care for Ontario Health Teams and frontline home and community care service providers to address a significant increase in the number of visits provided virtually across Ontario. This investment is helping to equip health care providers with the support needed to sustain current capacity and improve the quality of care delivered virtually. Virtual care in home and community care settings will also benefit rural and remote area regions where access to care is more challenging.

As part of this $14.5 million investment, $9.5 million is going towards remote patient monitoring programs delivered by various health care organizations, including Ontario Health Team member organizations like hospitals, to support the delivery of remote patient care, monitoring and symptom management at home to support COVID-19 patients and other vulnerable populations. The implementation of these remote patient monitoring programs allows patients to connect virtually with a health care provider for routine checkups, symptom monitoring, referral to other providers, and escalation where necessary to a virtual or in-person medical assessment.

Of the $14.5 million, $5 million is being invested in virtual home and community care capacity by providing funding directly to frontline home and community care service providers. This investment is helping with the purchase of technologies for video conferencing, remote monitoring and secure messaging that will enable care to continue to be delivered at home, minimizing face-to-face visits where appropriate, and keeping clients and families out of the hospital.

**Community Infrastructure Renewal Fund**

Ontario invested $7.4 million to address ongoing urgent and emergent infrastructure renewal needs for community health service providers who met specific criteria on a priority basis, through the Community Infrastructure Renewal Fund.

Ontario

## Table 3: Ministry Interim Actual Expenditures 2020-21

| | Ministry Interim Actual Expenditures ($M) 2020-21 * |
|---|---|
| **COVID-19 Approvals** | 7,819.9 |
| **Other Operating** | 56,262.9 |
| **Capital** | 1,828.3 |
| **Total Ministry** | 65,911.1 |
| **Consolidation Adjustments** | 7,302.9 |
| **TOTAL** | 73,213.9 |
| **Staff Strength ** (as of March 31, 2021)** | **3,022.7** |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget for the Health Sector.
** Ontario Public Service Full-Time Equivalent positions.

# Estimates Briefing Book
# 2021-22

## Ministry of Heritage, Sport, Tourism and Culture Industries

ISSN 0000-000 [required for internet copies only]
Ce document est disponible en français

# PART I: 2021-22 PUBLISHED PLAN

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# PART I: 2021-22 PUBLISHED PLAN

## MINISTRY OVERVIEW

### Ministry's Vision

The Ontario Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) contributes to a spectacular double bottom line – a financial bottom line that creates thousands of jobs and generates billions of dollars in economic activity, and a social bottom line that enriches the province as a vibrant, dynamic, diverse and inclusive place to live, work, visit and play. The ministry operates with a clear mandate to improve quality of life and promote economic growth by supporting and delivering tourism and cultural experiences, celebrating the achievements and contributions of Ontarians, supporting the arts and cultural industries and championing participation in sport and recreation activities across Ontario.

To achieve all this, the ministry will:

- Work with the tourism industry and regional tourism organizations to bring international investment and increase visitation.
- Invest in festivals and events across the province.
- Preserve, Ontario's rich history, cultural heritage resources and natural beauty for generations to come.
- Promote science knowledge, the arts and creative economy.
- Fund public libraries.
- Support community projects and engagement.
- Honour and celebrate the extraordinary achievements and contributions of Ontarians.
- Promote active lifestyles and safe participation in sport, recreation and physical activity.

The ministry, through its strategic support and investment, will create a province where residents and visitors will experience Ontario as the world in one province.

## COVID-19 Response

Tourism, the arts and creative industries, museums and public libraries, amateur sport and recreation activities were hit first and hit hardest by the pandemic, and it is going to take the longest for these sectors to recover. The ministry acted quickly to protect Ontario's tourism, culture, heritage and sport sectors by taking immediate steps such as adapting its programs to expedite funding in a nimble and responsive way to support businesses and organizations as they adapt to a new way-of-life and a new way of doing business during the pandemic.

The ministry continues to engage with its partners and adapt its existing programs and create new ones to support businesses and stakeholders, as well as local communities. When the timing is right, countries and communities will start to re-open and Ontario needs to be ready to rebuild and assist the ministry's sectors in their short-, medium-, and long-term recovery.

Looking towards the future, the government is:

- Transforming Ontario Place into a world class, year-round destination that will attract local, provincial and international visitors. As Ontario Place marks its 50th anniversary, it will be central to the recovery of heritage, culture, recreation and tourism for all Ontarians post pandemic – both as a tourism destination but also as a display of Ontario's strong cultural identity.

- Reinforcing the work of the Ontario Trillium Foundation's annual $103 million budget by investing $105 million over two years in the Community Building Fund to support community tourism, cultural, sport and recreation organizations that are experiencing significant financial pressures due to the pandemic.

- Supporting small businesses through an estimated $100 million Ontario Tourism and Hospitality Small Business Support Grant in one-time payments of $10,000 to $20,000 to eligible small businesses which can apply for support to help them recover from the impacts of COVID-19 as well as to help create and protect jobs. Ensuring cultural media tax credits and other program supports for the cultural media industries remain stable while working to streamline the time it takes to process them.

- Supporting the arts sector with increased investment to help cover operating losses incurred as a result of COVID-19, help arts organizations throughout the province adapt their programming as they rebuild their audiences, and support jobs.

- Continuing to promote recovery and modernization in the community museum and heritage sector, particularly through support for digital capacity. Enhancing digital capacity will allow the province's museums and heritage organizations to reach new and broader audiences and generate new sources of revenue.

- Introducing the Ontario Tourism Recovery Program, a new $100 million initiative for 2021-22 to help tourism operators, anchor businesses and attractions recover from the impacts of COVID-19. This initiative will provide support for historically successful businesses that have helped to drive employment and visitation in their regions by assisting with costs related to restructuring, safe reopening, recalibrated marketing activities and partnership development.

- Providing a travel incentive program to help encourage Ontarians to choose travel within Ontario and explore their own backyard. Ontario residents could receive support of up to 20% for eligible Ontario tourism expenses to encourage them to safely discover Ontario when it is safe to do so. The Government has set aside $150 million for this initiative and this will be an important part of supporting business sustainability and keeping Ontario competitive within the industry.

- Modernizing the 11 Ontario Travel Information Centres (OTICs) operated by Destination Ontario across the province to amplify our pride of people, pride of place and pride of local products. The ministry will identify options and opportunities to modernize visitor services offered through the OTICs, including evolving the traditional model to deliver information services in a new, modern and customer-focused way that promotes tourism and Ontario-made products.

- Supporting community tourism, cultural, sport and recreation organizations that are experiencing significant financial pressures due to the pandemic through the Community Building Fund.

- Strengthening the relationship between the ministry and its provincial sport partners to help the sport sector recover post pandemic, instill confidence in parents that it is safe to play, inspire children and youth to be active and best equip our high-performance athletes for competitions around the world.

- Modernizing Ontario's honours and awards programs so we can best recognize those who have selflessly contributed their time and their expertise to the advancement of their fellow Ontarians.

The ministry's continued work will help create employment opportunities across the province and stimulate economic growth in local and regional communities by creating

an innovative, vibrant, dynamic, diverse and inclusive environment where businesses and their employees can rebuild and thrive.

## Ministry Programs

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 by showcasing their strengths to the world. These investments ensure that the ministry 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.

## 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 and interactive digital media to make Ontario a leader in the knowledge-based economy.
- Raise the profile of Ontario as a place to invest in tourism and creative industries.
- Support new product and experience development and enhance festivals and events across the province.
- 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 refundable 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 Parks, two directly operated historic tourist attractions. Both Fort William Historical Park and Huronia Historical Parks 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, Recreation and Recognition

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 awards programs to recognize the outstanding contributions and achievements of Ontarians.

## COVID-19 Response

The ministry undertook several program changes and actions in response to COVID-19 outbreak, including:

- Expediting the release of operating funds to public libraries, community museums and government agencies and attractions in order to sustain them during the pandemic.

- 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.

- Providing $2 million in grants to recipients of the ministry's museum operating program to support enhanced digital capacity. This funding allows museums to develop virtual programs and services to support recovery and innovation.

- Working with the Ministry of Finance to temporarily extend some timelines and amend some requirements for the cultural media tax credits to help companies maintain their tax credit eligibility.

- Tripling the budget of the Tourism Development Fund and creating the revised $1.5 million Tourism Economic Development and Recovery Fund aimed at supporting projects that develop innovative tourism products and experiences, drive private sector tourism investments, and support capacity building at provincial sector associations.

- Supporting festivals and events across the province by taking a flexible approach to administering the Celebrate Ontario 2020 program and investing $9 million through the new Reconnect Festival and Event Program to support municipalities and event organizers as they maintain public safety requirements to reconnect people to their communities through online, drive-through and other innovative experiences.

- Expediting the release of funding to Regional Tourism Organizations (RTOs) to ensure timely and seamless continuity of service. RTOs have responded to the COVID-19 impact on the sector through initiatives that supported local businesses and operators including: undertaking hyperlocal promotional initiatives; directly facilitating the creation of innovative, safe products and experiences such as small group tours, drive-throughs/drive-ins, etc.; supporting safe reopening of operators; enhancing operators' digital assets; and developing regional workforce development solutions.

- Working with partner ministries and hotel associations to identify opportunities to utilize available hotel capacity to support health care and other emerging needs.

- Establishing 14 Ministerial Advisory Councils (MACs) representing a wide scope of sectors to plot a shared response to the economic challenges of this pandemic.

- Holding tele-town hall updates hosted by the Minister with tens of thousands of people from across Ontario participating since the crisis began.

- Working with provincial sport and recreation partners to ensure that organizations who have experienced devastating revenue shortfalls can remain viable and will be ready to reopen and welcome participants to programming when it is safe to do so, including partnering with the sector on a pilot program that helps kids and families regain confidence in sport and recreation activities and promote safety in sport.

- 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 awards programs, to enable the ministry to virtually honour and celebrate the achievements and contributions of Ontarians until it is permissible to gather again.

- 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
    - Fort William Historical Park
    - Huronia Historical Parks
    - 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
- 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) worked 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 reported lost revenues, job impacts, suspension or significant disruption of production and performance activities, and disruption of supply chain and distribution channels.
    - In 2020-21, the Ontario Trillium Foundation launched the Resilient Communities Fund to support the non-profit sector to recover and rebuild from the impacts emerging from COVID-19 so they can effectively meet the needs of communities across Ontario. Through this fund, the Ontario Trillium Foundation is investing in projects of eligible non-profit organizations to aid their medium- to longer-term recovery efforts, help with their stabilization and build their capacity and resiliency in the aftermath of COVID-19 with grants of up to $150,000.
    - Also in 2020-21, the Ontario Arts Council launched the Arts Response Initiative to support professional artists and arts organizations and help rebuild the arts sector in the wake of the COVID-19 pandemic.
- Destination Ontario, as the lead marketing agency for the Province, is implementing a phased marketing approach to 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.

## 2021-22 STRATEGIC PLAN

The ministry supports the government's comprehensive action plan to respond to the serious health and economic impacts of COVID-19, which sets out a total of $51billion in support over four years to protect people's health and Ontario's economy by taking the necessary health measures to defeat COVID-19 and providing direct support to families, workers, employers and communities.

Through strategic and targeted investments in tourism, music, arts, museums and galleries, and sport and recreation activities the ministry will continue to protect and support its sectors as they rebuild, transform and invest in opportunities in their local communities, leading to long-term recovery. Supporting opportunities in local communities will lead to economic and social recovery across the province ensuring Ontario safely emerges post-pandemic as a global destination of choice.

For 2021-22, the ministry's strategic plan includes the following key priorities and strategic investments to mitigate further impacts of COVID-19 and support long-term recovery, while protecting jobs and enabling economic recovery:

- Investing $105 million over two years for the Community Building Fund to support community tourism, cultural and sport and recreation organizations that are experiencing significant financial pressures due to the pandemic. To this end, the government has set aside $150 million to encourage residents to explore Ontario when public health experts advise that it is safe to travel.

- Committing to provide Ontario residents with support up to 20 per cent for eligible Ontario tourism expenses to encourage them to safely discover the province in 2021.

- Appointing a Special Advisor on Ontario Place Development, to support and advise the Premier and Minister on transforming Ontario Place into a world class, year-round destination that will attract local, provincial and international visitors; and could include exciting sport and entertainment landmarks, public spaces and parks, recreational facilities and retail.

- Partnering with the Ministry of Labour, Training and Skills Development to support workforce development initiatives for the culture and tourism sectors including promoting enhanced training on health and safety protocols and quality consumer service.

- Increasing its investment in Ontario's arts community by $10 million in 2021–22. With support from the Ontario Arts Council (OAC), this increased investment will assist with significant costs incurred when preparing for activities and events that could not go forward in 2020–21. It will also help with financial impacts that occurred from the loss of box office revenue and venue rental income, as well as new costs related to health and safety, and digital or virtual programming.

- Increasing funding of up to $15 million for the Regional Tourism Organizations (RTOs) in 2021–22. The initiative will help stabilize and support the tourism sector's efforts to attract domestic and international visitors when it is safe to do so. It will support the continued operation of Destination Toronto, Ottawa Tourism, and the 11 additional RTOs for the recovery of regional tourism, and to maintain and produce new, innovative tourism services and experiences under a modernized mandate.

- Committing $3 million over two years to support the Valour Games, a new, national multi-sport competition for wounded, ill and injured military personnel and veterans. The funding builds on the success of the 2017 Invictus Games in

Toronto by continuing to showcase the athletic skills and abilities of Canada's wounded veterans.

- **Expected outcomes** include:
    - Sector survival of the immediate and post economic shock of the pandemic.
    - Increased public confidence to safely return to activities that support a good quality of life, such as travelling, participating in sports and recreational activities and celebrating Ontario's diversity, heritage and culture.
    - Increased competitiveness and modernization across all MHSTCI sectors to deliver new, innovative and inclusive experiences for generations to come.
    - Long-term economic and social recovery of MHSTCI industries to ultimately drive economic growth and improve Ontario's social fabric.

**Table 1: Ministry Planned Expenditures 2021-22 ($M)**

| | |
|---|---|
| COVID-19 Approvals | 205.4 |
| Regular Business | 1542.6 |
| Capital | 75.8 |
| **TOTAL** | **1823.8** |

## Detailed Financial Information

# Table 2: Combined Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 $ | Change from 2020-21 Estimates $ | % | Estimates 2020-21* $ | Interim Actuals 2020-21* $ | Actuals 2019-20* $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration Program | 23,985,000 | (379,500) | (1.6) | 24,364,500 | 24,069,000 | 29,654,952 |
| Sport, Recreation and Community Programs | 59,979,400 | (1,047,100) | (1.7) | 61,026,500 | 70,920,800 | 57,604,340 |
| Heritage, Tourism and Culture Programs | 418,692,700 | 324,087,600 | 342.6 | 94,605,100 | 101,391,700 | 102,511,952 |
| Ontario Trillium Foundation Program | 178,557,000 | 75,060,000 | 72.5 | 103,497,000 | 132,889,500 | 103,497,000 |
| Ontario Cultural Media Tax Credits | 602,135,900 | (102,205,600) | (14.5) | 704,341,500 | 576,152,000 | 735,832,907 |
| Agency Programs | 235,372,900 | (4,725,400) | (2.0) | 240,098,300 | 322,272,100 | 235,233,866 |
| **Total Operating Expense to be Voted** | **1,518,722,900** | **290,790,000** | **23.7** | **1,227,932,900** | **1,227,695,100** | **1,264,335,017** |
| Statutory Appropriations | 99,360 | - | - | 99,360 | 99,360 | 649,824 |
| **Ministry Total Operating Expense** | **1,518,822,260** | **290,790,000** | **23.7** | **1,228,032,260** | **1,227,794,460** | **1,264,984,841** |
| Consolidation & Other Adjustments: | | | | | | |
| Ontario Place Corporation | 7,022,000 | (3,168,000) | (31.1) | 10,190,000 | 6,962,400 | 4,931,046 |
| Metro Toronto Convention Centre | 35,000,000 | (19,603,500) | (35.9) | 54,603,500 | 24,700,000 | 51,033,873 |
| Ontario Tourism Marketing Partnership Corporation | 639,900 | (723,100) | (53.1) | 1,363,000 | 8,855,900 | 3,252,610 |
| Ontario Science Centre | 14,071,800 | 2,886,900 | 25.8 | 11,184,900 | 12,682,500 | 7,436,293 |
| Ontario Trillium Foundation | 20,742,000 | (7,779,400) | (27.3) | 28,521,400 | 22,901,700 | 36,507,817 |
| Royal Ontario Museum | 34,295,000 | (7,817,100) | (18.6) | 42,112,100 | 19,609,000 | 39,905,669 |
| Ontario Arts Council | 1,257,500 | (34,900) | (2.7) | 1,292,400 | 1,812,300 | 1,393,878 |
| Ottawa Convention Centre | 14,346,400 | (3,404,000) | (19.2) | 17,750,400 | 6,405,200 | 16,739,136 |
| Niagara Parks Commission | 84,556,400 | (22,513,100) | (21.0) | 107,069,500 | 67,447,400 | 100,623,527 |
| Science North | 5,846,200 | (7,363,300) | (55.7) | 13,209,500 | 4,915,900 | 11,002,610 |
| St. Lawrence Parks | 12,277,800 | (4,257,200) | - | 16,535,000 | 5,863,700 | 13,657,851 |
| General Real Estate Portfolio | (891,000) | (669,500) | 302.3 | (221,500) | 6,100 | (5,528,747) |
| Ontario Infrastructure and Lands Corporation | - | - | - | - | - | (2,373,028) |
| **Total Including Consolidation & Other Adjustments** | **1,747,986,260** | **216,343,800** | **14.1** | **1,531,642,460** | **1,409,956,560** | **1,543,567,376** |
| **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) | (100.0) | 1,000 | 1,000 | - |
| Tourism and Culture Capital Program | 85,821,100 | (15,856,700) | (15.6) | 101,677,800 | 82,757,800 | 65,074,374 |
| 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** | **85,827,100** | **(15,857,700)** | **(15.6)** | **101,684,800** | **82,764,800** | **65,074,374** |
| Statutory Appropriations | 4,000 | - | - | 4,000 | 4,000 | - |
| **Ministry Total Capital Expense** | **85,831,100** | **(15,857,700)** | **(15.6)** | **101,688,800** | **82,768,800** | **65,074,374** |
| Ontario Place Corporation | 473,500 | (315,500) | (40.0) | 789,000 | 473,500 | (2,256,016) |
| Metro Toronto Convention Centre | 11,100,000 | 90,700 | 0.8 | 11,009,300 | 10,905,000 | 10,761,248 |
| Ontario Tourism Marketing Partnership Corporation | 514,000 | (183,400) | (26.3) | 697,400 | 819,700 | 1,263,714 |
| Ontario Science Centre | 1,423,500 | (923,500) | (39.3) | 2,347,000 | 833,000 | 467,657 |
| Ontario Trillium Foundation | 234,000 | (16,000) | (6.4) | 250,000 | 284,000 | 317,974 |
| Royal Ontario Museum | 7,248,000 | 1,000 | 0.0 | 7,247,000 | 6,737,000 | 7,769,000 |
| Ontario Arts Council | 210,000 | (60,000) | (22.2) | 270,000 | 255,000 | 379,770 |
| Ottawa Convention Centre | (1,253,600) | (6,957,000) | (122.0) | 5,703,400 | 4,762,300 | 3,341,865 |
| Niagara Parks Commission | 14,679,500 | 1,025,800 | 7.5 | 13,653,700 | 12,523,400 | 11,348,996 |
| St. Lawrence Parks | (422,700) | 1,889,300 | - | (2,312,000) | (556,000) | (2,200,125) |
| Science North | 1,746,600 | (950,600) | - | 2,697,200 | 3,638,900 | 2,791,347 |
| General Real Estate Portfolio | (46,007,100) | (20,800,100) | - | (25,207,000) | (2,687,000) | - |
| **Total Including Consolidation & Other Adjustments** | **75,776,800** | **(43,057,000)** | **(36.2)** | **118,833,800** | **120,757,600** | **99,059,804** |
| **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 | - | - | 39,273,000 | 1,000 | - |
| **Total Capital Assets to be Voted** | **39,277,000** | **-** | **-** | **39,277,000** | **5,000** | **-** |
| **Ministry Total Capital Assets** | **39,277,000** | **-** | **-** | **39,277,000** | **5,000** | **-** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **1,823,763,060** | **173,286,800** | **10.5** | **1,650,476,260** | **1,530,714,160** | **1,642,627,180** |

* 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 2021 Ontario Budget.

## Historic Trend Analysis Data

| Historic Trend Analysis Data | Actuals 2018-19 $ | Actuals 2019-20 $ | Estimates 2020-21 * $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets) | 1,561,614,835 | 1,642,627,180 | 1,650,476,260 | 1,823,763,060 |
| | | *5%* | *0%* | *10%* |

* 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/2021/index.html

## AGENCIES, BOARDS AND COMMISSIONS (ABCS)

The ministry is responsible for accountability and oversight of 16 provincial agencies:

**Advisory Council to the Order of Ontario:** The Order of Ontario is the Province's highest civilian honour. The independent Advisory Council reviews nominations received from the public and recommends individual nominees from all fields of endeavour and backgrounds for appointment to the Order in honour 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 exhibition 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, comprised of two sub-councils overseeing two distinct divisions (bravery and citizenship). The “Bravery Division” is a sub-council of the OHAC responsible for reviewing nominations and recommending nominees for the Ontario Medal for Firefighter Bravery and for the Ontario Medal for Police Bravery. The “Citizenship Division” is sub-council of the OHAC responsible for reviewing nominations and recommending nominees for the Ontario Medal for Good Citizenship and the Ontario Medal for Young Volunteers. Both sub-councils of OHAC, through the Chair, are accountable to the Minister of Heritage, Sport, Tourism and Culture Industries.

**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):** 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 tourism, heritage and culture sectors that have been impacted by COVID-19. In particular, the ministry will invest in the development of a Community Building Fund to help sustain operations in the short-term and create new attractions, experiences, events and programs. Destination Ontario will also continue leading work with tourism sector stakeholders on developing marketing initiatives to encourage Ontarians to stay local and attract tourists in 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 2021-22.

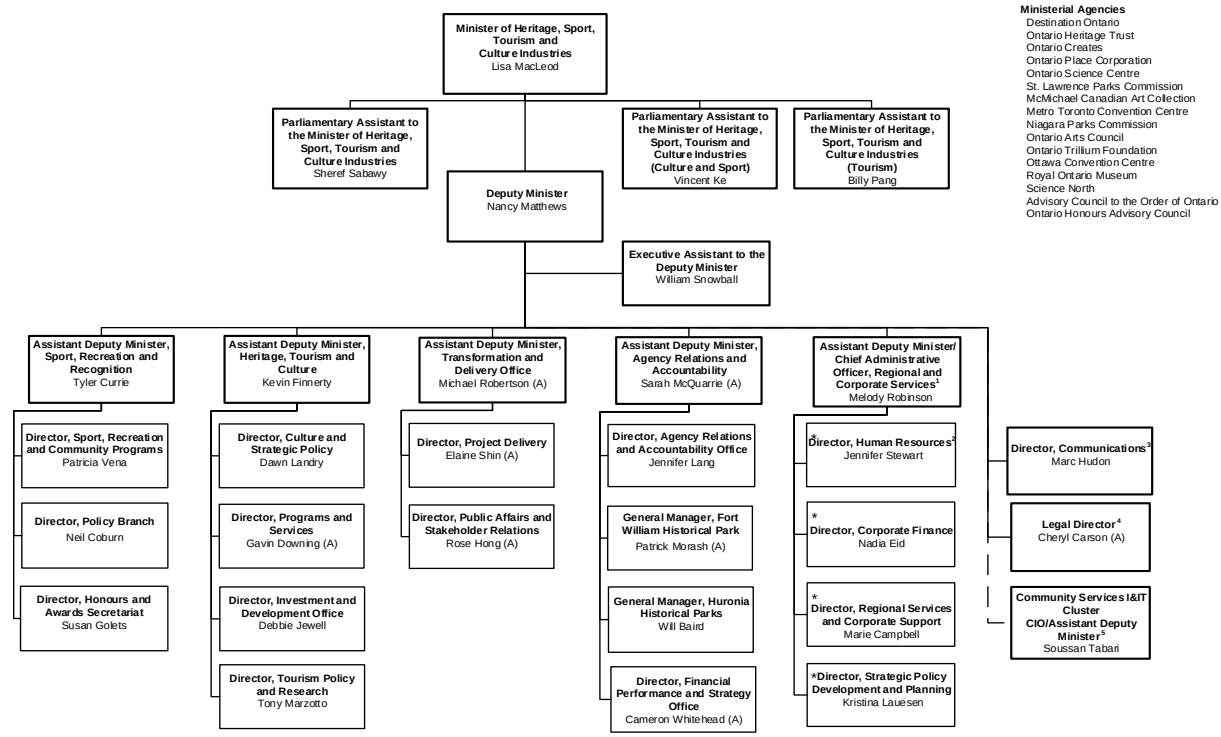
## Summary of ABC's Financial Data

| Name | 2021-22 Expense Estimates | 2021-22 Revenue Estimates | 2020-21 Expense Interim Actuals | 2020-21 Revenue Interim Actuals | 2019-20 Expense Actuals | 2019-20 Revenue Actuals |
|---|---|---|---|---|---|---|
| McMichael Canadian Art Collection | 8,996,900 | 7,802,300 | 6,882,400 | 6,729,174 | 11,469,307 | 11,553,366 |
| Metropolitan Toronto Convention Centre Corporation | 46,100,000 | 30,000,000 | 35,605,000 | 5,000,000 | 64,018,400 | 75,916,800 |
| Niagara Parks Commission | 103,124,500 | 99,918,500 | 83,442,300 | 55,312,300 | 115,738,000 | 128,801,000 |
| Ontario Arts Council | 56,902,400 | 56,902,400 | 62,493,200 | 62,338,200 | 62,237,875 | 62,544,525 |
| Ontario Creates | 39,815,300 | 38,690,300 | 41,244,279 | 41,237,179 | 42,231,000 | 42,245,000 |
| Ontario Heritage Trust | 17,304,371 | 13,770,522 | 14,338,759 | 14,211,732 | 11,302,000 | 12,463,000 |
| Ontario Place Corporation[1] | 9,735,500 | 5,014,400 | 9,676,000 | 6,839,100 | 155,181,000 | 79,309,000 |
| Ontario Science Centre | 43,985,700 | 37,067,500 | 41,687,800 | 27,463,600 | 38,537,000 | 37,342,000 |
| Destination Ontario | 35,060,800 | 35,060,900 | 43,555,100 | 40,005,100 | 38,972,000 | 35,098,000 |
| Ontario Trillium Foundation | 124,533,000 | 124,533,000 | 126,701,000 | 126,701,000 | 140,330,107 | 140,330,107 |
| Ottawa Convention Centre Corporation | 21,560,200 | 16,220,100 | 12,872,200 | 6,232,200 | 23,200,621 | 21,363,495 |
| Royal Ontario Museum | 75,669,000 | 70,604,000 | 60,285,000 | 56,116,000 | 77,404,000 | 77,485,000 |
| Science North | 15,921,700 | 12,213,400 | 15,863,700 | 13,286,300 | 21,742,858 | 19,457,176 |
| St. Lawrence Parks Commission | 24,662,800 | 25,461,100 | 18,804,000 | 16,944,700 | 26,120,000 | 27,629,000 |

[1]2019-20 Ontario Place Corporation actuals are based on calendar-year 2019.

# MINISTRY ORGANIZATION CHART

May 2021




*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 and Ministry for Seniors and Accessibility*

**(A) Denotes "Acting"**

## ANNUAL REPORT

Investments in ministry programs boost economic growth and employment in local communities across the province and help improve quality of life by promoting and delivering tourism, heritage and cultural experiences and sport and recreation activities. Ontario's heritage, sport, tourism and culture industries have in the past become a source of immense economic strength and cultural pride for its residents.

In response to COVID-19, the ministry created an Economic Recovery Team and collaborated with its sectors on a sector-led response to the economic challenges caused by the pandemic and to protect the health and safety of Ontarians.

Below are results the ministry achieved in 2020-21:

### Heritage, Tourism and Culture Programs

- Established 14 new Ministerial Advisory Councils representing a wide scope of sectors to provide expert advice on ways to recover from COVID-19.

- Worked with partner ministries and hotel associations to identify opportunities to utilize available hotel capacity to support health care and other emerging needs.

- Supported stakeholders through the Reopening Framework and provided hundreds of sector and business responses to reopening plans and requests from Ontario's reopening portal.

- Supported recovery efforts and the future sustainability of festival and events across Ontario through the Celebrate Ontario program by investing in reprogrammed, reimagined or expanded events to help kick start visitation and economic recovery across Ontario.

- Released sector-specific guidelines for the tourism and hospitality industry, including the first two guidance documents that allowed cinemas and meeting / event facilities to apply per-room capacity limits. The guidelines helped businesses operate and reopen safely in this current environment. These guidelines included enhanced hygiene procedures, physical distancing measures and screening of both workers and guests for health issues.

- Supported innovative tourism recovery projects and continued to fund tourism industry associations through targeted funding aimed at industry capacity building and addressed reduction in global travel as a result of COVID-19.

- Supported municipalities and event organizers by investing $9 million through the new Reconnect Festival and Event Program to maintain public safety requirements and allow people to reconnect with their communities through online, drive-through and other innovative experiences. Organizers developed creative programs such as virtual Remembrance Day events, reverse holiday parades with drive-by static floats, drive-in music concerts and movies, holiday tree lightings and New Year's Eve displays that lit-up iconic buildings. Eligible expenses under this funding included programming and production, promotion, mobile applications and website development, and implementation of health and safety measures.

- Invested $1.5 million through the new Tourism Economic Development and Recovery Fund and offered promotional incentives at provincial attractions to help the province's tourism industry and welcome back visitors after the COVID-19 pandemic.

- Leveraged 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.
    - Engaged with these entities to understand the impact of COVID- 19 on their operations and plan for sector recovery.
    - Supported the entities in controlling their costs and managing cashflows; provided ongoing operating support to sustain their operations, where applicable.
- Launched Ontario Live in June 2020, which established a virtual platform for the people of Ontario to explore all the province has to offer from their comfort of their own home including local attractions, festivals, artists and content from other creative sectors.

- Launched the musictogether.ca website in June 2020 to give musicians a virtual hub to perform concerts from the safety of their homes. It has facilitated live concert streams by at least 200 Ontario-based artists, each of whom receives a one-time performance fee of $1,000 from an emergency relief fund. The government supported the fund through a matched investment of $150,000.

- Modernized the Ontario Music Investment Fund to strengthen support for emerging artists, as well as focus resources on record labels and music companies with strong growth potential. The fund will drive long-term growth and create opportunities for emerging artists to record and perform in Ontario.

- Provided $2 million to the Unison Benevolent Fund to support individual musicians and industry workers, many of whom have lost their sources of income during the COVID-19 pandemic.

- Provided a one-time grant funding of $0.5 million to the Canadian Live Music Association in 2020-21 to support local communities to develop and implement music city strategies in a post-COVID-19 economy.

- Worked with the Ministry of Finance to temporarily extend some timelines and amend some requirements for the cultural media tax credits to help companies maintain their tax credit eligibility.

- Provided a one-time funding of $25 million for individual artists and Ontario's arts organizations to help cover operating losses incurred as a result of COVID-19, to remain solvent, and to prepare to fully re-open their facilities, resume full programming and welcome their visitors and audiences when the times comes.

- Announced a new Tourism Economic Recovery Ministerial Task Force to provide expert advice and recommendations on how to help the province's $36 billion tourism industry recover from the COVID-19 pandemic. This Task Force, which is chaired by the former MPP and Cabinet minister Tim Hudak will deliver a report with its recommendations to the minister in the spring 2021.

- Provided $2 million funding to support digital capacity of 166 Community Museum Operating Grant recipients.

- Collaborated with Ministry of Infrastructure, Community Services I&IT Cluster and the Ontario Library Service to invest more than $4.8 million to upgrade broadband at public libraries in unserved and underserved communities.

- Flowed more than $14 million in strategic funding support to key arts and culture projects such as Ontario Culture Days, Massey Hall Revitalization Project, Digital Archives Ontario, Ontario Cultural Attractions Fund and the Canadian Film Centre.

- Regional Tourism Organizations (RTOs) funded by the ministry responded to the COVID-19 impact on the tourism sector through initiatives that supported local businesses and operators including: undertaking hyperlocal promotional initiatives; directly facilitating the creation of innovative, safe products and experiences such as small group tours, drive-throughs/drive-ins, etc.; supporting safe reopening of operators; enhancing operators' digital assets; and developing regional workforce development solutions.

- Unveiled a Memorial to Honour Canadian Heroes of the War in Afghanistan. This permanent tribute delivers on the government's commitment to commemorate the valour and sacrifice of the veterans, active members of the Canadian Armed Forces and their families, including those who served in recent wars. The memorial includes a stone from an Inukshuk dedicated to the fallen that was erected by Canadian soldiers at Kandahar Airfield - almost 11,000 kilometres away.

**Attractions and Agencies**

- Continued to receive, process and review online nominations for honours and awards programs, to enable the ministry to virtually honour and celebrate the achievements and contributions of Ontarians, until it is permissible to gather again.

- Adhered to the guidelines of the Chief Medical Officer of Health on social distancing by closing facilities of 14 public-facing ministry agencies, transfer payment recipients and attractions as needed, including:
    - Art Gallery of Ontario
    - Fort William Historical Park
    - Huronia Historical Parks
    - 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

- Monitored and reported on the impact of closures and cancellations.

- Enhanced online offerings (e.g., virtual museums and science curriculums) or donated personal protective equipment to hospitals to support front-line workers.

- Supported granting agencies (i.e., Ontario Arts Council, Ontario Creates, Ontario Trillium Foundation) that introduced flexibility to their granting programs to help communities, non-profit organizations, professional artists, arts organizations, and the creative industries (film, television, music, book and magazine publishing and interactive digital media).

- Continued to support Destination Ontario's work on the implementation of a phased marketing approach to aid in the economic recovery of the sector. Destination Ontario, as the lead marketing agency for the Province, collaborated with the industry including, Regional Tourism Organizations, destination marketing organizations, sector associations, Destination Canada, and other key tourism partners.
    - Implemented a Domestic Recovery Marketing Support Program through Destination Ontario by investing $7 million in provincial funding and leveraging $6 million from Destination Canada to support locally led marketing programs encouraging Ontarians to stay local.
    - Implemented a $1.2 million Northern marketing campaign in partnership with Destination Northern Ontario (Regional Tourism Organization 13) designed to encourage domestic travel within Northern Ontario while taking travel corridors into consideration.

- Supported a loan through the Ontario Finance Authority $25 million to the Niagara Parks Commission to redevelop the historic Canadian Niagara Power Generating Station into a one-of-a-kind, made-in-Ontario attraction. This project will transform the 1905 heritage building into a thriving tourist attraction that will offer visitors an educational experience about Ontario's power generating history, and a unique new perspective on the Falls through a new viewing platform.

- Provided $2 million to financially support the Ontario Place on-site activities, including several innovative festivals (e.g., drive-in festivals) and virtual events that gave people the opportunity to safely re-engage in arts and culture experiences as well as help with the economic recovery of the arts, entertainment and hospitality sectors in Ontario.

- Offered to front-line workers special promotions or discounts at several of the province's top tourist destinations (i.e., Art Gallery of Ontario, McMichael Canadian Art Collection, Niagara Parks Commission, Royal Ontario Museum, Royal Botanical Gardens, Huronia Historical Parks, Huronia Historical Parks and Fort William Historical Park).

- Invested nearly $5 million in grants to help independent local book and magazine publishers access new markets and bring Canadian creative content to new audiences, both at home and around the world. The funding will be used for business development, enable participation in virtual industry activities and events, allow for the development of business strategies, and support innovative business practices.

- Provided $12.81 million to Niagara Parks Commission to help ensure the region remains one of the top tourism destinations in the world during COVID-19 outbreak. This one-time funding will help protect jobs, keep some attractions open, ensure compliance with public health protocols, and continue to keep visitors safe through policing and road maintenance activities.

- Launched, through Destination Ontario, a new "Support Local" marketing campaign designed to instill a sense of pride of place and encourage people to safety be a tourist in their own communities by exploring new and creative ways to reconnect with the unique small business and places that make the province's communities special.

- Provided $83 million through the Ontario Trillium Foundation's Resilient Communities Fund to help 1,045 non-profit organizations across the province rebuild and recover from the impacts of the COVID-19 pandemic. This fund provides grants up to $150,000 to eligible non-profit organizations.

- Launched Ontario.Live, a digital hub through which people can learn about and support local artists, tourism operators and attractions throughout the province.

- Provided an investment of $5.5 million to the SLPC to support the continued operation and maintenance of its historic sites, parks and attractions. This funding will go towards repairs and renovations to keep Eastern Ontario's one-of-a-kind tourist areas running smoothly, while also taking steps to reduce the spread of COVID-19.

## Provincial Agency and Transfer Payment Entity Stabilization Funding

- Provided $64.2 million in operating funding to help stabilize ministry agencies and transfer payment entities that were impacted by the COVID-19 pandemic. The ministry also provided $4.1 million in capital funding to these entities to help address new public health requirements. Together, this operating and capital funding helped to protect jobs, keep attractions open, ensure compliance with public health protocols, and keep visitors safe.
    - A portion of operating funding was provided to Ontario Creates to assist in allowing the agency to balance its budget and will be used to address core expenses, such as salaries and benefits, grants made to third parties and program delivery.

| Entity | Operating Funding ($) | Capital Funding ($) |
|---|---|---|
| Art Gallery of Ontario | - | 705,000 |
| McMichael Canadian Collection | 1,644,974 | 50,000 |
| Metro Toronto Convention Centre | 13,552,875 | - |
| Niagara Parks Commission | 16,353,276 | - |
| Ontario Creates | 3,757,757 | - |
| Ontario Heritage Trust | 5,636,251 | 15,000 |
| Ontario Science Centre | 5,240,765 | 890,000 |
| Ottawa Convention Centre | 4,544,762 | 426,000 |
| Royal Botanical Gardens | - | 430,000 |
| Royal Ontario Museum | 10,384,412 | 300,000 |
| Science North | 3,074,929 | 1,163,000 |
| St. Lawrence Parks Commission | - | 121,000 |
| **Total** | **64,190,001** | **4,100,000** |

**Sport, Recreation and Recognition Programs**

- Supported sport and recreation program partners that continued to deliver programming during the pandemic by:
    - Reducing burden related to reporting requirements and performance commitments (e.g., extension of timelines).
    - Providing flexibility on funding to refocus on COVID-19 related activities (e.g., online programing).

- Worked with recreation partners that redeployed staff to services and activities to help 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).

- Allocated $6.36 million in 2020-21 for Quest for Gold (Canada Card) Program to support approximately 550 Ontario athletes who have reached national competition level. This initiative provides direct financial assistance to high-performance athletes, enhancing their ability to train by reducing financial burden.

- Negotiated nearly $5 million in supplemental emergency support funding from the federal government to more fairly support Ontario's sport and recreation sector.

- Provided $3 million in 2020-21 for SPORT4ONTARIO to deliver a pilot program that helps kids and families regain confidence in sport and recreation activities. The program will support grassroots physical activity and recreation programming. It will promote mental wellness and safety in sport that is free from harassment, abuse and discrimination.

- Committed $2.35 million for the Ontario Hockey League (OHL)'s post-secondary education scholarships for athletes on 17 Ontario-based teams. This investment provides approximately $138,000 to each of the 17 teams to help them meet their player scholarship commitments.

- Championed concussion safety with a financial commitment of $200,000 through the Concussion Legacy Foundation Canada to produce a documentary film showcasing Rowan Stringer's life and highlighting the importance of recognizing the signs of a concussion in young athletes.

- Announced 47 new appointments to the Order of Ontario, the province's highest honour, for 2019 and 2020. The Order of Ontario honours individuals

whose exceptional achievements have left a legacy in the province, in Canada, and beyond. Members of the Order of Ontario come from all walks of life, represent diverse fields of endeavor, and have played an important role in shaping the province.

- Recognized six outstanding young leaders with the Lincoln M. Alexander Award for their commitment to anti-racism and equity in their communities by awarding them with $5,000 and a certificate. Each year the Lincoln M. Alexander Award is given to three young people, students or community leaders, who have demonstrated exemplary leadership in working to eliminate racial discrimination.

- Recognized two graduate students with the Hilary M. Weston Scholarship Award for their outstanding work and contributions to the study of mental health. Each year, the scholarship is awarded to up to two graduate students enrolled in full-time social work programs at a publicly funded Ontario university to support their research in the mental health field.

- Awarded 10 individuals and six volunteer organizations for their exceptional contributions through the June Callwood Outstanding Achievement Award for Volunteerism. These recipients are leaders who have devoted their time to help seniors and children, supported those who face violence in the community and mentor and coach people of all abilities.

- Acknowledged the outstanding contributions and efforts of 6,658 volunteers through the 27 virtual Volunteer Service Award ceremonies across the province. These individuals have demonstrated how critical volunteers are and how they strengthen Ontario's social fabric in communities, especially during the devastating impacts of COVID-19.

## Table 3: Ministry Interim Actual Expenditures 2020-21

| | Ministry Interim Actual Expenditures ($M) 2020-21 * |
|---|---|
| **COVID-19 Approvals** | **66.0** |
| **Regular Business** | **1344.0** |
| **Capital** | **120.8** |
| **Staff Strength ** (as of March 31, 2021)** | **925.25** |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget.
** Ontario Public Service Full-Time Equivalent positions.

Ontario

# Estimates Briefing Book 2021-22

## Ministry of Indigenous Affairs

ISSN 2562-6736

Ce document est disponible en français

Ontario

# PART I: 2021-22 PUBLISHED PLAN

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## PART I: 2021-22 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, as well as to support economic recovery of Indigenous communities and organizations in response to the COVID-19 pandemic.
    - 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, education and social programs and services across ministries that support Indigenous communities and organizations, including responding to the COVID-19 pandemic; addressing systemic racism in provincial institutions; as well as the over-representation of Indigenous people in the justice system and other sectors.
    - Provide funding to support Indigenous communities and organizations to improve social conditions on and off reserve including community capital projects, and work with Indigenous partners and partner ministries, such as the Ministry of Health, to respond to emerging issues as well as those that

are exacerbated by the pandemic (e.g., access to testing, vaccination, mental health and addictions, food security).
    - Build strong relationships and work with Indigenous partners to address joint issues and priorities.
    - Assist in 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.
    - Work with the Ministry of the Attorney General to provide support and strategic direction to litigation counsel on matters related to Indigenous communities.
    - Enhance awareness and best practices for consulting or engaging with Indigenous people.
    - Provide funding to Indigenous communities to meaningfully participate in negotiations on claims.
    - Lead implementation of land and land-related settlements and support implementation of Indigenous litigation settlements.
    - Support ministries in the development of policy/program proposals by ensuring an Indigenous lens is applied, which includes identifying potential risks/impacts to Indigenous communities and the Crown's relationships with those communities, identifying correlations to other proposals and ensuring that Ontario's Duty to Consult obligations are met.
    - Provides strategic guidance, historical research and risk management advice on land and resources issues.

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## 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.

- Working with the Ministry of Environment, Conservation and Parks (MECP) to engage Indigenous communities and leadership on aspects of the Environmental Assessment Modernization initiatives.

- As part of the yearly audit, IAO will be providing materials to support activities carried out by the Ontario Auditor General's Office (OAGO), to ensure compliance with the Environmental Bill of Rights across the Ontario Government.

- 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 with partner ministries to refresh the government's approach to Indigenous economic development, including launching a table of Indigenous experts to provide input and perspectives on how government can best support wealth creation for Indigenous communities and businesses 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 and supporting the identification of communities for consultation and engagement.

- 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 MAG and Ministry of Finance (MOF) to negotiate mutually beneficial agreements with interested Indigenous communities on the regulation of cannabis on-reserve.

- Working with the Ministry of Infrastructure (MOI) 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 MOF to engage First Nation communities and leaders on tobacco and potential new partnerships regarding on-reserve approaches to tobacco regulation.

- Working with MOF on engaging with First Nations to ensure that their perspectives and interests in tobacco are considered in developing solutions to unregulated tobacco.

- Collaborating with the Ministry of Labour, Training and Skills Development (MLTSD) on engaging Indigenous partners in the province’s approach to employment services integration and supporting employment and skills development opportunities for Indigenous people.

- Working with the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) to support the growth and promotion of the Indigenous tourism industry in Ontario.

- Supporting the Ministry for Seniors and Accessibility (MSAA) in their efforts to make Ontario more inclusive for all, including Indigenous persons with disabilities.

- Supporting the Ministry of Economic Development, Job Creation and Trade (MEDJCT) to enhance opportunities for Indigenous people around job creation and employment, entrepreneurship, economic development, research and innovation.

- Working with Ministries of Transportation, Northern Development, Environment and other ministries to address priorities and concerns raised at the Nishnawbe Aski Nation (NAN) Ontario Relationship Table. Issues include remote airport operations, capacity needs for First Nations water treatment plant operators, winter roads program delivery.

- Administering the First Nations Gaming Revenue Sharing and Financial Agreement. The Agreement is to provide First Nations with long-term, stable financial support to improve the quality of life in First Nation communities.

- 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:

    - Ontario provided $10 million in 2020-21 to address the issue of significant revenue losses facing small and medium-sized Indigenous businesses due to COVID-19, particularly those in remote or rural locations and in vulnerable sectors.

    - This new funding from the Support for People and Jobs Fund is being administered through IAO's Indigenous Economic Development Fund and responds to the unique needs of Indigenous businesses in Ontario by providing financial supports specifically for Indigenous-owned businesses.

    - Indigenous businesses that are ineligible for, or unable to access, existing federal and provincial COVID-19 response initiatives have been eligible to apply for loans of up to $50,000 through Aboriginal Financial Institutions, which will be interest-free until the end of 2022 and will include a non-repayable grant of up to 50%. Businesses may use these funds to cover costs including payroll, rent, utilities or accommodating social distancing requirements.

    - The Ministry of Indigenous Affairs partners with Aboriginal Financial Institutions on its existing Indigenous Economic Development Fund and builds on this partnership to distribute this new funding.

        - Aboriginal Financial Institutions are autonomous, Indigenous-controlled, community based financial organizations providing developmental lending, business financing, non-repayable grants, and support services to First Nations, Métis and Inuit businesses in Ontario.

- There are eight Aboriginal Financial Institutions overseeing the new funding:
    - Indian Agricultural Program of Ontario
    - Métis Voyageur Development Fund
    - Nishnawbe-Aski Development Fund
    - Tecumseh Community Development Corporation
    - Two Rivers Community Development Centre
    - Waubetek Business Development Corporation
    - Rainy Lake Tribal Area Business and Financial Services Corporation
    - Wakenagun Community Futures Development Corporation

- 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 Barrie, Thunder Bay, Hamilton, Toronto, and Ottawa.

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## 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, social assistance, health, mental health and addictions, food security, systemic racism, emergency response, education and justice.

- Working with the Ministry of Colleges and Universities (MCU) to create the conditions that make it easier for First Nation, Métis and Inuit learners to access a high-quality postsecondary education.

- Working with the Ministry of Children, Community and Social Services (MCCSS), through co-leadership of the Equity and Priority Populations Table, to ensure that Indigenous considerations are appropriately incorporated into COVID-19 response initiatives across ministries.

- Supporting government commitments that address community safety and well-being of Indigenous people including:

    - The Ministry of Health and other ministries, in delivering on the investment of $3.8 billion in mental health and addictions, as well as in expanding access to the provincial mental health and addictions system, including through targeted, culturally safe services for Indigenous peoples.

    - The Ministry of the Solicitor General in the implementation of the Community Safety and Policing Act, 2019 to ensure that First Nation communities and Indigenous people living in urban centres receive sustainable, accountable, equitable and culturally responsive policing, including through providing a legislative basis for First Nation police services.

    - The Ministries of Transportation and Energy, Northern Development and Mines work with the federal government to provide small air carriers serving remote communities in Northern Ontario with urgent funding to continue supplying critical goods and services during the COVID-19 pandemic.

- Working with the Ministry of Children, Community and Social Services (MCCSS) in support of their work on the implementation of the co-developed Ontario Indigenous Children and Youth Strategy (OICYS), including in respect to the ministry's discussions and negotiations with Indigenous partners on Indigenous systems building and self-governance.

- Working with the Ministry of Children, Community and Social Services (MCCSS) as it continues its efforts to renew and transform the social assistance in Ontario, including the development of a distinct plan to renew social assistance in First Nations communities.

- 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 closely with the Ministry of Environment, Conservation and Parks to ensure First Nations and Indigenous organization eligibility and awareness of a new Surplus Food Redistribution Program, which provided $5.25M in capital funding support in 2020/21 to help food rescue organizations, First Nation communities and Indigenous organizations get surplus food from grocery stores, restaurants, farms and other businesses to vulnerable communities impacted by COVID-19, helping prevent nutritious food from ending up in landfills.

- Supporting the development of an Expert Panel report for the modernization of the Mercury Disability Board's claims assessments and processes. The MDB provides payment benefits to members of Wabaseemoong Independent Nations and Grassy Narrows First Nation (Asubpeeschoseewagong Netum Anishinabek) who demonstrate qualifying medical symptoms or conditions consistent with mercury poisoning.

- 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.

- Supporting the Anti-Racism Directorate (ARD) with engagement and advice as it implements its commitments under Ontario's current five year anti-racism strategy (2017-2022).

- Continuing to assess and review implications and opportunities of federal legislation, policies and commitments for Indigenous communities and organizations in Ontario, including in the areas of child and family services, health, languages, and policing, as well as the recent UNDRIP Bill C-15.

- Providing advice and support to ministries, including in collaboration with MAG, regarding recognition of Aboriginal rights, assertions of jurisdiction, and governance matters for First Nations and Métis.

- Providing support and advice to the Ministry of the Attorney General and Ministry of the Solicitor General as they work with First Nations leadership, the federal government and police services to establish a collaborative table to focus on the enforcement and prosecution of First Nations Laws.

- Providing advice relating to federal rights-related policies, and technical support in federally led self-government discussions or negotiations regarding provincial responsibilities and interests.

- Continuing to work with the Ministries of Heritage, Sport, Tourism and Cultural Industries, Municipal Affairs and Housing and other ministries to ensure Indigenous interests related to heritage and burials and archaeology are meaningfully considered.

- 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 Nations 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.

- Providing advice and assistance to ministries regarding consultation, engagement and relationships with First Nations, Métis, Inuit and urban Indigenous communities and organizations.

Ontario

## 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.
- Working with other ministries, IAO will develop and implement a comprehensive Knowledge Management System that will effectively support Indigenous consultations and track information for all ministries. The Ministry will use the Knowledge Management System to provide guidance on consultations to help ministries ensure that they are meeting provincial requirements.
- Provide corporate guidance on emerging and evolving consultation matters that includes practical and sound advice in order to improve consistency and coordination as ministries fulfil their Duty to Consult. E.g. IAO issued the *Consultation with Indigenous Peoples in COVID-19 Context – An Operational Guide* in May 2020.
- Researching and assessing 11 land claim assertions.
- Continuing to make progress on the 56 claims accepted for negotiation and any new claims accepted for negotiation.
- Continuing to make progress on 10 land-related matters, such as transfers of lands pursuant to a policy-based agreement.
- 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.

- Continuing to implement the framework for identifying Métis communities capable of holding Aboriginal rights as set out by the Supreme Court of Canada in *R. v. Powley.*

## COVID-19 Response

IAO continues to coordinate 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 First Nations and other Indigenous communities in Ontario and to provide the most responsive actions.

- Ontario has 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 equity and priority populations, which works to promote cross-government collaboration in developing COVID-19 response initiatives for priority populations, including Indigenous communities.

- 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.

- IAO has also worked to ensure that Indigenous communities, organizations and leadership have the tools and supports they need to prevent, prepare for, and mitigate challenges related to COVID-19. Ontario passed legislative amendments to Bill 190, *COVID-19 Response and Reforms to Modernize Ontario Act, 2020* to provide relief and flexibility to corporations in Ontario in response to the declared emergency, which included an amendment to the *Métis Nation of Ontario Secretariat Act* to enable the same flexibility for the MNO as provided to corporations and Indigenous organizations that fall under the *Corporations Act*.

- IAO is continuing to listen to feedback from First Nations and other Indigenous partners on program funding design and guidelines to ensure funds are accessed quickly and efficiently and directed where they are needed most.

Ontario

**COVID-19 Funding Initiatives**

- Ontario has dedicated more than $37 million in funding, to address the unique needs of Indigenous people and communities in responding to COVID-19.

- 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.

    - Of the $16.4M, IAO has provided emergency funding totaling approximately $11 million dollars to First Nations, Tribal Councils and PTOs to help address immediate and urgent needs. This funding has been administered through:

        - The Emergency Capacity and Surge Fund provided support for First Nation communities in their immediate response to COVID-19 by helping to provide urgent support and emergency supplies. The fund was distributed directly to First Nation communities across Ontario in April and May 2020.

        - The IAO COVID-19 Emergency Response Fund was an application-based fund. First Nations, Tribal Councils and Provincial Territorial Organizations were eligible to apply for four streams of funding. Applications were submitted to the Ministry for funding consideration. The deadline for the applications was June 12, 2020.

- IAO has committed $5 million to support urban Indigenous service providers to respond to the COVID-19 emergency and to address intensified needs of vulnerable people, such as elders, single-parent families and those experiencing homelessness. This funding includes a dedicated $1 million in funding to support safe delivery of mental health and addictions supports.

- IAO announced $10 million in new funding through the Support for People and Jobs Fund to assist small and medium-sized Indigenous businesses impacted by revenue losses due to COVID-19.

- IAO also provided 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 as well as to address increased need for mental health and addictions supports as a result of COVID-19.

**COVID-19 Vaccine Distribution**

- The Ontario government has a three-phase distribution plan for vaccinations.

- The first phase focuses primarily on vulnerable populations that are at the greatest risk of COVID-19 infection and severe illnesses and those who care for them.

- As a part of the first phase, early vaccine distribution is being coordinated for:

    - Residents, staff and essential caregivers (including family caregivers) and other employees in congregate living settings for seniors (including elder's residences).

    - Adults in First Nations, Métis and Inuit Populations.

- IAO chairs the First Nations Vaccine Distribution Table and the Urban Indigenous Vaccine Distribution Table, dedicated engagement forums with Indigenous partners that provide advice to the Ministers' COVID-19 Vaccine Distribution Task Force to ensure an effective, prioritized, and culturally appropriate rollout of the COVID-19 vaccine to Indigenous communities.

- IAO participated in the Remote Immunity project by working with other Ministries as well as community partners to support the delivery of vaccines to 31 remote and fly-in communities. Work is ongoing to further vaccinate another hundred communities.

- Vaccinations have begun in remote fly-in First Nations communities where risk of transmission is high, in long term care homes and elders' residences across Ontario.

Ontario

## 2021-22 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 2021-22 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 and outcomes for Indigenous peoples;

    - Rights and Interests: continue to negotiate and settle land claims and land-related matters, meet the Duty to Consult and participate in or support discussions on self-governance and 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.

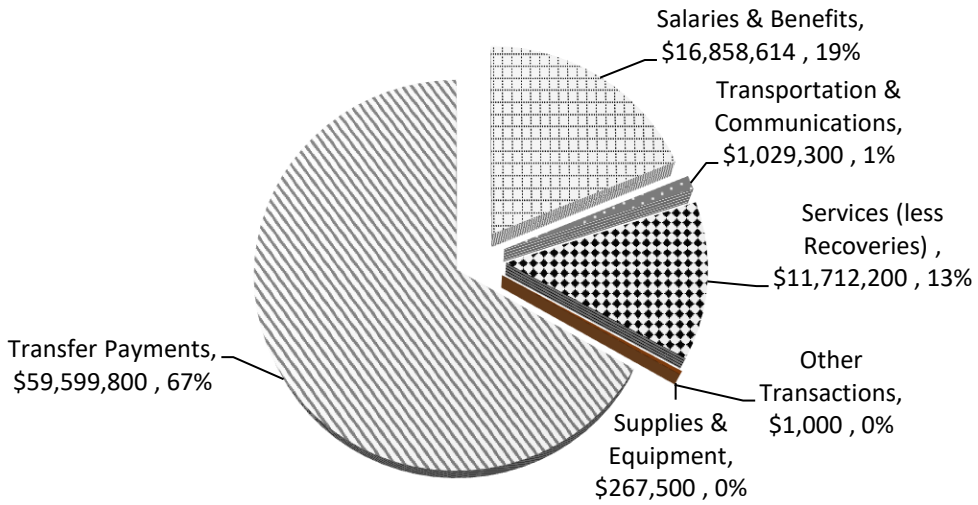
- The ministry anticipates some risk in its ability to deliver its regular programming due to the COVID-19 pandemic, however, through working closely with Indigenous communities and organizations, as well as with key ministry partners and the federal government, IAO will continue to adapt its programs 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.

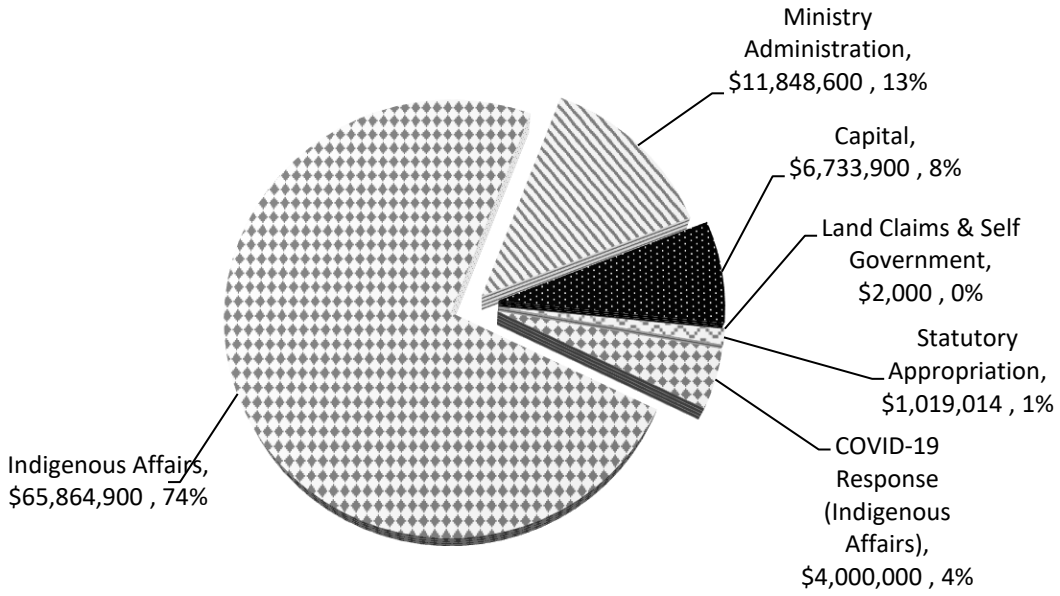
## Table 1: Ministry Planned Expenditures 2021-22 ($M)

| | |
|---|---|
| COVID-19 Approvals | 4.00 |
| Other Operating | 78.73 |
| Capital | 6.73 |
| **TOTAL** | **89.47** |

### Ministry Allocation of 2021-22 Base Spending by Standard Account ($89.5M)




### Ministry Allocation of 2021-22 Base Spending by Vote Item ($89.5M)



Ontario

## DETAILED FINANCIAL INFORMATION

### Ministry of Indigenous Affairs

### Table 2: Combined Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21* $ | Interim Actuals 2020-21* $ | Actuals 2019-20* $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration | 11,848,600 | 2,534,400 | 27.2 | 9,314,200 | 10,996,688 | 12,204,096 |
| Indigenous Affairs | 69,864,900 | 1,670,100 | 2.4 | 68,194,800 | 92,331,019 | 55,015,911 |
| Land Claims and Self-Government Initiatives | 2,000 | | | 2,000 | 149,552,400 | 14,100,000 |
| **Total Operating Expense to be Voted** | **81,715,500** | **4,204,500** | **5.4** | **77,511,000** | **252,880,107** | **81,320,007** |
| Statutory Appropriations | 1,019,014 | (472,000) | (31.7) | 1,491,014 | 6,560,755 | 5,172,304 |
| **Ministry Total Operating Expense** | **82,734,514** | **3,732,500** | **4.7** | **79,002,014** | **259,440,862** | **86,492,311** |
| Consolidation Adjustment - General Real Estate Portfolio | | | | | (972,500) | (3,055,202) |
| Consolidation Adjustment - Ontario Infrastructure and Lands Corporation | | | | | | |
| **Total Including Consolidation & Other Adjustments** | **82,734,514** | **3,732,500** | | **79,002,014** | **258,468,362** | **83,437,109** |
| **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 | 6,733,900 | 3,732,900 | 124.4 | 3,001,000 | 3,001,000 | 2,972,561 |
| **Total Capital Expense to be Voted** | **6,733,900** | **3,732,900** | **124.4** | **3,001,000** | **3,001,000** | **2,972,561** |
| **Ministry Total Capital Expense** | **6,733,900** | **3,732,900** | **124.4** | **3,001,000** | **3,001,000** | **2,972,561** |
| Consolidation Adjustment - General Real Estate Portfolio | | | | | | |
| **Total Including Consolidation & Other Adjustments** | **6,733,900** | **3,732,900** | 124.4 | **3,001,000** | **3,001,000** | **2,972,561** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **89,468,414** | **7,465,400** | **9.1** | **82,003,014** | **261,469,362** | **86,409,670** |

* 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 2020-21 Third Quarter Finances.

Ontario

## Historical Trend Analysis

| Historic Trend Analysis Data | Actuals 2018-19 $ | Actuals 2019-20* $ | Estimates 2020-21 * $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **289,584,590** | **86,409,670** | **82,003,014** | **89,468,414** |
| | | *-70%* | *-5%* | *9%* |

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

For the 2019-20 fiscal year, the IAO incurred expenses totalling $86.4 million, a decrease of 70% over 2018-19 Actuals. This significant difference year-over-year is the result of accrued liabilities in 2018-19 associated with the commitment to settle a number of Indigenous land-related claims. The ministry's 2019-20 year-end spending is 5% greater than the 2020-21 Estimates primarily due to costs incurred associated with land and land-related claims for which the ministry does not receive an allocation. As a number of these claims are still ongoing negotiations, these figures may fluctuate based on the final settlement amount.

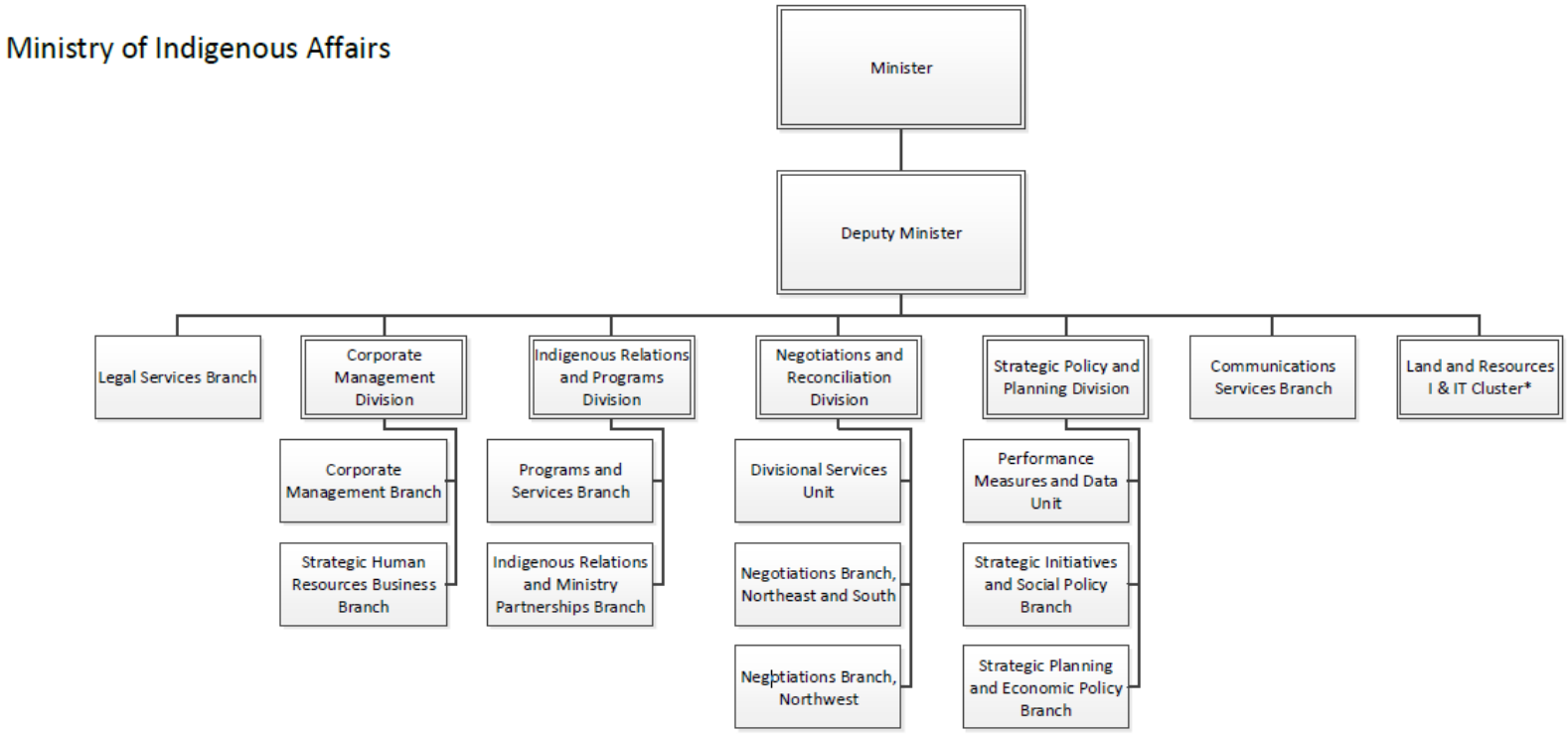
The increase to IAO's budget in 2021-22 is mainly due to planned initiatives to help support Indigenous communities during the COVID-19 pandemic

**For additional financial information, see:**

**https://www.ontario.ca/page/expenditure-estimates**
**https://www.ontario.ca/page/public-accounts**
**https://www.fin.gov.on.ca/en/budget/finances/2020/ofin20_3.html**
**https://budget.ontario.ca/2021/contents.html**

Ontario

## MINISTRY ORGANIZATION CHART




Effective March 31, 2021

*metrics reporting relationship to OOCIO, MNRF, MECP, OMAFRA, and MENDM

Ontario

## HIGHLIGHTS OF 2020-21 RESULTS

IAO is committed to improving outcomes for Indigenous People in Ontario. In 2020-21, the ministry:

- Provided $15 million in funding to First Nations, Urban Indigenous Organizations, Tribal Councils and Provincial/Territorial Organizations to support and address the unique and urgent needs of First Nations during the COVID-19 emergency. These funds helped to address the need for critical supplies, communications, enhanced public health measures pandemic planning, and self-isolation measures.

- 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 $17 million in funding to address the issue of significant revenue losses facing small and medium-sized Indigenous businesses due to COVID-19.

- 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, 75% of Ontario public service employees have been registered for the training. This training is being extended until 2022 to provide public servants with increased capacity and awareness to deliver critical programs and services to Indigenous communities.

- Supported the Ministry of Natural Resources and Forestry (MNRF) and the Ministry of Energy, Northern Development and Mines (ENDM) in the ongoing policy development work to help fulfill the government’s mandate to expand resource revenue sharing to additional Indigenous communities. Under the existing agreements with Grand Council Treaty #3, Wabun Tribal Council, and Mushkegowuk Council, the province has made the second payment, totaling over $23.7 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 $33 million in loans and grants to Ontario Métis entrepreneurs and businesses, leveraged over $28 million in additional funding, and helped create or sustain over 580 jobs.

- Increased procurement opportunities with the provincial government for Indigenous businesses through the Aboriginal Procurement Program. The Program has directly supported over 185 new procurements valued at over $64 million for Indigenous businesses in Ontario since 2015.

- Launched a table of experts in Indigenous economic development to provide input and perspectives on how government can best support wealth creation for Indigenous communities and businesses affected by the economic impacts of COVID-19.

- Provided funding to support a research project focusing on the experiences of Indigenous women across Ontario and the impacts of COVID-19 in relation to their employment, training and business development needs.

- Invested $252,000 to deliver three broadband internet projects to improve internet service and access in 16 northern and remote First Nations communities for 12 months. These projects will improve connectivity and bandwidth for these underserved First Nations during a time when they need access the most.

- Working with federal and Indigenous partners, IAO developed and signed a formal protocol to clarify and confirm roles and responsibilities in responding to social emergencies. The ministry also developed and implemented three supportive regional-specific response guides.

- Coordinated Ontario's response to social emergencies and critical infrastructure failures and/or natural disasters.

- Worked with the provincial ministries, the federal government, and First Nations partners to respond to 4 critical infrastructure failures and/or natural disasters, 2 declarations of a social emergency, 3 declarations of an emergency for enhanced supports due to COVID-19 outbreaks, and 2 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, education, food security, Far North land use 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 corporate guidance on emerging and evolving consultation matters that includes practical and sound advice in order to improve consistency and coordination as ministries fulfill their Duty to Consult obligations.

- Provided corporate guidance on Indigenous engagement and consultation to provincial government initiatives across ministries including the Ministry of Solicitor General's engagement on the Community Safety and Policing Act, 2019 and Ministry of Natural Resources and Forestry Far North Act Review; Ministry of Municipal Affairs and Housing's Multi-Ministry Supportive Housing Initiative; Ontario Builds: Accelerating Infrastructure cross-ministry initiative.

- Continued to assess, in collaboration with Métis partners, Métis communities capable of holding Aboriginal rights consistent with the guidance set out by the Supreme Court of Canada in *R. v. Powley*.

- Coordinated provincial review and analysis, in collaboration with MAG, of federal Bill C-15, *An Act Respecting the United Nations Declaration on the Rights of Indigenous Peoples* and participated in a federally led provincial-territorial engagement process on the development of the Bill.

- Worked across ministries and with Indigenous partners to continue to address the recommendations of the Seven Youth Inquest and submitted Ontario's fourth 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, which were made available on Algoma University NORDIK's website in November 2020. Interested community organizations, education institutions and libraries have free access to the resource. The program was designed by NORDIK with 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 fifth annual Treaties Recognition Week, delivering this important initiative in a wholly virtual and digital environment as a result of the COVID-19 pandemic and the related restrictions around in-person gatherings.

- IAO delivered three public virtual events, directly supported 11 events in libraries and post-secondary institutions and developed five new Living Library videos. This year's social media and digital efforts reached more online users than ever before, breaking previous years' records for views, impressions and participation.

- Provided $6.5 million in funding through the Support for Community Negotiations Fund to support an Indigenous community's capacity in the land claims process.

- Coordinated a multi-level government response to COVID-19 by working closely with Indigenous partners and with the federal government to identify the most pressing needs in Ontario First Nations and other Indigenous communities and to confirm the most responsive actions. From March 2020 until February 2021, 72 First Nations have declared a state of emergencies due to COVID-19.

- 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 of $5 million to respond to increased needs for food, essential supplies and services, including mental health and addictions services, as a result of the COVID-19 pandemic, as well to support the rollout of the vaccine. These supports were designed to assist particularly vulnerable groups, such as elders, single-parent families and those experiencing homelessness or hardship.

- 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.

- Supported the Ministries of Energy, Northern Development and Mines (ENDM) and Transportation in working with the federal government to provide small air carriers serving remote communities in Northern Ontario with urgent funding to continue

supplying critical goods and services during the COVID-19 pandemic. The funding helped to support jobs and economic activity in Ontario's Far North and ensured critical services and goods continued to be available to remote First Nation communities.

- IAO continued to support the Ministry of Children, Community and Social Services in working with First Nations partners on the development of a distinct plan to renew social assistance in First Nations communities.

- IAO supported the development and release of the Poverty Reduction Strategy by ensuring Indigenous considerations were reflected and identifying related initiatives that support Indigenous prosperity and well-being along with indicators that can be measured for Indigenous people. The refreshed strategy encompasses a range of important Indigenous-specific initiatives:
    - Indigenous Economic Development Fund
    - Indigenous Healing and Wellness Strategy
    - Indigenous Supportive Housing Program
    - Indigenous Women's Advisory Council
    - First Nations Delivery Credit

- Worked closely with the Ministries of the Attorney General and Solicitor General and First Nations leadership to address barriers regarding the enforcement and prosecution of First Nations laws, including supporting the development of a proposed collaborative table with Canada and First Nations which will develop recommendations on how to overcome and bridge obstacles, as well as identify pathways to support the implementation of any recommendations that are made.

Ontario

## APPENDIX: 2020-21 ANNUAL REPORT

## THE MINISTRY OF INDIGENOUS AFFAIRS OVERVIEW

In 2020-21, 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.

## 2020-21 RESULTS

In 2020-21 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:

- 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.

- Worked with the MOF, to procure two independent Indigenous facilitators to lead province-wide engagements with First Nations to ensure that their perspectives and interests in tobacco are considered in developing solutions to unregulated tobacco.

- 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.

- Worked with the Ministry of the Attorney General and Ministry of Finance to negotiate mutually beneficial agreements with interested Indigenous communities on the regulation of cannabis on-reserve.

- Hosted the fifth annual Treaties Recognition Week, delivering this important initiative in a wholly virtual and digital environment as a result of the of the COVID-19 pandemic and the related restrictions around in-person gatherings.

- Delivered three public virtual events, directly supported 11 events in libraries and post-secondary institutions and developed five new Living Library videos. This year's social media and digital efforts reached more online users than ever before, breaking previous years' records for views, impressions and participation.

**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.

- In response to the economic impacts caused by COVID-19, the Ministry provided up to $17 million through the Indigenous Economic Development Fund to Indigenous-owned small and medium-sized businesses.

    - Indigenous businesses that are ineligible for, or unable to access, existing federal and provincial COVID-19 response initiatives for small businesses were eligible to apply for loans of up to $50,000 through Aboriginal Financial Institutions, which will be interest-free until the end of 2022 and will include a non-repayable grant of up to 50%. Businesses may use these funds to cover costs including payroll, rent, utilities or accommodating social distancing requirements.

- 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 the ongoing policy development work to help fulfill the government's mandate to expand resource revenue sharing to additional Indigenous communities. Under the existing agreements with Grand Council Treaty #3, Wabun Tribal Council, and Mushkegowuk Council, the province has made the second payment, totaling over

$23.7 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, 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 $33 million in loans and grants to Ontario Métis entrepreneurs and businesses, leveraged over $28 million in additional funding, and helped create or sustain over 580 jobs.

- Increased procurement opportunities with the provincial government for Indigenous businesses through the Aboriginal Procurement Program. The Program has directly supported over 185 new procurements valued at over $64 million for Indigenous businesses in Ontario since 2015.

- Launched a table of experts in Indigenous economic development to provide input and perspectives on how government can best support wealth creation for Indigenous communities and businesses affected by the economic impacts of COVID-19.

- Provided funding to support a research project focusing on the experiences of Indigenous women across Ontario and the impacts of COVID-19 in relation to their employment, training and business development needs.

- Invested $252,000 to deliver three broadband internet projects to improve internet service and access in 16 northern and remote First Nations communities for 12 months. These projects will improve connectivity and bandwidth for these underserved First Nations during a time when they need access the most.

- 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 2020, a land transfer agreement between Kettle and Stony Point First Nation, Ontario, and Canada was executed. Ontario transferred the former Ipperwash Park lands to Canada to be set apart as reserve for Kettle and Stony Point First Nation.

Ontario

## 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.

- Worked with provincial ministries, the federal government, and First Nations partners to coordinate the response to 4 critical infrastructure failures and/or natural disasters, 2 declarations of a social emergency, 3 declarations of an emergency for enhanced supports due to COVID-19 outbreaks, and 2 requests for emergency assistance by First Nation communities due to social crises.

- 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 75% of OPS employees have been registered in the program.

- 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, education, food security, 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.

- Worked with the Ministry of Children, Community and Social Services (MCCSS) to incorporate Indigenous considerations and Indigenous-specific initiatives into the refreshed Poverty Reduction Strategy.

- Provided significant support to ministries, in collaboration with MAG, in assessing and reviewing implications of federal legislation, policies and commitments on Indigenous communities and organizations in Ontario, including:

  - An Act Respecting First Nations, Inuit and Métis Children, Youth and Families (Bill C-92)

  - Federal Bill C-15, An Act Respecting the United Nations Declaration on the Rights of Indigenous Peoples and federal actions to implement the Declaration

  - Federally led Recognition of Indigenous Rights and Self-Determination discussion tables in Ontario

- Coordinated provincial review of federal Bill C-15, *An Act Respecting the United Nations Declaration on the Rights of Indigenous Peoples* and participated in a federally led provincial-territorial engagement process on the development of the Bill.

- Worked with lead ministries, including MAG and MCCSS, and provided technical advice in support of self-government discussions.

- Worked across ministries and with Indigenous partners to continue to address the recommendations of the Seven First Nations Youth Inquest and submitted Ontario's fourth annual progress report to the Office of the Chief Coroner. To date, of the 61 recommendations directed to the province, Ontario has completed 33 recommendations, with 28 recommendations in progress.
  - Worked across ministries, with Nishnawbe Aski Nation and Canada to develop a collaborative process to better understand barriers to accessing government-issued identification for Indigenous individuals, particularly in remote, northern communities and begin discussing potential paths to address these challenges.

- 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.

- 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 the Ministry of Children, Community and Social Services (MCCSS) with their ongoing work on child welfare redesign, including the implementation of the co-developed Ontario Indigenous Children and Youth Strategy (OICYS) and

MCCSS's approach to discussions and negotiations with Indigenous partners on implementing their own child and family services systems.

- 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.

- Supported the Ministry of Health in participating in federally led meetings on Addressing Anti-Indigenous Racism in Canada's Healthcare Systems with government, First Nations regional and local leadership, Indigenous governance bodies, and Indigenous and non-Indigenous leadership from educational institutions, health professional associations, regulatory colleges, and accreditation organization representatives.

- Facilitated discussions with the Ministry of Health and Indigenous organizations on Home and Community Care Modernization and engagement on regulations under Bill 175, the *Connecting People to Home and Community Care Act, 2020*.

**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, 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 2020, Ontario entered into negotiations with Wahnapitae First Nation to resolve an outstanding boundary claim.

- In 2020, Ontario accepted Kiashke Zaaging Anishnaabek's (Gull Bay) outstanding boundary claim for negotiation.

- In 2020, Ontario entered into negotiations with Whitefish River First Nation to resolve their outstanding boundary claim.

- In early 2021, Ontario entered into negotiations with Sagamok Anishnawbek First Nation to resolve an outstanding boundary claim.

- 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.

- In 2020, IAO continued to provide corporate guidance on emerging and evolving consultation matters that included practical and sound advice in order to improve consistency and coordination as ministries fulfill their Duty to Consult obligations.

**Table 3: Ministry Interim Actual Expenditures 2020-21**

| | **Ministry Interim Actual Expenditures ($Ms) 2020-21** |
|---|---|
| **COVID-19 Approvals** | **29.4** |
| **Other Operating** | **229** |
| **Capital** | **3.0** |
| **Staff Strength * (as of March 31, 2021)** | **146.5** |

* Ontario Public Service Full-Time Equivalent positions.

Ontario

# Estimates Briefing Book
# 2021-22

## Ministry of Infrastructure

ISSN 0000-000 [required for internet copies only]

Ce document est disponible en français

Ontario

# PART I: 2021-22 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 public 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 strategically guiding infrastructure investments based on strong evidence. This includes managing the implementation of the *Infrastructure for Jobs & Prosperity Act*, *2015* which establishes mechanisms to encourage principled, evidence-based and strategic long-term infrastructure planning with the goal of job creation and training opportunities, economic growth and protection of the environment, and incorporation of design excellence into infrastructure planning.

MOI leads the Province's efforts to expand broadband and cellular access to unserved and underserved communities across Ontario. This involves making investments as well as working closely with the federal government and telecommunications sector to find innovative ways to maximize existing programs and assets while removing barriers to deployment of broadband and cellular infrastructure.

MOI develops, designs and oversees the delivery of municipal infrastructure policy and programs to ensure alignment with broader provincial infrastructure policy. The Ministry also manages the government's relationship with the federal and municipal governments in order to make the right infrastructure investments. The Ministry negotiates with other government partners in order to implement and directly administer funding programs that support local infrastructure across Ontario.

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. The Ministry is also responsible for the municipal asset management planning regulation.

The Ministry of Infrastructure has legislative responsibility for Infrastructure Ontario and, in partnership with the federal government and the City of Toronto, is also responsible for oversight of Waterfront Toronto.

COVID-19 Response

- The global pandemic has placed tremendous pressures on all governments, including on our municipal partners. The ministry recognized that there is a need to provide municipalities with stable funding to support critical local infrastructure projects.

- On October 28, 2020, the province announced that it was providing up to $1.05 billion in combined federal-provincial funding under the COVID-19 Resilience Infrastructure Stream. The funding is part of the federal government's Investing in Canada Infrastructure Program (ICIP).

- The COVID-19 Resilience stream will deliver:
    - Up to $700 million for education-related projects to be nominated and administered by the Ministry of Education;
    - An allocation-based program that will deliver $250 million to municipalities to address critical local infrastructure needs, including a minimum of $6.5 million that will be directed toward Indigenous and on-reserve education, through the Ministry of Infrastructure in collaboration with the Ministries of Education and Indigenous Affairs; and
    - Up to $100 million for long-term care projects to be identified and administered by the Ministry of Long-Term Care.

- Ontario has nominated projects under the COVID-19 Resilience stream to the federal government and is beginning to receive federal approvals.

- For 2021, municipalities are being provided with the same Ontario Community Infrastructure Fund (OCIF) allocation amounts they received in 2020. This approach allows for stability and is responsive to municipal needs during the COVID-19 pandemic.

- While some municipalities have been able to make significant progress on their asset management plans, the Province also recognizes that some municipalities are facing resource constraints in meeting the timelines as a result of COVID-19. For this reason, the phase 2 timelines and all subsequent timelines under O. Reg. 588/17 have been extended by amending regulation O. Reg. 193/21. This change is effective as of March 15, 2021.

**Ministry Programs**

The following are the major programs, services and initiatives delivered by the Ministry of Infrastructure:

Ontario

## Infrastructure Policy Program

The Ministry manages the implementation of the *Infrastructure for Jobs & Prosperity Act, 2015*. As part of the regulations in the Act, the ministry is responsible for developing Ontario's infrastructure plan, including gathering and assessing data on the Province's existing assets, analysis of future infrastructure needs, and a strategy to meet those needs.

The Province will focus on infrastructure projects that provide the greatest benefit to the people of Ontario by ensuring projects 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 policies and programs are consistent with broader provincial infrastructure policies, 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 – In 2019, Ontario released *Up to Speed: Ontario's Broadband and Cellular Action Plan*, a commitment over the next five years to expand broadband access to households and businesses. Since its introduction the Action Plan has expanded to include nearly $4 billion for broadband infrastructure to connect all Ontarians to reliable broadband by the end of 2025.

- As announced in Budget 2021, the Province is investing approximately $200 million to provide infrastructure funding to larger, strategic projects and sports facilities through the newly established Strategic Priorities Infrastructure Fund (SPIF). This fund will help address some of the unmet demand under the ICIP Community, Culture and Recreation stream, which received more applications than could be funded under that program.

- The SPIF will be delivered through two streams. The Priority Local Infrastructure stream will support new build multi-purpose facilities for community, culture and recreation purposes and the Sport and Community Renewal Stream provides funding to support the renovation and rehabilitation of sport and community infrastructure. The fund will also support the sport and recreation sector, which was one of the hardest hit sectors during the COVID-19 pandemic.

In addition to these provincial programs, the Ministry leads the implementation and negotiation of the Investing in Canada Infrastructure Program (ICIP), which is a federal-provincial cost-shared infrastructure program.

The Investing in Canada Infrastructure Program includes up to $11.8 billion in federal and provincial 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 is to be invested in greenhouse gas emission mitigation projects.
  - Community, Culture & Recreation: $407 million.
  - Rural & Northern Communities: $250 million.

- In October 2020, the Province announced the launch of the new COVID-19 Resilience Infrastructure stream under ICIP, which leverages up to $1.05 billion in federal-provincial funding. This stream was created to respond to the impacts of COVID-19 and has more flexibility, expanded project eligibility and accelerated approvals.

- The ICIP program will unlock up to $30 billion in combined federal, provincial and local investments in communities through 2027-28.

- The Ministry of Infrastructure is focused on implementing this program and has closed intakes for all five streams of available funding. The Ministry continues working closely and collaboratively with the federal government and with local communities to implement funding programs for each of the funding streams. No funding streams are currently open for application.

- 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, some are administered by partner ministries or agencies (e.g., Infrastructure Ontario, MTO, MHSTCI).

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 support a broad spectrum of delivery models that are used by Infrastructure Ontario to deliver infrastructure projects. The delivery models in this spectrum can range from what is often referred to as a

Traditional Procurement Approach, to other models that include more private sector responsibilities, typically referred to as Public-Private Partnerships (P3).
The P3 model is typically used to delivery large, complex public infrastructure projects, as it makes use of private-sector resources and expertise to provide on-time, on-budget, and on-specifications project delivery.

In partnership with the Federal Government and The City of Toronto, the Ministry also oversees the Toronto Waterfront Revitalization Corporation, which has a mandate to carry out the tri-government 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.

## Infrastructure Research and Planning

The Ministry collects data and performs analysis that 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 other government ministries regarding methods to measure the condition of infrastructure assets and related information for the purposes of standardizing provincial asset management practices. The Ministry then collects that data to feed into its analytical models. The Ministry has built and maintains an analytical model to project infrastructure renewal needs into the future. The model has been improved 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 2020 the Ministry completed the development of the first phase of an infrastructure expansion model that projects infrastructure needs based on expected growth in demand. The first phase of this model covers the Education, Healthcare and Justice sectors.

To meet the requirements of the *Infrastructure for Jobs and Prosperity Act* and inform infrastructure planning more broadly, the Ministry of Infrastructure continues to collaborate with capital ministries to standardize evidence to enable comparison of infrastructure needs across sectors. In addition, 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 municipalities about their asset management plans to build the Ministry's

knowledge of municipal infrastructure needs. The Ministry also collect data on the condition of municipal assets from other sources, such as the Canada Core Public Infrastructure survey.

The Ministry leads venues for strategic and technical discussions across ministries with capital planning and delivery responsibilities in order to guide infrastructure policy initiatives collaboratively across government.

The Ministry administers the Unsolicited Proposal (USP) framework and intake portal that accepts infrastructure related proposals (including transit lines, highways, health care facilities, housing supply projects, and energy generation proposals). The Framework provides a clear structure for receiving and evaluating proposals submitted by the public and stakeholders to leverage private sector innovation and facilitates government decision-making. USP Framework are a leading global practice that allows the government to leverage the expertise of the private sector to develop innovative infrastructure solutions.

**Responding to COVID-19 (Part 2)**

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. This includes actively working with the federal government to seek flexibility within its programs to respond to the impacts of COVID-19.

Following the closure of non-essential workplaces, the Ministry responded to inquiries from the public about impacts on construction activities through the Stop the Spread information line. The Ministry has undertaken analysis impacts of the pandemic to on provincial infrastructure projects to provide advice to the Government on responding to the COVID-19 crisis and supporting and restarting Ontario's economy.

MOI has taken immediate action to adapt to the impacts of COVID-19, including providing an opportunity for funding recipients to submit project extension requests under the federal-provincial Clean Water and Wastewater Fund (CWWF) and Public Transit Infrastructure Fund (PTIF). These extensions are providing recipients additional time to incur costs for previously approved projects and are subject to final approval by Infrastructure Canada.

As previously outlined, Ontario has allocated up to $1.05 billion in combined federal-provincial funding available under the new COVID-19 Resilience Infrastructure Stream. As part of the effort to address urgent infrastructure needs, MOI has also worked with Infrastructure Ontario and other capital ministries to pilot a Rapid Infrastructure Delivery Model (RIDM) to increase surge capacity in the health and long-term care sectors.

In order to take advantage of the new stream, the federal government required provinces and territories to redirect funding from existing ICIP streams. The Ministry reallocated

uncommitted funding from one of the four original streams to address critical issues resulting from the pandemic. This new stream allowed for investments in specific types of infrastructure projects that were not previously within the scope of any of the original ICIP funding streams. These investments will help support key sectors – education, long-term care and local communities in recovering from the economic impacts of COVID-19 and support priority local infrastructure investments.

**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.

## 2021-22 STRATEGIC PLAN

- **Key Decisions Approved for 2021-22**
    - Introducing the Supporting Broadband and Infrastructure Expansion Act (SBIEA), 2021 in March. The SBIEA is transformational legislation that, aims to reduce barriers to the deployment and expansion of broadband infrastructure in Ontario.
    - As announced in the 2021 Ontario Budget, the Broadband and Cellular Action Plan has increased from its original budget of $315 million to $3.8 billion, to help connect all of Ontarians to reliable broadband access by the end of 2025.
    - As noted in the 2021 Ontario Budget, Ontario is investing approximately $200 million to provide infrastructure funding to larger, strategic projects and to sports facilities through the newly established Strategic Priorities Infrastructure Fund.

- **Key Issues & Risks Impacting Program Delivery**
    - The COVID-19 pandemic has had unprecedented impacts, including delays in planned expenditures by recipients in transfer payment programs such as Investing in Canada Infrastructure Program and other legacy Federal/Provincial Infrastructure programs.

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## Detailed Financial Information

### Table 1: Ministry Planned Expenditures 2021-22 ($M)

| | |
|---|---|
| COVID-19 Approvals* | 233.5 |
| Other Operating | 149.3 |
| Other Capital | 1,116.7 |
| **TOTAL** | **1,544.5** |

* *$233.5M related to Ontario's Broadband and Cellular Action Plan's further investment.*

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# Table 2: Combined Operating and Capital Summary by Vote

## MINISTRY OF INFRASTRUCTURE
## Table A1: Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Vote 4001 Ministry Administration | 5,532,800 | (433,600) | (7.3) | 5,966,400 | 5,143,327 | 6,378,942 |
| Vote 4003 Infrastructure Policy and Planning | 16,530,100 | 2,146,000 | 14.9 | 14,384,100 | 15,417,848 | 11,930,440 |
| **Total Operating Expense to be Voted** | **22,062,900** | **1,712,400** | **8.4** | **20,350,500** | **20,561,175** | **18,309,382** |
| Statutory Appropriations | 65,014 | - | - | 65,014 | 65,014 | 65,690 |
| **Ministry Total Operating Expense** | **22,127,914** | **1,712,400** | **8.4** | **20,415,514** | **20,626,189** | **18,375,072** |
| Consolidation Adjustment - General Real Estate Portfolio | 0 | | | | | (1,262,480) |
| Consolidation & Other Adjustments - Ontario Infrastructure and Lands Corporation | 123,723,800 | (2,885,700) | (2.3) | 126,609,500 | 120,419,224 | 96,304,164 |
| Consolidation & Other Adjustments - Toronto Waterfront Revitalization Corporation | 3,395,100 | (2,655,600) | (43.9) | 6,050,700 | 2,167,833 | 2,498,384 |
| Consolidation Adjustment - School Boards | | | | | | (485,802) |
| **Total Including Consolidation & Other Adjustments** | **149,246,814** | **(3,828,900)** | **(2.5)** | **153,075,714** | **143,213,246** | **115,429,338** |
| **OPERATING ASSETS** | | | | | | |
| Vote 4001 Ministry Administration | - | (1,000) | (100.0) | 1,000 | 1,000 | - |
| Vote 4003 Infrastructure Policy and Planning | - | (1,000) | (100.0) | 1,000 | 1,000 | - |
| **Total Operating Assets to be Voted** | **-** | **(2,000)** | **(100.0)** | **2,000** | **2,000** | **-** |
| **Ministry Total Operating Assets** | **-** | **(2,000)** | **(100.0)** | **2,000** | **2,000** | **-** |
| **CAPITAL EXPENSE** | | | | | | |
| Vote 4003 Infrastructure Policy and Planning | 1,373,808,900 | 666,868,200 | 94.3 | 706,940,700 | 542,116,180 | 285,607,442 |
| **Total Capital Expense to be Voted** | **1,373,808,900** | **666,868,200** | **94.3** | **706,940,700** | **542,116,180** | **285,607,442** |
| Statutory Appropriations | 1,000 | 1,000 | | - | - | - |
| **Ministry Total Capital Expense** | **1,373,809,900** | **666,869,200** | **94.3** | **706,940,700** | **542,116,180** | **285,607,442** |
| Consolidation & Other Adjustments - Ontario Infrastructure and Lands Corporation | 3,000,000 | 582,000 | 24.1 | 2,418,000 | 2,357,000 | 1,758,460 |
| Consolidation & Other Adjustments - Toronto Waterfront Revitalization Corporation | 18,405,000 | 18,405,000 | | - | 3,757,006 | (38,813,400) |
| Consolidation Adjustments - School Board | | | | | | (6,136,227) |
| **Total Including Consolidation & Other Adjustments** | **1,395,214,900** | **685,856,200** | **96.7** | **709,358,700** | **548,230,186** | **242,416,275** |
| **CAPITAL ASSETS** | | | | | | |
| Vote 4003 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)** | **1,544,461,714** | **682,027,300** | **79.1** | **862,434,414** | **691,443,432** | **357,845,613** |

* 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 *2021 Ontario Budget* .

Ontario

## Historic Trend Table

| Historic Trend Analysis Data | Actuals 2018-19* $ | Actuals 2019-20 * $ | Estimates 2020-21 $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets) | **512,321,881** | **357,845,613** | **862,434,414** | **1,544,461,714** |
| | | *-30%* | *141%* | *79%* |

* 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/2021/marchupdate/index.html

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## 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 also 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 that help loan recipients build and renew public infrastructure through the IO Loan Program.

*Commercial Project Advisor*

- Infrastructure Ontario also leverages private sector partnerships and investments for revenue generation, liability/cost reduction and efficiency in government services and investments.

| **($M)** | **2021-22 Estimates** | **2020-21 Interim** | **2019-20 Actuals** |
|---|---|---|---|
| Revenue | 9.2 | 5.30 | 21.4 |
| Expense | 126.7 | 122.8 | 98.1 |

## GOVERNMENT ORGANIZATIONS

*Toronto Waterfront Revitalization Corporation*

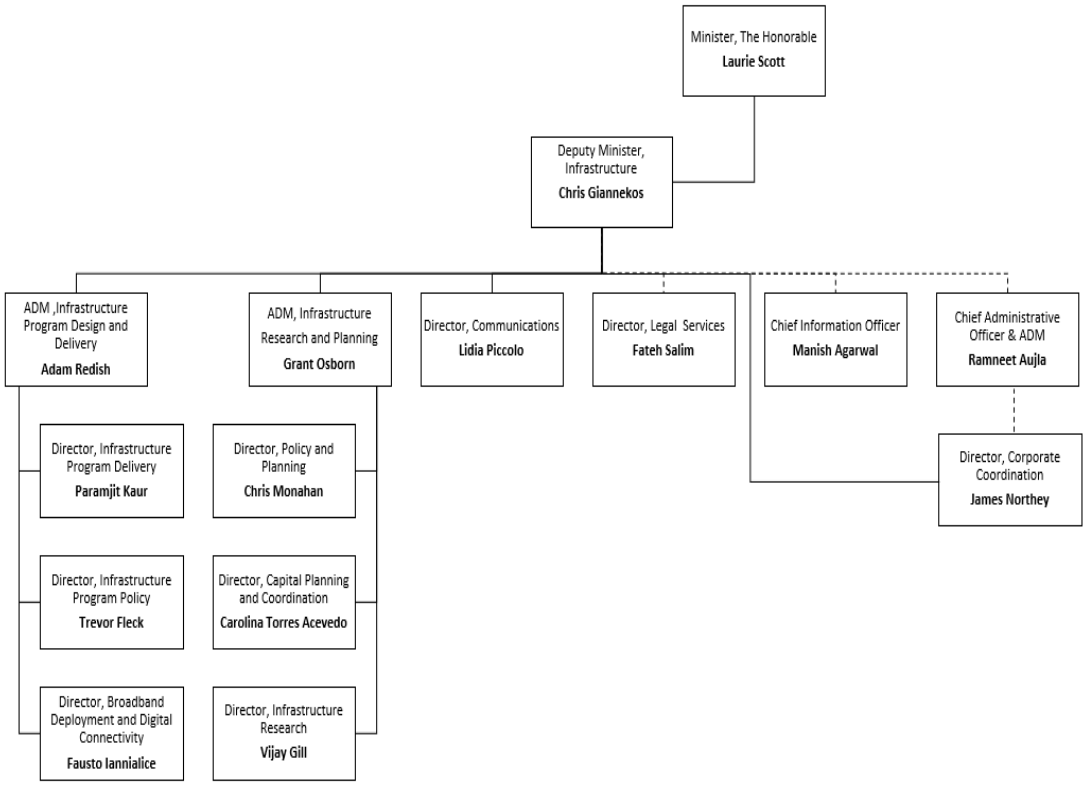
The Toronto Waterfront Revitalization Corporation (Waterfront Toronto) was established by the federal government, the Province of Ontario and the City of Toronto to oversee and deliver the revitalization of Toronto's waterfront. Waterfront Toronto has a mandate to implement a plan that enhances the economic, 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) | 2021-22 Estimates | 2020-21 Interim | 2019-20 Actuals |
|---|---|---|---|
| Revenue | 6.9 | 7.9 | 43.86 |
| Expense | 21.8 | 5.9 | (36.3) |

## MINISTRY ORGANIZATION CHART



Ontario

## ANNUAL REPORT

## 2020-21 RESULTS

The Ministry of Infrastructure continues to create and deliver key initiatives to support the government's top priorities, including building provincial infrastructure, creating jobs and increasing economic growth. The following successes highlight the achievements of the Ministry for the 2020-21 fiscal year:

*Infrastructure Policy*

- Successfully negotiated and launched a new federal-provincial program to fund $1.05 billion in COVID resilience infrastructure under the Investing in Canada Infrastructure Program (ICIP).

- As announced in the 2021 Ontario budget, the Strategic Priorities Infrastructure Fund (SPIF) will provide infrastructure funding to large strategic projects and to sports facilities. The fund will support the sport and recreation sector, which was one of the hardest hit sectors during the COVID-19 pandemic.

- Introducing the Supporting Broadband and Infrastructure Expansion Act (SBIEA), 2021 in March. The SBEIA is transformational legislation that aims to reduce barriers to the deployment and expansion of broadband infrastructure in Ontario. As announced in the 2021 Ontario Budget, the Broadband and Cellular Action Plan has increased from its original budget of $315 million to $3.8 billion, to help connect all of Ontario to reliable broadband by the end of 2025.

- On January 25, 2021 the Province announced a $200 million investment in municipalities through the 2021 Ontario Community Infrastructure Fund (OCIF) to help 424 communities build and repair roads, bridges, water and wastewater infrastructure.

- The Ministry of Infrastructure continues to lead the cross-ministry, 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. In 2020-21 the Ministry delivered new guidance on measuring asset condition and targets to capital ministries, meeting two infrastructure planning recommendations that had been made by the Office of the Auditor General of Ontario.

*Agency Oversight*

- Ontario has continued to meet its commitment of providing the P3 market with updates four times a year.

- On April 8, 2021, the government released its latest Infrastructure Ontario Market Update, which included 41 projects, with 27 projects in pre-procurement and 14 in active procurement totalling an estimated $60 billion in contract value.

- As of March 31, 2020, of the 66 projects that had achieved Substantial Completion since the inception of IO's P3 program, 95% were completed on-budget and 67% were completed within one month of the scheduled Substantial Completion date established at Financial Close.

- Infrastructure Ontario (IO) successfully oversaw the Loan Program, which offers affordable, long-term, fixed-rate loans to borrowers from eligible public sector clients. Since its inception, the IO loan program has approved over $11 billion in loans for over 3,200 projects representing 447 communities and organization.

- In 2020-21, the Province 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 by delivering a substantial return on investment to unlock the area's potential for future residential and commercial development.

*Infrastructure Research and Planning*

- Following the closure of non-essential workplaces, the Ministry provided support by responding to more than 700 inquiries from the public about impacts on construction activities through the Stop the Spread information line.

- The Ministry manages the Unsolicited Proposal (USP) Framework to identify innovative infrastructure proposals from individuals and organizations. Since its launch, the Ministry forwarded over thirty proposals to partner ministries for initial assessment, of which several are now under detailed assessment, and one was approved through the 2020 Budget. In detailed assessment, Infrastructure Ontario may work 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 is helping to improve infrastructure asset management planning across government by enhancing the quality and comparability of asset data.

This will give government more comparable evidence of provincial infrastructure needs across sectors to help guide public infrastructure spending decisions.

- In 2020, the Ministry updated the integrated asset inventory that includes data on the location, value, age and condition of many provincial assets. 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 is intended to provide the government with a one-stop location on information about all of the assets the government directly owns or those it consolidates on its financial statements, as well as on other assets for which it has provided significant funding. The inventory now contains information on over 20,000 assets, with a replacement value of more than $260 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.

- In March 2021, the Ministry finalized and posted its updated Statement of Environmental Values on the Environmental Registry of Ontario, in compliance with the Environmental Bill of Rights.

**Table 3: Ministry Interim Actual Expenditures 2020-21**

| | **Ministry Interim Actual Expenditures ($M) 2020-21 *** |
|---|---|
| **COVID-19 Approvals** | **Not Applicable** |
| **Other Operating** | **143.2** |
| **Other Capital** | **548.2** |
| **Staff Strength ** (as of March 31, 2021)** | **151** |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget.
** Ontario Public Service Full-Time Equivalent positions.

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# Estimates Briefing Book
# 2021-22

## Ministry of Labour, Training and Skills Development

Ce document est disponible en français

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# PART I: 2021-22 PUBLISHED PLAN

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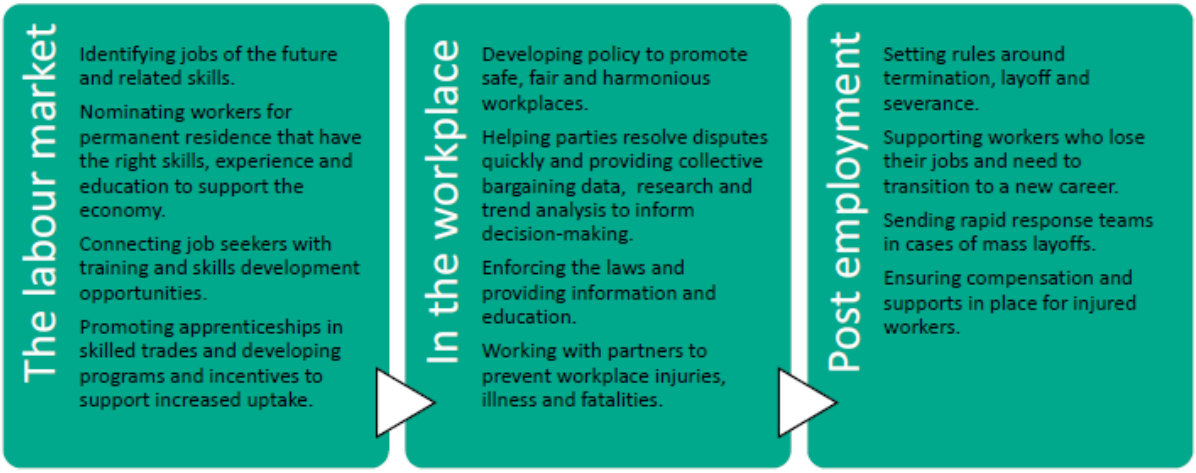
Ontario

# PART I: 2021-22 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 Ministry's work on this front creates dynamic and equitable labour markets, safe workplaces, and harmonious and competitive labour and employment regulations. It is the Ministry's job to support the people of Ontario in all aspects and phases of employment:




MLTSD supports a number of key government priorities for protecting 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
- Transforming and integrating Ontario's employment services to help job seekers, including those on social assistance, find and keep good jobs
- Nominating skilled immigrants for permanent residence that help fill Ontario's labour market gaps and grow the province's economy
- Supporting newcomers with settlement services and language training programs to set them up for economic success in the province.

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 an unprecedented situation.

## Ministry Programs

MLTSD contributes to government priorities through the delivery of public services in five primary areas of responsibility:

- Employment Ontario
- Occupational Health and Safety
- Employment Standards
- Labour Relations
- Global Talent and Adult Language Training

**Employment Ontario (EO)** aims to address labour market and skills gaps and enhance employment opportunities for all Ontarians. It does so through the design and delivery of a range of policies and programs related to employment services, workforce development, talent retention, access to a highly skilled workforce, effective apprenticeship and skills development training, and labour market research and planning.

The **Occupational Health and Safety (OHS) Program** aims to prevent fatalities, illness, and injuries across Ontario workplaces. The OHS program has two major streams – OHS Enforcement and OHS Prevention.

OHS Enforcement activities are focused on ensuring compliance with the *Occupational Health and Safety Act* (OHSA) and its regulations, particularly in high hazard workplaces. OHS Prevention activities are delivered in collaboration with system partners such as the Workplace Safety and Insurance Board (WSIB) and Health and Safety Associations (HSAs). Through these OHS activities, the ministry ensures business stability by creating safe and healthy workplaces.

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 a stable and constructive labour relations climate and promotes productive workplace relationships in Ontario by facilitating effective labour relations, dispute resolution and providing collective bargaining information, research, and analysis to bargaining parties. MLTSD maintains a neutral role with respect to unions and employers.

The **Global Talent and Adult Language Training Program** nominates for permanent residence foreign workers, international students and others with the right education, skills and experience that Ontario's economy needs. The program also delivers settlement services to newcomers including language training to help them develop the official language skills needed to integrate into the province and contribute to the labour market.

## Planned Activities and Continued COVID-19 Response in 2021-22

The Ministry is continuing to address impacts of COVID-19 through a number of initiatives planned for the upcoming year. The ministry's focus will continue to be on protecting Ontario's workers and its economy.

- MLTSD will continue to support the province's economic recovery through Employment Ontario, focusing on delivery of the Skills Development Fund, expansion of existing employment and training programs, calls for innovative ideas from key stakeholders (including employers and job seekers), and enhancing digital service delivery channels for skilled trades and apprenticeships. For more details please see page 20.

- To position Ontario as one of the top jurisdictions with a world-class workforce and talent supply, the government is establishing an Ontario Workforce Recovery Advisory Committee led by workforce and industry experts. Its mandate will focus on economic recovery, strengthening Ontario's competitiveness and supporting workers.

- To further support economic recovery, in 2021-22 MLTSD will be leading the development of a *Workforce Development Action Plan* which will provide a roadmap for ensuring Ontario workers have the skills to find good, high-quality jobs in a changing economy. Applying an economic recovery lens, the ministry will review its suite of existing skills training programs and workforce development features to support Ontario's communities, job seekers and workers, businesses, and essential industries.

- Small businesses have been disproportionally impacted by the COVID-19 pandemic and typically have less resources and support to improve their workplace health and safety. MLTSD will be providing free occupational health and safety training for health and safety representatives in up to 60,000 small businesses by investing $3.5 million annually over a three-year period, focused on helping to lower injury rates and improve health and safety awareness and practices in small businesses.

- MLTSD will be renewing Ontario's Occupational Health and Safety Strategy for 2021 to 2026 to improve health and safety in workplaces, prevent workplace

injuries, illnesses and fatalities in the medium and long term, as well as support workplaces through the COVID-19 pandemic in the short term. Through the strategy, the occupational health and safety system is moving towards an evidence-informed, risk-based model where prevention initiatives are outcomes-focused, with measurable results for continuous improvement.

- The ministry is developing an online COVID-19 safety plan builder to make it easier and faster for small businesses to develop custom COVID-19 safety plans to help them comply with public health and occupational health requirements.

## 2021-22 STRATEGIC PLAN

### Employment Ontario (EO)

The objective of Employment Ontario (EO) is to support job seekers in connecting with opportunities to find and keep good jobs, ensure employers can hire the skilled workers they need, and make sure the province has the best possible employment services. EO aims to achieve this by equipping more people with valuable skills through apprenticeships and transforming employment and training services to improve labour market outcomes for job seekers.

EO's major activities and areas of focus are comprised of the following:

1. **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:

    - Modernize skilled trades in the province by creating a new service delivery model in place of the Ontario College of Trades (OCOT). Under the new model, Ontario will be in a stronger position to support future skilled tradespeople and the businesses that need them.

    - Promote apprenticeship and the skilled trades as high-profile and desirable first choice careers in elementary and secondary schools. This will be done by creating awareness of skilled trades opportunities in the province and investing in the Ontario Youth Apprenticeship Program, Pre-apprenticeship, and Skills Ontario. In addition, Ontario appointed three Youth Advisors that will continue to engage with youth, educators, business, parents and other key partners on how to reduce stigma and make the trades a viable first choice for young people.

- Increase support for the Specialist High Skills Major program for students in Grades 11 and 12 to gain job-ready skills and explore opportunities in the skilled trades.
- Simplify the system and remove obstacles for apprentices as they begin and progress through their careers (reducing red-tape), by investing in the Apprentice Development Benefit, the Grant for Apprentice Learning and the new Tools Grant, and modernizing digital service delivery for the skilled trades and apprenticeship by providing secure and convenient access to online information and services.
- Work with industry on workforce planning to ensure that Ontario has the skilled labour it needs for priority infrastructure projects.
- Provide supports for Training Delivery Agents to deliver high quality training using modern training equipment; and,
- Encourage more employers to participate in the apprenticeship system by providing financial incentives.

2. **Employment 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.

Ontario recognizes the importance of digital services and is looking to modernize its approach to training and skills development, especially during COVID-19 when in-person interactions are limited. MLTSD will transform the way it delivers employment services by moving to a new integrated service delivery model that is focused on outcomes. The government is investing in a new, modern suite of digital services to complement the in-person services delivered through Employment Ontario.

**The Digital Strategy for Employment Services** will help job seekers get the right information, tools and services, and will help employers more easily find the talent they need. 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 under these 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.

## Occupational Health and Safety (OHS)

The goal of MLTSD's Occupational Health and Safety (OHS) program is to prevent 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 program also undertakes activities such as policy development, legislative/regulatory reform, establishment of health and safety standards, information and knowledge management, and performance management and evaluation, training and education to raise public awareness. The OHS program delivers its services through 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 Prevention program also funds and oversees specialized research centres that strengthen the OHS system through enhanced delivery of OHS services and products.

There are a number of OHS training, awareness activities, and reviews planned for the 2021-22 fiscal year, including Working at Heights (WAH) training and the Joint Health and Safety Committee (JHSC) certification training program.

### 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, and promote safe and healthy workplaces in the province. 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.

2) **Assisting and supporting compliance** through the provision of information, resources, and tools to assist workplaces in meeting legislative requirements.

3) **Partnership** where the ministry continues to build on its strong relationships within Ontario's occupational health and safety system, including but not limited to the Workplace Safety and Insurance Board (WSIB), HSAs, approved training providers, and the Institute for Work & Health (IWH), to refine ministry enforcement efforts.

## 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 its regulations along with the *Employment Protection of Foreign Nationals Act, 2009* (EPFNA), and the *Protecting Child Performers Act, 2015* (PCPA). Enforcement activities are delivered through regional field offices and by employment standards officers (ESOs) who investigate and resolve complaints under these Acts.

The ES program also delivers research, analysis, and strategic and operational policy development functions that ensure the employment standards framework (legislative and regulatory) reflects government commitments. Policy development and program planning for 2021-22 will continue to be shaped by COVID-19. For example, policy efforts will focus on economic recovery as the program leads the Ontario Workforce Advisory Committee. The Program will also continue to monitor claims volumes and pivot efforts as needed and will offer employee and employer education to help workplaces adapt to 'the new normal.'

## Labour Relations (LR)

Stable labour relations are a cornerstone of economic prosperity. The objective of the LR program 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*.

LR services will be delivered in 2021-22 through key services, including:

**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.

**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) and Collective Bargaining Program Administration (CBPA)** – serves as the data collection and analysis 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.

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, supporting inter-ministerial and inter-governmental policy development, and conducting consultations with stakeholders.

## Global Talent and Adult Language Training Program

The ministry is unifying provincial immigration programs and policy under a single umbrella, which will allow the government to better coordinate its immigration-related priorities, including maximizing the benefits of skilled immigration to the economy.

The **Adult Language Training Program** delivers English and French as a Second Language training to immigrants to help them develop official language skills. The program assists newcomers by providing information, orientation, and service navigation to facilitate social and economic settlement in Ontario.

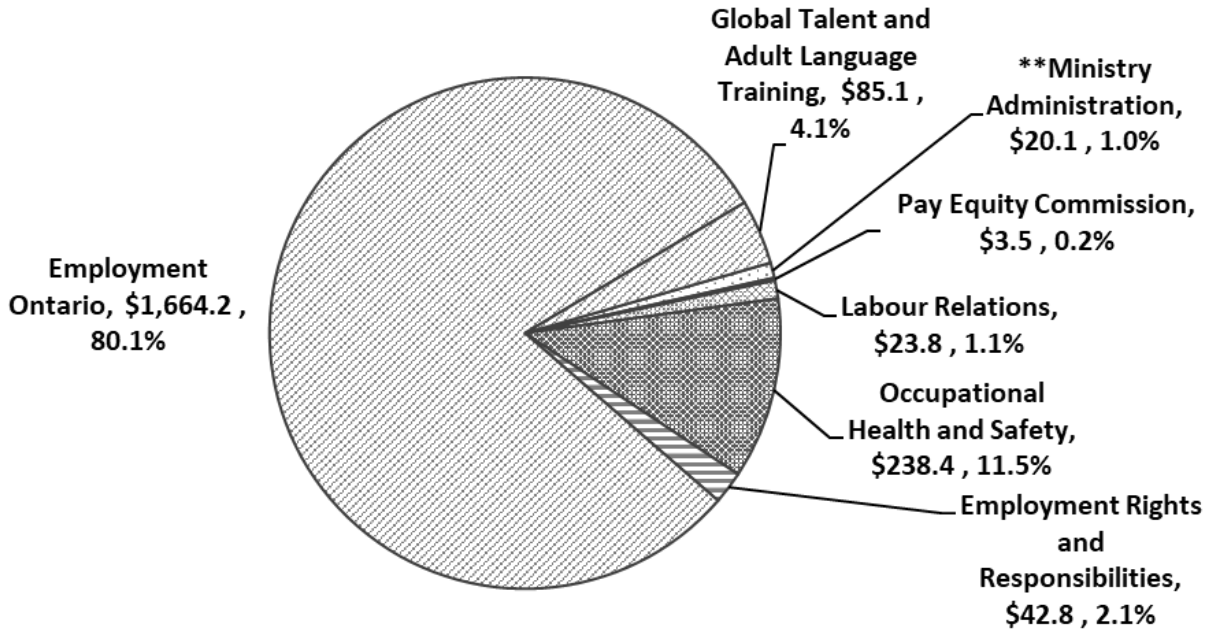
Through the **Ontario Immigrant Nominee Program (OINP)** the ministry delivers on its mandate to create a dynamic labour market. OINP is delivered in partnership with the Government of Canada through Immigration, Refugees and Citizenship Canada (IRCC). The OINP recognizes and nominates those who have the skills and experience the Ontario economy needs for permanent residence in Canada. This includes foreign entrepreneurs who have demonstrated a commitment to establish or purchase and grow durable and long-lasting businesses in communities across the province. The Government of Canada makes the final decision to approve all applications for permanent residence.

## Anti-Racism Action Plan

Beginning 2021-22, MLTSD will be leading the anti-racism action plan, a key commitment of the OPS Anti-Racism Policy to identify and remove systemic racism barriers within policies, processes and practices that lead to racialized disparities across the employment cycle. The ministry will provide transformation and change management initiatives for the ministry through planning, development, evaluation and implementation of program frameworks focused on systemic change and anti-racism.

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## Ministry Allocation of 2021 Base Operating Spending ($2,077.9M)*




*Including Statutory Appropriations and Operating Expense Adjustments
**Includes Main Office 13.2%; Financial and Administrative Services 11.7%; Corporate Services 6.6%; Strategic Human Resources Branch 8.2%; Communications Services 16.5%; Legal Services 42.0%; and Information Systems 1.5%.

### Table 1: Ministry Planned Expenditures 2021-22 ($M)

| | |
|---|---|
| COVID-19 Approvals | $392.5 |
| Other Operating | $1,324.1 |
| Other Capital | $4.7 |
| **TOTAL** | **$1,721.3** |

*net of consolidations and adjustments

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## Detailed Financial Information

### Table 2: Combined Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21 $ | Interim Actuals 2020-21* $ | Actuals 2019-20 $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration | 20,010,500 | 123,100 | 0.6 | 19,887,400 | 19,767,200 | 23,181,305 |
| Pay Equity Commission | 3,466,200 | (6,500) | (0.2) | 3,472,700 | 3,472,700 | 2,887,418 |
| Labour Relations | 23,830,700 | 805,400 | 3.5 | 23,025,300 | 22,981,500 | 24,254,776 |
| Occupational Health and Safety | 238,428,000 | 19,463,700 | 8.9 | 218,964,300 | 225,785,100 | 201,828,761 |
| Employment Rights and Responsibilities | 42,799,200 | (3,109,400) | (6.8) | 45,908,600 | 45,018,700 | 39,663,193 |
| Employment Ontario | 1,657,669,200 | 394,193,300 | 31.2 | 1,263,475,900 | 1,736,649,700 | 1,172,361,913 |
| Global Talent and Adult Language Training | 85,102,100 | 1,456,800 | 1.7 | 83,645,300 | 83,645,300 | 95,561,519 |
| Less: Special Warrants | - | - | | - | - | - |
| **Total Operating Expense to be Voted** | **2,071,305,900** | **412,926,400** | **24.9** | **1,658,379,500** | **2,137,320,200** | **1,559,738,885** |
| Special Warrants | - | - | | - | - | - |
| Statutory Appropriations | 6,565,014 | - | - | 6,565,014 | 6,565,014 | 9,481,115 |
| **Ministry Total Operating Expense** | **2,077,870,914** | **412,926,400** | **24.8** | **1,664,944,514** | **2,143,885,214** | **1,569,220,000** |
| Consolidation & Other Adjustments | (361,262,700) | (2,048,900) | | (359,213,800) | (358,280,100) | (379,010,566) |
| **Total Including Consolidation & Other Adjustments** | **1,716,608,214** | **410,877,500** | **31.5** | **1,305,730,714** | **1,785,605,114** | **1,190,209,434** |
| **OPERATING ASSETS** | | | | | | |
| Ministry Administration | - | **(1,000)** | **(100.0)** | 1,000 | 1,000 | - |
| Employment Ontario | - | **(2,000,000)** | **(100.0)** | 2,000,000 | 2,000,000 | 533,320 |
| Global Talent and Adult Language Training | 1,000 | **1,000** | | - | - | - |
| Total Including Special Warrants | 1,000 | **(2,000,000)** | **(100.0)** | 2,001,000 | 2,001,000 | 533,320 |
| Less: Special Warrants | - | - | | - | - | - |
| **Total Operating Assets to be Voted** | **1,000** | **(2,000,000)** | **(100.0)** | **2,001,000** | **2,001,000** | **533,320** |
| Special Warrants | | - | | - | - | - |
| **Total Operating Assets** | **1,000** | **(2,000,000)** | **(100)** | **2,001,000** | **2,001,000** | **533,320** |
| **CAPITAL EXPENSE** | | | | | | |
| Ministry Administration | 1,000 | - | - | 1,000 | 1,000 | - |
| Occupational Health and Safety | 3,319,000 | (302,000) | (8.3) | 3,621,000 | 793,000 | 394,000 |
| Employment Rights and Responsibilities | 1,000 | - | - | 1,000 | 1,000 | 124,215 |
| Employment Ontario | 15,498,500 | 1,497,500 | 10.7 | 14,001,000 | 14,001,000 | 13,970,621 |
| Less: Special Warrants | | - | | | | |
| **Total Capital Expense to be Voted** | **18,819,500** | **1,195,500** | **6.8** | **17,624,000** | **14,796,000** | **14,488,836** |
| Special Warrants | - | - | | - | - | - |
| Statutory Appropriations | 1,201,700 | (398,500) | (24.9) | 1,600,200 | 1,600,200 | 1,650,660 |
| **Ministry Total Capital Expense** | **20,021,200** | **797,000** | **4.1** | **19,224,200** | **16,396,200** | **16,139,496** |
| Consolidation & Other Adjustments | (15,351,200) | (3,055,000) | | (12,296,200) | (12,296,200) | (12,124,191) |
| **Total Including Consolidation & Other Adjustments** | **4,670,000** | **(2,258,000)** | **(32.6)** | **6,928,000** | **4,100,000** | **4,015,305** |
| **CAPITAL ASSETS** | | | | | | |
| Ministry Administration | 1,000 | - | - | 1,000 | 1,000 | - |
| Occupational Health and Safety | 213,000 | 212,000 | 21,200.0 | 1,000 | 1,597,600 | 2,011,933 |
| Employment Rights and Responsibilities | - | (499,000) | (100.0) | 499,000 | 499,000 | 2,857,984 |
| Employment Ontario | 3,243,900 | 3,242,900 | 324,290.0 | 1,000 | 1,000 | - |
| Less: Special Warrants | - | - | | - | - | - |
| **Total Capital Assets to be Voted** | **3,457,900** | **2,955,900** | **588.8** | **502,000** | **2,098,600** | **4,869,917** |
| Special Warrants | | - | | - | - | - |
| Statutory Appropriations | - | - | | - | - | - |
| **Ministry Total Capital Assets** | **3,457,900** | **2,955,900** | **588.8** | **502,000** | **2,098,600** | **4,869,917** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **1,721,278,214** | **408,619,500** | **31.1** | **1,312,658,714** | **1,789,705,114** | **1,194,224,739** |

## Historic Trend

| Historic Trend Analysis Data | Actuals 2018-19 $ | Actuals 2019-20 $ | Estimates 2020-21 * $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **1,301,116,161** | **1,194,224,739** | **1,312,658,714** | **1,721,278,214** |
| **Year-over-year % Change** | | *-8.22%* | *9.92%* | *31.13%* |

** Estimates and Actuals for prior fiscal years are re-stated 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.

**For additional financial information, see:**
https://www.ontario.ca/page/expenditure-estimates
https://www.ontario.ca/page/public-accounts
https://budget.ontario.ca/2021/index.html

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## 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.

**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 matters 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. As part of government's intention to replace the Ontario College of Trades, activities related to COTACCR have ceased.

**Ontario Immigrant Investor Corporation (OIIC):** The OIIC operates as an agency that invests and repays monies received from the federal Immigrant Investor Program (IIP), which granted permanent residence to qualifying immigrants to Ontario. The funds managed by OIIC are held outside of the consolidated revenue fund. 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, anticipated to occur in 2022-23.

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## Summary of Expenditures: Agencies, Boards and Commissions (ABCs)

| VOTE/ITEM | | 2020-21* INTERIM ACTUAL REVENUE | 2020-21* INTERIM ACTUAL EXPENDITURE | 2021-22 ESTIMATES |
|---|---|---|---|---|
| 1602-1 | Pay Equity Office | | 3,006,500 | 2,999,900 |
| 1602-2 | Pay Equity Hearings Tribunal | | 466,200 | 466,300 |
| 1603-1 | Ontario Labour Relations Board | | 12,009,100 | 11,968,900 |
| 1603-2 | Grievance Settlement Board (see note 1) | | 2,473,400 | 2,673,500 |
| 1604-3 | Office of the Worker Adviser (see note 2) | | 11,656,700 | 12,916,700 |
| 1604-4 | Office of the Employer Adviser (see note 2) | | 3,771,200 | 4,028,300 |
| 1607-02 | Office of the Fairness Commissioner | | 1,777,800 | 1,778,100 |

* Interim actuals reflecting numbers presented in the *2021 Ontario Budget.*

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:

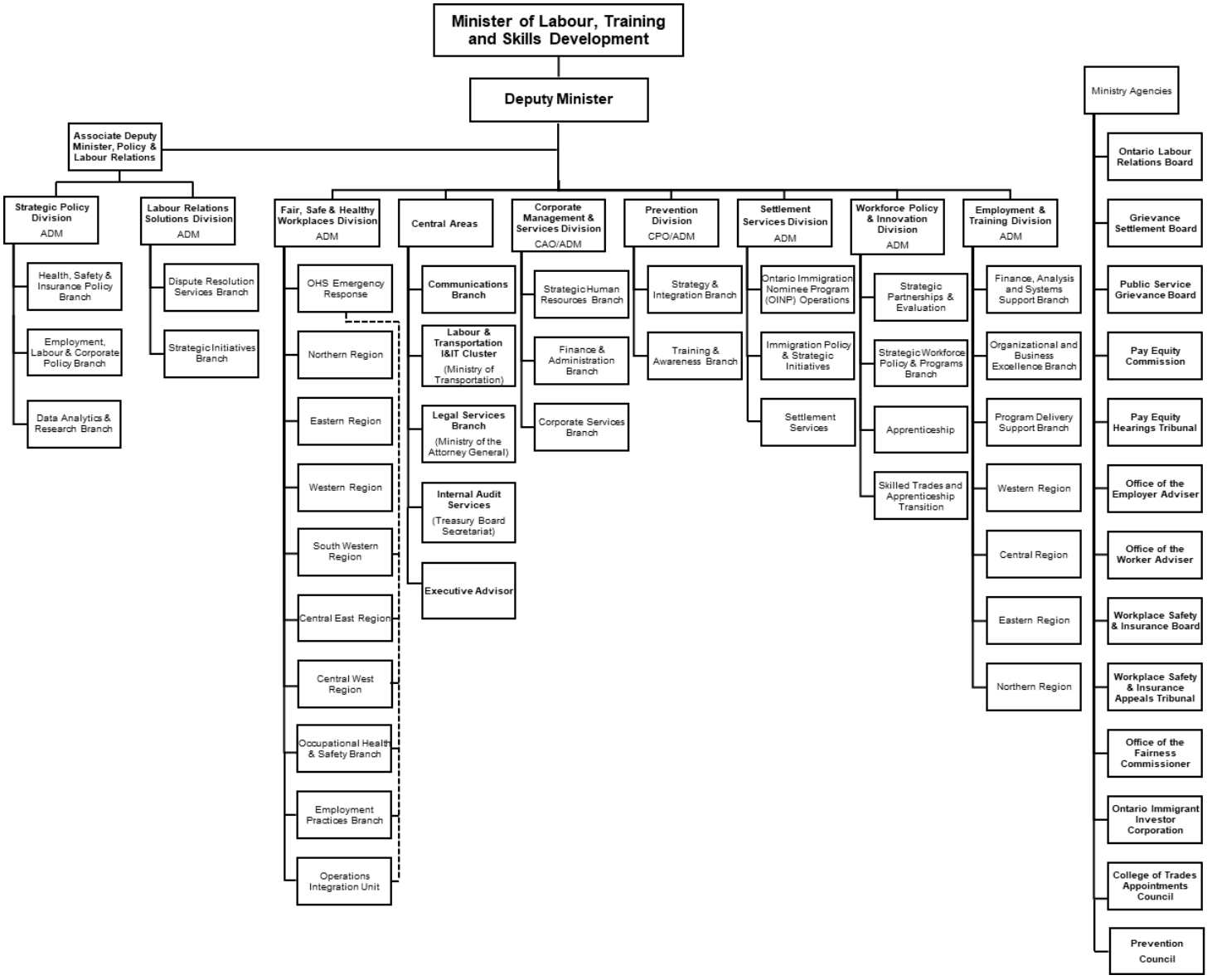
| | 2020-21 Interim | 2020-21 Estimates |
|---|---|---|
| Recoveries - Government Ministries | 2,106,100 | 2,106,100 |
| Revenue - Crown Employers and Unions | 2,485,700 | 2,485,700 |
| Total Recoverable | 4,591,800 | 4,591,800 |

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).

Ontario

# Ministry Organization Chart



Ontario

## APPENDIX

## ANNUAL REPORT

In 2020-21, 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.

### COVID-19 Response in 2020-21

At the onset of the global COVID-19 pandemic, MLTSD reacted swiftly to help Ontario's workers, businesses and communities navigate the crisis, and has 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 a number of response measures.

- MLTSD developed key legislative and regulatory measures to address the employment impacts of the COVID-19 pandemic, including the creation of infectious disease emergency leave and the temporary deferral of statutory termination and severance entitlements for temporary COVID related lay-offs. The ministry also supported the creation of emergency orders concerning workplace deployment under the *Emergency Management and Civil Protection Act* (EMCPA) which continued under the *Reopening Ontario Act* (ROA).

- In order to support Inspectors and promote a consistent enforcement approach regarding COVID-19, a Coronavirus Advisory Team (COVAT) was created composed of Managers, Regional Program Coordinators, field staff, and specialists, who provided feedback and advice to staff on over 1,200 field outreach requests.

- The OHS Program has been a critical part of the government's response to the pandemic. Ensuring that workers are protected in workplaces that remained operational during the outbreak has been a core priority for the ministry. As a result, the ministry has increased its frontline enforcement capacity by hiring an additional 102 inspectors. The OHS Enforcement 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 in 2020-21. To support health and safety compliance in workplaces, the program has also enhanced COVID-19 related inspections in priority sectors, and doubled the capacity of Ontario's Health and Safety Call Centre from 25 to 50 phone lines.

- During fiscal year 2020-21, occupational health and safety inspectors and multi-ministry teams of provincial offences officers have conducted more than 58,700 COVID-related workplace inspections and investigations across the province. During those visits, they've issued over 47,500 orders and over 500 COVID-19 related tickets.

- The OHS Prevention Program worked with partner ministries to support the safe operation of essential businesses such as farming, food processing and construction, as well as the reopening of key enablers of the economy including schools, childcare services, and transportation. In partnership with Ontario's health and safety associations, more than 200 workplace resources to address over 30 sectors have been developed to help employers protect against COVID-19. Available at Ontario.ca/covidsafety, these resources have had over 1.2 million page views.

- In March 2020, the Pandemic Workplace Safety Branch was established to help provide occupational health and safety support to Ontario workplaces and to act as a key support for the ministry and government more broadly. Achievements include: supporting the development of guidance for essential services, producing over 200 workplace resources for more than 30 sectors and developing a COVID-19 workplace safety plan toolkit mandatory for all businesses under the Reopening Ontario Act (ROA). Working with ministry partners, MLTSD participated in the Ministry of Health-led Provincial Antigen Screening Program by joining other ministries in communicating the program to employers and gauging interest. The Pandemic Workplace Safety Branch worked with the construction sector to help support the process between employers and the Ministries of Health and Government and Consumer Services to access tests and report on usage and findings.

- In June 2020, MLTSD released a guide on how to **"Develop Your COVID-19 Workplace Safety Plan"**, to help employers develop a plan to keep workers and patrons safe. The guide is supported by a checklist, and there are free webinars on how to develop a safety plan, along with several sample safety plans available. MLTSD through the Public Services Health and Safety Association (PSHSA) also offers free online training for ***Infection Prevention and Control at Work: Basic Awareness*** that equips workers in a variety of workplace types with information about how infections are spread and what actions workers can take to protect themselves and others from infectious hazards that may exist in their workplace.

- In response to Keeping Ontario Safe and Open, MLTSD hosted a variety of webinars on topics, such as COVID-19 related OHS and employment standards,  and the ministry's role in the enforcement process. The

webinars were delivered to over 2,000 small business owners and vulnerable workers. The ministry also provided support and education to small businesses through workplace safety campaigns which provide information such as how to safely reopen and how to avoid COVID in the workplace.

- The ministry worked 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 between March 2020 and August 2020.

- MLTSD has worked with Health and Safety Associations (HSAs) to deploy up to 30 health and safety specialists and more than 200 provincial offences officers from across the government to support employers and workers in the field. The ministry has also been working with the Ministry of Health, other ministries, employers, and stakeholders in providing regulatory and technical advice on occupational health and prevention of illness.

- Ontario continues to support workers hardest hit by the COVID-19 pandemic by investing an additional $614.3 million during 2020–21 and 2021–22 to provide targeted employment and training supports. This includes:

    - The Skills Development Fund to help training and employment organizations assist workers during the province's economic recovery;
    - Assistance to women, racialized individuals, Indigenous people, youth and people with disabilities who are facing the highest rates of unemployment during the pandemic to get the training opportunities they need for good jobs and get connected with employers looking to grow their businesses;
    - Focus on providing workers in the hardest hit sectors during the pandemic, including the hospitality and tourism sectors, with career counselling and urgent training to find new careers and good jobs while leveraging transferable skills and experience;
    - Upgrade and expand high-speed internet and other digital infrastructure so community organizations, training providers and colleges can provide employment and training programs throughout the province, including to rural, remote and Northern regions, and;
    - Support Ontario workers with additional employment and training programs and services that are responsive to the province’s economic recovery.

- To support the skilled trades system in Ontario, the ministry passed a regulation that extended authorization to work for thousands of people working in the skilled trades awaiting to complete their certification examinations. This has allowed businesses to retain talent, enabled apprentices to remain employed, and continues to help Ontario provide essential services in areas such as hospital facilities, housing, transportation, and working utilities. The ministry 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.

- The ministry has also invested $77 million to help people who were laid off due to the impact of COVID-19 find in-demand jobs in their local communities. This funding is being provided through the redesigned Second Career grant program and will help more than 2,750 job seekers with up to $28,000 for tuition, training materials and living expenses.

- MLTSD made several legislative and regulatory changes under the Employment Standards Act to address the immediate employment effects of the COVID-19 pandemic. The ES program has been an essential part of the ministry's response to COVID-19, actively promoting awareness of the various COVID changes affecting employment standards, including the ongoing availability of Infectious Disease Emergency Leave.

- 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 childcare closures due to the COVID-19 outbreak. The leave is supplemented by the continuation of temporary regulations to preserve employment relationships, such as the deferral of statutory termination and severance entitlements while employees are on temporary lay-off due to COVID-19.

- The ES program refocused some of its employment standards resources to assist in the enforcement of orders made under the *Emergency Management and Civil Protection Act* (EMCPA) and continued under the *Reopening Ontario Act, 2020* (ROA), to provide occupational health and safety compliance assistance in the construction and food sectors. It has redeployed more than 50 employment standards officers to help businesses understand and comply with health and safety requirements.

- Through the LR program, the ministry 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. These stakeholders include hospitals, long-term care homes, retirement homes, other congregate care settings, municipalities, and the construction industry.

**Other key areas of progress in 2020-21:**

**Reforming Apprenticeship and Supporting the Skilled Trades**

In the 2020-21 fiscal year, the ministry made progress on creating a modernized, client-focused apprenticeship and skilled trades system, through investments in:

- Ontario Youth Apprenticeship Program, Pre-Apprenticeship, Skills Ontario and the appointment of three Youth Advisors to provide recommendations on how to make skilled trades an attractive career choice for the incoming labour force;
- Training Delivery Agents to support the delivery of high-quality training on up-to-date equipment; and,
- A new Group Sponsorship Grant and Achievement Incentive to encourage more employer participation in the apprenticeship system.

As part of this modernization framework, the ministry has been working towards the replacement of the Ontario College of Trades (OCOT). A Skilled Trades Panel has been appointed to consult with key stakeholders and provide advice and recommendations to the Minister on ways to modernize and improve the skilled trades and apprenticeship system, including the replacement of OCOT.

**Supporting all Job Seekers and Employers**

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. For 2020-21 fiscal year:

- **Employment Service**: Provided over 528,000 clients with resources, supports, and services to respond to their career and employment needs.
- **Second Career**: Provided over 3,100 laid off, unemployed workers with an opportunity to get new skills for jobs that are in demand in Ontario.
- **Canada-Ontario Job Grant**: Provided grant funding to businesses to train over 8,000 new or current employees.
- **SkillsAdvance Ontario**: A sector-focused workforce development pilot that supported partnerships between 400 employers and 46 training providers.
- **Literacy and Basic Skills Program**: Helped over 39,000 adult learners build critical foundational skills such as reading, writing, numeracy, and digital skills.

- **Youth Job Connection/ Youth Job Connection Summer**: Helped more than 11,600 youth to either access programs that make them more job-ready, or to be matched with a job and offered employment.
- **Supported Employment**: Provided over 400 individuals who face complex barriers to employment as a result of a disability with the services and opportunities they need to prepare for and secure employment
- **Ontario Bridge Training Program**: Provided more than 4,800 highly-skilled internationally trained immigrants with the supports and services to achieve licensure and obtain commensurate employment in their respective field of training/expertise or a related field, in a timely manner.
- **Rapid Re-employment and Training Service:** Connected workers affected by layoff or closure with the relevant and appropriate EO programs. This includes providing funds to organizations to establish an Adjustment Committee, which can recommend the establishment of an Action Centre to provide timely and appropriate labour adjustment services. An Action Centre was established in Windsor to provide employment services and training to up to 800 workers, impacted by the Fiat Chrysler layoffs.

For the 2020-21 fiscal year, MLTSD also invested in new initiatives and enhanced existing lines of business to support employers and employees in the province.

On February 5th, 2021, MLTSD launched an open application process for the Skills Development Fund, which is designed to support projects that will enable market-driven solutions and unlock the economic potential of skilled trade and broader workforce development initiatives to facilitate economic recovery as a result of the COVID-19 pandemic.

As part of the government's Driving Prosperity Plan, the ministry launched a second round of the Career Ready Fund – Auto Stream in March 2020 to strengthen Ontario's auto manufacturing sector by leveraging sector strengths and charting a path for growth and creating jobs. In 2020-21, the ministry committed $14 million to this program, which supports 12 recipients with the aim of creating over 3,000 new work placement 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.

## Creating a Dynamic Labour Market Through the OINP

The Ontario Immigrant Nominee Program (OINP) achieved its 2020 nomination allocation and issued a total of 8,054 nominations to successful applicants across 9 program streams.

- The program also surpassed its 5% target for Francophone immigration, reaching 5.4% or 437 Francophone nominees. Nominees in 2020-21 came from over 130 different countries, with applicants from India and China receiving the highest number of nominations.
- At least 48% of nominees already had a job offer in Ontario before nomination. More than 96% held a postsecondary degree and at least 43% had high language skills (Canadian Language Benchmark 7 or above) in at least one of Canada's official languages.
- Following its redesign in 2019, the OINP Entrepreneur Stream has seen tremendous growth. Interest in the stream has grown by over 400%, to over 460 submissions in 2020-21 alone. This translated into 80 applications received in 2020-21, a 645% increase over previous years.
- Also in 2020-21, the OINP Entrepreneur Stream successfully nominated its first ever foreign entrepreneur applicant for permanent residence. The nominated individual successfully purchased, operated, and grew a hospitality business in south-western Ontario.

## Preventing Workplace Fatalities, Injuries and Illness

The Prevention Division engaged over 20 stakeholder groups, presenting and building momentum to help ensure broad support for the next OHS strategy.

The Occupational Disease Action Plan (ODAP) Implementation Team focussed on:

- Providing updates on significant reports and new tools, such as the Demers report, *Using Scientific Evidence and Principles to Help Determine the Work-relatedness of Cancer*, and the Occupational Cancer Research Centre's (OCRC) new interactive website to identify workers at risk for occupational diseases at https://www.occdiseasestats.ca/;
- Reviewing the current status of hazardous exposure and illness data to initiate discussions on opportunities to address gaps; and
- Initiating the development of a theory of change/logic model for Occupational Illness.

The Health and Safety Associations (HSAs) continue to develop initiatives to improve work-related mental health. The Chief Prevention Officer (CPO) prioritized work-related mental health by directing certain HSAs to spend a minimum of 10% of their annual funding on projects that include addressing this issue.

Over the course of 2020-2021, six new members were appointed to the Prevention Council. As stipulated in the *Occupational Health and Safety Act,* actions of the Prevention Council include providing advice to the Chief Prevention Officer on the direction of the new Occupational Health and Safety Strategy and on the Annual Written Report on Occupational Health and Safety.

Through the Supporting Ontario's Safety Employers (SOSE) program, MLTSD supports employers in maintaining effective control measures throughout their organization as it relates all health and safety hazards, which now includes COVID-19. Employers are supported through financial and non-financial incentives to help offset the cost of implementing infection control measures, which help reduce or eliminate the different health and safety hazards/risks that could be present in a workplace.

The Prevention Division completed the implementation and deployment of its online Certification Management System (CMS) on June 1st, 2020. This CMS was created to replace multiple outdated legacy information technology systems and manual processes.

In October 2020, the ministry established a data pipeline from the ministry's vendor application environment to the Government of Ontario, I&IT environment. The ministry leverages this data pipeline for operational need, business intelligence and data analytics to measure and communicate the impact of Chief Prevention Officer approved occupational health and safety training programs.

In 2020-21, a number of measures were put in place to increase accessibility to Joint Health and Safety Committee (JHSC) training programs. This included revisions of program standards to simplify certification requirements and the introduction of eLearning options to improve access to training.

The ministry launched consultations for the Working at Heights 5-year training standards review. The consultations concluded in April, with proposed revised standards planned for release in Fall 2021.

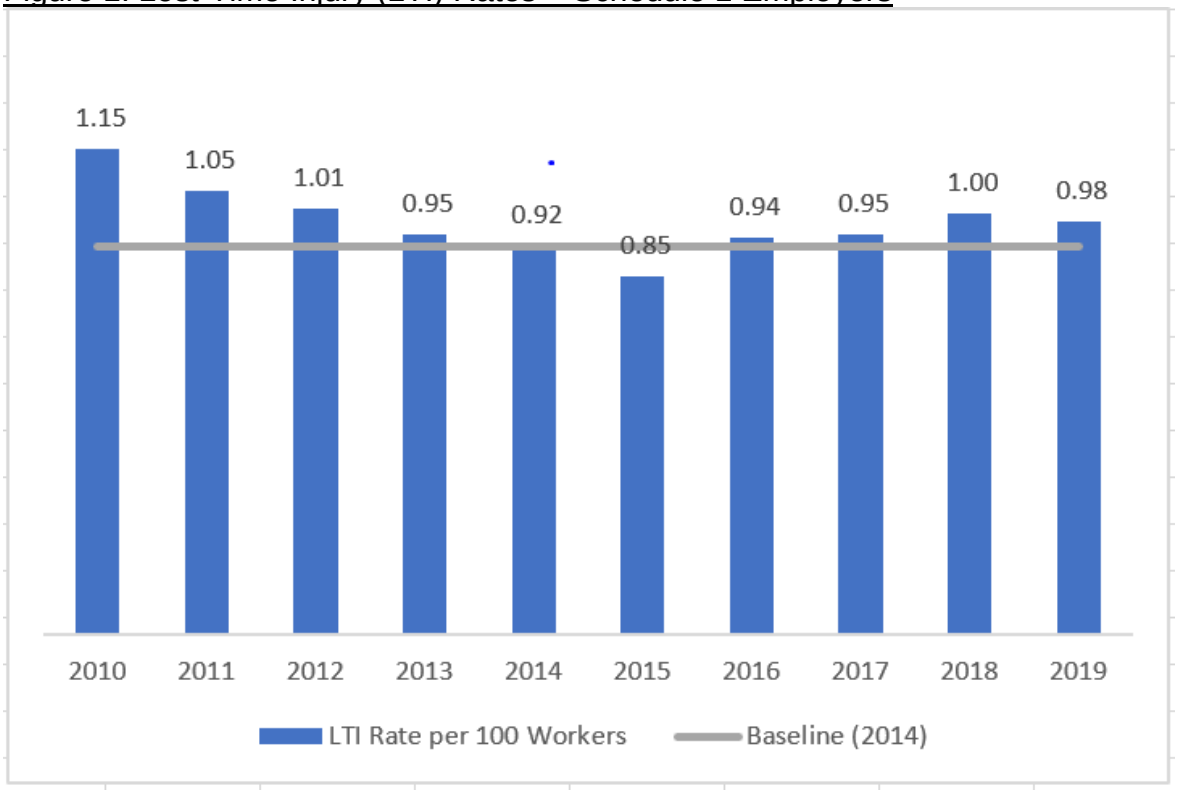
The ministry updated and released a number of training and awareness materials including the Health & Safety at Work: Prevention Starts Here Poster, the Occupational Health and Safety Worker Awareness Training in 4 Steps, and the Supervisor Awareness Training in 5 Steps eLearning modules and workbooks.

## Making Workplaces Safer and Healthier

Achievements in 2020-21 aimed at making Ontario workplaces healthier and safer include the following:

- In 2020-21, OHS Inspectors carried out 72,473 field visit activities and issued 75,188 orders and requirements.
- The WSIB reported a Lost-Time Injury (LTI) rate for Schedule 1 employers of 0.98 in 2019. The 2020 LTI rate will be available by June 2021.

Figure 1: Lost-Time Injury (LTI) Rates – Schedule 1 Employers




Source: Workplace Safety and Insurance Board Annual Data, Schedule 1

In 2020-21 OHS inspectors made 950 occupational health and safety visits as part of the 2020 Farming Initiative, including 710 visits to farms, greenhouses and other locations where agricultural workers work, issued 371 orders under the OHSA, and 87 COVID-19 related orders.

After the two tower crane failures in Toronto during the summer of 2020, OHS responded with an audit of tower cranes at construction projects across Ontario. The four-month audit focused on tower crane inspection, maintenance, operation and testing as required by the Construction Regulation. Inspectors conducted 325 field visits and issued 911 orders including 118 stop work orders.

In 2020-21, the Materials Testing Laboratory (MTL) tested 667 samples in accordance with the CSA G-4 standard.

The Radiation Protection Services (RPS) team completed three audits/inspections, collected 1,346 samples, performed 2,584 analyses in support of the Ontario Reactor Surveillance Program (ORSP), analyzed 96 drinking water samples, resulting in 384 analyses performed in support of the Ontario Drinking Water Surveillance Program (DWSP) and completed a total of 552 x-ray registration and x-ray installation reviews.

## Protecting Employees and Supporting Employers

In 2020-21 MLTSD made significant strides in the Employment Standards (ES) Program and continued to focus on claim resolution. Although the program saw a 45% decrease in overall intake as a result of the global pandemic, it continued to deliver on claims resolution and its compliance modernization goals, including:

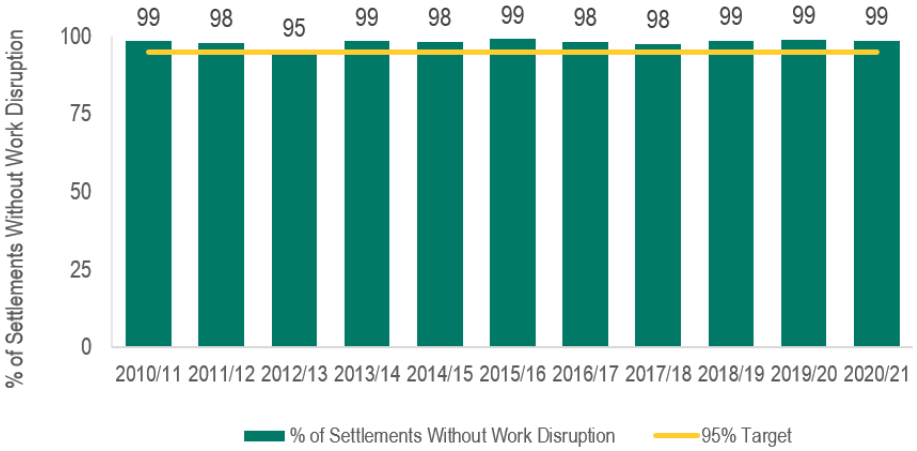
- The launch of a new Compliance Continuum and Informed Judgment Matrix to provide officers with a progressive and flexible framework within which to exercise their discretion, compliance assistance to employers and promote consistency in enforcement efforts across the province.
- The launch of a suite of digital assets including a modern case management system to manage claim investigations and inspections, and a new and improved smart claim form for claimants to submit their employment standards complaints to the ministry. Both modernizations promote client self reliance, allowing users to access claim information independently.
- Adapting outreach efforts by converting historical in-person educational presentation delivery to a remote, webinar delivery model. The ministry conducted over 90 webinars to promote ES and OHS requirements to small business employers and vulnerable workers.

## Creating and Maintaining a Stable Labour Relations Environment

In the 2020-21 fiscal year, MLTSD continued to modernize labour relations services to align with the government's Open for Business and Smart initiatives strategies, by making it easier to access neutral collective bargaining information on Collective Bargaining Ontario.

- In 2020-21, the ministry assisted bargaining parties in response to approximately 1,600 conciliation and 300 mediation files. Of all ratified settlements in the 2020-2021 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 84% decrease in the incidence of strikes and lock-outs, and a 98% fall in person-days lost when compared year over year. The relative decrease in 2020-21 was mainly due to the resolution and settlement of work stoppages in the K-12 education sector that occurred in the previous 2019-20 fiscal year.
- Approximately 1,500 collective agreements were ratified in 2020-21, concentrated in the health and social services, construction, other services, education, and public administration.
- The ministry made approximately 400 appointments to arbitrators to settle both grievance and interest arbitration disputes where the parties were unable to agree on their own, of which less than 10% were the result of COVID-19 related grievances in 2020-2021.
- The ministry provided dispute resolution assistance in response to more than 1,100 new requests for arbitration, while closing or completing more than 3,200 arbitration files. The Collective Bargaining Highlights report was accessed over 2,200 times and the Collective Bargaining Expiries report was accessed over 360 times.
- The ministry promoted the use of one of its Digital First platforms, eRequests, to enable the remote work force to provide seamless service delivery by enabling 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 1,600 applications have been submitted using eRequests in 2020-21, which represents about 70% of the application volumes.

## Committing to Being Open for Business

The ministry has continued to review its legislation and regulations to support the Government's Open for Business Plan, including:

- Amending the Occupational Health and Safety Act (OHSA) to repeal section 34 and revoking an associated regulation, which were 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 duplicated these other systems.
- Amending the *Occupational Health and Safety Act* (OHSA) to provide the authority to adopt by reference certain codes, standards, criteria and guides as they may be amended from time to time.
- Amending O. Reg 297/13 (Occupational Health and Safety Awareness and Training) under the Occupational Health and Safety Act (OHSA) effective January 1, 2021 to recognize fall protection training that meets the requirements under the Newfoundland and Labrador's Occupational Health and Safety Act as an acceptable alternative to Ontario's approved Working at Heights (WAH) training and to expand existing WAH exemption for auto manufacturers and assemblers to include a few additional workplaces directly owned and operated by an automobile manufacturer or assembler.

The ministry engaged in a number of consultations in 2020-21 which may further support the Government's Open for Business Plan with regulatory streamlining and harmonization, red tape and burden reduction, including:

- Reviewing the current pre-start health and safety review requirements under the OHSA, also known as pre-start review (PSR) requirements, to ensure that they continue to reflect the realities of today's workplaces.
- Creating a new regulation under the OHSA that will apply to all workplaces and will streamline reporting requirements for all workplaces for incidents such as fatalities, critical injuries, occupational illnesses as prescribed by the Act that involve a worker. Currently, reporting requirements are prescribed in eight regulations under the OHSA.
- Proposing to transfer the responsibility of workplace first aid from the Workplace Safety and Insurance Board (WSIB) to the ministry. The proposed modernization presents an opportunity to make first aid requirements easier to understand and comply with. It would also standardize first aid compliance obligations for larger employers who conduct business across Canada.

## Table 3: Ministry Interim Actual Expenditures 2020-21

| | Ministry Interim Actual Expenditures ($M) 2020-21* |
|---|---|
| **COVID-19 Approvals** | **$585.3** |
| **Other Operating** | **$1,200.3** |
| **Capital** | **$4.1** |
| **Staff Strength ** (as of March 31, 2021)** | **2,487.3** |

* Interim actuals reflect the numbers presented in the *2021 Ontario Budget*
** Ontario Public Service Full-Time Equivalent positions.

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## ACTS ADMINISTERED BY THE MINISTRY: 2020-21

*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*

*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*

- 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*

Ontario

# Estimates Briefing Book 2021-22

## Office of the Lieutenant Governor

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Ontario

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## Part I: 2021-22 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.

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## 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 sustainability, democracy 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 2020, the Lieutenant Governor approved **1,807** Orders-in-Council including 1 emergency declaration responding to the COVID-19 global pandemic.

- 72 proclamations (75% increase from 2019)
- **579** regulations (70% increase from 2019) including 1 emergency declaration
- 73 Great Seal letters patent and lease letters patent issued under the Public Lands Act
- 98 Great Seal letters patent under the Mining Act
- 1 swearing-in of the Minister of Finance
- 1 Parliamentary Assistant appointment
- 15 Deputy Minister appointments
- 14 Justice of the Peace appointments
- 30 Provincial Judges' appointments

The Lieutenant Governor granted Royal Assent **16 times** to a total of **51 bills**.

Ontario

## Diplomatic Engagement

The Lieutenant Governor met in-person and virtually with **16** members of the diplomatic corps throughout 2020-21.

1. Ambassador of Côte d'Ivoire to Canada
2. Chief Representative of the Palestinian General Delegation to Canada
3. Consul General of the US in Toronto
4. Consul General of South Africa in Toronto
5. Honorary Consul General of Lebanon in Toronto
6. Consul General of Bulgaria in Toronto
7. Ambassador of the Republic of Korea to Canada
8. Ambassador of Lithuania to Canada
9. Ambassador of Haiti to Canada
10. Consul General of Japan in Toronto
11. Ambassador of the Philippines to Canada
12. Ambassador of Vietnam to Canada
13. Consul General of the United Kingdom in Toronto
14. Consul General of Columbia in Toronto
15. High Commissioner of India to Canada
16. Consul General of Jamaica in Toronto

Ontario

## 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

Ontario

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)

Due to the impact of the COVID-19 pandemic, a number of awards programs were initially delayed, however, the Lieutenant Governor presented two provincial awards (Lincoln M. Alexander Awards and the Hilary M. Weston Scholarship), announced the 2019 and 2020 Order of Ontario appointments, and presented the provincially supported Lieutenant Governor's Medal of Distinction in Public Administration.

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 vice-regal 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.

**COVID-19 Response**

Beginning in March 2020, the worldwide COVID-19 pandemic significantly altered the Lieutenant Govenror's routine programming. With virtually all in-person gathering and meetings suspend or severely restricted, most planned public engagements were cancelled or postponed. Her Honour's focus immediately shifted to a variety of remote and virtual programming intended to support the wider community response and ensure that vital stories of the pandemic were heard.

In response to the COVID-19 pandemic, the Lieutenant Governor undertook a number of particular engagements and initiatives, including.

- A partnership with Destinations Ontario to create a series of agri-tourism videos promoting Ontario produce growers, sellers, and restaurateurs. These videos earned **tens of thousands** of views across all social media platforms in French and English.

- **185 "COVID calls"** across all sectors of the province to understand the specific struggles and concerns of Ontarians as well as to provide support and morale. Targeted groups included arts administrators, community leaders, education executives, first responders, government officials, health care administrators, Indigenous leaders, innovation leaders, mayors, members of the media, the military, non-profit managers, and private sector executives.

- A Zoom call with female mayors across the province during which they spoke of the challenges they were facing along with the rising loss of women in the work force, violence against women, and how to support their local main street.

- An international public Zoom event commemorating the 50th anniversary of the Royal Commission on the Status of Women in Canada attended by more than 1,200 participants across Ontario and beyond.

- A public Zoom event celebrating Black History Month, bringing together Black leaders in the arts to discuss their experiences in positions of power and the how to 'design leadership in a time of change', attended by more than 300 participants.

- Ontarians were asked to invite the Lieutenant Governor to their stay at home Canada Day Zoom parties resulting in a full day of calls and pre-recorded messages for families, individuals, cities, towns, and communities, as well as organizations with a reach of **32,864** views.

**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. Her Honour 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.

On November 11th, 2020, as part of Her Honour's ongoing Indigenous reconciliation work, the Lieutenant Governor presented ceremonial tobacco from the Chapel Royal at Massey College in Toronto, also known in Anishinaabek as Gi-Chi-Twaa Gimaa Kwe, Mississauga Anishinaabek Aname Gamik, meaning "The Queen's Anishinaabek sacred place", to Ontario Regional Chief Roseanne Archibald in the Lieutenant Governor's Suite. The tobacco, from the Chapel Royal Tobacco Beds in Waterdown, Ontario, will be kept in trust on behalf of the First Nations of Ontario until Her Honour can once again resume meeting First Nations people on their traditional lands.

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.

In 2020-21 the Lieutenant Governor paid a visit to The Queen's York Rangers, thanking them for their service in long-term care homes across Ontario.

The Lieutenant Governor continues the longstanding tradition of granting vice-regal patronage by serving as honorary patron of many non-profit organizations and registered charities.

As a part of her engagement with patronage organization and Ontarians, the Lieutenant Governor undertook a program with Concerts in Care to host Zoom calls with long-term care homes and Toronto Symphony Orchestra musicians, bringing an hour of music and conversation to seniors across the province.

Ontario

**Engagement Statistics:**

Throughout the fiscal year, the Lieutenant Governor's Office was able to pivot to both online and in-person engagement following provincial safety protocol, totalling **796** public engagements (an increase of 15% from 2019-20) reaching all corners of the province and Ontarians of all backgrounds and ages.

**In the Lieutenant Governor's Suite:** 737 **In the Community:** 59

- Phone calls: 283
- Virtual events: 335
- Meetings: 32

During the summer months, the Lieutenant Governor made one Official Visit (down from 10 last year) to the Township of Killarney, which was celebrating its 200th anniversary.

The Lieutenant Governor also visited one First Nations, the M'Chigeeng First Nation, to represent the people of Ontario at the funeral of OPP Constable Marc Hovingh.

As part of supporting the municipal order of government and learning about local issues, the Lieutenant Governor visited 10 Ontario communities: East Gwillimbury, Hamilton, Killarney, Otonabee–South Monaghan, Peterborough, Stratford, Sudbury, Toronto, Waterloo, and Woolwich.

**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 Honour's 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, Instagram, Twitter and YouTube.
- The Lieutenant Governor recorded **63** video messages.

- 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). In 2020-21, the Office provided **2,306** greetings and 47 event messages.
- As part of Her Honour's COVID-19 outreach initiative, the Lieutenant Governor hosted roundtables with The National Ethnic Press and Media Council of Canada. These editorial-board-style meetings with journalists from outlets of ethnic media allowed Her Honour to discuss her work, mandate themes, and reflect on current issues (including COVID-19 and anti-racism) facing particular ethno-linguistic groups in Ontario.

## Table 1: Ministry Planned Expenditures 2021-22 ($M)

| Account Type | $M |
|---|---|
| COVID-19 Approvals | 0.0 |
| Operating | 1.9 |
| Capital | 0.0 |
| **Total** | **1.9** |

Ontario

## 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.

Ontario

## Detailed Financial Information

### Table 2: Operating Summary by Vote

| Vote/Program | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | Change from Estimates 2020-21 % | Estimates 2020-21 $ | Interim Actuals 2020-21 $ | Actuals 2019-20 $ |
|---|---|---|---|---|---|---|
| **Operating Expense** Office of the Lieutenant Governor | 1,903,500 | 0 | 0.0 | 1,903,500 | 1,903,500 | 1,957,011 |
| 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** | **1,957,011** |
| Special Warrants | 0 | 0 | 0.0 | 0 | 0 | 0 |
| **Total Operating Expense** | **1,903,500** | **0** | **0.0** | **1,903,500** | **1,903,500** | **1,957,011** |

### Table 3 Historical Trend Analysis

| Historical Trend Analysis Data | Actuals 2018-19 $ | Actuals 2019-20 $ | Estimates 2020-21 $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Total Operating** | 1,759,036 | 1,957,011 | 1,903,500 | 1,903,500 |
| Year over Year Change in Percentage | N/A | **11%** | **-3%** | **0%** |

Ontario

## Table 4: Ministry Interim Actual Expenditures 2020-21

| Account Type | Ministry Interim Actual Expenditures ($M) 2020-21 * |
|---|---|
| **COVID-19 Approvals** | **0.0** |
| **Operating** | **1.9** |
| **Capital** | **N/A** |
| **Staff Strength**<br>**(as of March 31, 2021)** | **10.0** |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget.

** Office of the Lieutenant Governor Full-Time Equivalent positions.

**For additional financial information, see:**

Expenditure Estimates (URL: https://www.ontario.ca/page/expenditure-estimates)

Public Accounts of Ontario (URL: https://www.ontario.ca/page/public-accounts-ontario-past-editions)

2021 Budget (URL: https://budget.ontario.ca/2021/index.html)

Ontario

## Organization Chart

**Lieutenant Governor**

- **Chief of Staff and Private Secretary**
  - **OPP Sergeant & Detective Constables (Roster of 25 officers)**
  - **48 Aides-de-Camp and 14 Volunteers**
  - **Executive Assistant**
  - **Director, Research and Strategic Analysis**
  - **Chief Steward**
    - Support Service Worker (P/T)
    - Assistant Chief Steward (On Call Basis)
    - Casual Stewards (On Call Basis)
  - **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**
  - **Office Assistant** (On Call Basis)
  - **Summer Intern**

Ontario

# Estimates Briefing Book 2021-22

## Ministry of Long-Term Care

Ce document est disponible en français

Ontario

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Ontario

# PART I: 2021-22 PUBLISHED PLAN

Ministry of Long-Term Care

Ontario

## MINISTRY OVERVIEW

### Ministry's Vision

The Ministry of Long-Term Care (the "ministry") is working to improve the quality of care and quality of life for residents in long-term care, reduce waitlists for long-term care spaces, end hallway health care, and ensure that the long-term care sector is on a path that supports sustained modernization.

## COVID-19 Response:

COVID-19 has exposed long-standing deep cracks in the long-term care sector. It has shone a spotlight on a system strained by critical staffing shortages, increasing capacity pressures, complex and diverse resident needs, gaps between staffing levels and resident needs, and other challenges that the long-term care sector was experiencing before the COVID-19 pandemic.

Working across government and with sector partners, the ministry is focused on addressing the challenges in, and modernizing Ontario's long-term care system so that residents receive access to the quality care they deserve and experience a high quality of life in a safe, home-like environment when and where they need it.

### Ministry Programs

The Ministry of Long-Term Care (MLTC) has a vision for a 21st century long-term care sector that is resident-centred and provides access to the highest quality of care for our most vulnerable people where and when they need it. To support this vision, the ministry is working to create 30,000 new and upgraded long-term care spaces over a decade and to increase the hours of direct care for residents to an average of four hours per day over four years.

### Staffing

In December 2020, the ministry released its staffing plan, 'A Better Place to Live, A Better Place to Work'. This plan is based on guidance from multiple partners, organizations, associations, residents, families, the results of the Long-Term Care Staffing Study released in July 2020, the interim recommendations from Ontario's Long-Term Care COVID-19 Commission, and the Gillese Inquiry final report.

At the centre of this plan is the increase to the hours of direct care for residents to an average of four hours per day over four years. This will require the education and training of new care professionals to fill the more than 27,000 full-time equivalent jobs which will be needed to reach this standard. To implement this plan, the government will be investing up to $1.9 billion annually by 2024-2025, or $4.9 billion over the next

four years. In addition, this funding will support a 20 per cent increase in direct care time by allied health professionals including physiotherapists and social workers.

The plan focuses on six key areas of action:

1. Increasing staffing levels:
    - Increase the average amount of direct hands-on care provided by registered nurses, registered practical nurses and Personal Support Workers (PSW) to four hours a day per resident, with an increased focus on nursing care.
    - An additional, average per resident increase in the amount of allied health support provided by others such as physiotherapists, occupational therapists and social workers.
    - Issue guidance on staffing models to long-term care homes.

2. Disrupting, accelerating and increasing education and training pathways:
    - Stabilize staffing through initiatives to recruit, retain, train and support more staff, such as the Ontario Matching Portal, increased infection prevention and control personnel, Personal Support Worker Return of Service program, fast tracking PSW education, providing supports for new nursing graduates and the Ontario Workforce Reserve for Senior Support Program.
    - Accelerate and create new pathways to increase supply of workers. Immediate focus includes training PSWs on the job and supporting career laddering, including PSWs who want to become registered practical nurses and registered practical nurses who want to become registered nurses.
    - Scale up traditional education and training streams to create new labour supply in partnership with educational institutions.
    - Further emphasis will include removing barriers to employment for internationally educated professionals.
    - Launch targeted awareness and recruitment campaign to drive enrollment and employment.

3. Supporting ongoing staff development:
    - Provide enhanced Infection Prevention and Control Education and Training for new and existing staff.
    - Invest $10 million in an annual training fund to support staff education.
    - Work with the sector to develop and implement initiatives that support career growth and satisfaction, such as mentorships, preceptorships and communities of practice.

4. Improving working conditions:
    - Partner with sector leaders to drive improvements to working conditions, including increased full-time employment.

- Reduce administrative burden by reviewing components of the Province's funding formula for long-term care, including documentation and reporting requirements where they are unnecessary for resident care and resident outcomes.
- Promote innovative approaches to work and technology.

5. Providing effective and accountable leadership:
   - Implement the third phase of the Attending Nurse Practitioner in Long-Term Care Homes program, which provides annualized funding for up to 15 additional nurse practitioners to the sector.
   - Clarify the role of key leadership positions, including administrators and medical directors, and to consider the further need for nurse practitioners.
   - Improve and promote leadership onboarding and training.

6. Measuring success:
   - Enhance data collection to gather the necessary information to accurately measure plan's success.
   - Measure the plan's success against targets and indicators.
   - Evaluate success and report publicly.

As part of this historic staffing plan, the Ontario government is investing over $115 million to train up to 8,200 new PSWs for high-demand jobs in Ontario's health and long-term care sectors. In collaboration with Colleges Ontario, all 24 publicly assisted colleges will offer this innovative, fully funded program starting in April 2021.

The Ontario government is also making more than $86 million available to train approximately 8,000 PSWs through private career college programs and district school boards programs.

Alongside the ministry's plan to improve recruitment and retention in long-term care homes, the government introduced a temporary wage enhancement in October 2020 to stabilize, attract and retain the workforce needed during the COVID-19 pandemic. The enhancement provides an additional $3 per hour for PSWs and DSWs working in home and community care, long-term care, and community and social services. It also provides an additional $2 per hour to PSWs working in hospitals.

In addition to these measures, the ministry also announced the Staffing Supply Accelerator Group on March 16, 2021. This group includes many partners including regulatory bodies and professional associations. They are championing the expansion, acceleration and innovation in training and education for long-term care staff.

Increasing staffing levels is one crucial input for improving long-term care. Broad, sustainable improvements in resident outcomes require creating a systemic culture of continuous quality improvement with a focus on resident outcomes. To build this culture, the ministry will engage with residents and families to understand what quality of life and quality of care means to them. Building on their perspectives, the government will work with the sector and other experts to develop a new quality framework and performance measures to guide oversight and quality improvement in long-term care homes.

**Development / Increasing Long-Term Care Capacity**

The MLTC is determined to build 30,000 long-term care spaces in a decade. As part of the development program the ministry is adding new capacity and upgrading older spaces to modern design standards. This supports the government's goal of ending hallway health care and improving access to high-quality and reliable long-term care.

In July 2020, the ministry announced the Modernized Funding Model for long-term care homes to help achieve the government's long-term care capacity goals. This redesigned model helps break down historic barriers and accelerates the construction of much-needed long-term care projects, and new and upgraded spaces.

The Modernized Funding Model is speeding up development by:

1. Creating four new regional categories based on geographic location: large urban, urban, mid-size, and rural, enabling the government to address the barriers and needs of different communities.

2. Providing an increase to the Province's construction funding subsidy (CFS), paid over 25 years, tailored to each of these four regional categories.

3. Providing development grants, paid upfront at substantial performance of a project, between 10 per cent and 17 per cent depending on regional category, to cover costs of development charges, land and other construction costs.

4. Helping small operators in rural communities navigate the high cost of development, while ensuring larger urban centres can secure the loans and real estate they need.

5. Increasing funding to incentivize the construction of basic accommodation spaces, that will be funded through the operating envelope and continuing top-ups for small and medium-sized homes.

Ontario

Spaces built under the Modernized Funding Model are subject to the *Long-Term Care Home Design Manual, 2015*, that requires a mechanical system to cool air temperatures in common areas such as all corridors, lounges, program/activity areas, all dining areas, the kitchen and the laundry space. The current design manual also requires the remaining areas of the long-term care home, including resident bedrooms, resident bath and shower rooms and resident washrooms, to have a system for tempering the air to keep air temperatures at a level that considers resident needs and comfort.

In July 2020, the ministry announced another measure to help accelerate long-term care development in the Province, namely the Accelerated Build Pilot Program. This innovative program is enabling the creation of up to 1,280 long-term care spaces that will be built much quicker than traditional projects on three hospital-owned properties in Mississauga, Toronto and Ajax. These projects are underway and are targeted for completion in early 2022.

In November 2020, the Ontario government announced the sale of three surplus provincial properties with the requirement that long-term care homes be built on portions of each property. The Government is working with Infrastructure Ontario to market, evaluate and dispose the sites to meet key priorities of expediting delivery of long-term care on those sites.

Funding has been allocated or approved for 18,241 new spaces resulting from Tranches One to Five and the Accelerated Build Pilot, as well as 1,920 new spaces associated with the disposition of Provincial Surplus Lands, for a total of 20,161 new spaces, or roughly two-thirds of the 30,000 space goal, and 15,918 redeveloped spaces.

To achieve this pipeline, in November 2020, the ministry provided bed allocations[1] for 29 projects that would see the development of 1,968 new spaces and the redevelopment of 1,015 eligible spaces by 2023. This tranche of allocations (tranche 4) fully utilized the $1.75 billion investment made at that point in time. In March 2021, the ministry announced an additional $933 million investment for a fifth tranche of allocations, leading to the development of over 7,500 new spaces and more than 4,000 upgraded spaces through 80 projects across the province. Including this $933 million investment and the $1.75 billion investment, the Province is investing $2.68 billion towards creating new and upgraded spaces.

[1] For the purpose of this submission, the term “allocation” of long-term care spaces refers to the earmarking of funds to support the development/redevelopment of the spaces. Such development may be subject to further project approvals by the ministry and other applicable project requirements, including licensing requirements under the Long-Term Care Homes Act, 2007 (LTCHA).

As of March 31, 2021, 30 projects with more than 5,000 beds have advanced from planning to construction. The ministry also anticipates that during the coming fiscal year (2021-22) new and upgraded capacity will start to come on-line.

Another action taken by the government to modernize the sector is to partner with the federal government through the Investing in Canada Infrastructure Program (ICIP). As of April 16th, 2021, Ontario long-term care homes will receive $99.4 million for LTC projects nominated by the ministry through the ICIP COVID-19 Resilience stream. Of this funding, $79.5 million is provided by the federal government and $19.9 million is provided by Ontario.

**Resident Safety and Security**

The safety, quality of care, and quality of life for residents is the highest priority for the ministry.

The ministry uses a risk-based inspection framework that prioritizes high-risk complaints, critical incidents, and follow-ups to compliance orders. 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 2020, 2,146 inspections were conducted in Ontario's 626 long-term care homes.

In January 2021, a working group started by the ministry's Inspections Branch reconvened to continue their work in evaluating options for a proactive-type inspection, which includes reviewing the recommendations made by the third-party reviewers such as: the Auditor General, the independent commission, and the Ontario Ombudsman. The Inspections Branch will ensure the inspection program addresses risk in reactive inspections (complaints, critical incident system reports and follow-ups to compliance orders) and will continue to ensure quality of care and safety of residents.

A key part of the ministry's plan to advance security and safety is 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 MLTC.

The ministry has comprehensively reviewed the recommendations from the Public Inquiry and is now implementing the recommendations. It is important to note that not all of the recommendations were directed at the Ontario government. In July 2020, the ministry released a report back on the inquiry, reporting that 80 per cent of Justice Gillese's recommendations were completed or underway.

In March 2021, the government announced that it would provide up to $77 million to help long-term care homes adopt technology to strengthen medication safety. The three-year Medication Safety Technology program will provide supplementary funding to help long-term care homes acquire technologies that can enhance the safety and security of their medication management. In the inquiry final report, Justice Gillese emphasized the importance of medication management in long-term care homes to keep residents safe. This initiative strengthens the safety of LTC medication management.

To date, of the 91 total recommendations, 31 recommendations have been implemented, and another 44 are underway. The government will continue implementing the inquiry's recommendations in 2021-22.

**Innovation**

The Province is collaborating with health system partners to provide innovative resident-centred care to support those on the long-term care waitlist. Individuals who need long-term care services report they prefer to remain in their own homes for as long as possible.

The government listened by launching a Community Paramedicine for Long-Term Care program to help seniors remain stable in their own homes while also providing peace-of-mind for caregivers. This program was announced in October 2020 for five communities with a $5 million commitment. The program was then expanded in November to additional communities with a total of $20 million committed. The total funding commitment is approximately $160M over three years in 33 communities. The government will evaluate the success of the program and explore a wider implementation of this program moving forward.

This program provides individuals eligible for long-term care with 24/7 access to non-emergency support, through home visits and remote monitoring. The program will also leverage a model of community-based health care that allows paramedics to use their training and expertise to help seniors and their caregivers feel safe and supported in their own communities and potentially delay the need for care in a long-term care home.

**The Ongoing COVID-19 Response and Recovery**

The government acted swiftly to address the COVID-19 outbreak, issuing its first guidance to the long-term care sector in February 2020. After a challenging and unprecedented year, Ontario is finally turning the corner on this terrible virus in 2021-22, but that does not mean that COVID-19 does not still pose a danger in the long-term care sector.

The ministry will continue to do everything in its power to support homes that are managing outbreaks and reduce the number of outbreaks across the Province. From the earliest stages through the latest wave of COVID-19, the government has taken decisive action to support all long-term care homes, staff and residents.

Since the pandemic began, the government has invested over $2 billion in COVID-19 emergency funding for the long-term care sector. This funding has helped the sector to respond and cope with the pandemic and enact temporary emergency orders and regulatory amendments.

The pandemic will continue to inform the ministry’s actions long after the virus is defeated. Lessons learned from this experience will help inform the measures and investments implemented in 2021-22 and beyond.

In 2021-22, the ministry will continue to support homes in preventing and containing the spread of COVID-19 by investing up to $540.0 million for staffing supports and purchasing additional supplies and personal protective equipment (PPE).

<u>The Long-Term Care COVID-19 Commission</u>

In July 2020, the government launched an independent Long-Term Care COVID-19 Commission. This independent commission investigated how COVID-19 spread within long-term care homes; how residents, staff and families were impacted; and the adequacy of measures taken by the Province and other parties to prevent, isolate and contain the virus. The commission provided the government with guidance on how to better protect long-term care home residents and staff from any future outbreaks.

The commission released interim recommendations on October 23, 2020 and December 4, 2020. Many of the areas identified by the Commissioners are consistent with the ministry's current efforts to solve the long-standing and systemic challenges facing the long-term care system, exacerbated by COVID-19. For instance, in line with the interim recommendation to increase hours of daily care, the ministry has already started implementing its historic staffing plan to help increase the average level of resident care to four hours a day over four years.

Consistent with the original mandate, the commission has issued its final report to the ministry on April 30, 2021. The ministry will use the final report – in combination with the interim recommendations – to advance measures that will better protect long-term care home residents and staff from infectious diseases in the future.

Vaccines, Testing, and Other Measures to Protect Long-Term Care Homes

The ministry released a vaccine communications toolkit for long-term care homes across the Province. This toolkit was used to boost confidence in vaccines among staff and residents. It includes various communication products to overcome vaccine hesitancy through the sharing of facts about vaccine safety.

As of April 29, 2021, 95% of long-term care residents were fully vaccinated and 84% of staff had received at least one dose. Among essential caregivers, over 97% had received at least one dose.

The progress made on vaccinations has already helped mitigate the negative health impacts of the virus within the long-term care sector. This positive trend will continue in the coming months as more doses are administered to staff, residents, essential caregivers, and other visitors to long-term care who want a vaccine.

The ministry has implemented a robust surveillance testing protocol for long-term care homes that requires all individuals entering a long-term care home receive a PCR test or antigen test with negative results at frequencies mandated by the ministry. The objective of surveillance testing is to protect vulnerable Ontarians living in long-term care homes by helping to prevent the spread of COVID-19 within homes. Point-of-care rapid antigen testing ensures that individuals entering the home can be screened simply and quickly and that positive COVID-19 cases that may otherwise be missed are identified sooner.

These directives are working. The tests help catch asymptomatic cases which otherwise would have gone undetected until an outbreak occurred. As long as COVID-19 is present in Ontario and in persons who frequent long-term care homes, testing will continue to be an important aspect of the ministry's plan to fight COVID-19.

During these unprecedented times, the Province is using every tool available to keep Ontarians safe. Hospital management contracts are another example of a tool the Ontario government has utilized to support long-term care residents and staff. These contracts help address the current spread of COVID-19 in the home, help stabilize the situation and return the home to normal operations. As of April 23, the MLTC has issued 7 Mandatory Management Orders and approved 28 Voluntary Management Contracts between Ontario hospitals and long-term care homes.

Another tool available to support long-term care homes is the Red Cross. Through funding provided by the federal government, Canadian Red Cross teams provided short-term support to 20 long-term care homes from October 2020 – March 31, 2021. In April, the government approved the extension of the Canadian Red Cross until September 30, 2021. Since April 1, 2021, the Canadian Red Cross is currently deployed to 5 long-term care homes, and has a referral for deployment to an additional 12 long-term care homes. This support, originally wrapping up in March 2021, will be extended until September 30, 2021.

## 2021-22 STRATEGIC PLAN

2021-22 represents a new phase in the COVID-19 pandemic with the introduction of vaccines that reduce the risk of serious illness and show promising signs of reducing transmission. While vigilance with respect to public health measures, strong infection prevention and control practices, and tools such as testing remain critical as part of an ongoing, comprehensive response, work must also begin to chart a path to active recovery that supports longer term modernization.

It is within this context that the MLTC is developing a recovery framework that will steer the system towards a new through immediate, short, and long-term actions.

The recovery will be guided by the following key principles:

1. **Resident-Centred:** Long-term care homes are primarily the homes of their residents and must be places where they can live with dignity, in security, safety and comfort, and have their physical, psychological, social, spiritual and cultural needs met, including the particular needs of Francophone and Indigenous residents. These homes exist for the benefit of residents and their interests should be at the centre of all decisions.

2. **People-Focused:** Understanding that meeting the needs of residents depends on an ecosystem of people – staff, caregivers, family members and friends – working in collaboration.

3. **Dedicated to Quality:** Committing to the provision of high-quality, clinically appropriate care and a high quality of life for residents in a safe, comfortable,

home-like environment through a process of continuous and transparent quality improvement that builds public confidence.

4. **Outcomes-Driven:** Committing to clearly defining expected outcomes focused on quality care and quality of life, measuring progress and value for money, and achieving defined results for targeted investments. Activities are continuously evaluated against their contributions to defined outcomes and adjusted accordingly.

5. **Sustainable:** Using approaches, policies and models that maximize available resources through integration and innovation. Homes are able to focus resources on activities that drive quality of care and quality of life in ways that work best for each particular home.

6. **Responsible:** Reflecting many partners, including licensees, the Ministries of Long-Term Care and Health, Ontario Health and regional health stakeholders, caregiver and resident associations, and community service providers (e.g., mental health providers) play different roles in meeting residents' needs. Clearly delineated roles, responsibilities and accountabilities are required.

As this recovery and stabilization is underway, the ministry is also simultaneously focussed on the ongoing modernization of the sector. This modernization is built on the following four strategic pillars:

1. **Integration of Long-Term Care within the Broader Care Continuum**: Defining long-term care's role within a transformed health care system and the broader care continuum with a focus on Ontario's most vulnerable, and ensuring they are appropriately supported.

2. **Quality of Care**: Implement, evaluate, and continuously improve innovative staffing and service models that meet the complex and diverse needs of long-term care residents, including Francophone and Indigenous residents.

3. **Performance, Oversight, and Accountability**: Improve quality assurance and foster quality improvement through a range of oversight, accountability, and performance measurement approaches that incent continual improvement for residents and provide public transparency.

4. **Physical Infrastructure**: Modernize, accelerate, and improve the development process of long-term care spaces to create new spaces and upgrade existing older spaces to modern design standards.

The ministry intends to achieve this strategic plan to recover and modernize through a variety of historic and innovative investments and measures. Foremost among these are the 'Modernized Funding Model' for long-term care home development and the 'A Better Place to Live, A Better Place to Work' staffing plan. Both of these tools include

investments over a multi-year period that will help the ministry deliver on its ambitious goals.

The Modernized Funding Model leverages the Government's investment of $2.68 billion in long-term care development. The investment supports the physical infrastructure pillar of the strategic plan, addresses historic barriers to development across the province, and helps the Government to deliver on its goal to create 30,000 long-term care spaces over ten years. The money invested will go towards speeding up construction of new and updated long-term care spaces to help address the waitlist for access to long-term care, which is currently more than 40,000 people.

Through the staffing plan the ministry will invest up to $1.9 billion annually by 2024-25, or $4.9 billion over the next four years. This will help the Government deliver on its commitment to increase the hours of direct care for residents to an average of four hours per day over four years. Achieving this standard requires the education and training of new professionals to fill more than 27,000 full-time equivalent jobs. This investment will also support a 20 per cent increase in direct care time by allied health professionals. This multi-year plan will continue to fund education and will also provide support to improve the conditions of staff already working in the sector.

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**Table 1 - Ministry Planned Expenditures 2021-22 ($M)**

| | |
|---|---|
| **COVID-19 Approvals** | 646.0 |
| **Other Operating** | 5,764.0 |
| **Other Capital** | 524.6 |
| **Ministry (Pre-Consolidation)** | 6,934.6 |
| **Consolidation Adjustments** | (6,146.1) |
| **TOTAL** | 788.5 |

Ontario

## DETAILED FINANCIAL INFORMATION

### Ministry of Long-Term Care
### Table 2: Combined Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration Program | 6,036,700 | 375,400 | 6.6 | 5,661,300 | 5,243,800 | 2,131,754 |
| Long-Term Care Homes Program | 6,403,685,600 | 1,527,174,300 | 31.3 | 4,876,511,300 | 6,204,009,400 | 4,419,090,220 |
| **Total Operating Expense to be Voted** | **6,409,722,300** | **1,527,549,700** | **31.3** | **4,882,172,600** | **6,209,253,200** | **4,421,221,974** |
| Statutory Appropriations | 314,014 | - | - | 314,014 | 314,014 | 55,149 |
| **Ministry Total Operating Expense** | **6,410,036,314** | **1,527,549,700** | **31.3** | **4,882,486,614** | **6,209,567,214** | **4,421,277,123** |
| Consolidation Adjustment - Ontario Health | (5,573,825,400) | (1,356,842,800) | - | (4,216,982,600) | (4,163,197,100) | (4,023,424,584) |
| Consolidation Adjustment - Hospitals | (47,681,800) | (30,079,700) | - | (17,602,100) | (108,902,200) | (17,689,296) |
| **Total Including Consolidation & Other Adjustments** | **788,529,114** | **140,627,200** | **21.7** | **647,901,914** | **1,937,467,914** | **380,163,243** |
| **OPERATING ASSETS** | | | | | | |
| Ministry Administration Program | 1,000 | - | - | 1,000 | - | - |
| Long-Term Care Program | 20,430,000 | - | - | 20,430,000 | 20,430,000 | 20,430,959 |
| **Total Operating Assets to be Voted** | **20,431,000** | **-** | **-** | **20,431,000** | **20,430,000** | **20,430,959** |
| **Ministry Total Operating Assets** | **20,431,000** | **-** | **-** | **20,431,000** | **20,430,000** | **20,430,959** |
| **CAPITAL EXPENSE** | | | | | | |
| Long-Term Care Homes Program | 524,641,500 | 524,640,500 | 52,464,050.0 | 1,000 | 187,675,900 | 1,167,200 |
| **Total Capital Expense to be Voted** | **524,641,500** | **524,640,500** | **52,464,050.0** | **1,000** | **187,675,900** | **1,167,200** |
| Consolidation Adjustment - Hospitals | **(524,640,500)** | **(524,640,500)** | **-** | **-** | **(187,675,900)** | **-** |
| **Total Including Consolidation & Other Adjustments** | 1,000 | - | - | 1,000 | - | 1,167,200 |
| **Ministry Total Capital Expense** | **1,000** | **-** | **-** | **1,000** | **-** | **1,167,200** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **788,530,114** | **140,627,200** | **21.7** | **647,902,914** | **1,937,467,914** | **381,330,443** |

* 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 2021 Ontario Budget.

Ontario

## Ministry Historic Trend Table

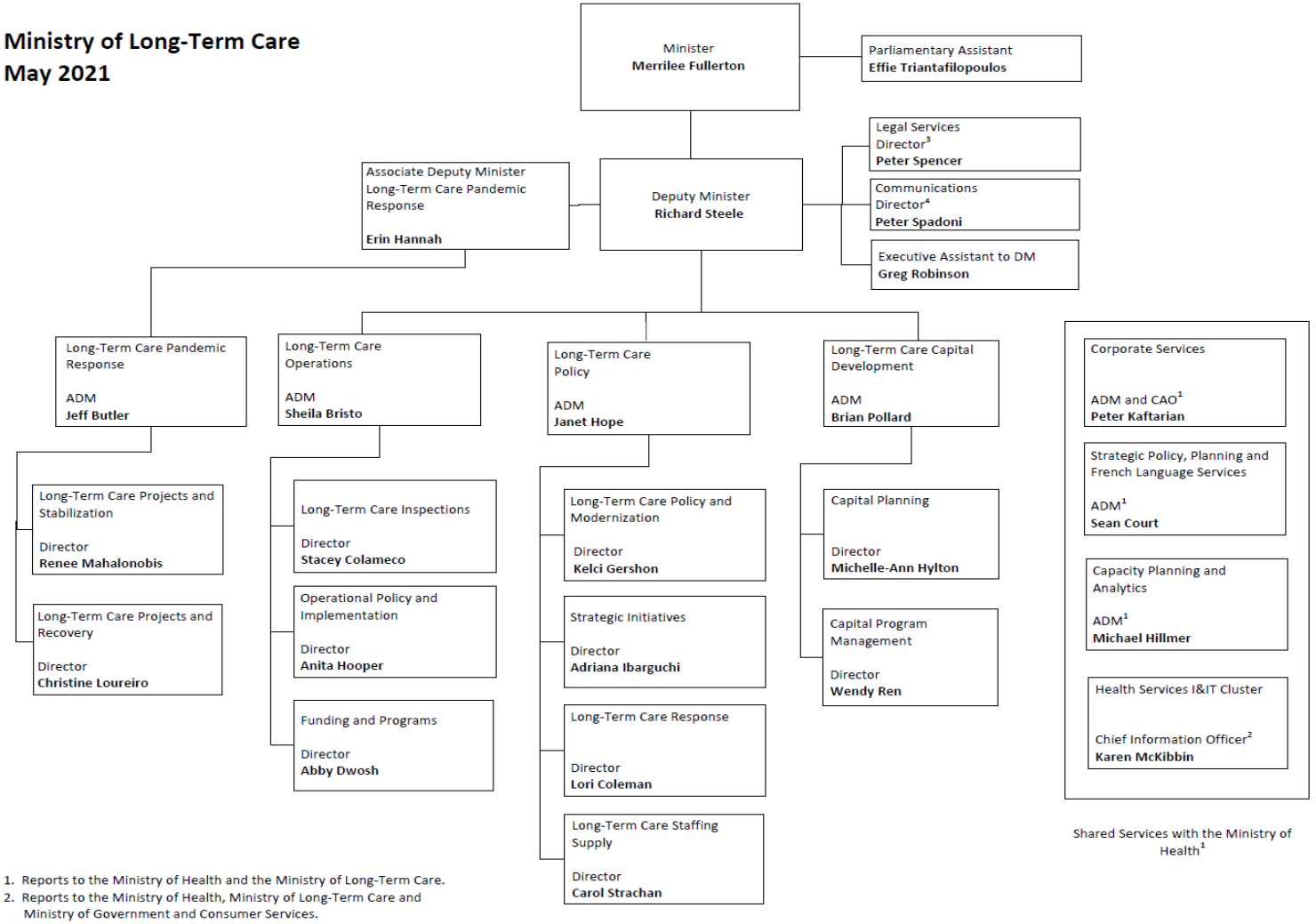
| Historic Trend Analysis Data | Actuals 2018-19* $ | Actuals 2019-20* $ | Estimates 2020-21 * $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| Ministry Operating and Capital Pre-Consolidation | 4,328,664,090 | 4,422,444,323 | 4,882,487,614 | 6,934,677,814 |
| Consolidation and Other Adjustments (Operating and Capital) | (3,946,598,272) | (4,041,113,880) | (4,234,584,700) | (6,146,147,700) |
| Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets) | 382,065,818 | 381,330,443 | 647,902,914 | 788,530,114 |
| | | 0% | 70% | 22% |

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

Ontario

# MINISTRY ORGANIZATION CHART

## Ministry of Long-Term Care
## May 2021




1. Reports to the Ministry of Health and the Ministry of Long-Term Care.
2. Reports to the Ministry of Health, Ministry of Long-Term Care and Ministry of Government and Consumer Services.
3. Reports to the Ministry of Health, Ministry of Long-Term Care and Ministry of Attorney General.
4. Reports to the Ministry of Long-Term Care and Cabinet Office.

Ontario

## MINISTRY ORGANIZATION CHART

### Accessible Version:

1. Merrilee Fullerton, Minister
    1.1. Effie Triantafilopoulos, Parliamentary Assistant
2. Richard Steele, Deputy Minister
    2.1. Erin Hannah, Associate Deputy Minister, Long-Term Care Pandemic Response
        2.1.1. Jeff Butler, Assistant Deputy Minister, Long-Term Care Pandemic Response
            2.1.1.1. Renee Mahalonobis, Director, Long-Term Care Projects and Stabilization
            2.1.1.2. Christine Loureiro, Long-Term Care Projects and Recovery
    2.2. Peter Spencer, Director, Legal Services
    2.3. Peter Spadoni, Director, Communications
    2.4. Greg Robinson, Executive Assistant to DM
    2.5. Sheila Bristo, Assistant Deputy Minister, Long-Term Care Operations
        2.5.1. Stacey Colameco, Director, LTC Inspections
        2.5.2. Anita Cooper, Director, Operational Policy and Implementation
        2.5.3. Abby Dwosh, Director, Funding and Programs
    2.6. Janet Hope, Assistant Deputy Minister, Long-Term Care Policy
        2.6.1. Kelci Gershon, Director, Long-Term Care Policy and Modernization
        2.6.2. Adriana Ibarguchi, Director, Strategic Initiatives
        2.6.3. Lori Coleman, Director, Long-Term Care Response
        2.6.4. Carol Strachan, Director, Long-Term Care Staffing Supply
    2.7. Brian Pollard, Assistant Deputy Minister, Long-Term Care Capital Development
        2.7.1. Michelle-Ann Hylton, Director, Capital Planning
        2.7.2. Wendy Ren, Director, Capital Program Management
    2.8. Sean Court, Assistant Deputy Minister, Strategic Policy, Planning and French Language Services

2.8.1. Robert Francis, Director, Strategic Policy

2.8.2. Allison Henry, Director, Health Workforce Regulatory Oversight

2.8.3. Anne Hayes, Director, Research, Analysis and Evaluation

2.8.4. Yolande Davidson, Director, Indigenous, French Language & Priority Populations

2.8.5. Robert Francis, Director, Policy Coordination and Intergovernmental Relations

2.8.6. Dr. Michelle Acorn, Provincial Chief Nursing Officer

2.9. Peter Kaftarian, Assistant Deputy Minister and Chief Administrative Officer, Corporate Services

2.9.1. Cherrie Lethbridge, Director, HR Strategic Business Unit

2.9.2. Jeffrey Graham, Director, Fiscal Oversight and Performance

2.9.3. Shelley Gibson, Director, Business Services and Facilities

2.9.4. Jim Yuill, Director, Financial Management

2.9.5. John Amodeo, Director, Corporate Management

2.10. Michael Hillmer, Assistant Deputy Minister, Capacity Planning and Analytics

2.10.1. Aileen Chan, Director, Health Data

2.10.2. Jennifer Bridge, Director, Health Analytics and Insights

2.10.3. Kamil Malikov, Director, Health Data Science

2.10.4. David Lamb, Director, Capacity and Health Workforce Planning

2.11. Karen McKibbin, Chief Information Officer, Health Services I&IT Cluster

2.11.1. Louise Doyon, Head, Community, Mental Health and Addictions and Long-Term Care I&IT Solutions

Ontario

## APPENDIX – PART I

## ANNUAL REPORT: 2020-21 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:

- Responding to the pandemic and keeping the health and safety of residents the number one priority;
- Continuing the ongoing modernization of long-term care with partners across the sector so that residents have the quality of care and quality of life they deserve.

Working across government and with sector partners, 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 COVID-19 outbreak created unprecedented challenges in the health and long-term care sectors in 2020-21 and the ministry responded to these challenges with historic and innovative actions and investments.

### 2020-21 COVID-19 Response

The Government acted swiftly to address the COVID-19 outbreak, issuing its first guidance to the long-term care sector in February 2020. This guidance, and other directives, were frequently updated in the face of an evolving situation and were followed up with regulatory amendments, emergency orders, and numerous other measures.

On March 25th, 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 included investing an initial $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.

In April 2020, the Government unveiled its COVID-19 action plan for long term care homes, which outlined the Province's actions to date as well as the Government's

plan to mitigate the negative impacts of COVID-19 in homes moving forward. This plan centered around three main areas: (1) aggressive testing, screening, and surveillance, (2) managing outbreaks and spread of the disease, and (3) growing the long-term care workforce.

On April 25th, 2020, 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 provided monthly lump sum payments of $250 for four months to eligible frontline workers who worked 100 hours each designated 4-week period beginning April 24th, 2020, for a total of up to $1,000. This pandemic pay was effective for 16 weeks, from April 24, 2020 until August 13, 2020.

On November 5th, 2020, the Ontario government released its 2020 budget. This document included a number of additional measures to protect residents in long term care. This included an additional $540 million in new funding to protect residents, caregivers and staff in long-term care homes from future surges of COVID-19. Factoring the $243 million in support provided at the beginning of the pandemic, this makes for a total of $783 million.

Included in this $540 million was:

- $405 million to help homes continue prevention and containment of COVID-19 including enhanced screening, staffing supports and purchasing additional supplies and PPE;
- $61.4 million for minor capital repairs and renovations in homes to improve infection prevention and control;
- $40 million to help stabilize the homes as they transition to lower occupancy rooms, to stop admissions of third and fourth residents to larger rooms;
- $30 million to allow long-term care homes to hire more infection prevention and control staff and train new and existing staff; and
- $2.8 million to extend the High Wage Transition Fund to ensure that gaps in long-term care staffing can continue to be addressed during COVID-19.

Also included in the 2020 Budget, and originally announced on October 1, 2020, was $461 million in temporary wage increases for over 147,000 workers who deliver publicly funded personal support services and direct support services. This temporary wage increase was in place from October 1, 2020 until March 31, 2021 and delivered the following support:

- $3 per hour for approximately 38,000 eligible workers in home and community care;
- $3 per hour for approximately 50,000 eligible workers in long-term care;
- $2 per hour for approximately 12,300 eligible workers in public hospitals; and

- $3 per hour for approximately 47,000 eligible workers in the children's and social services sector to ensure that vulnerable individuals continue to receive personal care and supports for daily living from direct support workers.

In March 2021, the Government announced that this temporary wage increase would be extended until June 30, 2021.

In December 2020, the ministry announced an investment of an additional $398 million to support long-term care homes in responding to the pandemic. The investment included:

- $268 million in additional prevention and containment funding;
- $42 million to long-term care homes to ensure adherence to critical testing and screening requirements; and
- $88 million to reimburse long-term care homes for lost revenue as a result of restrictions on admissions and reduced occupancy of spaces.

## The Long-Term Care COVID-19 Commission

In July 2020, the Government launched an independent Long-Term Care COVID-19 Commission. This independent commission has investigated how COVID-19 spread within long-term care homes; how residents, staff and families were impacted; and the adequacy of measures taken by the Province and other parties to prevent, isolate and contain the virus. The commission has provided the Government with guidance on how to better protect long-term care home residents and staff from any future outbreaks.

The commission released interim recommendations October 23, 2020 and December 4, 2020, and its final report on April 30, 2021. Many of the areas identified by the Commissioners are consistent with the ministry's current efforts as the Government work to solve the long-standing and systemic challenges facing the long-term care system, exacerbated by COVID-19. For instance, in line with the interim recommendation to increase hours of daily care, the ministry has already started implementing this historic staffing plan to help increase the average level of resident care to four hours a day.

## Vaccines, Testing, and Other Tools to Protect Long-Term Care Homes

The ministry released a vaccine hesitancy toolkit for long-term care homes across the province. This toolkit was used to boost confidence in vaccines among staff and residents. It includes various communication products to overcome vaccine hesitancy through the sharing of facts about vaccine safety.

As of April 29, 2021, 95% of long-term care residents were fully vaccinated and 84% of staff had received at least one dose. Among essential caregivers, over 97% had receive at least one dose.

The ministry has implemented a robust surveillance testing protocol for long-term care homes that requires all individuals entering a long-term care home receive a PCR test or antigen test with negative results at frequencies mandated by the ministry. The objective of surveillance testing is to protect vulnerable Ontarians living in long-term care homes by helping to prevent the spread of COVID-19 within homes. Point-of-care rapid antigen testing ensures that individuals entering the home can be screened simply and quickly and that positive COVID-19 cases that may otherwise be missed are identified sooner. These directives worked. Testing caught asymptomatic cases which otherwise would have gone undetected until an outbreak existed.

During these unprecedented times, the Province used every tool available to keep Ontarians safe. Hospital management contracts are just one example of the measures Ontario has taken on behalf of long-term care residents and staff. These contracts help address the current spread of COVID-19 in the home, help stabilize the situation and return the home to normal operations. As of March 16, 2021, the MLTC has issued seven Mandatory Management Orders and approved 28 Voluntary Management Contracts between Ontario hospitals and long-term care homes. This support, originally wrapping up in March 2021, will be extended until August 31, 2021.

Another tool available to support long-term care homes was the Red Cross. Through funding provided by the federal government, Canadian Red Cross teams provided short-term support to 27 long-term care and retirement homes in Ontario.

The Ontario Government also accepted the help of the Canadian Armed Forces during the height of the first wave. The final Canadian Armed Forces team concluded their work in July 2020 and the Government expresses gratitude for the support they provided.

## Long-Term Care Spaces

The ministry’s Modernized Funding Model and historic investment of $2.68 billion in long-term care development will accelerate construction of much needed long-term care spaces across the Province. This investment supports the physical infrastructure pillar of the ministry’s modernization strategy and will help the Government deliver on its goal to create 30,000 long-term care spaces over a decade. This funding also helps advance the Government’s goals of increasing access to long-term care, reducing waitlists, easing hospital capacity pressures, providing more appropriate care and ending hallway health care across the Province.

As of April 12, 2021, the ministry has allocated 20,161 new long-term care spaces, and 15,918 existing spaces to be to be redeveloped in 220 projects.

Over the past fiscal year, the ministry has announced the allocation of:

- 1,968 new long-term care spaces and 1,015 upgraded long-term care spaces on November 20, 2020.
- 7,510 new spaces and upgraded 4,197 spaces on March 18, 2021.

**Gillese 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 MLTC.

The ministry comprehensively reviewed the recommendations from the Public Inquiry and has been implementing the recommendations. It is important to note that not all of the recommendations were directed at the Ontario government. In July 2020, the ministry released a report back on the inquiry, reporting that 80 per cent of Justice Gillese's recommendations were completed or underway. In 2020-21, of the 91 total recommendations, 31 recommendations were implemented, and 44 were underway.

Through the Ministry of the Attorney General, 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 MLTC 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, which was released on July 30, 2020, was supported by an external advisory group and considered potential long-term care staffing models as well as best practices for the training, recruitment and retention of PSWs, nurses and other staff.

In December 2020, the ministry released 'A Better Place to Live, A Better Place to Work', the staffing plan informed by this study. At the centre of this plan is the Government's commitment to increase the hours of direct care for residents to an

average of four hours per day per resident over four years. This will require the education and training of new professionals to fill the more than 27,000 full-time equivalent new jobs which will be needed to reach this standard. To implement this plan, the Government will be investing up to $1.9 billion annually by 2024-25, or $4.9 billion over the next four years. This will also support a 20 per cent increase in direct care time by allied health professionals.

**Community Paramedicine for Long-Term Care**

The ministry secured Cabinet and Treasury Board approval to implement Community Paramedicine for Long-Term Care in up to 33 communities over four years.

The program seeks to help more seniors on long-term care waitlists stay safe in the comfort of their own homes and communities for longer. The long-term care focused community paramedicine program provides our seniors, their families and caregivers peace of mind while waiting for a long-term care bed and potentially delaying the need for long-term care.

This program is another way the Government is collaborating with our health care system partners to provide innovative services in support of our goal to end hallway health care in Ontario and build a 21st century long-term care system, while also responding to the impact COVID-19 has had on the sector.

The program works alongside home care, primary care, and community care, and leverages the skills of community paramedicine providers to provide non-emergency support, such as home visits and remote monitoring, 24 hours a day, seven days a week.

The program is fully funded by the provincial government and operated in partnership with municipal partners (including district social services administration boards). The total funding commitment is approximately $160M over three years in 33 communities.

The ministry is working with the Ministry of Health on an evaluation framework in partnership with the communities delivering community paramedicine programs to ensure an integrated approach looking at all community paramedicine programs. The Government will evaluate the success of the Community Paramedicine for Long-Term Care program and explore a wider implementation of this program.

**Funding**

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 – valued at $22.8 million – that is being phased-in over multiple years, to help maintain and extend the life of long-term care homes.

## 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 (2018 to 2020), the ministry 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.

Ontario

## KEY PERFORMANCE INDICATORS

As the government adds new bed capacity and considers the work of the Premier's Council to End Hallway Healthcare, wait times are expected to decrease. The target is to decrease wait times annually in future years compared to 2018 levels.

### Outcome Measure #1 - Median wait time from Long-Term Care application to placement

- The government is taking action to create a 21st century long-term care that focuses on residents, builds capacity for them and their caregivers and provides a place for Ontario's most vulnerable people to call home. The government is determined to build 30,000 long-term care spaces over the next decade. This is a key step in addressing a growing wait list and building a healthier and safer community

### Outcome Measure #2 – Community Based Programs

- The Province has collaborated with health system partners to launch the Community Paramedicine for Long-Term Care program, which will provide innovative resident-centred care to support those on the long-term care waitlist. The program will leverage a model of community-based health care that allows paramedics to use their training and expertise to help seniors and their caregivers feel safe and supported in their own communities and potentially delay the need for a traditional long-term care bed. The ministry will be evaluating the program to assess whether or not it meets this objective.

### Outcome Measure #3 - 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 #4 - 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 #5 - 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.

Ontario

**Table 3: Ministry Interim Actual Expenditures 2020-21 ($M)**

| | Ministry Interim Actual Expenditures ($M) 2020-21 * |
|---|---|
| **COVID-19 Approvals** | 590.3 |
| **Other Operating** | 5,619.3 |
| **Capital** | 187.7 |
| **Ministry (Pre-Consolidation)** | 6,397.3 |
| **Consolidation Adjustments** | (4,459.8) |
| **TOTAL** | **1,937.5** |
| **Staff Strength ** (as of March 31, 2021)** | 378.0 |

* Interim actuals reflect the numbers presented in the March 2021 *Ontario Budget* for the Health Sector

** Ontario Public Service Full-Time Equivalent positions.

Ontario

# Estimates Briefing Book
# 2021-22

## Ministry of Municipal Affairs and Housing

Ce document est disponible en français

Ontario

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# Part I: Published Plan 2021-22

# Ministry of Municipal Affairs and Housing

Ontario

# Ministry Overview

## COVID Response

The Ministry of Municipal Affairs and Housing (MMAH) is supporting COVID-19 recovery efforts by working with all levels of government to respond to the immediate needs of Ontario's 444 municipalities, which have faced sharply declining revenue and rising costs. Ongoing collaboration throughout the pandemic and significant investments enabled municipalities to start 2021 on a solid financial footing, keep job-creating infrastructure projects on track and maintain services that people rely on every day. MMAH leads the relationship with local governments and knows they are the backbone of strong communities and will be pivotal in Ontario's **economic recovery**.

MMAH is also providing urgent assistance to municipal service managers and Indigenous Program Administrators through the Social Services Relief Fund. Several rounds of funding are helping to **protect people's health**, save lives and keep vulnerable people and families safe. With an eye on the future, this funding is also laying the groundwork for longer-term, more sustainable solutions to homelessness long after the pandemic ends.

As vaccines roll out and Ontario turns the corner on the pandemic, the ministry will stay focused on helping to protect and house vulnerable people and building the foundation to support the **growth needed for a strong economy**.

## 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's programs are at the foundation of *Ontario's Action Plan: Protecting People's Health and Our Economy*.

To **protect people's health**, the ministry is leading initiatives that help **care for people,** including our most vulnerable.

- In Spring 2021, service managers will begin implementing by-name lists to help better connect people experiencing homelessness to the local services and supports they need.
- Historic investments through the Social Services Relief Fund are helping to **mitigate the impacts of COVID-19** and save the lives of people who work in and rely on emergency shelters. This funding is crucial in containing the spread of COVID-19 and is supporting over 6,600 temporary shelter spaces, social distancing in shelters and congregate care settings, Personal Protective Equipment for service providers, people with rent arrears, and capital projects to provide more permanent solutions to homelessness.
- The ministry is closely monitoring COVID-19 in emergency shelters and MMAH-funded congregate supportive housing and has supported service managers to establish **outbreak management plans** and infection prevention and control practices across 1,000+ congregate care housing facilities.
- Ongoing implementation of Ontario's multi-year Community Housing Renewal Strategy will help stabilize, repair and grow the province's Community Housing sector. In partnership with service managers and Indigenous Program Administrators, the ministry will continue delivering programs that help build, create, and renovate community housing, provide homeownership opportunities, and improve housing affordability.

- The ministry led the creation of new/expanded isolation centres under the High Priority Communities Strategy to protect people's health and give them a safe place to isolate.
- Rent is frozen for the vast majority of residential tenants in 2021 in response to COVID-19. MMAH is monitoring the ability of households to cover their housing costs and encouraging commercial and residential tenants and landlords to work together as Ontario looks forward to turning the corner on the pandemic and economic recovery taking hold.

To **protect our economy** the ministry is leading initiatives to **support families, workers and employers**:

- Leading government-wide efforts to support Ontario's municipalities, who are on the front lines of **managing COVID-19**. The historic Safe Restart Agreement funding enabled municipalities to maintain critical services and enter 2021 on a strong financial footing. An additional $500M provincial investment is ensuring they can weather the storm in 2021 without deferring job-creating capital investments.
- Helping municipalities become more efficient and reduce expenditure growth through the Municipal Modernization Program and the Audit and Accountability Fund.
- Modernizing elections processes and reducing barriers to participation in local elections through amendments to the *Municipal Elections Act* and supporting the implementation of a single register of electors.
- Consulting with the municipal sector on how to strengthen accountability for council members to ensure they maintain a safe and respectful workplace and carry out their duties ethically and responsibly.
- Implementing a provincial off-peak delivery noise regulation framework to support the efficient movement of goods across the province.
- Working across government and with all community, local and industry partners to encourage housing innovation and increase the supply and mix of housing that meets people's needs and budget.
- Leveraging Minister's Zoning Orders and Provincially Significant Employment Zones to support provincial priorities and promote economic development, job creation and investment.
- Growing the Greenbelt – following consultation the government will take action to protect more of the province's **natural environment** for future generations. This could result in the largest expansion since the Greenbelt was created in 2005.
- Developing the next edition of Ontario's Building Code to enhance the alignment with the National Construction Codes and further reduce trade barriers, without compromising the province's high standards.
- Delivering the Disaster Recovery Assistance for Ontarians and Municipal Disaster Recovery Assistance programs to help people and municipalities recover after a natural disaster.
- Extending by two-years the 'Build Back Better' pilot project to incent eligible municipalities to improve infrastructure damaged in a natural disaster so it is more resilient to future extreme weather.
- Giving municipalities, conservation authorities and others access to federal funding for flood mapping and mitigation projects to help reduce Ontario's flood risk by administering the National Disaster Mitigation Program in Ontario.

- Supporting development of a new low-cost national flood insurance program and national action plan on relocation to protect homeowners at high risk of flooding by engaging in federal/provincial/territorial discussions.
- Supporting More Homes, More Choice: Ontario's Housing Supply Action Plan (HSAP) by helping municipalities and partners implement the 2020 Provincial Policy Statement and new community benefits charge regime that supports the development of affordable housing and business investment.
- Working across ministries on how to accelerate industrial and manufacturing development approvals and permitting to support economic recovery, attract investment and create jobs.

**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: develops, coordinates and implements Ontario government policies and programs that support 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. This includes, residential and commercial tenancy regulation, homelessness prevention, and housing programs. The ministry also administers disaster financial assistance to eligible communities and individuals.

The policies and programs of the ministry support the response to and recovery from COVID-19.

## Ministry Programs

The ministry is responsible for the following programs:

### Municipal Finance and Governance

This program supports local governments so that local services and infrastructure are effective and have a positive impact on the day-to-day lives of the people of Ontario.

Through this program, the ministry provides a legislative, regulatory and programmatic framework to 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 partners 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.

The ministry will continue to support municipalities and stakeholders in response to COVID-19. Actions previously taken can be found in the Part I Appendix (2020-21 Annual Report).

**In 2021-22, the ministry plans to undertake the following key activities in the Municipal Finance and Governance program:**

- Continue to monitor the impacts of COVID-19 on municipalities and make recommendations to the government about policy and program initiatives to support recovery.
- Support continued delivery of important local services for Ontario's residents and businesses through payment of $500 million in Provincial COVID-19 Recovery Funding for Municipalities.
- Continue actively engaging municipalities through the Memorandum of Understanding with the Association of Municipalities of Ontario (AMO), Toronto-Ontario Cooperation and Consultation Agreement, hosting discussions with Heads of Council across Ontario and participating in municipal association meetings. The Ministry also co-leads a Provincial-Municipal Technical Working Group on COVID-19 with AMO and the City of Toronto to facilitate discussions between partner ministries and the municipal sector on emergent issues.
- Support the implementation of the new development charges and community benefits charge framework, which is designed to assist in the development of affordable housing and business investment. Continue leading the government-wide effort to reduce the municipal reporting burden and red tape, including repealing outdated legislation such as the *Statute Labour Act*.
- Implement a provincial off-peak delivery noise regulation framework as part of the government's broader efforts led by the Minister of Transportation to support the efficient movement of goods across the province.
- Modernize elections processes and reduce barriers to participation in local elections through amendments to the *Municipal Elections Act* and supporting the Chief Electoral Officer and inter-ministerial partners to implement a single register of electors.

- Consult with the municipal sector on opportunities to strengthen accountability for council members to ensure that councilors and heads of council maintain a safe and respectful workplace and carry out their duties as elected officials in an ethical and responsible manner.
- Encourage and foster collaboration, consultation and engagement between partner ministries and the municipal sector to ensure there is a strong relationship between the province and municipalities. This includes working with and supporting ministries by identifying municipal considerations as they develop and deliver their policies and programs.
- Implement the Municipal Modernization Program and the Audit and Accountability Fund to help municipalities become more efficient and reduce expenditure growth.
- Continue to assess municipal capacity to manage finances and the delivery of services and good governance. Identify those municipalities that require support and deliver targeted and sector-wide capacity building as required.
- Continue to gather data and local intelligence about municipal issues, challenges, and best practices to inform future policy development and program design.
- Connect municipalities to partner ministry programs and tools in order to support local economic recovery and economic development.

## 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, protecting resources, and protecting public health and safety. The framework includes the *Planning Act*, the Provincial Policy Statement and geographic-specific regulatory policies such as: A Place to Grow, 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 through local planning documents (e.g. official plans and zoning by-laws), through the ministry's one-window provincial land use planning approvals service, and through Minister's Zoning Orders for priority initiatives/projects. 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 2021-22, the ministry plans to undertake the following key activities in the Land Use Planning program:**

- Continue to protect the Greenbelt for future generations through oversight of related legislation and regulations, the Greenbelt Plan and the Greenbelt Council. This includes consulting on opportunities to grow the Greenbelt in size and quality. Opportunities for growing the Greenbelt include potentially adding lands in a study area around the Paris Galt Moraine (west of the existing Greenbelt) and possible expansions of existing Urban River Valleys or the creation of new Urban River Valleys that would connect the Greenbelt's protected countryside to the great lakes or major inland waterways.

- Continue to support the Minister in the making of Minister's Zoning Orders (outside the Greenbelt) for priority provincial-led initiatives and for priority municipal projects.
- 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. This will include increased focus on A Place to Grow official plan conformity exercises leading up to the July 2022 conformity date.
- Continue review of the land use development approvals process to identify and propose streamlining improvements to help bring housing and business investments (i.e., industrial and manufacturing) online faster.
- Provide targeted training and technical support for municipal planning staff including guidance and support to implement Provincial Policy Statement, 2020 and changes to the *Planning Act*.

## Growth Planning

This program provides a strategic, long-range, comprehensive and integrated approach to manage growth and build prosperous and sustainable, complete communities.

**In 2021-22, the ministry plans to undertake the following key activities in the Growth Planning program:**

- Advance and uphold provincial interests and support municipal implementation of The Growth Plan for the Greater Golden Horseshoe (A Place to Grow) through a coordinated inter-ministry planning approach for provincial decision-making on economic development, affordable home ownership and infrastructure planning.
- Lead growth plan conformity monitoring, data collection, and issues management to help ensure that municipalities have the information and tools they need to implement A Place to Grow policies, and that they are on-track to bring their official plans into conformity within the established deadline.
- Protect employment areas in the Greater Golden Horseshoe that are crucial to province's economy, through identification of provincially significant employment zones, and consult with stakeholders on opportunities to leverage the zones to promote economic development and post-COVID economic recovery.
- Lead stakeholder engagement activities to support implementation of growth management policies and programs.

## 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 2021-22, the ministry plans to undertake the following key activities in the Building Regulation program:**

- Develop the next edition of Ontario's Building Code which will enhance the alignment of the technical requirements with the National Construction Codes, and implement timely adoption, consistent with the commitments made in the Reconciliation Agreement under

the Canadian Free Trade Agreement. The Reconciliation Agreement was signed by the Minister of Municipal Affairs and Housing on August 27, 2020.

- Participate in the Federal-Provincial-Territorial work to transform the National Construction Codes system to be nimbler and more responsive to provincial needs.
- Develop technical and guidance material to support consistent implementation of Ontario's Building Code and priority areas such as housing affordability.
- Continue transforming and modernizing the delivery of building regulatory services by proceeding with key activities to establish a new service delivery model.
- Deliver technical support on the Building Code to the building sector and dispute resolution commissions and 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 2021-22, the ministry plans to undertake the following key activities in the Disaster Recovery Financial Assistance program:**

- Respond to emergencies/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 a two-year extension to the 'Build Back Better' pilot project to provide an incentive to municipalities eligible under the Municipal Disaster Recovery Assistance program to improve infrastructure damaged in a natural disaster to be more resilient to future extreme weather.
- Implement a remote damage assessment tool for floods and tornadoes to better inform activation decisions for the Disaster Recovery Assistance for Ontarians program.
- Administer the National Disaster Mitigation Program in Ontario to provide municipalities, conservation authorities and other eligible recipients access to federal funding for flood mapping and mitigation projects to help reduce Ontario's flood risk.
- 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.

## Community Housing

This program includes both social and affordable housing, and it supports housing that is owned and operated primarily by non-profit housing corporations, housing co-operatives and municipal governments or district social services administration boards. These providers offer subsidized or low-end-of market rents. Approximately 250,000 households live in social housing and approximately 43,000 households live in affordable rental housing.

The Community Housing Renewal Strategy outlines a provincial plan to work with our partners to stabilize and grow the community housing sector.

A key element of the Community Housing Renewal Strategy are investments through the National Housing Strategy bilateral agreement between Ontario and the federal government which provides more than $5.75 billion over nine years to protect, renew and expand community housing; support Ontario's priorities related to housing repair, construction and affordability; and deliver direct affordability support to Ontarians who need housing.

**In 2021-22, the ministry plans to undertake the following key activities in the Community Housing program:**

- Develop regulations under the *Housing Services Act*, as part of the multi-year Community Housing Renewal Strategy, to make the community housing system more streamlined and sustainable so that it is there for the people who need it most.
    - New provisions in the legislation will come into force incrementally as regulatory details are developed. This will help give communities and housing providers the time they need to make important business decisions and to plan for implementation.
- Work with Canada Mortgage and Housing Corporation (CMHC) to mutually agree on the next three-year Action Plan under the National Housing Strategy agreement for the period beginning in 2022-23.
- Continue to deliver existing programs that support community housing, including:
    - Community Housing Programs which include payments to service managers under the Canada-Ontario Social Housing Agreement, funding for the Strong Communities Rent Supplement Program, and provincial affordability payments under the Affordable Housing Program, which will continue until 2033.
    - National Housing Strategy Programs which includes working with service managers and Indigenous Program Administrators to deliver the Ontario Priority Housing Initiative and the Canada-Ontario Community Housing Initiative. These initiatives help build, create, and renovate community housing, provide homeownership opportunities, and improve housing affordability. The Canada-Ontario Housing Benefit is a portable housing benefit that can be accessed by survivors of domestic violence, survivors of human trafficking, persons experiencing or at risk of homelessness, Indigenous persons, seniors, people with disabilities, and households living in community housing.
    - Indigenous and Community Housing Initiatives which includes the Rural and Urban Indigenous Housing Program (RUIHP). RUIHP supports the preservation of existing Rural and Native Housing units and the creation of new units through regular maintenance, repair, renovation and portfolio realignment to continue to help households in need through rent-geared-to-income (RGI) and affordable housing assistance, including housing allowances.

## Homelessness

This program includes work with service managers and Indigenous Program Administrators to provide services and supports to help people who are homeless and at risk of homelessness become stably housed or avoid becoming homeless in the first place. These services and supports

include emergency shelters, supportive and transitional housing, homelessness prevention such as emergency financial assistance and landlord outreach and mediation, and other services and supports such as street outreach and case management. Annually, this program helps approximately 135,000 people at-risk of homelessness remain housed, helps approximately 27,000 people experiencing homelessness obtain and retain housing, and provides approximately 9,600 households with supportive housing.

## COVID-19 Response

Under the Social Services Relief Fund (SSRF), the province has provided $765 million to help service managers and Indigenous Program Administrators support shelters, create longer-term housing solutions and help vulnerable Ontarians affected by COVID-19, including those who are homeless or at risk of homelessness.

MMAH will continue to work closely with service managers and Indigenous Program Administrators throughout the duration of the COVID-19 pandemic. The ministry will continue to offer support through regular communications and meetings, support the homelessness sector and facilitate the acquisition of personal protective equipment when urgently needed.

MMAH will also continue to monitor reports received from service managers and Indigenous Program Administrators regarding COVID-19 cases in emergency shelters and supportive housing facilities, as well as proactively share Infection Prevention and Control (IPAC) resources with them, and communicate opportunities to participate in other critical outbreak management initiatives (such as rapid antigen screening).

Actions previously taken can be found in the Part I Appendix (2020-21 Annual Report).

**In 2021-22, 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:
    - Social Services Relief Fund – as part of the $765 million SSRF investment, service managers and Indigenous Program Administrators received $255 million in SSRF funding announced on March 10, 2021 to continue existing supports into 2021. In 2021-22, the ministry will continue to support the homelessness sector to address the negative impact of the pandemic on vulnerable households.
    - Continue to provide funding and supports to select communities as part of the Ministry of Health's High Priority Communities Strategy to establish and operate isolation facilities to help those in targeted high-priority communities who are unable to isolate safely at home. Jurisdictions were selected due to their high COVID-19 prevalence (current or historical), low testing rates, and sociodemographic barriers to testing and self-isolation.
    - 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 provides provincial housing assistance and support services to help people experiencing homelessness or at 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. The Indigenous Supportive Housing Program is 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.
  - Providing housing and support for homeless, low- and moderate-income people living with mental health and addictions challenges through the Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addictions System.

- Implement Province-Wide By-Name Lists and Enumeration:
  - The ministry is requiring service managers to implement by-name lists across Ontario beginning in April 2021 and to implement a province-wide enumeration using a Point-in-Time Count approach in 2021.
  - By-name lists 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.
  - A Point-in-Time Count captures numbers and basic demographics of people experiencing homelessness at a single point in time, to better understand the scope of homelessness.
  - The ministry will continue its collaboration with stakeholders to identify effective techniques and support implementation of by-name lists and Point-in-Time Counts by service managers.
- In the 2019 provincial budget, the government committed to reviewing Ontario's supportive housing programs to identify opportunities to streamline and improve coordination so that people get the help they need. The ministry has completed an engagement process to support this review and is developing options for the government to consider that will make supportive housing work better for people.

## 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 both residential and commercial landlords and tenants through the:

- *Residential Tenancies Act* (RTA), which governs rental housing in Ontario and sets rules in areas such as rent, security of tenure and the adjudication of disputes. This includes the ministry's provision of investigation and enforcement services for alleged offences under the RTA through the Rental Housing Enforcement Unit; and,

- *Commercial Tenancies Act* (CTA), which sets out basic rules for commercial tenancies to enable businesses to operate effectively.

## COVID-19 Response

The ministry will continue supporting landlords and tenants with respect to rental housing laws, encouraging landlords and tenants to work together and to be as flexible as possible, and monitoring the health of the rental and ownership housing markets in response to COVID-19. This includes exploring, coordinating and supporting MMAH and cross-ministry efforts to support housing market recovery from the COVID-19 pandemic (as needed) while continuing to monitor the ability of households to cover their housing costs and anticipate future needs / stresses.

As well, the ministry will continue to support commercial landlords and tenants to help maintain their financial viability and will actively monitor initiatives led by the Ministry of Finance, the Ministry of Economic Development, Job Creation and Trade and the federal government that support businesses. Impacts of the COVID-19 pandemic and the ongoing commercial eviction ban on commercial tenants and landlords will be monitored, and MMAH will continue to work with other ministries to support the recovery of businesses.

Actions previously taken can be found in the Part I Appendix (2020-21 Annual Report).

**In 2021-22, the ministry plans to undertake the following key activities in the Market Housing program:**

- Lead exploration and development of next steps (following the Housing Supply Action Plan) to increase housing supply and affordability.
- Develop guides on innovative housing options including shared equity arrangements, laneway housing and modular/prefabricated homes.
- Collaborate with partner ministries to leverage the value of surplus provincial lands for priority housing outcomes (i.e., more market and affordable housing).
- Continue providing policy and legislative oversight of the RTA, including to:
    - Implement changes already made to the Act through the *Protecting Tenants and Strengthening Community Housing Act* by:
        - Developing, in consultation with stakeholders, regulations governing rent rules specific to land lease communities and mobile home parks.
        - Raising awareness of the updated Standard Form of Lease that was effective as of March 1, 2021 and updating the accompanying multi-lingual guide.
        - Working with MAG and the Landlord and Tenant Board (LTB) to proclaim outstanding amendments to the RTA.
    - Calculate and publish the 2022 rent increase guideline;
    - Facilitate public education about the RTA to promote awareness of rent rules, the adjudication process and tenant/landlord rights and obligations, as well as to enhance compliance and enforcement; and,
    - Monitor the impacts of COVID-19 related changes, including the 2021 rent freeze, the emergency order that paused residential evictions enforcement and the ongoing recovery of LTB operations.

- 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.
- Further development of the Housing and Homelessness Business Intelligence Data Portal, with the goal to launch access to service managers and Indigenous Program Administrators.

The ministry is delivering on an ambitious mandate that will **protect people's health**, including Ontario's most vulnerable; **promote economic development** for strong, healthy rural and urban communities, the efficient use of land and a **clean and healthy natural environment**. MMAH will help deliver better public services at the provincial, regional and municipal levels of government; help make life more affordable by increasing the housing supply, including near transit; and take bold action to get shovels in the ground faster and keep **job-creating projects on track**.

### Housing and Homelessness

Through several rounds of targeted funding through the Social Services Relief Fund, MMAH is helping to **mitigate the impacts of COVID-19** and save the lives of people who work in and rely on emergency shelters. This funding has helped to contain the spread of COVID-19 and is supporting over 6,400 temporary shelter spaces, social distancing in shelters and congregate care settings, Personal Protective Equipment for service providers, people with rent arrears, and capital projects to provide more permanent solutions to homelessness.

Amendments to the *Residential Tenancies Act* are in place to encourage a rental housing system that is safe and fair for both tenants and landlords. Residential rent for the vast majority of tenants is frozen in 2021 in recognition of the significant impact of COVID-19 because stable housing is central to **protecting people's health** during the pandemic.

The ministry is implementing More Homes, More Choice, the government's comprehensive plan to increase the supply and mix of housing, which removes barriers and encourages innovation to increase the supply and mix of housing needed for a growing population and strong economic recovery.

MMAH is collaborating with partner ministries to leverage the value of surplus provincial lands for priorities like affordable housing and **long-term care** facilities. The ministry will continue to accelerate the building of long-term care with the new, enhanced Minister's Zoning Order authority**.**

The ministry's Community Housing program develops and manages legislative, regulatory and policy approaches and works with partners to support affordable housing for people who have difficulty finding housing in the private market. Our multi-year Community Housing Renewal Strategy is on track to help stabilize, repair and grow Ontario's Community Housing sector.

Investments continue that allow local service managers to offer an array of services and supports that meet the local needs and **protect people's health** who are homeless or at risk of becoming homeless. This includes flexible funding through the Community Homelessness Prevention Initiative, Home for Good and Indigenous Supportive Housing programs.

In 2021, the ministry is requiring service managers to implement by-name lists across Ontario. By-name lists provide real-time data about people experiencing homelessness in their communities and their needs. This will help better connect people to local supports and services as well as lay the foundation for better coordination and tracking of service needs over time.

In the 2019 provincial budget, the government committed to reviewing Ontario's supportive housing programs to identify opportunities to streamline and improve coordination so that people get the help they need. The ministry has completed an engagement process to support this review

and is developing options for the government to consider that will make supportive housing work better for people.

## Growing the Greenbelt

Ontario’s Greenbelt is a broad band of protected land that currently includes over 800,000 hectares of land in the Greater Golden Horseshoe. The government is committed to protecting it for future generations and is consulting provincewide on how to enhance and grow the Greenbelt.

The goal is to **protect more of the province's natural environment** — including farmlands, forests, wetlands and watersheds — from future development. The initial consultations focus on the Paris Galt Moraine and expanding and further protecting urban river valleys could result in the largest expansion of the Greenbelt since its creation in 2005.

## Supporting Jobs and Strong Communities

Ontario's 444 municipalities are key partners in the fight to **respond to COVID-19**, and the government has provided additional financial relief in 2021 to help them preserve vital public services and support economic recovery. This will ensure every region and community can emerge from the pandemic positioned to supportthe economic growth that is necessary for job creation, prosperity and a stronger province.

MMAH is also leading strategic regional and province-wide growth management projects to further provincial goals, including economic development, infrastructure planning and job creation. The **Provincial Policy Statement** came into effect on May 1, 2020 and creates a more competitive business environment. By designating and protecting employment zones in the Greater Golden Horseshoe, the ministry is ensuring these lands can be leveraged to support economic development and post-COVID economic recovery. Key land use planning guidance is being developed and updated to help municipalities plan for anticipated growth and development and to encourage streamlining of municipal approvals.

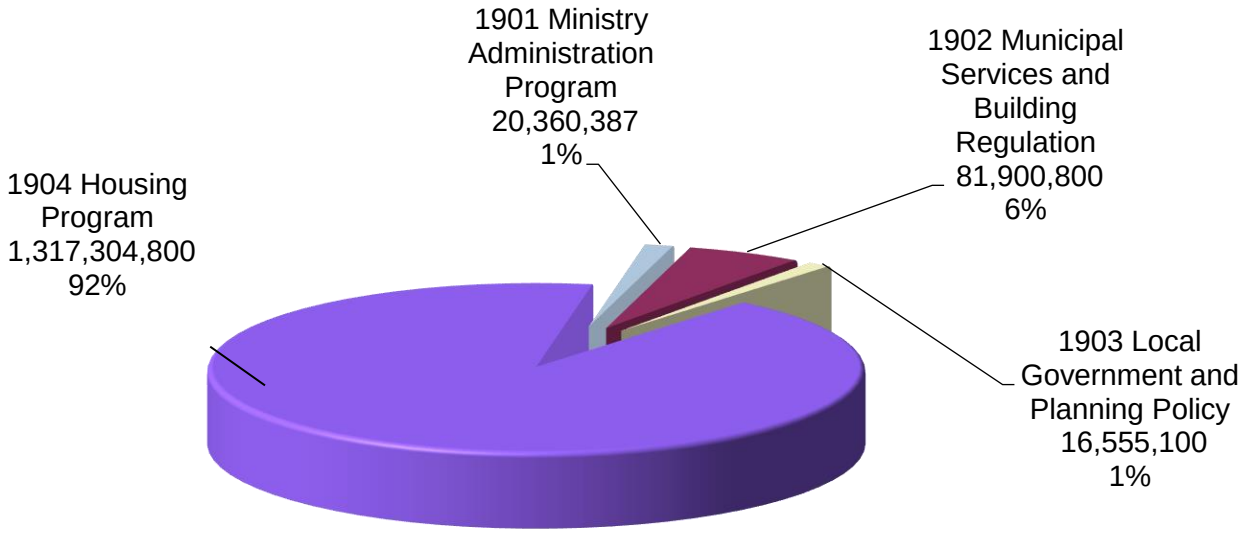
Municipalities have been clear that the province asks them for too many reports. MMAH is at the forefront of the government-wide effort to reduce the municipal reporting burden and red tape, including repealing outdated legislation such as the *Statute Labour Act*.

## Table 1: Ministry Planned Expenditures 2021-22 ($M)

| | |
|---|---|
| COVID-19 Approvals | 286.3 |
| Other Operating | 965.5 |
| Other Capital | 180.5 |
| **TOTAL** | **1,432.3** |

# Detailed Financial Information

## Chart 1: Investment by Vote 2021-22



Ontario

## MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

# Table 2: Total Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 $ | Change from 2020-21 Estimates $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| 1901 Ministry Administration Program | 20,278,200 | (904,500) | (4.3) | 21,182,700 | 19,429,800 | 20,321,287 |
| 1902 Municipal Services and Building Regulation | 77,897,800 | (954,734,300) | (92.5) | 1,032,632,100 | 1,917,810,600 | 57,364,094 |
| 1903 Local Government and Planning Policy | 16,554,100 | (15,100,000) | (47.7) | 31,654,100 | 20,025,200 | 23,048,374 |
| 1904 Housing Program | 1,041,147,900 | (123,455,600) | (10.6) | 1,164,603,500 | 1,671,164,700 | 853,273,043 |
| **Total Operating Expense to be Voted** | **1,155,878,000** | **(1,094,194,400)** | **(48.6)** | **2,250,072,400** | **3,628,430,300** | **954,006,798** |
| Statutory Appropriations | 84,187 | - | - | 84,187 | 84,187 | 82,635 |
| **Ministry Total Operating Expense** | **1,155,962,187** | **(1,094,194,400)** | **(48.6)** | **2,250,156,587** | **3,628,514,487** | **954,089,433** |
| Consolidation Adjustment - Public Housing Debentures - Interest on Debt | (3,609,700) | 1,406,700 | | (5,016,400) | - | - |
| Operating Expense Adjustment - Ontario Mortgage and Housing Corporation Operating | - | 97,199,500 | | (97,199,500) | (64,280,200) | - |
| Consolidation Adjustment - Ontario Mortgage and Housing Corporation | - | 1,000 | | (1,000) | (39,908,000) | (53,149,537) |
| Consolidation Adjustment - General Real Estate Portfolio | (208,000) | 748,300 | | (956,300) | (209,800) | 54,632,166 |
| Consolidation Adjustment - Ontario Infrastructure and Lands Corporation | - | - | | - | - | (592,294) |
| **Total Including Consolidation & Other Adjustments** | **1,152,144,487** | **(994,838,900)** | **(46.3)** | **2,146,983,387** | **3,524,116,487** | **954,979,768** |
| **OPERATING ASSETS** | | | | | | |
| 1901 Ministry Administration Program | - | (1,000) | (100.0) | 1,000 | 1,000 | - |
| 1902 Municipal Services and Building Regulation | 3,600,000 | 3,100,000 | 620.0 | 500,000 | - | - |
| 1904 Housing Program | - | (291,800) | (100.0) | 291,800 | - | - |
| **Total Operating Assets to be Voted** | **3,600,000** | **2,807,200** | **354.1** | **792,800** | **1,000** | **-** |
| Statutory Appropriations | - | - | | - | - | - |
| **Ministry Total Operating Assets** | **3,600,000** | **2,807,200** | **354.1** | **792,800** | **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 2021 Budget.

## Table 2: Total Operating and Capital Summary by Vote Continued

| Votes/Programs | Estimates 2021-22 $ | Change from 2020-21 Estimates $ | Change from 2020-21 Estimates % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **CAPITAL EXPENSE** | | | | | | |
| 1901 Ministry Administration Program | 1,000 | - | - | 1,000 | 1,000 | - |
| 1902 Municipal Services and Building Regulation | 4,002,000 | 4,000,000 | 200,000.0 | 2,000 | 6,935,500 | 21,236,032 |
| 1904 Housing Program | 275,519,400 | 114,408,800 | 71.0 | 161,110,600 | 255,635,300 | 223,269,337 |
| **Total Capital Expense to be Voted** | **279,522,400** | **118,408,800** | **73.5** | **161,113,600** | **262,571,800** | **244,505,369** |
| Statutory Appropriations | 636,500 | - | - | 636,500 | 636,500 | 422,821 |
| **Ministry Total Capital Expense** | **280,158,900** | **118,408,800** | **73.2** | **161,750,100** | **263,208,300** | **244,928,190** |
| Consolidation Adjustment - General Real Estate Portfolio | - | 37,894,800 | | (37,894,800) | (38,419,000) | - |
| Consolidation Adjustment - Ontario Mortgage and Housing Corporation | - | 1,000 | | (1,000) | - | (2,456,908) |
| **Total Including Consolidation & Other Adjustments** | **280,158,900** | **156,304,600** | **126.2** | **123,854,300** | **224,789,300** | **242,471,282** |
| **CAPITAL ASSETS** | | | | | | |
| 1904 Housing Program | - | - | | - | - | 1,256,032 |
| **Total Capital Assets to be Voted** | **-** | **-** | | **-** | **-** | **1,256,032** |
| Statutory Appropriations | - | - | | - | - | - |
| **Ministry Total Capital Assets** | **-** | **-** | | **-** | **-** | **1,256,032** |
| **Ministry Total Operating and Capital Including Consolidation & Other Adjustments (not including Assets)** | **1,432,303,387** | **(838,534,300)** | **(36.9)** | **2,270,837,687** | **3,748,905,787** | **1,197,451,050** |

* 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 2021 Budget.

## Table 3: Historical Trend Table

| Historical Trend Analysis Data | Actuals 2018-19 ** $ | Actuals 2019-20 ** $ | Estimates 2020-21 ** $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **1,477,064,994** | **1,197,451,049** | **2,270,837,687** | **1,432,303,387** |
| | *8%* | *-19%* | *90%* | *-37%* |

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

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# Agencies, Boards and Commissions (ABCs)

There are five provincial agencies that currently report to the Minister of Municipal Affairs and Housing (note: The Ontario Mortgage and Housing Corporation was dissolved in 2020-21):

## Building Code Commission

The Building Code Commission (BCC) is an adjudicative agency that resolves disputes on the technical requirements of Ontario's Building Code. All administrative and technical support to the BCC 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 ($)

| 2021-22 Expenditure Estimates* | 2021-22 Revenue Estimates** | 2020-21 Interim Expenditure Actuals*** | 2020-21 Interim Revenue Actuals*** | 2019-20 Expenditure Actuals*** | 2019-20 Revenue Actuals*** |
|---|---|---|---|---|---|
| 79,900 | 6,790 | 27,136 | 3,264 | 76,433 | 8,711 |

*The number of hearings 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 2021-22 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 2020-21 do not reflect the entire fiscal period. The numbers are actuals that cover the period from April 1, 2020 to December 31, 2020. Due to COVID-19 work from home policies and holding hearings remotely, travel expenditures were significantly reduced in 2020-21.

## Building Materials Evaluation Commission

The Building Materials Evaluation Commission (BMEC) is a regulatory agency that evaluates and authorizes innovative construction materials, systems or building designs where no criteria are set out in Ontario's Building Code. All administrative and technical support to the BMEC is provided by ministry staff. Operating expenses for this commission are paid out of the Municipal Services and Building Regulation (Vote 1902).

### Building Materials Evaluation Commission Financial Data ($)

| 2021-22 Expenditure Estimates* | 2021-22 Revenue Estimates** | 2020-21 Interim Expenditure Actuals*** | 2020-21 Interim Revenue Actuals*** | 2019-20 Expenditure Actuals*** | 2019-20 Revenue Actuals*** |
|---|---|---|---|---|---|
| 181,900 | 66,000 | 31,473 | 11,000 | 100,925 | 77,000 |

*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 2021-22 are based on receiving six Commission applications per year based on the last Building Code cycle (2007-2012).

***The actuals for 2020-21 do not reflect the entire fiscal period, the numbers cover the period from April 1, 2020 to December 31, 2020. Due to COVID-19 work from home policies and holding hearings remotely, travel expenditures were significantly reduced in 2020-21.

## Greenbelt Council

The Greenbelt Council is an advisory agency, established under the *Greenbelt Act*, and provides the Minister of Municipal Affairs and Housing with advice on the Greenbelt.

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 ($)

| 2021-22 Expenditure Estimates* | 2021-22 Revenue Estimates** | 2020-21 Interim Expenditure Actuals* | 2020-21 Interim Revenue Actuals** | 2019-20 Expenditure Actuals* | 2019-20 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:

- The executive co-ordinator contract ended on February 5, 2020 and was not renewed. Administrative support to the Council is provided by ministry staff.
- 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).
- Administrative support to the council is provided by ministry staff. 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 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 a board-governed agency that 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 (Dissolved in 2020-21)

In response to a recommendation from the Agency Review Task Force contained in the 2019 Ontario Budget, the Ontario Mortgage and Housing Corporation was dissolved in 2020-21 and the activities and obligations of the agency were taken on as a ministry function by MMAH. The change provides 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, $)*

| 2021-22 Expenditure Estimates** | 2021-22 Revenue Estimates** | 2020-21 Interim Expenditure Actuals** | 2020-21 Interim Revenue Actuals** | 2019-20 Expenditure Actuals* | 2019-20 Revenue Actuals* |
|---|---|---|---|---|---|
| Nil | Nil | 7,756,492 | 144,647,346 | 8,222,116 | 60,506,574 |

### Ontario Mortgage and Housing Corporation Financial Data (Capital, $)*

| 2021-22 Expenditure Estimates | 2021-22 Revenue Estimates** | 2020-21 Interim Expenditure Actuals | 2020-21 Interim Revenue Actuals** | 2019-20 Expenditure Actuals* | 2019-20 Revenue Actuals* |
|---|---|---|---|---|---|
| Nil | Nil | Nil | Nil | Nil | 1,980,028 |

*The 2019-20 actuals are based on the OMHC audited financial statements and Public Accounts of Ontario

**2020-21 Interim Actuals and 2021-22 Estimates are as reported during the multi-year planning and budget process.

## Provincial Land and Development Facilitator

The Office of the Provincial Land and Development Facilitator is an advisory agency that is established under the *Ministry of Municipal Affairs and Housing Act*. The Provincial Land and Development Facilitator helps the province, municipalities, developers, businesses and community groups resolve issues related to growth management, land use and infrastructure planning, and environmental protection by providing impartial facilitation services or by acting as a negotiator on behalf of the province.

All administrative and technical support to the Provincial Land and Development Facilitator is provided by ministry staff. The operating expenses for this agency are paid out of Local Government and Planning Policy (Vote/Item 1903-07).

### Provincial Land and Development Facilitator ($)

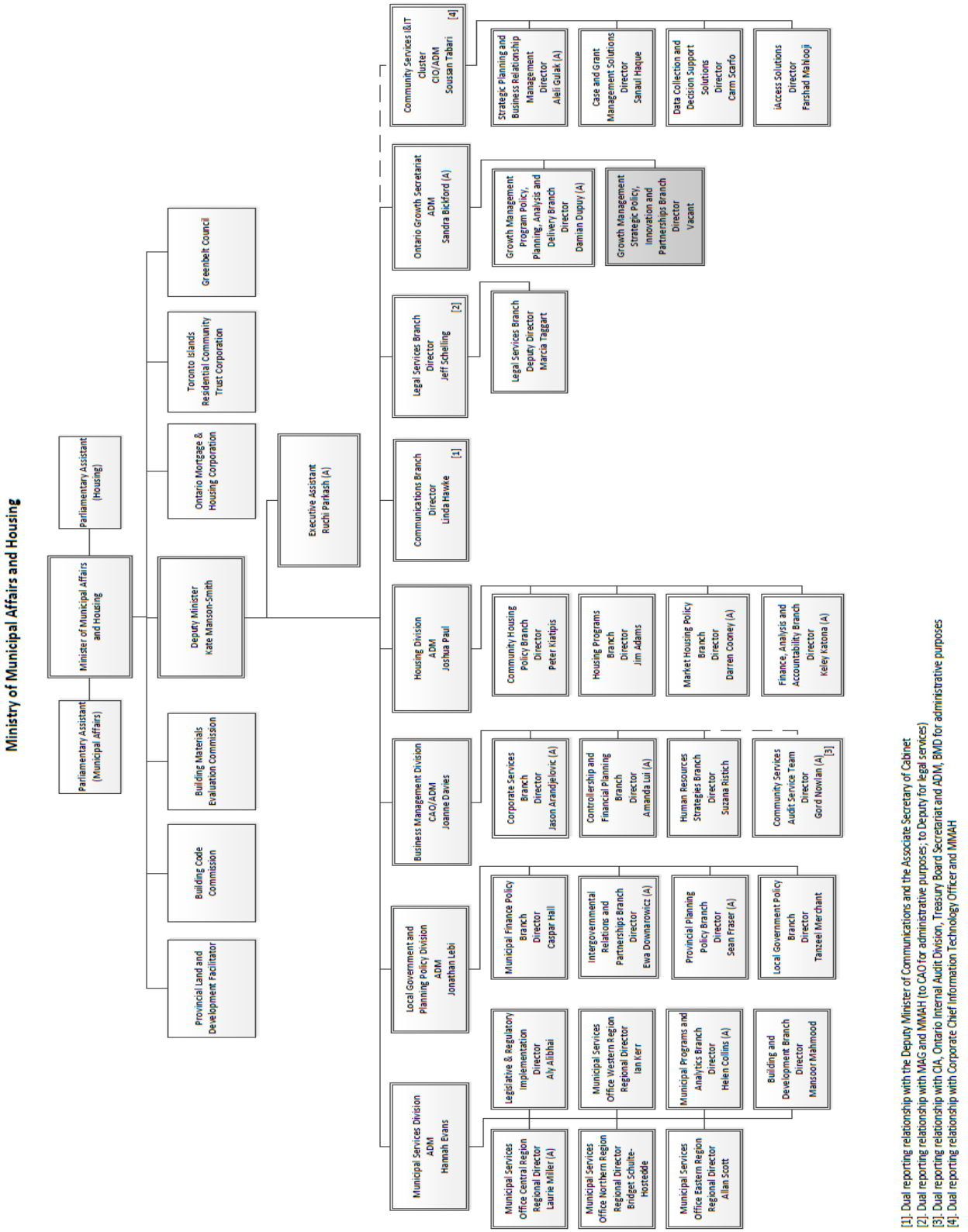
| 2021-22 Expenditure Estimates[1] | 2021-22 Revenue Estimates[2] | 2020-21 Interim Expenditure Actuals[3] | 2020-21 Interim Revenue Actuals[2] | 2019-20 Expenditure Actuals | 2019-20 Revenue Actuals[2] |
|---|---|---|---|---|---|
| 393,100 | N/A | 234,322 | N/A | N/A | N/A |

Notes:

1. Expenditures include appointee remuneration on a per diem basis as authorized in an Order-in-Council and reimbursement for any travel and accommodation costs related to meetings and advisory activities in accordance with the Management Board of Cabinet Travel, Meal and Hospitality Expenses Directive.
2. The agency does not generate revenue or charge fees.
3. The agency was operational starting October 1, 2020. Therefore, interim expenditure actuals are for the period October 1, 2020 to March 31, 2021.

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# 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: 2020-21 Annual Report

## Ministry's Achievements in 2020-21

### Municipal Finance and Governance

**Strengthened Relationship with Municipalities**

In 2020-21, the ministry delivered a historic amount of funding to the municipal sector. Under the federal-provincial Safe Restart Agreement (SRA) and provincial municipal operating supports, nearly two billion dollars was provided to Ontario's 444 municipalities.

Under the SRA, the ministry provided $1.39 billion to municipalities in flexible funding to address municipalities' highest priority COVID-19 related operating needs. Funding was administered in two phases. Phase 1 provided immediate support to all 444 municipalities based on a per household formula, with allocations announced in August 2020. Phase 2 provided a combination of application-based and formula-driven funding, with allocations announced in December 2020. This funding enabled Ontario's municipalities to maintain the local services their residents and businesses depend on and enter 2021 on a strong financial footing.

The ministry delivered an additional $500 million in new provincial funding support announced in March 2021 to Ontario municipalities to assist with 2021 COVID-19 municipal operating needs. This funding was provided to all 444 municipalities and was formula-driven.

The ministry continued to work closely with the Association of Municipalities of Ontario (AMO) and the City of Toronto, which have been important partners in the response to the COVID-19 pandemic. As per the joint Memorandum of Understanding, the ministry engages with AMO on initiatives that impact municipalities. In the past year of reporting, a record of 16 formal meetings were held with AMO under the Memorandum of Understanding covering over 70 agenda items. The ministry also facilitated over 20 Provincial-Municipal Technical Working Group meetings on COVID-19 emerging issues with AMO and the City of Toronto. During the first virtual AMO Conference in 2020, the ministry pivoted to virtual delegation meetings with municipalities, coordinating approximately 500 delegations with Ministers and parliamentary assistants from 22 ministries. The ministry coordinated a further 324 municipal delegation meetings at the Rural Ontario Municipal Conference in February 2021. MMAH also facilitated more than 50 meetings between the province and the City of Toronto to discuss initiatives with potential impacts to the City under the Toronto-Ontario Cooperation and Consultation Agreement (TOCCA).

In 2020-21, the ministry also continued to implement two programs, the Audit and Accountability Fund and the Municipal Modernization Program, to help municipalities find efficiencies, reduce costs and improve services. Most of the projects approved under the Audit and Accountability Fund this year related to the three priorities identified for this intake: digital modernization, streamlining development approvals and service integration. These projects are expected to help Ontario's large municipalities find efficiencies that can be implemented as part of the 2022 municipal budget cycle. The ministry monitored 184 projects funded under the Municipal Modernization Program for completion in 2020-21. The ministry also launched an intake with the

Municipal Modernization Program with a new program design that offers funding under two streams: third-party reviews and implementation projects.

**Supported Municipalities in Response to the COVID-19 Pandemic**

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* 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 pandemic. 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.

The government responded to the immediate needs of municipalities with expiring development charge by-laws by introducing measures under the *Development Charges Act* to enable these municipalities during the emergency period to continue to collect these revenues to support the development of local infrastructure that is important for new growth.

The government also made regulatory changes to provide municipalities with flexibility with respect to work redeployment and staffing, allowing them to ensure frontline services can continue to be delivered during the COVID-19 pandemic. The changes provide municipalities with the flexibility to deploy staff within their organization to assist the continuation of providing critical frontline services for Ontario residents and businesses. The ability to address staffing shortages quickly by redeploying staff was and is critical to the continuity of local operations and responding to unforeseen circumstances in the context of the COVID-19 pandemic, and especially as municipalities and public health units play a key role in vaccinating Ontarians.

Through the *COVID-19 Economic Recovery Act* (Bill 197) the government provided sustainable supports to ensure municipalities have the tools they need as they work to recover from the COVID-19 pandemic. Changes instituted through this Act include making permanent changes to allow electronic council meetings and allowing proxy voting at municipal council meetings. The Act also made amendments to development charges, parkland dedication, a new Community Benefits Charge (CBC) and Enhanced Minister’s Zoning Order-making powers relating to specified lands. These changes strengthen communities by ensuring municipalities are equipped with the tools they need to continue to provide the critical services people rely on every day

Further supportive changes through the *Helping Tenants and Small Businesses Act* established a single register of electors for both provincial and municipal elections. A single register is expected

to be more accurate, could mean fewer corrections for voters at polling stations, fewer delays for people on election day, and may reduce costs for municipalities. The Chief Electoral Officer will manage the single register of electors and ensure it is in place for January 1, 2024.

MMAH has supported the Ministry of the Solicitor General and the Ministry of Labour, Training and Skills Development in leading the implementation of an education, compliance, and enforcement initiative as part of the Ontario's COVID-19 Response Framework: Keeping Ontario Safe and Open. MMAH has assessed the bylaw enforcement capacity of all municipalities and led communication with local bylaw enforcement and senior municipal staff on enforcement efforts and changes to Emergency Management and Civil Protection Act and Reopening Ontario Act orders.

MMAH has collected and tracked detailed information related to municipal impacts from COVID to support policy and program development and provided consistent, timely information to all municipalities on COVID response and government decisions, policies and programs. For example, twelve webinars were offered on Bill 197 reaching more than 1,000 municipal staff.

### Continued Efforts Implement the Repeal the *Statute Labour Act*

The outdated and seldom used *Statute Labour Act* was repealed in 2019. The ministry helped to reduce municipal burdens and allow communities in unorganized territories relying on this legacy framework to modernize their road maintenance management. 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 continue to assist any remaining local areas to transition to a more modern approach to road maintenance.

## Land Use Planning

### *Planning Act*, Provincial Policy Statement, and Development Charges Consultations

The ministry undertook a review and consultation on the Provincial Policy Statement (PPS) in 2019-20. Incorporating important feedback from municipalities, stakeholders and Indigenous communities and organizations, the new PPS 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

### Legislative and Policy Changes

- A number of changes to the P*lanning Act* and other legislation under the Ministry's jurisdiction were undertaken in 2020-21 to support government priorities.

- To mitigate the negative impacts of the COVID-19 pandemic, legislative amendments to the *Planning Act* were made to respond to municipal concerns about planning decisions and timelines. The Minister used that authority to suspend municipal decision-making timelines under the *Planning Act*, *Development Charges Act* and the *City of Toronto Act* between March 17 and June 22, 2020.
- In response to municipal requests, an Emergency Order was filed on July 2, 2020 which created temporary exemptions to certain *Planning Act* requirements to allow municipalities to quickly pass by-laws authorizing new or expanded bar and restaurant patios. This order remains in effect to enable municipalities to support their local economies while facilitating appropriate physical distancing of restaurant and bar patrons.
- In July 2020, the *Planning Act* was amended to provide the Minister of Municipal Affairs and Housing enhanced authority when making Minister's Zoning Orders to remove municipal use of site plan control, to require agreements between municipalities and proponents concerning site plan matters, to require inclusionary zoning (affordable housing requirements), and to amend enhanced Minister's Zoning Orders without being required to first give public notice. The changes are intended to support the delivery of transit-related development, affordable housing, and strategic economic recovery projects by removing potential barriers and approval delays.
- Changes to the *Ministry of Municipal Affairs and Housing Act* permanently established the Provincial Land and Development Facilitator (PLDF). The changes ensure the PLDF will be able to continue to provide objective, confidential and independent advice and make recommendations to the Minister of Municipal Affairs and Housing to resolve complex challenges on priority projects, unlock and accelerate development, increase housing supply and create jobs.
- Through Bill 213, the *Better for People, Smarter for Business Act* a number of legislative changes were made to address issues of clarity and administrative burden with the subdivision control provisions of the *Planning Act*.
- On February 17, 2021 the Ministry launched a 61-day consultation on growing the Greenbelt with a focus on a study area around the Paris Galt Moraine and the possibility of expanding existing and/or creating new Urban River Valleys. This consultation builds on the commitment to expand size and enhance the quality of the Greenbelt signaled in the 2020 and 2021 budgets.

**Land Use Planning - Operational**

Throughout 2020-21, the ministry worked with inter-ministerial partners and municipalities to implement and uphold matters of provincial interest and provincial land use planning policy, including the Provincial Policy Statement and the four major provincial land use plans — the Greenbelt Plan, Growth Plan for the Greater Golden Horseshoe (A Place to Grow), the Oak Ridges Moraine Conservation Plan and the Niagara Escarpment Plan.

This past year, the ministry supported the making of 39 Minister's Zoning Orders to accelerate critical priority projects that will enable more long-term care beds, increase the availability of affordable and seniors' housing, and facilitate municipal economic development opportunities such as manufacturing, retail complexes, and tourism-based development.

The ministry approved new official plans and official plan amendments for a number of upper-tier and single-tier municipalities across Ontario reflecting both local and provincial land-use planning priorities. These new official plans assist in facilitating strong communities, a safe and healthy environment and economic growth.

In a continued effort to support local autonomy in land-use planning decision making, the ministry granted certain municipalities across the province “exemption” from the requirement for ministry approval of its official plan amendments.

## Growth Planning

### Growth Planning Amendment 1

The Growth Plan for the Greater Golden Horseshoe, 2019 (A Place to Grow) was introduced as part of the More Homes, More Choice: Ontario’s Housing Supply Action Plan (HSAP) in May 2019. A Place to Grow addresses the needs of the Greater Golden Horseshoe’s growing population, diversity, people and its local priorities. A Place to Grow 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. In August 2020, A Place to Grow was amended to:

- Extend the horizon of the Plan from the current horizon of 2041 to 2051.
- Update the growth forecast and permit municipalities to use forecasts that are higher than those included in the updated forecast.
- Strengthen direction on Indigenous engagement by requiring municipalities to co-ordinate planning matters with potentially affected Indigenous communities.
- Enable municipalities to consider employment area conversions to non-employment uses within Major Transit Station Areas to support residential and mixed-use developments close to transit infrastructure.

In addition to policy changes to the Plan, a new land needs assessment methodology for determining the amount of land needed to accommodate forecasted population and employment growth was also introduced. The new methodology includes a requirement for municipalities to consider ‘market-demand’ across all housing market segments and employment types.

### Stakeholder Forums/Consultations

In June 2020, the ministry initiated a 45-day public consultation for a suite of proposed changes to A Place to Grow on the Environmental Registry of Ontario and the Regulatory Registry. In response, the ministry received 384 written submissions from individuals and organizations representing a broad spectrum of sectors and received over six thousand individual letters.

Additionally, engagement meetings were held with Chief Planners for all single- and upper-tier municipalities in the Greater Golden Horseshoe to solicit input on the proposed changes to A Place to Grow and to provide support for their work achieving conformity with the Plan.

### Indigenous Partnership Building

The ministry engaged directly with a number of Indigenous communities/organizations that have treaty or traditional territory within the Greater Golden Horseshoe to discuss land use planning and the proposed amendments to A Place to Grow and provide input to the Plan.

## Building Regulation

### Harmonization of Construction Codes

Building Code amendments which came into effect on January 1, 2020 increased 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; and,
- Accessibility requirements tor barrier free access.

The ministry contributed to the Regulatory Reconciliation and Cooperation Table, under the Canadian Free Trade Agreement, and finalized the cross-country Reconciliation Agreement to increase the ongoing harmonization of provincial construction codes with National Construction Codes. The historic Reconciliation Agreement was signed by the Minister of Municipal Affairs and Housing on August 27, 2020.

The ministry continued to work with the National Research Council and other provinces and territories on the implementation of the Agreement and transformation of the national system.

### Responding to COVID-19 and Supporting the Construction Industry

Throughout the COVID-19 pandemic, the ministry responded to emerging issues through legislative and regulative changes, and emergency orders:

- An Emergency Order was made to exempt the construction and conversion of buildings intended for temporary use as health and shelter facilities during the period of the COVID-19 Emergency Order, from the *Building Code Act* and the Building Code.
- The Building Code was amended to ensure that building inspections continue and building permits are issued within prescribed timeframes during the COVID-19 pandemic.
- MMAH also supported the government's implementation of the Essential Business List (O. Reg. 82/20) during the various stages of closing and reopening of construction throughout the year.

The ministry held five stakeholder webinars to support the construction industry's understanding of changes to the Essential Business List and the impact of Emergency Orders on the sector.

In addition, MMAH maintained its service level commitments to provide technical support to the construction sector.

The BCC and BMEC were able to maintain their operations during the COVID-19 pandemic by modernizing their processes to allow for virtual hearings and meetings and accepting digital application submissions.

### Building Code Act Amendments

In support of commitments made in the Reconciliation Agreement, MMAH amended the *Building Code Act* to convert regulations under the Building Code to Minister's regulations. This will ensure provisions in future editions of the National Construction Codes can be adopted in a timely and efficient manner.

To provide better, modern and timely services and resources to the building industry sector, the *Building Code Act* was amended on July 22, 2020 to enable a new service delivery model for the delivery of building regulatory services.

### Other Building Code Amendments

Consequential amendments were made to the Building Code in September and December 2020 to the applicable law sections of the Code to support the implementation of community benefit charges and to prepare for transit-related initiatives under the *Building Transit Faster Act*. Housekeeping changes were also made to correct errors and omissions, and revoke spent provisions.

### Guidance

The ministry has initiated work to develop a new set of housing innovation guides to support and assist the implementation and delivery of the government's Housing Supply Action Plan (HSAP). These include a Laneway Housing Guide and a Modular/Prefabricated Housing Guide. The guides will provide information on these innovative housing options and are intended to help increase housing and support Ontario's economic recovery.

## Disaster Recovery Financial Assistance

### 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 2020-21, the ministry administered applications from 15 disaster events. In total, the ministry issued almost 400 decisions to applicants (including interim payments, final payments and decline notices), made payments totalling $6.2 million to eligible applicants, and closed over 160 applications. There were no new activations of the program in 2020-21.

### Municipal Disaster Recovery Assistance Program

The Municipal Disaster Recovery Assistance program provides financial assistance to municipalities affected by natural disasters for emergency response and repair or replacement of damaged municipal infrastructure. The program was activated five times in 2020-21:

1. Machin (July 2019 flood) - provincial funding up to $95,000
2. Machin (September 2019 flood) - provincial funding up to $78,000
3. Hilliard (October 2019 landslide) - provincial funding up to $498,000
4. Haldimand County (October 2019 flood/windstorm) - provincial funding up to $4,570,000

5. Red Lake (August 2020 forest fire) - provincial funding up to $578,080

The ministry continued to administer 26 claims activated for 2019 Spring flooding and one claim activated in 2017, making payments totalling $6.86 million under the claims in 2020-21.

The ministry also completed a review of the initial one-year 'Build Back Better' pilot initiative under the program and launched a 2-year extension to gather additional data about the value-for-money of offering municipalities an incentive to improve infrastructure damaged in a natural disaster to make it more resilient to future extreme weather events.

### National Disaster Mitigation Program

The National Disaster Mitigation Program is a federal program that offers funding for flood mapping and flood mitigation projects. The ministry administers the program in Ontario and flows federal funding for projects through to municipalities, conservation authorities and other eligible recipients.

In 2020-21, the ministry continued to administer funding for 189 projects approved for approximately $40 million in federal funding over the first five years of the program (2016-2020). After the federal government announced an extension to the program in 2020-21, the ministry launched another intake and submitted 88 new Ontario projects for federal funding consideration.

### 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 provincial expenditures, including provision of disaster financial assistance.

In 2020-21, the ministry activated its Ministry Action Group to direct the ministry's response to the COVID-19 pandemic and updated its Ministry Emergency Response Plan to reflect initial lessons learned. The ministry completed all legislated requirements for the 2020 calendar year and expects its program to be assessed as fully compliant.

## Community Housing

### Protecting Tenants and Strengthening Community Housing Act

On July 22, 2020, the *Protecting Tenants and Strengthening Community Housing Act* received Royal Assent.

The Act contains amendments to the *Housing Services Act* that are part of the government's Community Housing Renewal Strategy – a multi-year strategy to stabilize and grow Ontario's community housing sector.

Amendments to the *Housing Services Act* are broad and enabling and are intended to provide a streamlined legislative framework for community housing that will incent non-profit and cooperative housing providers to stay in the housing system once their original agreements and mortgages end, and make it easier for service managers and housing providers to meet the housing needs of their communities.

The ministry is currently working with sector partners to develop the details in regulations on how the new legislative provisions will work on the ground.

### Launching the Canada-Ontario Housing Benefit

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 2021, over 7,400 households have been approved for monthly housing benefits under the COHB program since April 1, 2020. The ministry expects over 40,000 households will be assisted by 2027-28 under the COHB.

### Investments provided to Service Managers and Indigenous Housing Providers

In 2020-21, the ministry provided approximately $328.9 million in capital and operating investments to community housing through service managers and Indigenous housing providers under the Canada-Ontario Social Housing Agreement, the Strong Communities Rent Supplement Program, and ongoing affordability payments under the Affordable Housing Program.

The ministry also provided approximately $189.2 million in capital and operating funding to service managers and Indigenous Program Administrators under the National Housing Strategy programs.

### Implementing Simplified Rent-Geared-to-Income Calculation

Regulatory amendments came into effect July 1, 2020, changing the rules that govern the calculation of rent-geared-to-income (RGI) assistance as part of Community Housing Renewal. The changes to RGI make fairer and easier for tenants to understand and simpler for staff to administer.

### Launching the Rural and Urban Indigenous Housing Program

The Rural and Urban Indigenous Housing Program (RUIHP), the successor to the Rural and Native Housing program, began on April 1, 2020. Up to $8 million annually will be provided to Ontario Aboriginal Housing Services (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; and,
- Sustain community housing in the long-term and support diverse household profiles within RUIHP.

## 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.

**Social Services Relief Fund**

At the outset of the COVID-19 pandemic, the provincial government took immediate action to help improve housing and homeless shelter solutions, and support vulnerable people, with the creation of the Social Services Relief Fund (SSRF). The SSRF helps to give service managers and Indigenous Program Administrators the flexibility to respond to local needs such as solutions to provide social distancing in shelters and congregate care settings, personal protective equipment for service providers, and assist people with rent arrears, contributing to containing the spread of COVID-19 and saving lives.

The objectives of the SSRF are to:

1. Mitigate ongoing risks for vulnerable people, especially in congregate care settings;
2. Encourage longer-term housing-based solutions to homelessness post-COVID-19; and,
3. Enhance rent assistance provided to households in rent arrears due to COVID-19.

The SSRF is providing a total of $765 million (including $212 million under the federal-provincial Safe Restart Agreement) to service managers and Indigenous program administrators in 2020-21. The funding has been allocated through multiple phases.

The SSRF provided an immediate investment of $148 million to communities and was announced on March 23, 2020. This initial operating funding helped municipalities and social service providers such as shelters, food banks, emergency services, charities and non-profits continue to deliver a diverse range of critical services (e.g., food security, personal protective equipment, and assistance with rent arrears).

A second SSRF investment was announced on July 2, 2020, followed by other funding announcements on August 12, October 28, 2020, and December 15, 2021 which communicated an additional total investment of $362 million under this initiative.

SSRF Phase 2 continued to allow operating activities as an eligible use of funding, as well as capital activities to support more permanent, longer-term solutions to homelessness (e.g., renovation of shelters, community, and transitional housing; and the purchase of new facilities and modular housing).

Further SSRF funding was announced on March 10, 2021. This provided service managers and Indigenous program administrators with an additional $255 million in SSRF operating funding to:

- Maintain infection prevention and control measures while there is community transmission and risk of transmission in congregate care settings; and,
- Ensure stability in the homelessness sector by continuing current services and supports that address the negative impact of the on-going COVID-19 pandemic on vulnerable households.

To ensure this investment is delivered as quickly as possible and to provide maximum flexibility to respond to varying local needs across the province, 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.

### Mental Health and Addictions Supports

The government invested $11.8 million to support service managers to strengthen mental health and addictions supports for people experiencing or at risk of homelessness. This investment included $10 million under “Roadmap to Wellness: A Plan to Build Ontario’s Mental Health and Addictions System,” and $1.8 million under Ontario's Fall Preparedness Plan, “Keeping Ontarians Safe: Preparing for Future Waves of COVID-19.”

This funding helps to strengthen mental health and addictions services in communities hit hard by COVID-19, by increasing outreach services to individuals experiencing or at risk of homelessness and providing better connections between mental health, addictions and housing supports. The funding is allocated among several communities in Ontario who are facing an increased demand for mental health and addictions services as a result of COVID-19.

### Pandemic Pay

On April 25, 2020, the government announced additional support for frontline workers fighting COVID-19, including shelter and supportive housing staff, through a temporary pandemic pay of $4/hour worked on top of their regular wages.

In addition, the government provided monthly lump sum payments of $250 for four months to eligible frontline workers who work over 100 hours per month. Pandemic pay was effective for 16 weeks, from April 24, 2020 to August 13, 2020.

### Isolation Facilities

As part of the government’s High Priority Communities Strategy, $42 million in funding was made available to establish COVID-19 isolation facilities. The facilities provide safe places for individuals to isolate, as well as supports and services, such as meals, security, transportation and links with health and social services.

Community case managers coordinate access to a range of wraparound supports, including emergency financial assistance.

The province increased existing isolation facility capacity and created new facilities, targeting select high-priority communities in the Regions of Peel, Durham and York, and the City of Toronto. These jurisdictions were selected due to their high-COVID-19 prevalence (current or historical), low testing rates, and sociodemographic barriers to testing and self-isolation.

### Outbreak Management Planning

Since the onset of the pandemic, MMAH has been focused on protecting the health and safety of vulnerable Ontarians. Outbreak management planning initiatives have been an important part of this focus. These initiatives include the following:

- Working with the Ministry of Health, and the Office of the Chief Medical Officer of Health, on provincial guidance for public health units, and a vaccination allocation framework in congregate care settings, including shelters.
- Working with the Ministry of Health to support Service Managers’ participation in the Provincial Antigen Screening Program (PASP).

- Requiring service managers to complete 2 attestations concerning local facilities, in October 2020 and March 2021.
    - The October 2020 attestation required service manager to confirm the following:
        - A plan to manage outbreaks is in place for all emergency homeless shelters/facilities and MMAH funded congregate supportive housing facilities.
        - The SM has identified any facility gaps in preparedness and will follow up to ensure the shelter or facility has a finalized plan to manage outbreaks.
        - The service manager and providers have ongoing communication mechanisms in place with local public health officials.
    - The March 2021 attestation required service managers to confirm the following:
        - That shelter operators in their service areas have performed an Infection Prevention and Control (IPAC) self-audit and any gaps identified are reported to service managers and local IPAC hubs to address; and
        - That shelter operators in their services areas have appointed an IPAC lead in their respective facilities, who has completed IPAC training and can disseminate information to other facility staff members to strengthen IPAC knowledge.
    - To assist with the IPAC attestation, MMAH also shared IPAC education resources with service managers.

**COVID-19 Surveys**

Since April 2020, MMAH has collected information about ministry-funded emergency shelters and supportive housing facilities from service managers, through a bi-weekly survey.

Data is collected by facility regarding the following: facility capacity; clients served; and COVID-19 cases, including outbreaks, recoveries, and deaths.

**By-Name List Implementation**

In March 2020, MMAH communicated to service managers and sector organizations its intention to introduce By-Name Lists across Ontario in 2021. A By-Name List is a real-time list of people experiencing homelessness in a community that includes information about individuals' needs to connect people to a range of housing options and supports and improve service coordination.

MMAH engaged with homelessness experts and service managers to develop a provincial approach. On March 19, 2021, MMAH announced the requirement for Service Managers to begin developing a By-Name List in April 2021, with full implementation by December 31, 2021.

Recognizing that the By-Name List approach is a major shift for many service managers, MMAH has partnered with the Canadian Alliance to End Homelessness (CAEH) to support service managers during By-Name List implementation. CAEH will deliver training, workshops, intensive coaching, community of practice meetings and will develop a best practice guide to help service managers develop and implement effective By-Name Lists.

Service managers will be providing MMAH an update on the status of their By-Name List implementation in Summer 2021 to:

- Confirm establishment of a By-Name List.
- Provide early details on proposed approach to use the By-Name List to better connect people to services.
- Provide a list of any local priorities identified by the Service Manager in addition to provincial requirements.

## Market Housing

### 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. A number of initiatives under the HSAP were rolled out between April 2020 and March 2021, while further development has occurred on others to be rolled out in the coming year.

As part of the HSAP, the ministry is examining opportunities to facilitate the use of surplus provincial lands to support housing policy objectives. This has included evaluating surplus provincial lands prior to sale to determine if they could be used for affordable housing and collaborating with partner ministries to leverage the value of surplus provincial lands for priority housing outcomes (i.e., more market and affordable housing).

### Passage and Implementation of Amendments to the Residential Tenancies Act, 2006 (RTA)

The ministry led the passage of and is implementing significant amendments made to the RTA through:

- **Bill 184, the *Protecting Tenants and Strengthening Community Housing Act*,** which was introduced in March and passed on July 21, 2021. The bill was informed by HSAP consultations and had the goals of supporting balanced and accessible adjudication of disputes, streamlined processes at the Landlord and Tenant Board and increased protections for tenants.
- **Bill 204, Helping Tenants and Small Businesses Act,** which froze residential rents in 2021 at 2020 levels in order to stabilize rents for the vast majority of tenants given the impacts of the pandemic on many households.

### Implementing Temporary Residential Eviction Moratorium

In 2020-21, there were two moratoriums that came into effect to protect the health and safety of Ontarians in response to COVID-19:

- **Emergency Order Pausing Residential Evictions Enforcement (O Reg. 13/21) –** Working with the Ministry of the Solicitor General and as part of the second provincial declaration of emergency, the ministry led the development of an emergency order under the *Emergency Management and Civil Protection Act* to temporarily pause the enforcement of residential evictions to ensure people were not forced to leave their homes while a provincial stay-at-home order was in force.

- **Court order Pausing Residential Evictions Enforcement and the LTB's Suspension of Eviction Hearings (led by MAG) –** In March, the Attorney General made an application to the Chief Justice of the Superior Court of Justice for an order suspending the eviction of tenants and homeowners from their residence. The order, as granted by the Chief Justice and subsequently amended, suspended the enforcement of eviction orders until the last day of the month that the declaration of emergency was lifted. The ministry supported the implementation of the suspension by leading public communications as well as monitoring the impacts of the suspension.

**Monitoring the Rental Housing Market Signs of Stress / Excessive Arrears**

- The ministry followed Ontario's rental housing market via data analysis, media scans, and discussions with stakeholders and service managers, in order to watch for signs of stress / excessive arrears resulting from the COVID-19 pandemic and economic downturn. MMAH worked closely with other ministries, including MCCSS, to help assess the ability of renter households to cover their housing costs, and to anticipate potential future needs / stresses.

**Commercial Tenant Support and Eviction Bans**

To support the financial viability and recovery of businesses affected by COVID-19, the ministry:

- Supported the Ministry of Finance (MOF) in partnering with the federal government to deliver over $900M in rent relief through the Canada Emergency Commercial Rent Assistance (CECRA) program for small businesses from April to September 2020.
- Developed and implemented two commercial eviction bans by amending the Commercial Tenancies Act through the passage of Bill 204, *Helping Tenants and Small Businesses Act* and Ontario's Action Plan: Protect, Support, Recover (Fall 2020 Ontario Budget) as well as the enactment of a new regulation. The bans were tied to CECRA and the subsequent Canada Emergency Rent Subsidy (CERS) to protect businesses from eviction while they sought financial relief through available federal rent assistance programs. While the CECRA ban was designed to protect tenants from eviction whose landlords did not apply for the federal subsidy program, the CERS ban is designed to protect tenants who have been approved for the new federal subsidy program, as this subsidy is paid directly to the eligible applicant.

**Enhancing use of Housing and Homelessness Data and Evidence**

The development of the Housing and Homelessness Business Intelligence (HHBI) Data Portal has been one of the ministry's key I&IT infrastructure projects from 2016-17 to 2020-21, 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. In 2020-21, for example, a suite of interactive dashboards was developed in the HHBI Portal with data on Ontario's housing market and various sub-markets and core housing need.

**Providing Public Awareness and Tenant and Landlord Guidance**

The ministry raised public awareness about key topics such as landlord and tenant rights and responsibilities under the RTA and the CTA, including recent amendments, and temporary

changes to rental processes and rules during the COVID-19 pandemic. This was achieved through:

- Responding to a significantly higher than usual volume of correspondence and calls from landlords and tenants for assistance;
- A residential rental ad campaign, held between July and September 2020, that targeted residential tenants using social / digital platforms and public spaces;
- Published an updated Standard Form of Lease to reflect amendments to the RTA and further clarify rent rules and tenant rights; and,
- RHEU's focused efforts to mitigate potential unlawful evictions and other RTA offences during the COVID-19 pandemic.

## 2020-21 Results

### Table 4: Ministry Interim Actual Expenditures 2020-21

| | Ministry Interim Actual Expenditures ($M) 2020-21* |
|---|---|
| **COVID-19 Approvals**** | **797.0** |
| **Other Operating** | **2,727.1** |
| **Other Capital** | **224.8** |
| **Staff Strength *** (as of March 31, 2021)** | **475** |

*Interim actuals reflect the numbers presented in the 2021 Budget.
**Includes One-time and time-limited COVID-19 related funding.
***Ontario Public Service Full-Time Equivalent positions.

# Estimates Briefing Book

## 2021-22

Ministry of Natural Resources and Forestry

Ce document est disponible en français

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# PART I: 2021-22 PUBLISHED PLAN

## Ministry of Natural Resources and Forestry

# Ministry Overview

## Ministry's Vision

The people of Ontario 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:

- **Protect the Public from Natural Disasters or Hazards**, such as floods and wildland fires.
- **Deliver Direct Services to the Public and Industry**, such as fishing and hunting licences.
- **Promote Economic Growth and Job Creation** by supporting industries like forestry, aggregates and hunting.
- **Conduct Monitoring, Research, and Planning** for the management and use of Ontario's natural resources.
- **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 of Natural Resources and Forestry is continuing to explore opportunities to advance the government's fiscal commitments to put Ontario on a sound financial footing so we can protect against 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 effected by COVID 19. In support of this work the ministry has provided relief and opportunity for economic growth and recovery including the Forestry, Petroleum, Commercial Fisheries and Resource-Based Tourism sectors.

In 2021, the ministry is continuing to provide relief and opportunity for economic stimulus, by providing targeted support for resource-based tourism businesses that have been impacted by the COVID-19 pandemic. Eligible Commercial Outpost Camps and hunting and fishing outfitters would receive another year of relief from certain rents and fees, providing approximately $1.3 million in financial assistance. This relief will help with the recovery of the sector by supporting businesses that employ residents and contribute to local communities.

# 2021-22 Strategic Plan

The ministry's strategic plan contains clearly focused long-term goals, and desired strategic outcomes that will guide MNRF and focus our efforts to advance the achievement of our mandate and priorities.

MNRF 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.

The ministry is undertaking several initiatives throughout 2021-22 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.<br>• Promote sustainable outdoor recreation opportunities. |
| **Key Activities** | • **Implementation of Sustainable Growth: Ontario's Forest Sector Strategy** – On August 20, 2020, Ontario released a Sustainable Growth: Ontario's Forest Sector Strategy. The Forest Sector Strategy (FSS) 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. In 2021-22 an FSS committee will be created to provide input support to the Ministry as an implementation plan is developed for the strategy. MNRF will then implement the FSS, with the input of the FSS committee, and develop key performance indicators to measure and report on the progress of implementing the actions and the overall success of the FSS.<br>• **Forest Policy Framework** – The ministry is:<br>o Enhancing forest management planning requirements to enable a First Nation to undertake forest management in support of a community biomass energy generation project. The projects support economic development and energy security for a Far North community;<br>o Continuing to review forest management planning requirements to identify and implement further modernization opportunities;<br>o Reviewing the Professional Foresters Act to clarify the scope of practice in support of improved governance; |

| Government Priority | Advance Economic Development |
| --- | --- |
| | ○ Developing strategic direction for managing forest pests in Ontario; and<br>○ Revising the Forest Management Guide for Conserving Biodiversity at the Stand and Site Scale.<br><br>• **Public Land Act Policy Framework** – The Ministry will enable economic development on public lands in rural and Northern Ontario by continuing to provide policy direction on how development can proceed where approvals may be required under the Public Lands Act.<br><br>• **Conservation Authorities Act Regulatory Amendments** – The Ontario government is proposing to update conservation authority development permit regulations, so conservation authorities focus on actions that best protect people and property from natural hazards. These proposed changes will also streamline conservation authorities' permitting and land use planning reviews to increase accountability, consistency and transparency.<br><br>• **Far North Act Review** – The ministry has proposed amendments to the Far North Act that are expected to establish a more stable environment for investment and development and support economic development opportunities (e.g. Ring of Fire, all-season roads and electrical transmission projects) while also encouraging greater collaboration between First Nations and Ontario. MNRF is working closely with other ministries to consider input received from Far North First Nations, Tribal Councils and Nishnawbe-Aski Nation (NAN), stakeholders and the public through engagement and consultation efforts.<br><br>• **Aggregate Resources Policy Framework** – The ministry is focused on ensuring the new regulation requirements that come into effect in 2021 and 2022 are clearly understood by the industry and the public. The Ministry remains committed to providing business certainty, while also maintaining our commitment to limit impacts to our communities and the environment.<br><br>• **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.<br><br>• **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.<br><br>• **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.<br><br>• **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. The ministry supports the recreational fishery which is important to the province, both economically and socially. With more than 250,000 lakes and countless rivers and streams, Ontario's vast aquatic resources give these anglers a wide range of fishing opportunities, from fishing from shorelines in the city to fly-in fishing trips in remote areas of the province. The 1.2 million |

| Government Priority | Advance Economic Development |
|---|---|
| | licensed anglers who enjoy Ontario's recreational fisheries spend $1.6 billion per year on recreational fishing in Ontario. |

**Table 1-2: Ministry Contribution to Government Priorities and Results**

| Government Priority | Fiscally Responsible Service Delivery |
|---|---|
| **Ministry Priorities** | • Prudent fiscal management.<br>• Service delivery that maintains service level standards. |
| **Deliverables** | • Managing from within Treasury Board approved allocations.<br>• 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 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 the service levels our customers expect.<br>• **Integrated Resource Monitoring** – The ministry is completing the development of options for implementing Integrated Monitoring Framework recommendations to modernize and increase the efficiency of monitoring programs that support effective management of forest and wildlife resources.<br>• **Geospatial Data Services** – The ministry coordinates partnerships to acquire, use and distribute foundational geospatial data across governments, the broader public |

| Government Priority | Fiscally Responsible Service Delivery |
|---|---|
| | service and the public, academic and business sectors to reduce costs and ensure that geospatial data is accurate and accessible. The ministry delivers mapping tools, enterprise agreements and shared solutions that reduce duplication and costs.<br><br>• **Crown Land Management** – The ministry ensures that users and occupiers of Crown land under the Public Lands Act pay- fair market value for the private and commercial use of Crown land, including implementing sector-based initiatives.<br><br>• **Lean** – The ministry is committed to using Lean processes to develop efficient, effective and nimble public services. A strategy was developed focused on communications, training and applying lean practices with a vision of actively seeking to continuously improve our business processes and work experience by challenging business as usual. The ministry increased its capability to use Lean processes by leveraging dedicated training and a community of practice to implement lean processes. |

**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 licence issuer network. In 2020, the Natural Resources |

| Government Priority | Responsive Customer Service |
| --- | --- |
| | Information and Support Centre (NRISC) handled approximately 76,000 calls and 21,000 email inquiries related to fish and licensing and/or hunting in Ontario.<br><br>• **Natural Resources Enforcement** – The ministry received approval for increased funding for 2021-22 and 2022-23 to hire an additional 25 Conservation Officers. This will allow the enforcement program to increase its focus on enforcement priorities such as prevention of illegal moose hunting, promotion of hunting safety, prevention of illegal trade and commercialization of Ontario's animal and plant species, and prevention of the introduction and spread of aquatic invasive species. Conservation officer activities continue to involve making contact with the public both while on duty in the field and at outreach events to ensure people are aware of their responsibilities for safe and sustainable natural resource use. Each year, conservation officers make over 240,000 contacts with members of the public while on duty in the field and at outreach events. Approximately 530 events are attended each year where educational messaging is provided on a variety of topics including hunting safety and hunter education.<br><br>• **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. In 2021 the expectation is to expand online services to the aggregates industry. Also, enhancements will be made to further support the forest industry. Additional functionality will also be included to enable the ministry to undertake more efficient review and approval of applications.<br><br>• **Approvals and Authorizations Modernization** – The ministry is committed to modernizing services and approvals by reviewing 100% of all regulatory approvals under 23 pieces of legislation, seeking to optimize delivery. This initiative underpins the ministry's commitment to service modernization and plan to move to 100% of all approval types being available in digital channels, an increase of 88% over three years. |

# Ministry Programs

The ministry's key program objectives and initiatives are described below.

## 1. Forest Industry

The Forest Industry Program leads economic development for the forestry sector 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, the management and collection of Crown timber charges 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 2021-22 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.

- Implement Sustainable Growth:  Ontario's Forest Sector Strategy. The Forest Sector Strategy (FSS) was released on August 20, 2020 and is built on four pillars of action:
    1. Promoting stewardship and sustainability:
        - earning recognition for Ontario's sustainable forest management practices
        - conducting applied research and best science to support forest management planning teams
        - establishing and strengthening partnerships with Indigenous Peoples
        - improving collaboration in managing forests
        - respecting Aboriginal rights and protecting forest values

- determining effects of climate change

2. Putting more wood to work:
   - investing in advanced remote sensing technologies
   - removing policy barriers to accessing wood
   - developing a path to increase forest growth
   - providing wood supply certainty, ensuring use and attracting new investment
3. Improving our cost competitiveness:
   - maximizing the use of mill by-products
   - making strategic investments in Forest Access Roads
   - reviewing energy costs
   - reviewing certain components of stumpage
   - reducing regulatory burden / streamlining
4. Fostering innovation, markets and talent:
   - making strategic investments
   - promoting innovation
   - increasing wood use
   - reaching new markets
   - addressing barriers to trade
   - making Ontario Wood the natural choice
   - collaborating on carbon analysis
   - growing talent in the sector

- Establish an FSS committee to provide input support to the Ministry as an implementation plan is developed for the strategy. Consideration is being given to the membership of the committee.

- Implement the FSS, with the input of the FSS committee, and develop key performance indicators to measure and report on the progress of implementing the actions and the overall success of the FSS.

- Finalize and begin implementation of the five-year Forest Biomass Action Plan, as committed to under Pillar 3 of the FSS. The action plan focuses on protecting jobs and encouraging sustainability for the forestry sector, supporting northern economic development; and understanding the role biomass facilities have in supporting the forestry sector and forestry dependent regions of Ontario

- Continue to deliver the Forest Sector Investment and Innovation Program (FSIIP), which supports an action in the Fostering Innovation, Markets and Talent pillar of the FSS. The Ministry currently has a $10 million annual allocation for FSIIP but due to COVID-19, several projects have been delayed or put on hold in 2020-21, resulting in $3 million in unspent funds. One-time approval has been obtained to move the unspent $3 million to 2021-22, resulting in a total allocation of $13 million in that fiscal year. FSIIP will continue to 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 2021-22 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 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 Forest Sector Strategy provides for actions related to four pillars:  promoting stewardship and sustainability, putting more wood to work, 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 2021-22 include:

- Utilize 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.

- Use 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.

- Utilize forest health monitoring to support forest pest management, including undertaking annual forest health surveys to assess the impact of forest pests, supporting pest control programs for jack pine budworm and spruce budworm in the Boreal forest and forecasting potential gypsy moth infestations in 2021.

- Undertake wildlife research and monitoring to inform Ontarians about the health of wild game across the province; conducting aerial inventories of moose populations and monitoring of double-crested cormorant populations, delivery of Ontario's black bear population monitoring project; 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 2021-22 in an area east of Ottawa that stretches to the Quebec border. Sightings of wild pigs, a potentially costly invasive species, will be investigated.

## 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 2021-22 include:

- Provide public access to over 350 geographic datasets through Ontario GeoHub, a 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 and ensuring Ontario is delivering simpler, faster and better services for people and businesses.

- Provide survey advice to the mining, waterpower, and construction industries to accurately delineate land boundaries, and to support 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 2021-22 include:

- Draft revisions to the Forest Management Planning Manual and the Forest Information Manual and associated technical specifications to provide for small scale forest management in an area north of the current managed forest. The addendum will allow a First Nation to undertake forest management in support of community economic development and energy security.

- Undertake a review of the forest management planning framework to identify additional modernization opportunities for the preparation of new forest management plans (FMPs). Areas of consideration include broader scale planning for some components of FMPs, increased focus on professional reliance, and allowing planning effort to be matched to the level of forest management activities (i.e., reduced effort where reduced activities are occurring).

- Continue to review the Professional Foresters Act, in partnership with the Ontario Professional Foresters Association. Changes to the act may be proposed to clarify the scope of practice in support of improved governance.

- Continue to develop 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.

- Continue active participation 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.

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## 6. Fish and Wildlife

The Fish and Wildlife Program manages Ontario's fish and wildlife resources to ensure the sustainability of fish and wildlife populations, and the management of fishing, hunting and trapping opportunities for the ecological, social, cultural, and economic benefit of Ontarians. 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.

As part of the ministry's program review cycle, MNRF has initiated a review of this program. The management of fish and wildlife is becoming increasingly complex as a result of environmental factors and the changing ways Ontarians are accessing and using the resource. In recognition of this, the program review aims to ensure that collective work across the ministry will strengthen the focus on client-centered service delivery and provide better value to residents of Ontario, while helping to achieve fish and wildlife resource management goals.

Key program initiatives in 2021-22 include:

- Manage 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, neighbouring jurisdictions, 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.

- Provide of fish culture services to maintain, enhance, and create recreational fisheries through stocking and rehabilitating degraded native fish stocks.

- Implement changes resulting from Ontario's Moose Management Review (e.g. regulation changes, new moose tag allocation system, client communications).

- Continue 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.

- Implement the ministry's Chronic Wasting Disease (CWD) plan, and new legislative and regulatory amendments to support CWD prevention and response.

- Implement 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 agreements, 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 2021-22 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 and improve the ministry's Natural Resources Information Portal, including service delivery modernization for forest management planning, aggregate resource management services, and other natural resource approvals. 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, aggregates, and other resource approvals.

- 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 waterpower industry, while enhancing dam safety.

## 8. Natural Resources 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 2021-22 include:

- Promote awareness of unsafe hunting practices and their contributing factors through public communication and outreach to hunters and the public.

- Inspect for compliance with rules aimed at preventing the introduction or spread of invasive species in specific pathways (e.g. angler bait use inspections including at points of entry to the province; live food fish markets/restaurants/ suppliers) and take a focused approach when appropriate.

- Compliance actions related to moose: increase public and stakeholder awareness of harvest rules and identification of moose, monitor to address non-compliance, complete focused analysis of occurrences and investigate reported moose harvest violations.

- Enforce actions related to illegal commercialization and trade of Ontario's natural resources: gather information for the development of intelligence products to inform focused enforcement and outreach efforts.

- Work 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.

- Modernize compliance through the Smart Regulation initiative that is focused on digital innovation, improvements to customer service and continuous improvement of compliance services. This modernization initiative will introduce new technology or improve existing systems to improve the efficiency of conservation officers, natural resource provincial offences officers and compliance technical staff with the analytical and intelligence supports they require.

- The ministry received approval for increased funding for 2021-22 and 2022-23 to hire an additional 25 Conservation Officers. This will allow the enforcement program to increase its focus on enforcement priorities such as prevention of illegal moose hunting, promotion of hunting safety, prevention of illegal trade and commercialization of Ontario's animal and plant species, and prevention of the introduction and spread of aquatic invasive species.

## 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 willing Far North First Nations partners. 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 2021-22 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 willing First Nations partners.

- Continue to work with districts on all proposed projects to determine potential application of the Far North Act. Current proposed amendments to the Far North Act would remove the requirement under the Act for Minister's or Lieutenant Governor in Council Orders to facilitate development in the absence of a community-based land use plan.

- Continue to support strategic initiatives including 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, oil, gas, salt solution-mining and underground storage 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 Ministry of the Solicitor General and Emergency Management Ontario 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 2021-22 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 while ensuring COVID-19 prevention and mitigation efforts are in place to ensure emergency response capacity is maintained. Continue to support mutual aid partners across Canada, the United States, and internationally.

- Promote understanding of the ecological role of fire and use of fire to benefit resource management as well as supporting wildland fire management objectives as indicated in the Forest Sector Strategy.

- 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.

- Implement Ontario's Flooding Strategy by working with several ministries, and partners, to make Ontario more resilient to flooding in the long term.

- Continue to conduct a robust review of the ministry's wildland fire prevention and mitigation programs with the intent of expanding, streamlining and increasing the effectiveness of these 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 2021-22 include:

- Continue to support digital improvements to the Freedom of Information (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 further growth of MNRF's risk profile for Enterprise Risk Management and other ongoing horizontal streamlining initiatives across the Ontario Public Service.

- Lead the ministry's efforts to create and nurture a respectful, equitable, accessible, diverse, and inclusive (READI) organizational culture and workplace that is anti-racist and free from discrimination and harassment for all employees - through key initiatives such as senior leadership diversification and Anti-Racism action planning.

- Lead the ministry's recovery and renewal efforts including:
    - Making Ontario's programs and frontline services more convenient, more reliable, and more accessible. MNRF is committed to moving from 12% to 100% of services online over the next 3 years providing clients anytime, anywhere and on any device with information at their fingertips.
    - Launching a paper digitization initiative which will make information available digitally to clients and staff who need it, even when working remotely.
    - Overseeing and supporting the reintegration of staff in our workplaces to ensure a safe and healthy work environment (whether in office or working remotely).

- Implementing our reintegration plan which will support the return of over 1,000 staff back to the physical workplace throughout the province.
- Continuing to enable our workforce with the technology needed to deliver services remotely where needed.
- Continuing to advance culture change within the ministry promoting modern, flexible, and empowered practices leading to improved employee experience results.

# COVID-19 Response

MNRF continues to collaborate with its key stakeholders to protect jobs and support Northern and rural communities through the economic recovery of various sectors in Ontario directly affected by COVID 19.

The ministry continues to adapt to ensure continuity of its operations during the COVID-19 response and recovery, by modernizing the way we deliver services to Ontarians. The ministry is implementing its Service Modernization Program, that will ensure Ontarians can enjoy reliable, timely and client-focused services anytime, anywhere and on any device by expanding its digital and online approval services for permits, licences and authorizations.

# Ministry Performance Measures and Achievements

**Table 2: Ministry Performance Measures and Achievements**

| Performance Measures | 2018-19 Achievement | 2019-20 Achievement | 2020-21 Target | 2021-22 Target |
|---|---|---|---|---|
| Learn to Fish 10,000 participants target achievement | 107% | 107% | 0%* | 100% |
| % of available Crown timber harvested | 50.40% | 46.50% | 49.80% | 49.80% |
| % online-self-service/automated registrations** | 94% | 94% | 94% | 94% |

| Performance Measures | 2018-19 Achievement | 2019-20 Achievement | 2020-21 Target | 2021-22 Target |
|---|---|---|---|---|
| % of program compliance rate with the Ministry's external service standards | 82.30% | 85.80% | 90.00% | 90.00% |
| Number of provincial flood messages warnings issued | 102 | 110 | 116 | 116 |
| Percentage of fires that require a full response held by noon local time the day after they were reported to MNRF or were 4.0 hectares or less in size | 92.30% | 91.90% | 96.00% | 96.00% |
| % of high-volume services available online | n/a | 33% | 70% | 70% |
| % of high-volume interactions that can be conducted digitally | n/a | 70% | 50% | 50% |
| % satisfaction rating for digital services | n/a | Under Development | 75% | 75% |
| % completion of Emergency Management Program legislative requirements | 100% | 100% | 100% | 100% |
| Total number of Outdoors Cards, fishing and hunting licenses sold | 2.066 million | 2.147 million | 2-2.3 million | 2-2.3 million |
| % annual increase in Ontario's forest industry exports | 2% | -4% | 2% | 2% |
| Variance in spending of approved allocation | 1% | 1.84% | 1% | 1% |

| Performance Measures | 2018-19 Achievement | 2019-20 Achievement | 2020-21 Target | 2021-22 Target |
|---|---|---|---|---|
| Regulatory compliance requirements affecting businesses in MNRF legislation, regulations, policies and forms | 8,481 | 7,882 | 6,361 | 6,361 |
| % of eligible First Nation communities covered by a resource revenue sharing agreement | n/a | Under Development | 100% | 100% |

* Program cancelled in 2020-21 due to COVID-19.
** Includes Ministry wide by tracking the online adoption and alternative service delivery of programs and services such as fishing and hunting licenses through the Fish and Wildlife Licensing System (FAWLS) and the Natural Resources Approvals Portal (NRIP).

# Highlights of 2020-21 Results

In 2020-21, MNRF delivered on its mandated key activities as exemplified through the following achievements:

- Established five Ministerial Advisory Councils with key sectoral stakeholders to provide advice and recommendations to the Minister and the Ontario Jobs and Recovery Committee to support recovery in response to the COVID-19 pandemic. The sectors represented included: aggregate resources, commercial fisheries, forest, petroleum, and hunting, fishing and resource-based tourism. Council discussions focused around four key topic areas: COVID-19 impacts, crisis response measures, transitional and post-pandemic measures and fiscal prudence. Ministry actions to support these sectors in 2020-21 included deferred royalty payments, land use fees and licence fees in addition to other actions including the release of Sustainable Growth: Ontario's Forest Sector Strategy, legislative amendments to provide a long-term solution for addressing species at risk under the *Crown Forest Sustainability Act* and advancement of aggregate approvals; and project funding.

- The ministry’s Recovery and Renewal Secretariat supported multiple objectives, including recovery planning that aligns with the Gradual Re-opening

of the OPS Workplaces, developing strategies and business submissions that advance the objectives of Ontario Onwards (Future State Modernization), supporting the economic and business recovery of the ministry's sectors, and accelerating the Technology Roadmap and Investment Plan (TRIP).

- The Ministry supported government efforts to support the Resource Based Tourism Sector impacted by COVID-19, by providing certain Crown land fee and rent relief in 2020.

- In support of the Government's *Emergency Management and Civil Protection Act* measures to combat the spread of COVID-19, the Ministry implemented an Order regarding recreational camping on Crown land in April 2020.

- Under the Forestry Futures Trust a new purpose "COVID-19 Incremental Silviculture Cost Program" was introduced in 2020 in response to the COVID-19 epidemic to support the forest sector renewal efforts with new safety measures to protect public health.

- In 2020, a comprehensive suite of changes to Ontario's forest policy framework was approved. The changes supported the ministry's burden reduction plan and early implementation of the Forest Sector Strategy, streamlining policy requirements, and supporting jobs and economic growth without compromising the responsible use and sustainable management of Ontario's Crown forests. These changes included:
    - Amendments to the *Crown Forest Sustainability Act* to clarify that the forest policy framework is the way by which species at risk and their habitat are addressed in Crown forest operations;
    - Amendments to the four regulated manuals under the *Crown Forest Sustainability Act*;
    - Amendment of the General Regulation under the *Environmental Assessment Act* to exempt forest management on Crown lands from the requirements of the *Environmental Assessment Act*;
    - A new regulation for Independent Forest Audits under the *Crown Forest Sustainability Act*;
    - Repeal of an exemption from certain provisions in the *Crown Forest Sustainability Act* for Wataynikaneyap Power GP Inc. (Watay); and
    - Revocation of the Nurseries Regulation under the *Forestry Act*.

- In order to mitigate the anticipated economic impacts of COVID-19 on forestry sector, Ontario was the first jurisdiction in Canada to declare the forest sector as essential.

- Ontario supported its forest products industry through a variety of measures to ensure safe and consistent operations to help mills stabilize production. These measures included:
    - A six-month deferral of the payment of Crown charges for timber harvested, from April to September 2020.
    - Accelerating implementation of the 2020-21 Provincial Forest Access Roads Funding Program ($54 million).
    - $3.5 million in support for personal protective equipment in tree plant operations.
    - Partnered with the federal government to provide $5.3 million to compensate small and medium sized forestry companies for costs incurred to implement COVID-19 related health and safety measures.

- As part of the ongoing softwood lumber dispute with the U.S., the MNRF completed an administrative review questionnaire that consisted of hundreds of questions with assistance from three ministries and one Crown agency and totaled over 70,000 pages. All this was completed over ten weeks during the spring/summer of 2020.

- The ministry supported Ontario's forest industry through targeted funding to help businesses improve competitiveness, promote innovation, access new markets and increase domestic consumption of Ontario forest products. Among several initiatives, the ministry:
    - Led delivery of the Forest Sector Investment and Innovation Program (FSIIP). After its first five rounds, FSIIP has received 49 inquiries, resulting in six Stage I applications. Two of the six application have been approved, with one contracted while the remaining four are at various stages of the evaluation and approvals process and not yet contracted. 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.

    - Launched the Forest Sector Safety Measures Fund (FSSMF), which will deliver up to $5.3 million in 2020-21 to help small- to medium-sized

forest sector companies overcome the economic challenges faced due to extra costs for the implementation of COVID-19 safety measures. Funding is being provided by the federal government through Natural Resources Canada and the program is being delivered by MNRF.

- Delivered the Provincial Forest Access Roads Funding Program, which will disburse $53.2 million in 2020-21 to reimburse Ontario's forest industry for the government's proportional fair share of the costs to build and maintain public access roads in Crown forests. Due to the economic impact of COVID-19, MNRF expedited the implementation of the program in 2020-21 and allowed for costs incurred to be reimbursed earlier as compared to previous years. This resulted in approximately $8.0 million being reimbursed by the end of August compared to less than $200,000 being reimbursed during the previous two years for the same period.

- In March 2020, the Ministry organized an outbound trade mission to Bengaluru, India, to promote export sales by enabling Small and Medium Sized Enterprises (SMEs) to participate in the Indiawood trade missions. MNRF's trade promotion support allowed Ontario's SMEs to reduce their cost of participation by leveraging federal funding through Natural Resources Canada's Expanding Markets Opportunity program.
    - The Indiawood trade mission generated US$175,000 in actual sales and secured 78 sales leads that could result in an additional US$2.3 million sales over the next 12 – 18 months.

- Supported 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.

- In August 2020 regulatory changes were made under the *Aggregate Resources Act.* The ministry has committed to further consult on policy updates

and guidance documents to provide clarification and support to the aggregates industry as these changes are implemented.

- The ministry protected Ontarians from natural hazards by responding to wildland fires and flooding, with collaborative support from other jurisdictions and agencies. In the 2020 fire season, 607 wildland fires were recorded across the province with 15,460 hectares burned, compared to 537 fires and 269,635 hectares burned in 2019. In 2020, Ontario experienced fewer wildland fires than the 10-year average (2010-2019) of 870, and fewer hectares burned than the 10-year average of 162,799 hectares.

- The COVID-19 pandemic introduced many new challenges to emergency response planning in the ministry related to ensuring the safety of ministry staff as well as the general public. To reduce the risk of evacuating communities under difficult pandemic-related conditions, the province implemented an aggressive approach to fighting wildland fires this season, focusing on detecting fires early and combating them with full force to keep them small. This mitigated the risk of large-scale evacuations and allowed the ministry to minimize large, costly escaped fires.

- The 2020 fire season started slowly with low fire activity in spring, likely due partially to a Restricted Fire Zone that was in place to minimize fires during the management of COVID-19. Summer fire activity increased with the majority (70%) of the season’s wildland fires occurring in July and August.

- In early August, fire conditions built to extreme levels and many wildland fires exhibited aggressive behaviour. In the Northwest Region, wildland fires and smoke had the potential to threaten the safety of far northern communities, requiring many residents to evacuate to host communities.

- There were two declared emergencies due to wildland fires that the MNRF responded to with suppression efforts or assisted with the evacuation of communities. Aviation, Forest Fire Emergency Services (AFFES) assisted the Provincial Emergency Operations Centre (PEOC) with the evacuation of residents of the communities of Red Lake and Eabametoong First Nation, (Fort Hope), by hiring passenger aircraft to temporarily relocate the residents to other centres.

- Ontario received fire-fighting assistance from other provinces during peak periods of fire activity in July and August, including air support from Manitoba and Quebec with multiple waterbombers and bird-dog aircraft.

- Ontario provided fire-fighting support including waterbombers and specialized fire suppression staff to Quebec in June. In September, Ontario provided highly specialized wildland fire personnel resources to support the fire emergency in Oregon, USA.

- The ministry completed Ontario's Moose Management Review, which included comprehensive regulation changes, a new harvest system, and a new moose tag allocation system.

- There are currently three resource revenue sharing agreements in mining and forestry with Grand Council Treaty #3, Wabun Tribal Council and Mushkegowuk Council, representing 35 communities in northern Ontario. The first payments were made in December 2019 and were based on revenue collected in 2018-19. The second payments, based on revenues collected in 2019-20, were made in December 2020. The third payments are scheduled to be made before December 31, 2021.The First Nations may allocate resource revenue sharing funds towards key priorities that support economic development, education, health, community development and cultural development.

- In support of the Ontario Jobs and Recovery Committee, the Ministry carried out several Minister's Advisory Council sessions for Commercial Fishing. In response to the sessions, the Ministry implemented a strategy to support the industry by temporarily suspending royalties and by working directly with federal counterparts to secure pathways for funding through:
    - The Canadian Fish and Seafood Opportunities Fund
    - The Fish Harvesters Benefit and Grant Program
    - Regional Federal Economic Development Agency programs.

- 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 conducted Fisheries Assessment programs to

ensure the long-term sustainability of the Lake Erie Fishery and the industry that depends on it.

- As part of the Collaborative Compliance Initiative with Indigenous communities, the ministry's Enforcement Branch has successfully completed five restorative justice cases to date in 2020-21 and is anticipating at minimum another ten cases to be completed by the end of March 2021.

- Compliance with laws that support management of Ontario's natural resources continued in 2020-21 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 focused outreach, education and compliance promotion, and increasing staff awareness of invasive species and competency in applying relevant legislation and regulations through training, experiential learning and development of reference resources and tools. Also included was a focused compliance monitoring approach that involved inspecting for compliance with rules aimed at preventing the introduction or spread of invasive species in specific pathways.

- Ontario responded to widespread flooding and high-water levels across the province in recent years by releasing "*Protecting People and Property: Ontario's Flooding Strategy*" and is implementing actions within the Strategy.
    - The Flooding Strategy was released publicly on March 9, 2020 and outlines steps the Ontario government will take with its partners over the coming years to reduce flood risk and help Ontarians to be better prepared for flooding events.
    - The Flooding Strategy draws on the expert advice of Doug McNeil, Ontario's Special Advisor on Flooding, who provided his report on how to increase resiliency in October 2019, and the extensive feedback he received during his review.
    - Actions contained in the Strategy focus on long term flood management and are not expected to substantially reduce risks to existing development located within high-risk areas.

- In 2020-21, the ministry's Mapping and Geographic Information Program:
    - provided access to more than 350 open data sets in 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;
    - partnered with all levels of government, First Nations, the private sector and other organizations to acquire aerial photography in Southwestern 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 Crown Land Survey Instructions to provide guidance and direction to Ontario land surveyors retained to perform Crown land surveys
    - supported statutory and regulatory changes to the *Surveys Act, Surveyors Act* and *Provincial Parks and Conservation Reserves Act.*

- The ministry made changes to the *Fish and Wildlife Conservation Act* and its regulations to support chronic wasting disease prevention and response in keeping with the recently released Ontario's Chronic Wasting Disease Prevention and Response Plan.

- The ministry finalized Ontario's Sustainable Bait Management Strategy which outlines a new approach to bait management in Ontario. The policy reduces the ecological risks associated with the use and movement of bait and supports the continued use of bait while providing transparency and certainty for a sustainable bait industry.

- 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 480 cases of raccoon strain rabies (9 in 2020) and 21 cases of fox strain rabies (0 new in 2020) confirmed in southern Ontario. In response, over six million oral rabies vaccine baits (over one million in 2020), 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 60 percent in 2020.

- The ministry continued to place a priority on the good stewardship of Crown land, ensuring fair return to the Crown by:
    - adjusting and providing longer term certainty to rental rates for communication towers on Crown land
    - implementing the third year of a four-year phase in of full cost recovery for discretionary administrative fees and
    - successfully completing negotiations with the Province of Quebec and waterpower utility companies on renewal of a new 25-year revenue agreement under the *Ottawa River Water Powers Act, 1943*

- The ministry amended the *Public Lands Act* to ensure clear legal title for third parties who purchased surplus Crown lands.

- The ministry maintained the Guide for Crown Land Use Planning, including providing enhanced clarity about the application of Section 12 of the *Public Lands Act* to Crown land.

For more information on these and other achievements, refer to the Appendix: 2020-21 Annual Report.

# Detailed Financial Information

**Table 3: Ministry Planned Expenditures 2021-22**

| Cost Type | Ministry Planned Expenditures ($M) |
|---|---|
| COVID-19 Approvals | N/A |
| Operating | 623.5 |
| Capital | 49.8 |
| Total | 673.3 |

* Numbers may not add due to rounding.

**Figure 1: Ministry allocation of 2021-22 base spending depicting the Ministry's planned 2021-22 expenditures by Vote/Item, Sub-Item**

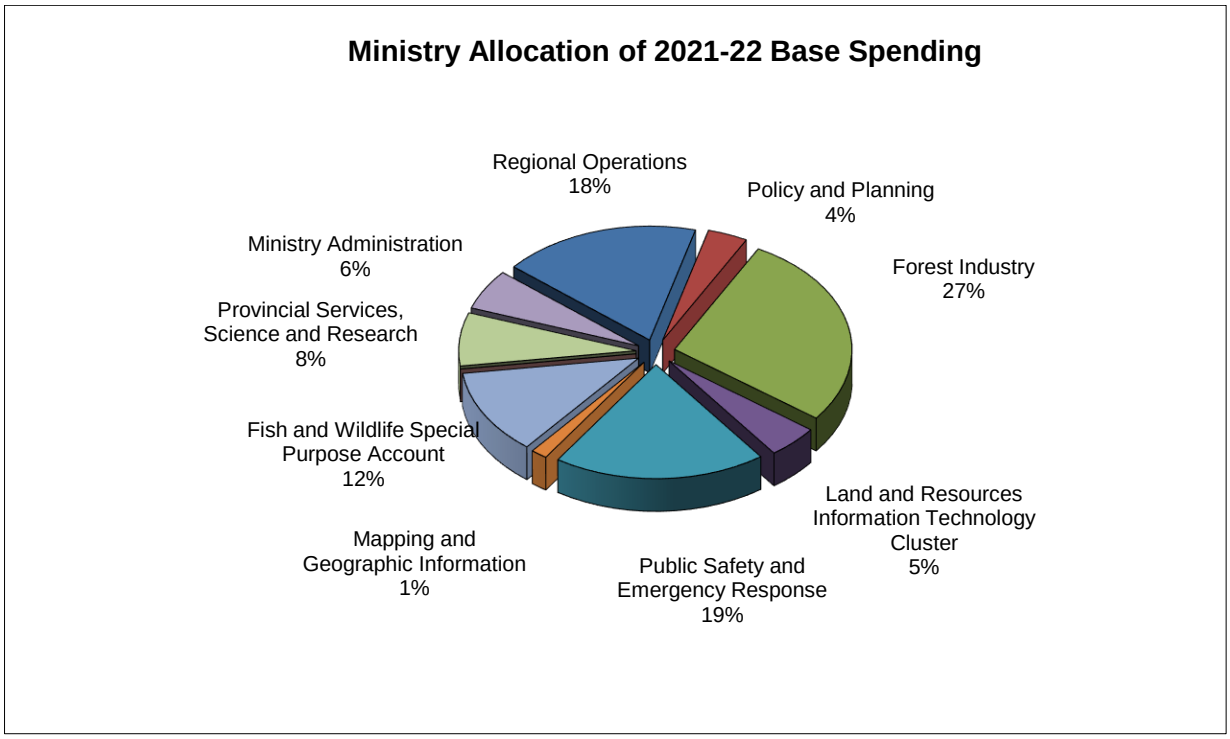


**Table 4: Ministry Planned Operating Expenditures by Vote/Item, Sub-Item 2021-22**

| Activity Name | Ministry Planned Expenditures ($M) |
|---|---|
| Regional Operations | 112.6 |
| Forest Industry | 171.4 |
| Public Safety and Emergency Response | 120.8 |
| Fish and Wildlife Special Purpose Account | 75.0 |
| Provincial Services, Science and Research | 47.1 |
| Policy and Planning | 22.8 |
| Mapping and Geographic Information | 9.4 |
| Ministry Administration | 35.6 |
| Land and Resources Information Technology Cluster | 29.0 |
| Total Planned Expenditures by Activity | 623.5 |

**Table 5: Operating and Capital Summary by Vote**

| Votes/ Programs | Estimates 2021-22 $ | Changes from 2020-21 Estimates $ | Change % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **Operating Expense** | | | | | | |
| Ministry Administration | 38,388,500 | 5,257,300 | 15.9 | 33,131,200 | 40,001,398 | 41,101,113 |
| Natural Resource Management | 282,766,900 | 8,565,300 | 3.1 | 274,201,600 | 273,339,751 | 275,215,782 |
| Public Protection | 130,480,500 | 959,500 | 0.7 | 129,521,000 | 151,161,729 | 165,299,922 |
| Land and Resources Information & Information Technology Cluster | 29,443,700 | 1,669,700 | 6.0 | 27,774,000 | 29,565,996 | 27,126,398 |

| Votes/ Programs | Estimates 2021-22 $ | Changes from 2020-21 Estimates $ | Change % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **Total Operating Expense to be Voted** | **481,079,600** | **16,451,800** | **3.5** | **464,627,800** | **494,068,874** | **508,743,215** |
| Statutory Appropriations | 5,167,014 | 0 | 0.0 | 5,167,014 | 3,365,029 | 2,015,183 |
| Ministry Total Operating Expense | 486,246,614 | 16,451,800 | 3.5 | 469,794,814 | 497,433,903 | 510,758,398 |
| Operating Expense Adjustment- Fish & Wildlife Special Purpose Account | 75,000,000 | 0 | 0 | 75,000,000 | 66,245,000 | 71,221,914 |
| Consolidation Adjustment- Algonquin Forest Authority | 23,795,000 | (123,500) | (0.5) | 23,918,500 | 25,588,500 | 26,587,118 |
| Consolidation Adjustment- Forest Renewal Trust | 60,108,500 | 2,026,500 | 3.5 | 58,082,000 | 63,832,000 | 49,796,911 |
| Operating Expense Adjustment- General Real Estate Portfolio | (21,615,000) | (2,571,800) | (13.5) | (19,043,200) | (19,583,100) | (34,012,534) |
| Operating Expense Adjustment Section 15 Recovery | | | | | | 5,139,144 |
| Ontario Infrastructure Lands Corporation | | | | | | (717,059) |
| Other Adjustments | 0 | 0 | 0 | 0 | 11 | 0 |
| **Total Including Consolidation & Other Adjustments** | **623,535,114** | **15,783,000** | **2.6** | **607,752,114** | **633,516,314** | **628,773,892** |

| Votes/ Programs | Estimates 2021-22 $ | Changes from 2020-21 Estimates $ | Change % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **Operating Assets** | | | | | | |
| Ministry Administration | 1,000 | 0 | 0 | 1,000 | 0 | 0 |
| Natural Resource Management Program | 4,394,200 | (429,800) | (8.9) | 4,824,000 | 3,452,600 | 2,912,000 |
| Public Protection | 49,500 | 0 | 0 | 49,500 | 54,000 | 49,557 |
| Land and Resources Information & Information Technology Cluster | 1,000 | 0 | 0 | 1,000 | 0 | 0 |
| **Total Operating Asset to be Voted** | **4,445,700** | **(429,800)** | **(8.8)** | **4,875,500** | **3,506,600** | **2,961,557** |
| Statutory Appropriations | 0 | 0 | 0 | 0 | 0 | 0 |
| **Ministry Total Operating Assets** | **4,445,700** | **(429,800)** | **(8.8)** | **4,875,500** | **3,506,600** | **2,961,557** |
| **Capital Expense** | | | | | | |
| Natural Resource Management | 27,462,900 | 10,603,300 | 62.9 | 16,859,600 | 22,958,600 | 21,665,619 |
| Public Protection | 5,203,800 | 3,967,300 | 320.8 | 1,236,500 | 1,236,500 | 1,321,451 |
| Total Capital Expense to be Voted | 32,666,700 | 14,570,600 | 80.5 | 18,096,100 | 24,195,100 | 22,987,070 |
| Statutory Appropriations | 17,463,400 | (2,533,700) | (12.7) | 19,997,100 | 18,197,100 | 13,899,324 |
| **Ministry Total Capital Expense** | **50,130,100** | **12,036,900** | **31.6** | **38,093,200** | **42,392,200** | **36,886,394** |

| Votes/ Programs | Estimates 2021-22 $ | Changes from 2020-21 Estimates $ | Change % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| Consolidation Adjustment – Algonquin Forest Authority | 250,000 | 8,500 | 3.5 | 241,500 | 255,000 | 200,995 |
| Consolidation Adjustment – Ontario Infrastructure and Land Corporation | 0 | 0 | 0 | 0 | 0 | (596,924) |
| Consolidation Adjustment – General Real Estate Portfolio | (598,800) | (598,800) | (100) | 0 | 0 | 0 |
| **Total Capital Expense Including Consolidation & Other Adjustments** | **49,781,300** | **11,446,600** | **29.9** | **38,334,700** | **42,647,200** | **36,490,465** |
| **Capital Assets** | | | | | | |
| Natural Resource Management | 37,947,100 | 3,691,800 | 10.8 | 34,255,300 | 27,905,685 | 25,918,605 |
| Public Protection | 8,490,100 | (7,118,300) | (45.6) | 15,608,400 | 12,275,908 | 12,635,851 |
| Total Capital Assets to be Voted | 46,437,200 | (3,426,500) | (6.9) | 49,863,700 | 40,181,593 | 38,554,456 |
| Consolidation Adjustment Algonquin Forest Authority | | | | | 370,000 | |
| Statutory Appropriations | 0 | 0 | 0 | 0 | 0 | 0 |
| **Ministry Total Capital Assets** | **46,437,200** | **(3,426,500)** | **(6.9)** | **49,863,700** | **40,551,593** | **38,554,456** |
| **Ministry Total Operating and Capital including Consolidation and Other Adjustments (not including assets)** | **673,316,414** | **27,229,600** | **4.2** | **646,086,814** | **676,163,514** | **665,264,357** |

* 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 2021 Ontario Budget.

**Table 6: Historic Trend Analysis**

| Historic Trend Analysis Data | Actuals 2018-19 $ | Actuals 2019-20 $ | Estimates 2020-21* $ | Estimates 2021-22* $ |
|---|---|---|---|---|
| Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets) | 708,312,568 | 665,264,357 | 646,086,814 | 673,316,414 |
| *% Change* | | *-6%* | *-3%* | *4%* |

* Estimates and Actuals for prior fiscal years have been re-stated to reflect any changes in ministry organization and/or program structure. The increase to the Ministry's 2021-22 allocation is primarily related to the investment in public service modernization, increased natural resource protection through enforcement enhancements. and the implementation of Insect Pest Management Program to protect Crown timber and high value forestry products.

# Agencies, Boards and Commissions

## 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 Advisory Committee

- responsible for providing 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.

## Nawiinginokiima 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.

### Temagami Forest Management Corporation (New)

- responsible for sustainable forest management, and the marketing and selling of wood supplies to both existing forest industry customers and new entrants on the Temagami forest management unit.

## 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.

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.

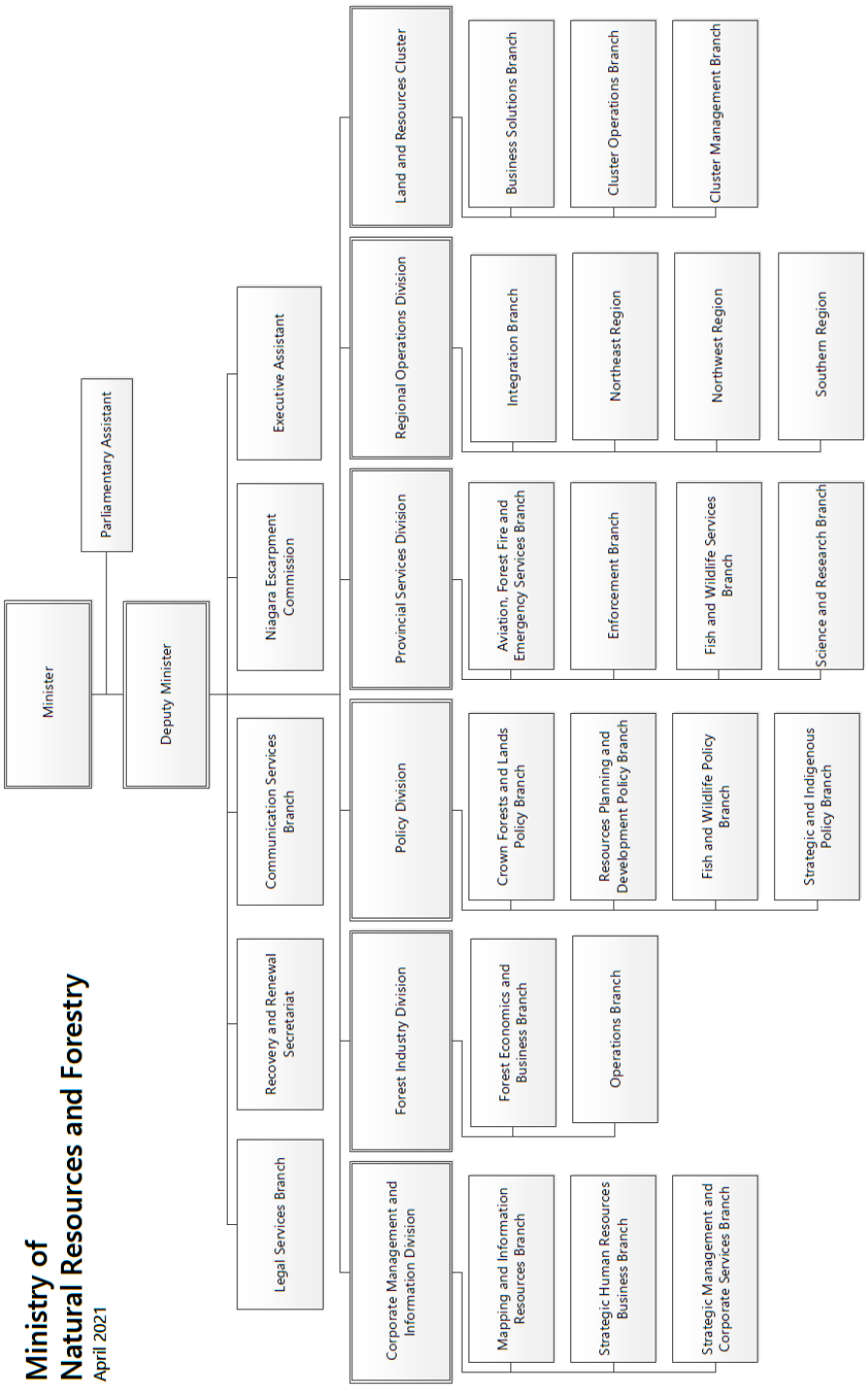
### Table 7: Expenditure and Revenue Data for Agencies, Boards and Commissions

| Name | 2021-22 Estimates: Expenditure $ | 2021-22 Estimates: Revenue $ | 2020-21 Interim Actuals: Expenditure $ | 2020-21 Interim Actuals: Revenue $ | 2019-20 Actuals: Expenditure $ | 2019-20 Actuals: Revenue $ |
|---|---|---|---|---|---|---|
| Algonquin Forestry Authority | 31,439,000 | 31,548,000 | 26,704,000 | 26,648,000 | 30,218,000 | 30,323,000 |
| Big Game Management Advisory Committee | 27,383 | 0 | 8,183 | 0 | 59,962 | 0 |
| Council of the Association of Ontario Land Surveyors | 10,500 | 0 | 10,500 | 0 | 12,951 | 0 |
| Council of the Ontario Professional Foresters Association | 12,500 | 0 | 11,000 | 0 | 20,100 | 0 |
| Fish and Wildlife Heritage Commission | 22,075 | 0 | 10,719 | 0 | 14,640 | 0 |
| Lake of the Woods Control Board | 0 | 0 | 0 | 0 | 1,146 | 0 |
| Nawiinginokiima Forest Management Corporation | 4,622,233 | 6,900,648 | 4,567,756 | 8,750,775 | 5,094,697 | 6,927,356 |
| Niagara Escarpment Commission | 2,647,000 | 0 | 2,365,529 | 0 | 2,687,145 | 0 |
| Ontario Geographic Names Board | 2,475 | 0 | 700 | 0 | 2,431 | 0 |
| Ontario Moose-Bear Allocation Advisory Committee | 0 | 0 | 0 | 0 | 0 | 0 |

| Name | 2021-22 Estimates: Expenditure $ | 2021-22 Estimates: Revenue $ | 2020-21 Interim Actuals: Expenditure $ | 2020-21 Interim Actuals: Revenue $ | 2019-20 Actuals: Expenditure $ | 2019-20 Actuals: Revenue $ |
|---|---|---|---|---|---|---|
| Ottawa River Regulation Planning Board | 71,000 | 0 | 61,495 | 0 | 59,709 | 0 |
| Rabies Advisory Committee | 3,000 | 0 | 1,950 | 0 | 0 | 0 |
| Temagami Forest Management Corporation (NEW) | 1,102,870 | 1,174,818 | 0 | 150,000 | N/A | N/A |

# Ministry Organization Chart

**Figure 2: Ministry of Natural Resources and Forestry organizational structure**



# APPENDIX: 2020-21 ANNUAL REPORT

## 2020-21 Results

### Key Activity 1: Protect the Public from Natural Disasters or Hazards

- Ontario is recognized internationally as a leader in wildland fire management and remains committed to preserving and protecting our natural resources. The ministry has a renewed focus on adopting a risk-reduction approach to wildland fire management and supporting a shift to a whole-of-society approach to wildland fire and risk reduction. MNRF is currently conducting a robust review of its wildland fire prevention and mitigation programs with the intent of expanding, streamlining and increasing the effectiveness of those programs. Ontario is an active partner in the Canadian Interagency Forest Fire Centre led steering committee for the development of the National Strategy for Prevention and Mitigation.

- As a result of the COVID-19 pandemic, the ministry took an aggressive approach to fighting wildland fires this season, focusing on detecting fires early and combating them with full force to keep them small. This adjusted approach resulted in fires that normally would have been observed to be suppressed at earlier stages of their detection in order to reduce the risk of COVID-19 spread as a result of large-scale evacuations. The approach required an increased reliance on aircraft to suppress fires and deliver fire ranger crews for initial attack as well as for fire detection flights to ensure immediate response upon fire sightings.

- The ministry has the ability under the Forest Fires Prevention Act to implement Restricted Fire Zones (RFZ) inside the fire region of Ontario. On April 3, 2020, Ontario designated the entire fire region in the province an RFZ. An RFZ is a temporary measure put in place to prevent human-caused fires when the fire hazard is extreme or when firefighting resources are limited. Approximately half of the wildland fires in Ontario each season are human caused; the ministry took

action to reduce the risk of these preventable fires by implementing temporary restrictions on the use of open fires.

- On May 16, Ontario lifted the RFZ designation. The ministry continued to assess wildland fire hazard conditions throughout the province in case the RFZ designation needed to be reinstated in higher risk areas if warranted.

- To help stop the spread of COVID-19, Fire Rangers were required to follow the health and safety guidelines recommended by the Chief Medical Officer of Health, such as physical distancing, frequent hand washing, and daily self-assessments by staff.

- Ministry staff aided 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.

- There were two declared emergencies due to wildland fires that the MNRF responded to with suppression efforts or assisted with the evacuation of communities. Aviation, Forest Fire Emergency Services (AFFES) Branch assisted the Provincial Emergency Operations Centre (PEOC) with the evacuation of residents of the communities of Red Lake and Eabametoong First Nation, (Fort Hope), by hiring passenger aircraft to temporarily relocate the residents to other centres.

- Through the Ontario FireSmart Communities Transfer Payment program, municipalities may apply for 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 received funding through this grant program in 2020 including Alberton, La Vallee, Terrace Bay, and Emo.

- During the 2020 fire season, the ministry provided specialized wildland fire personnel and equipment to support two jurisdictions including Quebec and Oregon.
    - 124 AFFES specialized fire staff along with two CL-415 fire suppression waterbombers and one birddog aircraft were deployed to Quebec from June 21st to July 11th. In addition, Ontario provided Quebec with approximately 4,300 pieces of wildland fire suppression equipment, such as pumps, hose, shovels and axes.

    - Ontario provided 19 highly specialized wildland fire support staff to help manage fire operations on the ground in Oregon from September 18th to October 2nd. Ontario worked closely with the Canadian Interagency Forest Fire Centre to ensure all requirements for a safe deployment during the global pandemic were met.

- Ontario received aviation support from Manitoba and Quebec during peak periods of wildland fire activity in July and August 2020 in the form of CL-415/215 heavy water bombers. Ontario also utilized our Quick Strike Agreements with partnering provinces and states for rapid response to wildland fire during days of high fire activity.

- The Surface Water Monitoring Centre:
    - Migrated centre operations to 100% remote-location delivery without interruption of time-critical early warning data services during the pandemic response.
    - Issued 55 flood messages to date (as of Jan 25, 2021), down from 63 in 2019-2020, to partners which enable them to respond to local issues;
    - Issued 86 drought messages to date (as of Jan 25, 2021), up from 28 in 2019-2020, due to a long dry summer in 2020.
    - Prioritized return-to-service of critical monitoring stations in the hydrometric network which have been impacted by COVID-19 restrictions.
    - Added more detailed mapping of Great Lakes water levels and far north watersheds to the flood webpage, to better inform communities of the potential for local flooding.
    - Implemented new flood level, flow and statistical threshold time-series mapping and graphing products to help partners contextualize extreme levels and flows.

- 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.

- 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 $5.0 million in capital funding to 19 CAs for 51 water and erosion control infrastructure projects.

- MNRF is leading implementation of Protecting People and Property: Ontario's Flooding Strategy, released in March 2020, which includes commitments from 10 provincial ministries and partners in 90 initiatives spread across the pillars of emergency management.

## Key Activity 2: Deliver Direct Services to the Public and Industry

- The ministry provided fishing and hunting opportunities to approximately two million Outdoors Card holders which generated almost $50 million in licence sales.

- The ministry trained approximately 15,000 new hunters through the Ontario Hunter Education Program, generating over $450,000 in revenue directed to the Fish and Wildlife Special Purpose Account. In response to the pandemic, the ministry introduced a temporary online solution for obtaining hunter education certification. The temporary delivery alternative allowed new hunters to obtain hunter education even when health restrictions prevented the delivery of traditional in-person classes.

- In 2020, a new service agreement was signed with the Ontario Federation of Anglers and Hunters for the administration and delivery of the Ontario Hunter Education Program. The value for these services will not exceed $1,800,000, plus HST, for a period of two-years, with an option for two one-year extensions.

- 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 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 licence issuer network. In 2020, the Natural Resources Information and Support Centre (NRISC) handled approximately 76,000 calls and 21,000 email inquiries related to fish and licensing and/or hunting in Ontario.

- The ministry provided approximately eight million fish for stocking purposes and population re-habilitation through the Fish and Wildlife Program's fish culture stations.

- The ministry established the Hunting, Fishing, and Resource-based Tourism Ministerial Advisory Council to inform the government how the COVID-19 pandemic was impacting the sector and to inform key recovery actions.

- The ministry conducted a designed survey of Ontario white-tailed deer hunters to gather information from clients on their hunting activities and expenditures to better inform program decision making.

- Conservation officer activities involve outreach to ensure people are aware of their responsibilities for safe and sustainable natural resource use. Each year, conservation officers make over 240,000 contacts with members of the public while on duty in the field and at outreach events. Approximately 530 events are attended each year where educational messaging is provided on a variety of topics including hunting safety and hunter education.

- The ministry distributed approximately 1.2 million rabies vaccine baits, tested 3,358 samples for rabies, and vaccinated over 4,000 raccoons and skunks by hand through MNRF's trap-vaccinate-release program. Raccoon and fox strain rabies cases in the province declined by 60% in 2020 from 2019 case numbers.

- MNRF received and considered 96 name proposals from members of the public for geographic features, resulting in 11 recommendations in the process of being finalized, 15 deferrals and 70 pending consultation input. Three names were submitted by Indigenous communities and eight submissions were in memory of servicemen from Ontario who lost their lives in World War II.

- The ministry provided 50 geographic feature names for the Ontario portion of a national map Celebrating Women with Canadian Place Names.

- 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 $107.6 million in revenue up to December 31, 2020. The total revenue forecast for 2020-21 is $139 million. The ministry is continuing to work to ensure that *Public Lands Act* service fees are aligned with the costs of providing services.

- MNRF provided 1,153 Crown Patents records to clients requesting them from April 1, 2020, to Dec 31, 2020.

- The ministry served more than 465 Ontario Wood partners, including recruitment of 20 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 Sustainable Growth: Ontario's 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.
    - Between January 13 and February 12, 2020, MNRF and the Ministry of Environment, Conservation and Parks (MECP) hosted ten engagement sessions with Indigenous peoples, and six sessions with municipalities. One hundred participants from 45 communities participated in the Indigenous sessions. A draft Forest Sector Strategy was posted on the Environmental Registry of Ontario (ERO) for comment from December 4, 2019 to February 5, 2020. The posting received over 33,000 comments including 483 direct comments from the public, Indigenous communities, municipalities and a range of stakeholders, and 32,653 e-mails as a result of mail in campaigns. Based on what was heard in the various sessions along with the ERO posting and through the work on Ontario's recovery plan, the draft strategy was strengthened before the release of the final strategy in August 2020.

- In 2020, MNRF completed 66 Freedom of Information requests.

- The ministry published 22 new datasets to the Ontario Data catalogue and updated 48 datasets in the Ontario Data catalogue, including moving 14 data sets from restricted access to open access.

- MNRF responded to over 14,000 inquires about Ontario's geospatial data and mapping services and products.

- MNRF processes more than 230 additional approval types to more than 45,500 clients resulting in more than 81,000 interactions annually. At present:
    - 202 approval types are paper based, with 36,000 individuals completing over 70,000 interactions, and
    - 28 approval types are digital, with approximately 8,850 individuals completing 11,250 interactions.

- Over the next three years the ministry will review streamlining opportunities for all approvals and implement digital channels for all approval types, thereby enhancing customer service and reducing regulatory burden on citizens and businesses.

## Key Activity 3: Promote Economic Growth and Job Creation

- MNRF led delivery of the new Forest Sector Investment and Innovation Program, in cooperation with MEDJCT. The FSIIP 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; strengthen regional economies; and, provide benefits to Ontario's broader forest sector (i.e. beyond the direct benefits to the Applicant). The new program is consistent with the open for business – business success framework and the Ernst and Young Business Supports review.

- MNRF launched the Forest Sector Safety Measures Fund (FSSMF), which is intended to help small to medium size forest sector companies overcome the economic challenges faced due to extra costs for the implementation of COVID-19 safety measures, thus supporting vital jobs in communities across the country and maintaining critical forest management infrastructure. Funding of $5.3 million is being provided by the federal government through Natural Resources Canada and the program was delivered by MNRF.

- MNRF delivers the Provincial Forest Access Roads Funding Program, which is the mechanism Ontario uses to reimburse the industry for the government's proportional fair share of the costs to build and maintain public access roads in Crown forests. Forest access roads benefit not only the forest industry, but also mining companies, tourism operators, Indigenous communities, utility and railway companies, hunters, anglers, campers, trappers, cottagers, and the general public. These roads also provide part of the rural infrastructure for emergency preparedness and response. To support the forest industry through the COVID-19 pandemic the ministry advanced implementation of the 2020-21 Provincial Forest

Access Roads Funding program to enable companies to receive funding months earlier than usual. Total funding is $53.2 million for 2020-21.

- To support the forest industry through the COVID-19 pandemic the ministry also implemented several measures to provide support to the forest industry to help ensure continued operations while protecting workers and communities. These included:
    - Providing a six-month deferral on payment of stumpage charges.
    - Making $3.5 million in funding available to support implementation of COVID-19 health and safety measures for silvicultural companies to support the 2020 tree planting season.

- Promoting the use of renewable forest biomass as a heating fuel for northern, rural and Indigenous communities is an important action identified in the Made-in-Ontario Environment Plan and in Sustainable Growth: Ontario's Forest Sector Strategy. Under the Ontario Bioheat Initiative, MNRF partnered with FPInnovations, Natural Resources Canada and the Centre for Research and Innovation in the Bio-economy (CRIBE) to promote the use of forest biomass as a fuel source through a Solid Wood Bioheat Webinar Series in February and March of 2021. Information about the series including recordings are available on CRIBE's website: https://cribe.ca/resources/bioheat-webinar-series/

- The forest sector is an important part of Ontario's history and a critical part of the province's future. The forest sector generated $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 147,000 jobs across the province (MNRF, 2019). The Forest Sector Strategy sets out key goals and actions to unlock the forest sector's potential 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.

- MNRF responded to recent interest in the development of compressed air energy storage technology in Ontario by proposing changes to Ontario Regulation 245/97 under the *Oil, Gas and Salt Resources Act*. The proposed changes would provide

increased protection of public and environmental safety, as well as provide greater clarity and certainty for the energy storage industry, local and Indigenous communities, and the public.

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## 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. In 2020-21 MNRF conducted a modified aquatic monitoring program due to the COVID-19 pandemic. The ministry conducted focused aquatic monitoring on two provincially significant inland fisheries, Lake Simcoe and Lake Nipissing. In 2020-21, creel surveys were conducted on Lake Nipissing, Lake Simcoe and small lake trout lakes in Fisheries Management Zone 6 and a netting survey for walleye took place on Lake Nipissing. In addition, lake trout and whitefish egg collections were conducted on Lake Simcoe.

- Aerial angler counts were conducted on lakes across the province to assess the accuracy of angler-reported fishing effort in the 2020 Survey of Recreational Fishing in Ontario and to provide information on potential COVID-19 impacts on the number of people fishing and the amount of time spent fishing.

- The ministry also conducted several science development projects to support constant improvement of its monitoring methods including netting surveys on the Kaministiquia River and Lake Nipigon, whitefish net calibration, and environmental DNA (eDNA) monitoring.

- In 2020 the Lake Ontario Management Unit completed the fish community index program for Eastern Lake Ontario/Bay of Quinte and St. Lawrence River. The index program provides critical information on the status and health of key fisheries to inform management planning and actions such as angling regulations and commercial harvest quota that are designed to maintaining and enhance subsistence, recreational and commercial fishery such as walleye, yellow perch and lake whitefish. In 2020 a new Fisheries Management Zone 20 (Lake Ontario) bass regulation was approved that will provide additional angling opportunities while also ensuring greater protection to small mouth bass during the critical spawning time.

- MNRF staff worked with deer hunters to conduct additional comprehensive CWD monitoring in Wildlife Management Unit 65 in response to the detection of CWD on a game farm in Quebec. In 2020-21, two surveillance zones, one in eastern Ontario and one in southwestern Ontario, were monitored for CWD and the disease was not detected.

- The ministry's forest health monitoring program identified 1,065,796 hectares of forest defoliated by jack pine budworm in Northwestern Ontario (NW) and 452,000 of forest defoliated by Spruce Budworm in Northeastern Ontario (NE). MNRF initiated planning for two 2021 insect pest management programs that would include aerial insecticide applications on approximately 100,000 hectares each in the NW for jack pine budworm and in the NE for spruce budworm.

- The forest health program also identified 586,467 hectares of forest defoliated by gypsy moth, primarily in southern Ontario. MNRF provided forecasts on potential gypsy moth impacts for spring 2021 and additional information to help the public and other private landowners determine how to best manage gypsy moth infestations.

- The ministry continued moose aerial inventories throughout 2020-21 with the completion of aerial surveys of 6 wildlife management units. 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 moose tag allocations.

- 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.

- The Crown Land Use Policy Atlas was amended to provide better clarity for fishing and hunting activities.

- MNRF continues to work 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.

- Significant progress was made toward completing a draft community-based land use plan with Constance Lake; this community-based land use plan is expected to be released for public review and comment on the Environmental Registry in early 2021.

- Far North Branch led extensive First Nation and stakeholder engagement related to the proposed refocussing of the *Far North Act*, including in-person and virtual engagement sessions, a joint process to review the Act with Nishnawbe-Aski Nation, and an environmental registry posting to seek input on proposed amendments.

- The ministry is engaged in discussions with new First Nation partners regarding developing land use plans under the *Far North Act*.

## Key Activity 5: Develop Legislation, Policies and Implement Programs

- In early 2020, the ministry consulted with industry, Indigenous communities, municipal partners and the public regarding proposed regulatory changes under the *Aggregate Resources Act*. The consultation period resulted in over 200 comments received. With input from consultation, Ontario Regulation 244/97 and the Aggregate Resources of Ontario Provincial Standards were amended to support the growth of communities, reduce burdens to the aggregate industry while managing community impacts, and maintaining strong environmental protections. Among other things, the regulation and standards outline requirements for new pit and quarry applications and specify operating and reporting requirements that apply to all sites authorized under the legislation. A phased approach to implementing the changes has been taken with some changes coming into effect September 1, 2020, while others come into effect on

April 1, 2021, and January 1, 2022. Changes made will modernize the way aggregate resources are managed, including:

- new and updated technical reports and information requirements for applications to establish a new pit or quarry including enhanced water study requirements
- updated site plan requirements for new pit and quarry applications
- enhanced notification and consultation requirements for new pit and quarry applications
- updated conditions that will apply to newly issued licences and permits
- new application requirements for existing pit or quarry operators wishing to make an amendment to extract below the water table or to expand into an adjacent road allowance
- new rules requiring custom plans to be prepared for applications seeking to extract from land under water
- exemptions from needing a licence for some small excavations on private land if rules set in regulation are followed
- new rules to allow self-filling of some minor routine site plan amendments (e.g. re-location of some structures or fencing as long as setbacks are respected)
- updated operating requirements that apply to all pits and quarries authorized under the *Aggregate Resources Act*
- updated annual compliance reporting requirements, including a streamlined report for inactive sites.

- In February 2020 the ministry amended Ontario Regulation 454/96 (Construction) to provide alternate regulatory approval requirements for repairs to existing low hazard wetland dams under the *Lakes and Rivers Improvement Act*. The amendment reduces regulatory burden to owners of low hazard wetland dams, such as Ducks Unlimited Canada, while supporting the continued management of Ontario's wetlands. This is accomplished through providing alternative rules in regulation approach to repairing existing low hazard wetland dams.

- In March 2020, having worked closely with MECP who concurrently revoked existing Permits to Take Water for waterpower dams, the ministry approved the new Minister's Regulation 102/20 (Monitoring of Mercury Near Dams) under the *Lakes and Rivers Improvement Act*. The new regulation ensures continuity of oversight of methyl mercury monitoring and reporting at waterpower facilities through the preparation of Mercury Monitoring Plans.

- The ministry completed Ontario's Moose Management Review, which included comprehensive regulation changes, a new harvest system, and a new moose tag allocation system.

- The ministry made changes to the *Fish and Wildlife Conservation Act* and its regulations to support chronic wasting disease prevention and response.

- The ministry implemented comprehensive changes to Ontario's black bear management regulations, which included establishing a regular annual spring hunting season, season closures on the Bruce Peninsula to support local population sustainability, changes to baiting rules, and changes to support the bear tourism industry.

- The ministry implemented several burden reduction regulatory amendments to support trapping and furbearer management in Ontario.

- The ministry also implemented regulation changes to reduce burdens on small businesses and support new hunting opportunities (e.g. burden reduction for trappers, fur dealers and airports, new hunting seasons for wild turkey and double-crested cormorants).

- 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 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 saved $21,000 in annual expenditures for the Conservation Land Tax Incentive Program and Managed Forest Tax Incentive Program

after applying modernized approaches to the annual application mailout and to general program communication.
    - For the 2021 tax year, 24,580 properties are participating and receiving a property tax exemption, protecting 702,000 acres (284,000 hectares).

- 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 new Forest Sector Investment and Innovation Program (FSIIP) has received 49 inquiries in its first five rounds, resulting in six Stage I applications. Two of the six applications have been approved with one contracted while the remaining four are at various stages of the evaluation and approvals process and not yet contracted. MNRF administers FSIIP in cooperation with MEDJCT.

- Launched the Forest Sector Safety Measures Fund (FSSMF), which will deliver up to $5.3 million in 2020-21 to help small to medium size forest sector companies overcome the economic challenges faced due to extra costs for the implementation of COVID-19 safety measures.

- Due to the economic impact of COVID-19, MNRF expedited the implementation of the $53.2 million Provincial Forest Access Roads Funding Program in 2020-21 and allowed for costs incurred to be reimbursed earlier as compared to previous years. This resulted in approximately $8.0 million being reimbursed by the end of August compared to less than $200,000 being reimbursed during the previous two years for the same period.

- In June Cabinet approved revisions to the Forest Management Planning Manual, the Forest Operations and Silvicultural Manual, and the Forest Information Manual to eliminate duplication and streamline requirements for implementation of existing forest management plans (FMPs) for the forest industry. These revisions were facilitated by changes to the *Environmental Assessment Act* which exempted forest management activities from the act and prompted MECP to revoke MNRF's declaration order.

- Cabinet approved changes to the Independent Forest Audit Regulation in June, reducing the number of audits each year while maintaining the integrity of the program for its intended purpose. MNRF also updated supporting policy providing for efficiencies to take effect for the 2021 audit year.

- MNRF finalized implementation of Permits to Remove under the *Crown Forest Sustainability Act* (CFSA) allowing for the repeal of the Watay CFSA exemption via an Order in Council. Cabinet also revoked the nursery regulation (OR 458/90) as part of CFSA maintenance.

- The MNRF continues oversight of two Forests Trusts that are an integral part of delivering forest renewal programs in Ontario. The Forest Renewal Trust provides funding for reimbursement of silvicultural expenses on Crown Forest following harvest. The ministry continues to work collaboratively with the Forestry Futures Committee in delivering on the objectives of the Forestry Futures Trust. Committee members administer programs with a focus on supporting silviculture projects, forest genetics management, Independent Forest Audits, tenure modernization, an enhanced forest inventory program, scientific memberships and a new purpose "COVID-19 Incremental Silviculture Cost Program" introduced in 2020 to help support the forest sector in response to the COVID-19 pandemic.

- 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 and forest industry established the Forest Management Planning Advisory Group to collaborate and provide advice to the ministry on the development and implementation of forest management planning policy. 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, with assistance from partners 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 updated the Ontario Tree Seed Transfer Policy to enable adaptation to a changing climate while helping forest managers make informed seed transfer decisions based on local conditions. The policy helps conserve genetic diversity of native tree species and promotes forest health and productivity. The policy provides forest managers a streamlined approval process, decision making support with interactive maps and data, additional choices for seed selection and transfer while protecting their current investments in seed.

- MNRF continued to work with the Ministry of Labour, Training and Skills Development to implement forest industry heavy equipment and mill operations training among new and incumbent workers in Northern Ontario, and identify further training needs in Ontario’s forest sector.

**Table 1: Ministry Interim Actual Expenditures 2020-21**

| Cost Type | Ministry Interim Actual Expenditures ($M) 2020-21* |
|---|---|
| COVID 19 Approvals | N/A |
| Operating Expense | 633.5 |
| Capital Expense | 42.6 |
| Staff Strength (as of March 31,2021) | 2,904 |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget.

**For additional financial information, see:**

**https://www.ontario.ca/page/expenditure-estimates**
**https://www.ontario.ca/page/public-accounts**
**http://budget.ontario.ca/2021/index.html**

For questions or comments, please contact:

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Further information about the ministry and its programs can be found on the ministry's website.

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Ontario

# Estimates Briefing Book
# 2021-22

## Office of the Premier

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## 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 support to protect people's health and the economy.

The government is building upon the pre-existing response measures by continuing to provide resources toward the COVID-19 response, including:

- 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

- Ensuring that hospitals and the health care system more broadly have the health care workers and space needed to care for anyone who becomes ill

- Ensuring COVID-19 patients are cared for and preventing and controlling the spread of the virus

The government has also developed a plan to support vaccine rollout, prioritizing the health and safety of Ontarians, while stimulating economic growth and recovery. That includes:

- Building on its comprehensive testing strategy by expanding the use of rapid-testing in high priority areas to identify and slow the spread of COVID-19 as vaccines are being rolled out

- Providing resources and supports for businesses and workers in the workplace

- Developing a framework for Ontario's vaccination plan and reopening the province

## 2021-22 STRATEGIC PLAN

The government will continue to 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 and defeat COVID-19 through:

- Developing a vaccination plan, increasing access to COVID-19 testing and PPE, and increasing hospital capacity

- Ensuring broader access to long-term care and ensuring quality of life in long-term care homes by increasing staffing and infection prevention and control practices

- Building an innovative and responsive health care system

- 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 2021-22 ($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 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21* $ | Interim Actuals 2020-21* $ | Actuals 2019-20* $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Office of the Premier | 2,326,800 | - | - | 2,326,800 | 2,326,800 | 2,319,671 |
| Less: Special Warrants | - | - | - | - | - | - |
| **Total Operating Expense to be Voted** | **2,326,800** | **-** | **-** | **2,326,800** | **2,326,800** | **2,319,671** |
| Special Warrants | - | - | - | - | - | - |
| Statutory Appropriations | 105,861 | - | - | 105,861 | 105,861 | 105,156 |
| **Ministry Total Operating Expense** | **2,432,661** | **-** | **-** | **2,432,661** | **2,432,661** | **2,424,827** |
| Consolidation Adjustment - General Real Estate Portfolio | - | - | - | - | - | - |
| **Total Including Consolidation & Other Adjustments** | **2,432,661** | **-** | **-** | **2,432,661** | **2,432,661** | **2,424,827** |
| **CAPITAL EXPENSE** | | | | | | |
| Consolidation Adjustment - General Real Estate Portfolio | - | - | - | - | - | - |
| **Total Including Consolidation & Other Adjustments** | **-** | **-** | | **-** | **-** | **-** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **2,432,661** | **-** | **-** | **2,432,661** | **2,432,661** | **2,424,827** |

* 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 *2021 Ontario Budget.*

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## Historic Trend Table

| Historic Trend Analysis Data | Actuals 2018-19* $ | Actuals 2019-20* $ | Estimates 2020-21* $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | 2,185,526 | 2,424,827 | 2,432,661 | 2,432,661 |
| | | *11%* | *0%* | *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 2020-21**

| | Ministry Interim Actual Expenditures ($M) 2020-21 * |
|---|---|
| **COVID-19 Approvals** | **0.0** |
| **Other Operating** | **2.4** |
| **Capital** | **0.0** |
| **Staff Strength ** (as of March 31, 2021)** | **67.0** |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget.
** Ontario Public Service Full-Time Equivalent positions.

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# Estimates Briefing Book
# 2021-22

## Ministry for Seniors and Accessibility

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# PART I: 2021-22 PUBLISHED PLAN

## MINISTRY OVERVIEW

### Ministry's Vision

The Ministry for Seniors and Accessibility's vision is an inclusive Ontario that supports the health and well-being of people with disabilities and older Ontarians. The ministry strives to improve the quality of life for older Ontarians and people with disabilities by changing perceptions and promoting the benefits of an inclusive, age-diverse, accessible Ontario where everyone is respected and able to participate. Through targeted supports, policy and program development, cross-government collaborations and strategic partnerships with businesses and not-for-profit organizations, the ministry supports older Ontarians 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. Older Ontarians 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.

The ministry has undertaken various initiatives to support older Ontarians and people with disabilities through this unprecedented and challenging COVID-19 pandemic.

To achieve its vision, the ministry:

- Collaborates across government and with key partners like municipalities and community organizations to inform policies and 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 and supporting the safety of retirement home residents.
- Ensures that people with disabilities with diverse lived experience and expertise are represented and are engaged in ministry activities and legislative bodies such as the Accessibility Standards Advisory Council, and Standards Development Committees.
- 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 older Ontarians lens to government policies, programs, services and initiatives.
- Supports the development of education tools and resources.

- Administers and oversees development, implementation, and enforcement of accessibility laws as part of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).
- Administers the Retirement Homes Act, 2010 (RHA), Ontarians with Disabilities Act, 2001 (ODA), and the Seniors Active Living Centres Act, 2017 (SALCA) and oversees the Retirement Homes Regulatory Authority (RHRA).
- Works with Federal/Provincial/Territorial partners and participates in 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. Older adults and people with disabilities have unique vulnerabilities due to barriers that have arisen as a result of the pandemic. Congregate settings, including retirement homes, are at greater risk of COVID-19 outbreaks. 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 that impact the residents and staff in licenced retirement homes.

From amendments to regulations, drafting emergency orders, and working across government to establish supports for preventing and containing outbreaks in the retirement homes sector, 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 is also working across government to provide advice on ways accessibility barriers can be addressed and removed for persons with disabilities and seniors.

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:

**Policy, Program, and 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.
- Leads policy and program development to respond to the impacts of the COVID-19 pandemic in retirement homes through collaboration with other ministries, the RHRA and the sector.
- Collaborates with stakeholders including accessibility and seniors' organizations, employers (including the Employers' Partnership Table), partner ministries, and the 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 RHRA, with the aim to ensure that retirement home residents are safe, respected, and can make informed choices about their care options.
- Leads policy development related to the Seniors Active Living Centres Act, 2017 and oversees the design, implementation, and management of the Seniors Active Living Centres Program.
- Supports hundreds of community projects that help seniors and people with disabilities through the design, implementation, and management of the Seniors Community Grant and the Inclusive Community Grants programs.
- 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.
- Convenes the Seniors Liaison Committee and consults with partner ministries, federal and other provincial/territorial jurisdictions to develop user-centred evidence-based policies and programs.

**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 Integrated Accessibility Standards Regulation, O.Reg. 191/11 (IASR).

- Helps ensure public, private, and not-for-profit sector organizations understand and comply with the provincial accessibility standards by providing compliance assistance, audit, and enforcement activities in alignment with the government's overall compliance objectives.
- Educates, partners with, and builds awareness among businesses, not-for-profit organizations, and the broader public sector about accessibility laws, and ensures organizations and communities understand and have the tools and supports required to comply with the AODA and to champion accessibility.
- Supports programs that educate about accessibility and support regulatory compliance; and that recognize individual Ontarians who, and organizations in Ontario that have excelled in improving and championing accessibility for people with disabilities.

## 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.

Additionally, the ministry has developed new policies and programs to support seniors and people in the community and to support the safety and well-being of retirement home residents and staff due to the significant impact of the COVID-19 pandemic on the sector.

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## 2021-22 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 2021-22, the ministry will focus on:

- Supporting older Ontarians and people with disabilities through the COVID-19 pandemic by:
    - 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.
- Supporting residents of retirement homes throughout the COVID-19 pandemic by:
    - Protecting seniors in retirement homes through ongoing support for infection prevention and control (IPAC).
    - Ensuring older adults and retirement home staff, residents and essential caregivers are prioritized for COVID-19 vaccination.
    - Working with partners to identify the evolving needs of the retirement homes sector and maintaining supports to help operators continue to respond to and recover from the pandemic. This includes access to staffing, personal protective equipment and testing in retirement homes. For example, the Government has allocated $2M over two years to support the recruitment and retention of personal support workers and nurses in retirement homes.
    - Working across government and with the RHRA to establish a coordinated response to outbreak management in retirement homes, including escalating and supporting retirement homes in crisis.
    - Working with key ministry partners and with the RHRA to develop and implement legislative and policy changes that support greater oversight, impact staffing and are responsive to the Office of the Auditor General of Ontario’s recommendations in the 2020 Value for Money Audit.
- Investing $3.7M to support an initiative to remove transportation barriers so seniors and people with disabilities can get to COVID-19 vaccination locations.

- Planning to release and leverage the 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 the Seniors Active Living Centre Program by investing an additional $3.1M in 2021-22 for a total of $17.2M to support nearly 300 Senior Active Living Centre programs, which provide social and recreation programs for seniors. These programs will deliver virtual initiatives to help keep seniors safe and socially connected as they continue to self-isolate;
    - Providing Seniors Community Grants to not-for-profit organizations, local services board and Indigenous groups to develop programs to protect the needs of seniors and ensuring they receive support. The ministry will be investing up to $5M to support hundreds of diverse community projects. This year's funding focuses on helping older adults stay connected with their communities while self-isolating from the safety of their home during the pandemic;
    - 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 elder abuse prevention and increasing awareness of seniors' safety as well as enhancing security for individuals who may experience vulnerabilities due to abuse;
    - Educating caregivers and supporting older adults in addressing cognitive and physical challenges faced when aging;
    - Overseeing the administration of the Retirement Homes Act, 2010 and overseeing the RHRA;
    - Responding to the Office of the Auditor General of Ontario's audit recommendations for the ministry to work across government and with sector partners to modernize retirement homes and enhance the oversight role with the RHRA.

  - Initiating a review of the retirement homes regulatory framework to identify opportunities to strengthen the regulatory regime and examine the role of the retirement homes sector within the continuum of care for seniors in Ontario, including its intersection with Long-Term Care and other emerging housing models.
  - Responding to the challenges posed by the pandemic addressing the key issues identified concerning the welfare of Ontario's seniors who are in communities and in congregate care settings.

- Strengthening communities and providing local opportunities for older adults and people with disabilities through the Inclusive Community Grants Program. This program funds the development of community supports that promote healthy and active aging, supporting the social engagement of older adults and people with disabilities, helping them to be safe and secure at home and in the community, as well as participate in the labour force. Municipalities and local organizations can use the funding towards projects such as:
  - Undertaking local needs assessments to determine gaps in existing supports for seniors and people with disabilities;
  - Developing action plans and implementing virtual programs;
  - Retrofitting buildings with ramps and accessible washrooms; and
  - Installing self-serve kiosks with software that people with vision or hearing loss can use.
- Promoting Age-Friendly Communities to make communities more inclusive and accessible for all older adults and people with disabilities.
- Investing an additional $5M in 2021-22 to the Ontario Community Support Program to ensure that eligible low-income older adults and people with disabilities can continue to get meals and other essential supplies delivered to their homes.
- Administering the EnAbling Change Program that provides funding to not-for-profit organizations, industry organizations, and professional associations to educate their stakeholders about accessibility, drive cultural awareness about the value and benefits of accessibility, and support regulatory compliance.
- Supporting the administration of the David C. Onley Award for Leadership in Accessibility program which recognizes individual Ontarians, and organizations in Ontario that have gone above and beyond to improve and champion accessibility for people with disabilities. Continuing to work with partner ministries, stakeholders, and businesses to make it easier for businesses to be accessible and inclusive based on key inputs from reviews and to comply with the law through simplified messaging and processes.

- Increasing employment opportunities for people with disabilities by working with industry leaders, government and stakeholders to make it easier for businesses to be accessible and inclusive. Some of this work includes leading initiatives and supporting partner ministry-led initiatives in:
    - Modernizing and improving employment services;
    - Providing funding and supports to help employees with disabilities and employers thrive;
    - Enhancing employment opportunities for youth with disabilities; and
    - Investing in businesses and services to help them be more accessible to attract more customers and employees.
- 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.
- Continuing to support the vaccination of seniors and people with disabilities by participating in and providing accessibility expertise to the Province's COVID-19 Vaccine Distribution Task Force.
- 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 oversight on the transfer payment agreement with 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. Organizations can apply to receive complimentary accessibility rating of their building.
- 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.
- Ensuring the policy development, implementation and enforcement of the Accessibility for Ontarians with Disabilities Act, 2005 and the Integrated Accessibility Standards Regulation O.Reg. 191/11 and the continuing work on proposed new standards in the areas of healthcare and publicly funded education.

- **Expected outcomes** include:
    - Retirement home residents and staff are kept informed, safe and healthy during the COVID-19 pandemic.
    - People with disabilities including seniors with mobility issues who require transport support to get to/from a COVID-19 vaccination site have received such support.
    - Seniors and people with disabilities who require meals, foods and other essentials during the COVID-19 pandemic period have received such supports.
    - Increased digital literacy amongst seniors to ensure older Ontarians can access greater services and information from home as well as combat social isolation risks.
    - 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.
    - Barriers faced by people with disabilities and older Ontarians are prevented and removed to the extent possible in all areas of daily life.

**Table 1: Ministry Planned Expenditures 2021-22 ($M)**

| | |
|---|---|
| COVID-19 Response | 6.0 |
| Regular Business | 75.6 |
| Capital | 0.0 |
| **TOTAL** | **81.7** |

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## Detailed Financial Information

### Table 2: Combined Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration Program | 3,775,200 | (113,600) | (2.9) | 3,888,800 | 3,724,600 | 5,058,724 |
| Policy, Program, and Strategic Partnerships | 62,683,900 | (73,889,000) | (54.1) | 136,572,900 | 189,270,600 | 32,492,320 |
| Accessibility for Ontarians with Disabilities | 15,125,400 | (929,000) | (5.8) | 16,054,400 | 15,660,400 | 14,685,302 |
| **Total Operating Expense to be Voted** | **81,584,500** | **(74,931,600)** | **(47.9)** | **156,516,100** | **208,655,600** | **52,236,346** |
| Statutory Appropriations | 66,014 | - | - | 66,014 | 66,014 | 62,033 |
| **Ministry Total Operating Expense** | **81,650,514** | **(74,931,600)** | **(47.9)** | **156,582,114** | **208,721,614** | **52,298,379** |
| Consolidation Adjustment - General Real Estate Portfolio | | 150,000 | (100.0) | (150,000) | 14,200 | (1,848,086) |
| Consolidation Adjustment - Ontario Infrastructure and Lands Corporation | | - | | | | (100,000) |
| **Total Including Consolidation & Other Adjustments** | **81,650,514** | **(74,781,600)** | **(47.8)** | **156,432,114** | **208,735,814** | **50,350,293** |
| **OPERATING ASSETS** | | | | | | |
| Ministry Administration Program | 1,000 | - | - | 1,000 | 1,000 | - |
| **Total Operating Assets to be Voted** | **1,000** | - | - | **1,000** | **1,000** | - |
| Statutory Appropriations | | - | | | | |
| **Ministry Total Operating Assets** | **1,000** | - | - | **1,000** | **1,000** | - |
| **CAPITAL EXPENSE** | | | | | | |
| Ministry Administration Program | 1,000 | - | - | 1,000 | 1,000 | - |
| Policy, Program, and Strategic Partnerships | 1,000 | (1,000) | (50.0) | 2,000 | 2,000 | 1,991,019 |
| **Total Capital Expense to be Voted** | **2,000** | **(1,000)** | **(33.3)** | **3,000** | **3,000** | **1,991,019** |
| Statutory Appropriations | 2,000 | - | - | 2,000 | 2,000 | - |
| **Ministry Total Capital Expense** | **4,000** | **(1,000)** | **(20.0)** | **5,000** | **5,000** | **1,991,019** |
| **Total Including Consolidation & Other Adjustments** | **4,000** | **(1,000)** | **(20.0)** | **5,000** | **5,000** | **1,991,019** |
| **CAPITAL ASSETS** | | | | | | |
| Ministry Administration Program | 1,000 | - | - | 1,000 | 1,000 | - |
| Policy, Program, and Strategic Partnerships | 1,000 | - | - | 1,000 | 1,000 | - |
| **Total Capital Assets to be Voted** | **2,000** | - | - | **2,000** | **2,000** | - |
| Statutory Appropriations | | - | | | | |
| **Ministry Total Capital Assets** | **2,000** | - | - | **2,000** | **2,000** | - |
| | | | | | | |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **81,654,514** | **(74,782,600)** | **(47.8)** | **156,437,114** | **208,740,814** | **52,341,312** |

* 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 2021 Budget.

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## Historic Trend Table

| Historic Trend Analysis Data | Actuals 2018-19* $ | Actuals 2019-20* $ | Estimates 2020-21 * $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets) | 50,785,449 | 52,341,312 | 156,437,114 | 81,654,514 |
| | | *3%* | *199%* | *-48%* |

* 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/2021/contents.html

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## AGENCIES, BOARDS AND COMMISSIONS (ABCS)

Accessibility Standards Advisory Council

The statutory Accessibility Standards Advisory Council is responsible for providing strategic advice to the Minister responsible for the Accessibility for Ontarians with Disabilities Act, 2005 on the process and progress on accessibility standards, matters related to the implementation of this legislation and other accessibility matters.

## 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 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 the RHRA, the requirements with which the RHRA shall comply in connection with its administration of the RHA and in 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 monitors and supports homes in outbreak and provides daily outbreak reports to the ministry and ongoing updates with respect to status of specific homes.

The Office of the Auditor General of Ontario completed a Value for Money Audit on the RHRA in 2020 with key recommendations to strengthen their oversight role and ensure the health and safety of residents. The RHRA and ministry will work together on the implementation of the 26 audit recommendations over the next two years.

Ontario

## LEGISLATION

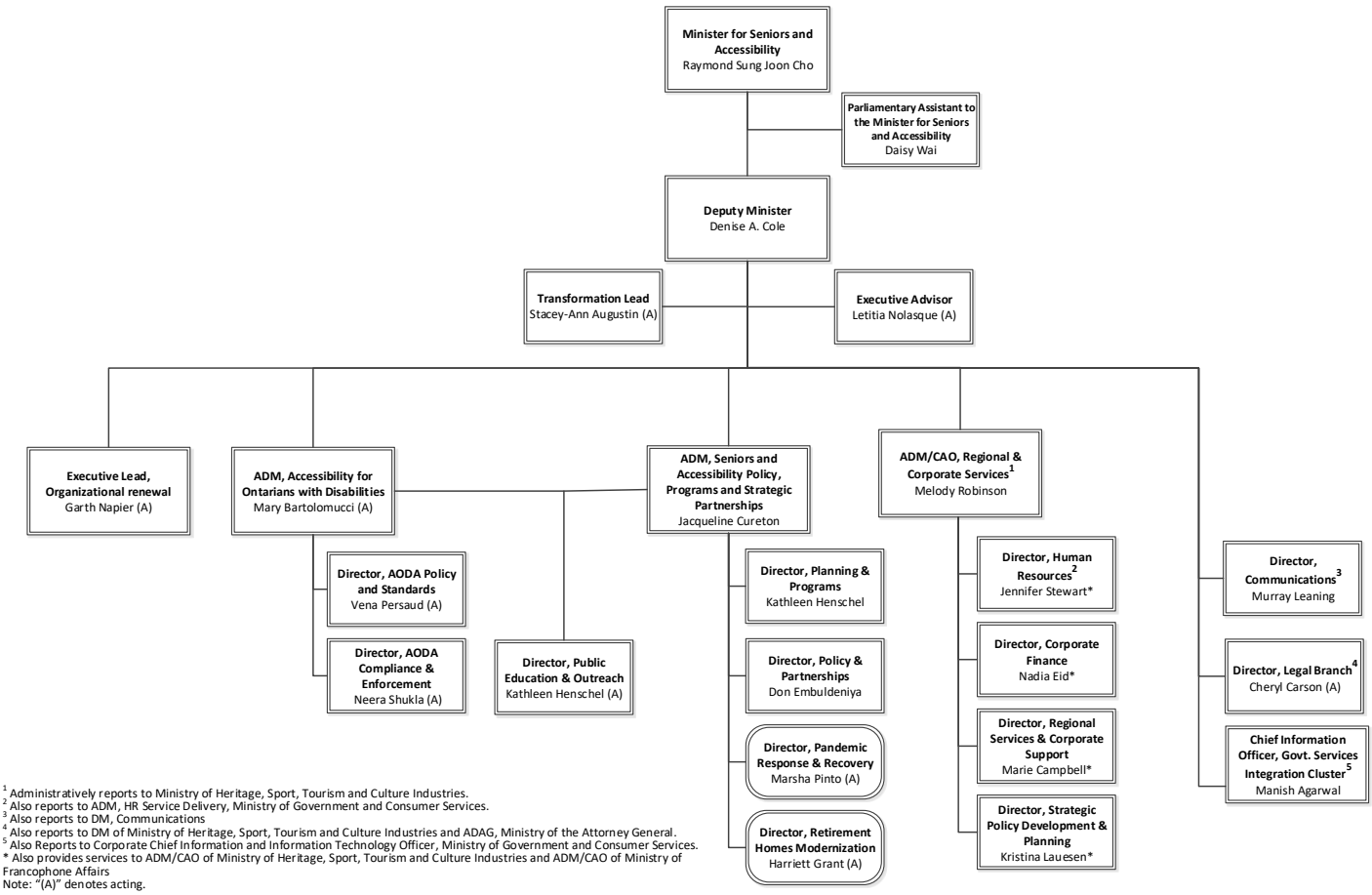
The ministry administers the following legislation:

- Seniors Active Living Centres Act, 2017
- Retirement Homes Act, 2010
- Accessibility for Ontarians with Disabilities Act, 2005
- Ontarians with Disabilities Act, 2001

Ontario

# MINISTRY ORGANIZATION CHART

April 2021




[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.

## ANNUAL REPORT

The ministry strives to improve the lives of older adults and people with disabilities across Ontario to support them to live active, healthy, safe and socially connected lives.

Below are results the ministry achieved in 2020-21:

- Invested $11M in the Ontario Community Support Program. Since its launch in April 2020, the program has completed 800,000 deliveries of food, medicines and other essentials to older adults and people with disabilities across the province.
- Provided $85.4M in temporary pandemic pay to over 34,000 eligible frontline employees in 759 licensed retirement homes across Ontario during COVID-19. The temporary wage increase recognized the efforts of frontline staff and assisted homes to increase their staffing levels. Over 800 staff vacancies were filled during the 16-week eligibility period between April 24, 2020 and August 13, 2020.
- Provided more than $60M to be used for increased infection prevention and control measures to protect approximately 58,000 seniors in 768 licensed retirement homes.
- Prioritized retirement home residents, staff and essential caregivers for COVID-19 testing and vaccinations and early distribution of the flu vaccine. As of March 31, 2021, all retirement home residents had been offered vaccinations, with almost 100% uptake, including 86% having received both doses of a COVID-19 vaccine.
- Established supports for retirement homes in collaboration with government and sector partners to help keep retirement home staff and residents safe, including access to:
    - Personal protective equipment. As of March 29, 2021, 631 (82%) of retirement homes have accessed 10.6M items.
    - N95 Fit Testing. As of March 11, 2021, 28 retirement homes had requested fit testing to respirators for their staff.
    - Health human resources through the Canadian Red Cross. As of March 31, 2021, five retirement homes received Canadian Red Cross deployments for infection prevention and control and non-clinic staffing supports.
    - Rapid antigen testing. As of March 31, 2021, approximately 320 retirement homes are participating in the Provincial Antigen Screening Program.
    - Infection prevention and control hubs for all licensed retirement homes.
- Supported regulation amendments to make it easier for home and community care and hospital staff to be deployed to retirement homes.
- Supported amendments to Ontario Regulation 166/11 (General), 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 and to require all retirement homes to take all reasonable steps to follow any directive respecting COVID-19 issued to long-term care homes and any guidance, advice or recommendation respecting COVID-19 given to long-term care homes.

- Supported the government in establishing emergency orders 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;
    - Provide the RHRA with authority to issue an order to a retirement home to comply with recommendations from public health, supporting hospitals and appointed managers to limit and manage the spread of COVID-19;
    - Provide the RHRA with the authority to issue a mandatory management order to a retirement home in need and quickly assign a manager chosen by the RHRA to oversee aspects of the home;
    - 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
    - Limit 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.
- Invested $1.3M with the Rick Hansen Foundation to launch the Rick Hansen Foundation Accessibility Certification program in Ontario as part of a three-year commitment continuing into 2021-22.
- The ministry’s Seniors Community Grant Program was launched to support grassroots, local organizations in their efforts to support isolated seniors stay engaged in their communities.
    - The program received almost 550 applications and the ministry moved forward with funding for over 180 projects totalling an investment of over $4M.
- The ministry launched the new Inclusive Community Grant Program, a two year investment of up to $3.5M where municipalities and local organizations across Ontario can receive up to $60,000 for projects that foster inclusive community involvement for older adults and people of all abilities, using the province's age-friendly community planning guide that promotes the international Age-Friendly Communities model.
    - The program received 350 applications and the ministry has moved forward with funding 55 projects.

- MSAA continued to support the province's almost 300 Seniors Active Living Centre Programs across Ontario by investing $14.3M into the program for 2020-21.
    - These programs filled an integral role this year in offering a diverse range of virtual activities and initiatives that promoted wellness, social interaction, and education to help isolated seniors stay active, independent and engaged with their communities.
- The ministry invested almost a half million dollars with the Older Adult Centres' Association of Ontario (OACAO) to offer a microgrant program to provide seniors' centres funding towards the delivery of "Seniors' Centre Without Walls" (SCWW) telephone-based programing.
    - Through this program, OACAO is funding non-profit and Indigenous organizations across the province as they connect isolated seniors in their regions through group phone-based programs.
    - As of February 2021, over 100 organizations are running SCWW programs across Ontario.
- The ministry also supported OACAO as it released its "COVID-19 Resource Handbook" for older adult centres. This handbook was developed with the Public Services Health & Safety Association and provides seniors' centres recommendations on health control measures and best practices related to safely operating their programs with the public during COVID-19.
- The Seniors Safety Line provides information and referral, and emotional support services to seniors and their caregivers who are dealing with elder abuse issues.
    - Over the last six months during the COVID-19 pandemic, this 24/7 helpline has handled an average of 850 incoming calls a month.
    - In light of this, the ministry worked with both the Ministry of Health and the Ministry for Children, Community and Social Services to secure $130,000 of additional in-year support to ensure the helpline has sufficient operational staff to answer this high volume of calls from seniors in distress.
- The ministry invested $800,000 to support Elder Abuse Prevention Ontario (EAPO) in delivering activities that raise public awareness of recognizing elder abuse and where to seek help, as well as providing service provider training for service providers who have regular contact with seniors.
    - This year, EAPO has reached over 3,500 public participants, and 9,300 service providers.
- The ministry provided over $500,000 to the Alzheimer Society of Ontario to support the delivery of the Finding Your Way (FYW) program which provides people with dementia, their families, care partners, and service providers, with information and support needed to live safely with dementia in the community.

    - Through this program, 28 local Alzheimer Societies have been granted a total of $360,000 to support the FYW program.

- The ministry invested $165,000 with Queen's University on the Age-Friendly Communities Outreach Program, which has introduced a new Community of Interest on Social Isolation and Loneliness to support social inclusion and healthy living for older adults.
    - The program shares best practices to mitigate the negative effects of social isolation among community-dwelling older adults during and post pandemic, through a regular e-newsletter that's shared with its nearly 200 participants.
- Through a partnership with the Ministry of Health, the ministry is working with the Centre for Addiction and Mental Health (CAMH) on a project to develop new resources for organizations and facilitators to help them support the mental health of older adults during the pandemic.
    - This year CAMH developed and distributed nine separate fact sheets for older adults and health service providers, and three capacity building webinars for professionals.
    - Also, as part of an Ontario government initiative to expand programs that support the mental health and well-being across the province during the COVID-19 pandemic, additional funding of up to $164,000 was provided to CAMH through the Ministry of Health and MSAA to support CAMH's Wellbeing in Later-Life education and awareness program for seniors.
    - This was to provide training for health care and support staff working within retirement homes and long-term care homes to increase their understanding and awareness of mental health challenges and unique needs of older adults for whom they care. The program will also integrate anti-racism, anti-oppression and inclusive principles into facilitator training and workshop materials to ensure a safe, supportive, and inclusive environment.
- Reduced 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.
- Worked 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.

- Led the ongoing stewardship and oversight of the Minister's advisory bodies including:
    - Re-establishment of the Accessibility Standards Advisory Council.
    - Three Standards Development Committees in the completion of their initial recommendation reports on proposed accessibility standards, namely health care; Kindergarten to Grade 12 education; and post-secondary education. The reports were submitted to the Minister for the purposes of public posting and feedback.
    - In addition to their regular mandate, all advisory bodies considered the profound challenges for people with disabilities in their sectors due to the COVID-19 pandemic.
- Launched the 2021-22 Enabling Change Program, a program that provides funding to not-for-profit organizations, industry organizations, and professional associations to educate their stakeholders about accessibility, drive cultural awareness about the value and benefits of accessibility, and support regulatory compliance.
- In 2020-21, worked with a number of planned projects with non-profit organizations to address challenges resulting from the COVID-19 pandemic, including:
    - **Miles Nadal Jewish Community Centre (MNjcc)**: Moved their highly successful ReelAbilities Toronto Film Festival featuring films about disability online in 2020 and hosted daily virtual events online, including free entry to all screenings followed by events for educators. 3,222 students and 158 educators were reached virtually.
    - **Ontario Restaurant Hotel and Motel Association (ORHMA):** The "www.hospitalitystaystrong.ca" portal was created to provide informational materials and support to the foodservice industry during the COVID-19 pandemic. The portal includes links to various mental health tools and resources. They also partnered with Centre for Addiction and Mental Health to produce a series of webinars directed to workplace mental health and increasing resilience.
- Recognizing the difficulties and challenges faced by businesses across Ontario, due to COVID-19, extended the 2020 accessibility compliance reporting deadline for all businesses with 20 or more employees from December 31, 2020 to June 30, 2021.
- Provided accessibility expertise to the Province's COVID-19 Vaccine Distribution Task Force. The ministry's role in supporting vaccination for seniors and people with disabilities focused on ensuring that they, their family members, and caregivers have the information needed to help them:
    - Receive vaccines in ways that consider their accessibility needs;

  - Make informed decisions about immunizations; and
  - Know what do to prior to and following vaccinations.Engaged with ministry partners to provide policy advice, coordination and connections related to socio-economic data collection for the framework sub-prioritization group.

- Brought forward an amendment to Ontario Regulation 82/20: Rules for Areas in Stage 1 under the Reopening Ontario Act (A Flexible Response to COVID-19) Act, 2020 to permit indoor and outdoor sports and recreational facilities to open solely for use by people with disabilities, giving them access to therapy services they need during the pandemic, under certain circumstances.
- Developed accessibility best practices in partnership with Ministry of Health to support accessible COVID-19 vaccine sites for people with disabilities and seniors. These resources were shared with sites delivering the COVID-19 vaccine across the province.

**Table 3: Ministry Interim Actual Expenditures 2020-21**

| | **Ministry Interim Actual Expenditures ($M) 2020-21 *** |
|---|---|
| **COVID-19 Response** | **26.0** |
| **Regular Business** | **182.7** |
| **Capital** | **0.0** |
| **Staff Strength ** (as of March 31, 2021)** | **150.0** |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget.
** Ontario Public Service Full-Time Equivalent positions.

Ontario

# Estimates Briefing Book 2021-22

## Ministry of the Solicitor General

Ce document est disponible en français

Ontario

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# PART I: 2021-22 PUBLISHED PLAN

## Ministry of the Solicitor General

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Ontario

# MINISTRY OVERVIEW

## Purpose

The Ministry of the Solicitor General (the ministry) is committed to ensuring that Ontario's communities are kept safe. To fulfill its mandate, the ministry's responsibilities are divided into two distinct parts: community safety and correctional services.

As part of it's community safety mandate, the ministry is responsible for establishing provincewide police standards, police oversight and supporting crime prevention initiatives at local and provincial levels. It maintains the physical and economic security of Ontario by coordinating public safety initiatives among municipal, police, fire and emergency services. In addition, the ministry leads Ontario's emergency response, including declarations of emergency such as those enacted during the COVID-19 pandemic, and the implementation of emergency and public safety orders, including orders for enforcement. It also oversees the governance and licensing of private security guards and investigators and is directly responsible for Ontario's animal welfare enforcement system.

Within the correctional services' mandate, the ministry operates a safe, effective and accountable adult corrections system that includes correctional facilities and probation and parole offices across the province. It is responsible for the safety and well-being of correctional services staff and those on remand or serving a custodial or community sentence.

Organizations within the ministry that contribute to community safety include the Ontario Provincial Police, the Office of the Chief Coroner, the Ontario Forensic Pathology Service, the Office of the Fire Marshal, Emergency Management Ontario, Correctional Services Oversight and Investigations and the Anti-Racism Directorate. The ministry also delivers training for first responders and frontline staff through the Correctional Services Recruitment & Training Centre and Ontario Police College and develops training courses for local fire services.

## COVID-19 Response

During an emergency situation, such as the March 17, 2020 and January 12, 2021 declarations of emergency[1] 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 the public updated on emergency developments while coordinating an effective response.

[1] Terminated July 24, 2020 and February 9, 2021 respectively

**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, including addressing provincial priorities such as combatting human trafficking
- To build better communities through initiatives such as a modernized animal protection enforcement model and an effective Anti-Racism Directorate to end racism and hate and promote diversity
- 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 justice system, and transform the adult correctional system
- To improve mental health awareness and wellness supports for police and correctional 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.

### Reopening Ontario (A Flexible Approach to COVID-19) Act, 2020

Continues certain orders made under sections 7.0.2 and 7.1 of the Emergency Management and Civil Protection Act in relation to COVID-19 and allows for some of those orders to be amended, subject to limitations.

### 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 2019-2020, data for Ontario's police-reported Violent Crime Severity Index was unavailable due to COVID-19 related publication delays. In 2018, the Violent Crime Severity Index was 73.4. This was an increase of 5.2% from 2017 and 22.4% since 2015 suggesting that violent crime has become more severe in the last four years. Like the Violent Crime Severity Index, 2019 data is not available for police-reported crime rate in Ontario due to COVID-19 related publication delays. The trend for the police-reported crime rate in Ontario was reported at 4487 per 100,000 population in 2018, which was a 5.3% increase from 2017 and 11.6% since 2015.
- The ministry is committed to reducing gun and gang violence in Ontario. Data for 2019-20 was unavailable. In 2018, there were 120 gun-related homicides in Ontario. This was an increase of 42.9% from 2017 and 144.9% since 2015. There was a similar trend in gang-related homicides with 51 victims in 2018, an increase of 6.3% from 2017 and 142.9% from 2015 suggesting that there has been an increase in gun and gang related crime over the last four years.
- Ontario is committed to reducing the rate of re-offending[1] among those released from custody and community supervision. Data reported in 2019-20 shows that 35% of offenders who were released from custody[2] and 22.3% of offenders who were released from community supervision in 2017-18 re-offended within the following two years. The percent of re-offenders declined by 0.9% for those released from custody and by 0.8% for those released from community supervision the previous year (2018-2019). Since 2015-16, those released from custody who have reoffended has declined by 2.4% but those from community supervision has increased by 0.9%.

[1] Re-offending (also known as recidivism) is defined as the proportion of offenders who receive a new conviction within 2 years of release from a custodial sentence or from a sentence to community supervision (completed a probation or conditional sentence).
[2] This includes only those offenders who had served a sentence of 6 months or more.

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## Ministry Programs

## COMMUNITY SAFETY

### Public Safety

The Public Safety Division works with its policing, municipal, Indigenous 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 and amendment of policing guidelines, standards, legislation and regulations; expert training delivery and supports 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; supporting intelligence-led operations; management of provincial appointments and oversight of the Constable Selection System tools; delivery of the Ontario Major Case Management system; administration and enforcement of the Provincial Animal Welfare Services (PAWS) Act, including the promotion of animal welfare; operational policy development and support for First Nations policing, including the administration of agreements and engagement with First Nations communities on policing issues.

### 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, 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. The Office of the Fire Marshal (OFM) 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. OFM 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.

Emergency Management Ontario (EMO) is responsible for monitoring, coordinating, and assisting in the development of emergency management programs by ministries and municipalities. EMO is also responsible for the coordination of provincial emergency response efforts. The EMO provides leadership by monitoring, coordinating, and/or assisting with provincial emergency management activities related to prevention, mitigation, preparedness, response and recovery. Additionally, EMO provides support to municipalities who are voluntarily enhancing their EM program by developing continuity of operations plans. 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. Emergency Management works with non-governmental organizations, industry partners, other jurisdictions in Canada, including the federal government, 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 federal legislation.

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, (the "Act") provides the legislative framework for a provincial Inspector General of Policing and supporting Inspectorate of Policing (Inspectorate). The mandate of the Inspectorate will be to monitor, advise, conduct inspections and investigate complaints with respect to the delivery of policing and compliance with the Act and its regulations, as well as, investigate complaints related to board member misconduct. The Inspector General may issue directions and impose measures to address non-compliance to ensure the delivery of policing is in accordance with provincial standards and will report annually on its activities. The Inspectorate of Policing will promote excellence, equity and public confidence in Policing, working respectfully and

professionally to support those responsible for the delivery of policing in Ontario to meet legislative obligations.

## CORRECTIONAL SERVICES

The mandate of Correctional Services is to provide care, custody and control of inmates 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 offered by the ministry include staff training and 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 including the Parliamentary Assistant's Office, Deputy Solicitor General Community Safety's Office, Deputy Solicitor General Correctional Services' Office, Associate Deputy Minister's 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, Facilities and Capital Planning Branch and the newly created COVID-19 Vaccine Distribution Secretariat. 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 to support ministry and government priorities. Key functions include the development of evidence-based policy, regulations and legislation 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 and programs and provides services delivery.

ARD manages the Province's anti-racism and racial equity strategies mandated under the Anti-Racism Act (2017) and supports the Ontario Public Service (OPS) and broader public sector with building a more inclusive Ontario through initiatives such as the Anti-Racism and Anti-Hate grant program, Roadmap Towards Racial Equity, partnerships to promote economic opportunities for racialized Ontarians, Anti-Racism Impact Assessment (ARIA) framework, and Anti-Racism Competency and Capacity (ARCC) training.

## 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, most of whom 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 2020-21 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 2020-21 achievements are categorized as follows:

### RESPONDING TO COVID-19

- Additional Measures to protect first responders
- Extension of use of force and firearms re-qualification training in police services
- Helping to better manage health care resources
- Provincial declaration of emergency terminated

- Reopening Ontario (A Flexible Response to COVID-19) Act
- Report on COVID-19 emergency measures released
- Ministers' COVID-19 Vaccine Distribution Task Force
- Ontario declares second provincial emergency in response to COVID-19
- The second provincial emergency expired

## LEADERSHIP TO COMBAT HUMAN TRAFFICKING

- Comprehensive legislation to combat human trafficking
- New investigative tools for law enforcement

## COMBATTING RACISM AND PROMOTING DIVERSITY

- Helping to protect communities against racism and hate
- Taking action to combat racism and hate crime
- Improving diversity in the workplace

## DIGITALLY CONNECTING ONTARIO'S JUSTICE SECTOR

- Building a more connected justice sector
- Digital platform allows police to spend more time preventing and investigating crime

## STRENGTHENING COMMUNITY SAFETY

- Appointing Ontario's first Inspector General of Policing
- Ontario Inspectorate of Policing vision
- Blocking contraband at adult correctional facilities
- Improving animal welfare
- Tightening up safety and enforcement for towing industry

## INVESTING IN NEW INFRASTRUCTURE

- Investing in Ontario's frontline corrections workers
- Eastern Region Strategy will modernize facilities and support economic recovery
- Strengthening Ontario's correctional system in the North
- Ontario opens new OPP communications centre in London
- OPP modernization

## EXPANDING FRONTLINE TRAINING AND TESTING

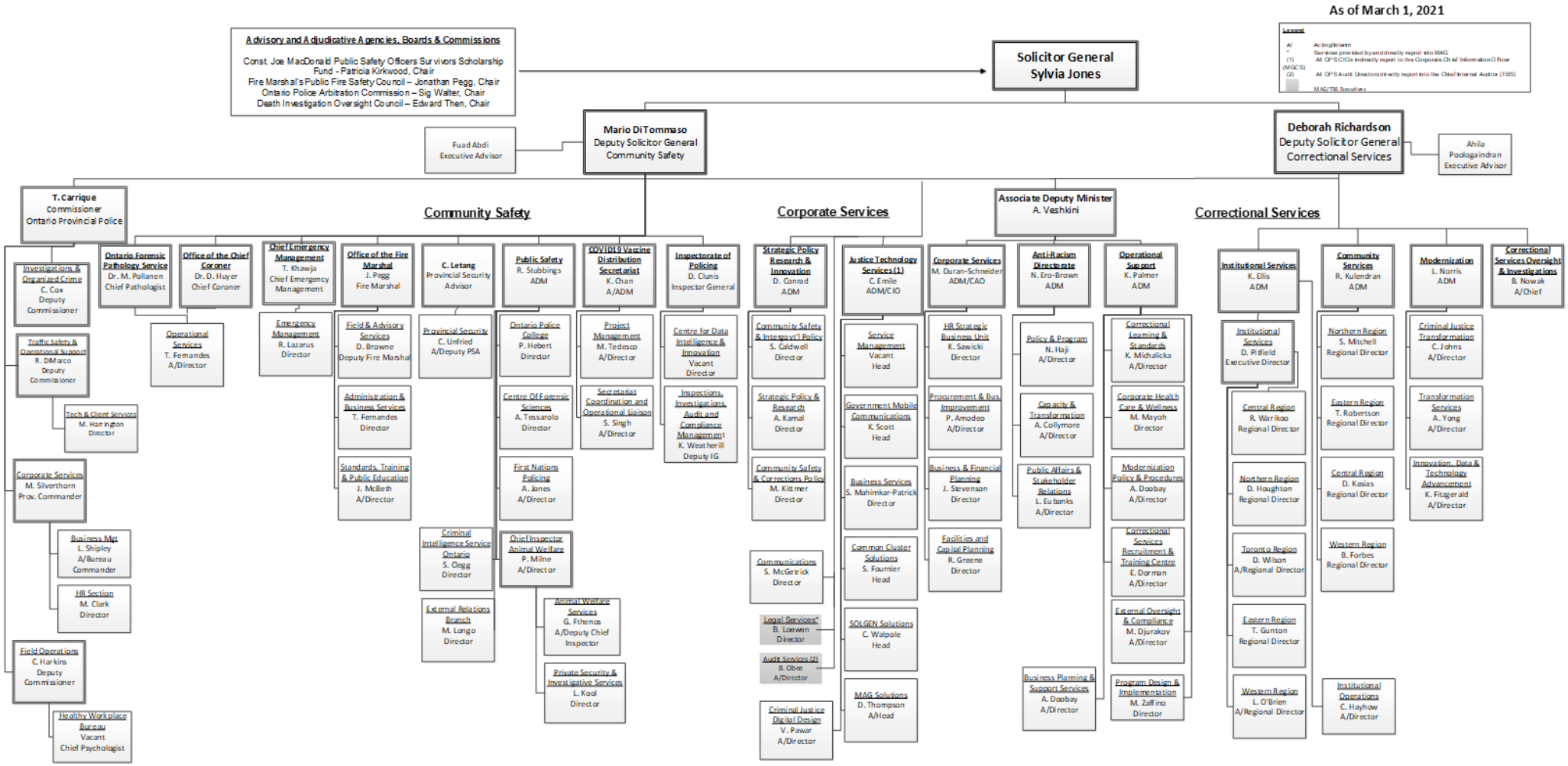
- Redesigning correctional officer training
- Building pathways to careers in corrections
- Making online security guard and private investigator testing more reliable and accessible

## SUPPORTING THE FRONT LINES

- Increasing mental health support for OPP personnel
- Enhancing safety for probation and parole officers in the north

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# MINISTRY ORGANIZATION CHART



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# 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.

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## Financial Summary of Ministry ABCs

| Expenditure | 2021-22 (Estimates) $ | 2020-21 (Interim Actuals) $ |
|---|---|---|
| Ontario Police Arbitration Commission | 452,100 | 381,088 |
| Death Investigation Oversight Council | 440,500 | 437,725 |
| **Sub-total Vote 7 (Agencies, Boards & Commissions)** | **892,600** | **818,814** |
| Fire Marshal's Public Fire Safety Council | 1,000 | - |
| Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund | 400,000 | 210,281 |
| Community Advisory Boards (CABs)* | - | - |
| **Total** | **1,293,600** | **1,029,095** |

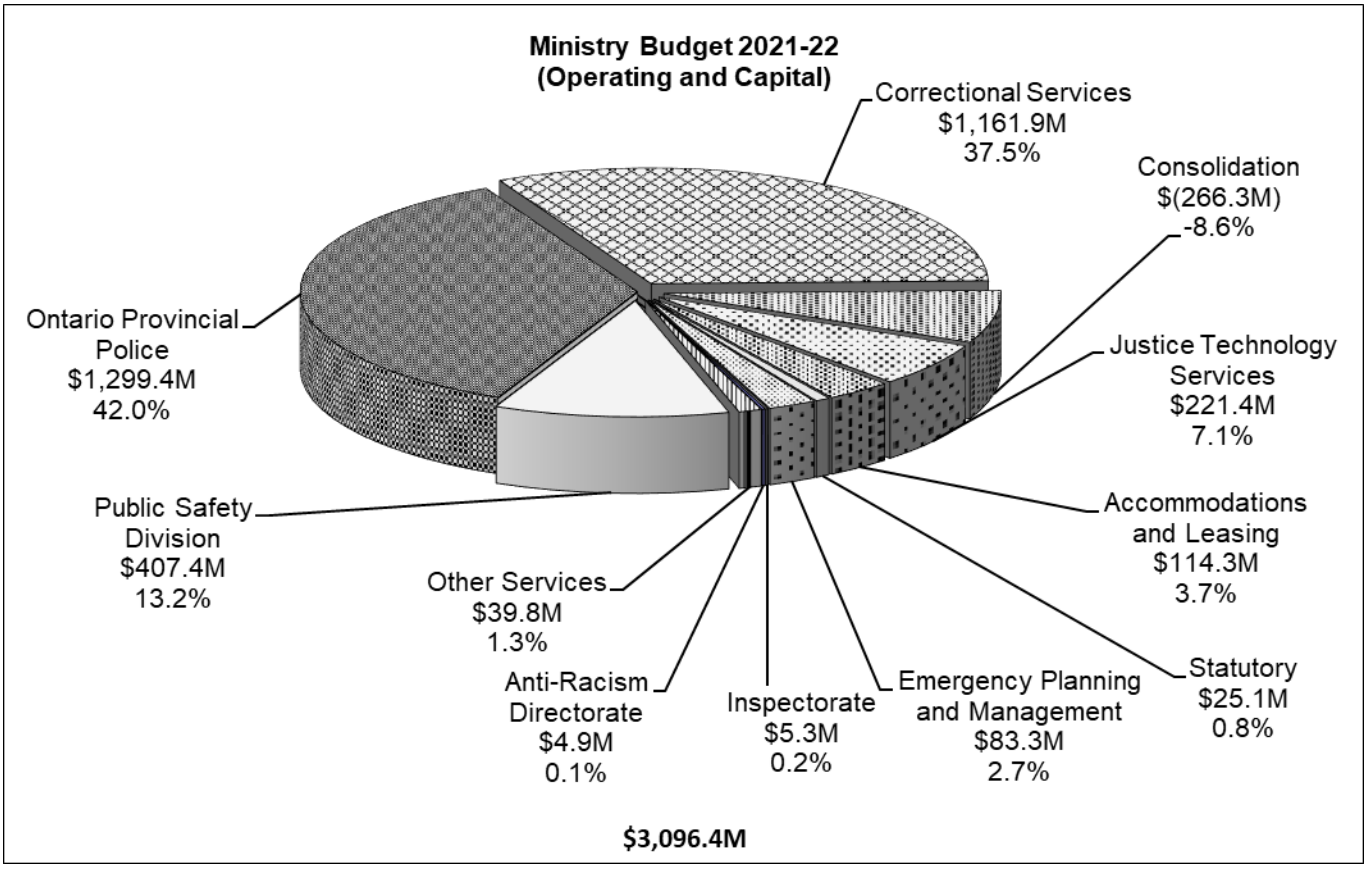
*Expenditures are minimal and are managed from within Correctional Services appropriation.

# MINISTRY FINANCIAL INFORMATION

## Table 1: Ministry Planned Expenditures 2021-22 ($M)

| | |
|---|---|
| **Operating** | **$ 2,974.6** |
| **Capital** | **$ 121.8** |
| **TOTAL** | **$ 3,096.4** |

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.

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# DETAILED FINANCIAL INFORMATION

## Table 2: Combined Operating and Capital Summary by Vote

| Votes/Programs | Estimates 2021-22 | Change from Estimates 2020-21 | | Estimates 2020-21* | Interim Actuals 2020-21* | Actuals 2019-20* |
|---|---|---|---|---|---|---|
| | $ | $ | % | $ | $ | $ |
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration | 145,802,900 | (886,100) | (0.6)% | 146,689,000 | 180,482,329 | 163,366,481 |
| Public Safety Division | 380,139,100 | 20,963,700 | 5.8% | 359,175,400 | 370,618,551 | 340,054,935 |
| Ontario Provincial Police | 1,273,231,700 | 47,732,100 | 3.9% | 1,225,499,600 | 1,222,651,267 | 1,162,198,705 |
| Correctional Services | 1,077,661,800 | 40,970,500 | 4.0% | 1,036,691,300 | 1,120,383,289 | 1,017,685,191 |
| Justice Technology Services | 221,429,300 | 96,686,900 | 77.5% | 124,742,400 | 97,451,695 | 97,003,094 |
| Agencies, Boards and Commissions | 892,600 | (1,600) | (0.2)% | 894,200 | 818,814 | 745,314 |
| Emergency Planning and Management | 83,326,100 | 177,700 | 0.2% | 83,148,400 | 88,950,186 | 82,604,545 |
| Strategic Policy Research and Innovation | 6,624,400 | 2,173,400 | 48.8% | 4,451,000 | 5,807,821 | 7,386,645 |
| Inspectorate | 5,345,500 | 1,701,300 | 46.7% | 3,644,200 | 2,021,170 | - |
| Anti-Racism Directorate | 4,914,500 | (700) | (0.0)% | 4,915,200 | 6,535,395 | 3,576,263 |
| **Total Operating Expense to be Voted** | **3,199,367,900** | **209,517,200** | **7.0%** | **2,989,850,700** | **3,095,720,517** | **2,874,621,173** |
| Statutory Appropriations | 132,187 | - | - | 132,187 | 16,660,793 | 20,295,909 |
| **Ministry Total Operating Expense** | **3,199,500,087** | **209,517,200** | **7.0%** | **2,989,982,887** | **3,112,381,310** | **2,894,917,082** |
| Consolidation Adjustment - Hospitals | (21,135,400) | 231,600 | (1.1)% | (21,367,000) | (21,367,000) | (22,201,631) |
| Consolidation Adjustment - School Boards | - | - | - | - | - | (1,034,580) |
| Consolidation Adjustment - Colleges | - | - | - | - | - | (15,902) |
| Consolidation Adjustment - General Real Estate Portfolio | (179,711,000) | (1,108,600) | 0.6% | (178,602,400) | (153,240,500) | (525,738) |
| Consolidation Adjustment - Ontario Infrastructure and Lands Corporation | (24,046,300) | (19,403,000) | 417.9% | (4,643,300) | (4,643,300) | (140,961,350) |
| Total Consolidations | (224,892,700) | (20,280,000) | 9.9% | (204,612,700) | (179,250,800) | (164,739,201) |
| **Total Including Consolidations** | **2,974,607,387** | **189,237,200** | **6.8%** | **2,785,370,187** | **2,933,130,510** | **2,730,177,881** |
| **OPERATING ASSETS** | | | | | | |
| Ministry Administration | 1,000 | - | - | 1,000 | - | - |
| Public Safety Division | 2,000 | (2,000) | (50.0)% | 4,000 | - | - |
| Ontario Provincial Police | 2,000 | - | - | 2,000 | - | - |
| Correctional Services | 2,000 | - | - | 2,000 | - | - |
| Justice Technology Services | 9,209,600 | 3,207,600 | 53.4% | 6,002,000 | 5,713,188 | - |
| 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** | **9,226,600** | **3,205,600** | **53.2%** | **6,021,000** | **5,713,188** | **-** |
| **CAPITAL EXPENSE** | | | | | | |
| Ministry Administration | 702,600 | (5,241,500) | (88.2)% | 5,944,100 | 1,088,362 | 2,181,135 |
| Public Safety Division | 27,215,100 | 2,941,000 | 12.1% | 24,274,100 | 23,460,999 | 22,214,161 |
| Ontario Provincial Police | 26,170,900 | 302,800 | 1.2% | 25,868,100 | 17,245,686 | 26,127,613 |
| Correctional Services | 84,202,000 | 12,444,900 | 17.3% | 71,757,100 | 60,869,258 | 47,870,578 |
| Justice Technology Services | 1,000 | (3,050,000) | (100.0)% | 3,051,000 | 3,051,000 | - |
| Emergency Planning and Management | 1,000 | - | - | 1,000 | - | - |
| Strategic Policy Research and Innovation | 1,000 | - | - | 1,000 | - | - |
| **Total Capital Expense to be Voted** | **138,293,600** | **7,397,200** | **5.7%** | **130,896,400** | **105,715,305** | **98,393,487** |
| Statutory Appropriations | 24,950,500 | 3,734,200 | 17.6% | 21,216,300 | 17,829,983 | 16,156,858 |
| **Ministry Total Capital Expense** | **163,244,100** | **11,131,400** | **7.3%** | **152,112,700** | **123,545,288** | **114,550,345** |
| Consolidation Adjustment - General Real Estate Portfolio | (41,406,800) | 32,530,100 | (44.0)% | (73,936,900) | (85,735,000) | (81,279,256) |
| Consolidation Adjustment - Ontario Infrastructure and Lands Corporation | - | | | - | - | (561,792) |
| Total Consolidations | (41,406,800) | 32,530,100 | (44.0)% | (73,936,900) | (85,735,000) | (81,841,048) |
| **Total Including Consolidations** | **121,837,300** | **43,661,500** | **55.9%** | **78,175,800** | **37,810,288** | **32,709,297** |
| **CAPITAL ASSETS** | | | | | | |
| Ministry Administration | 1,000 | - | - | 1,000 | - | - |
| Public Safety Division | 1,926,000 | 634,000 | 49.1% | 1,292,000 | 1,391,000 | 923,739 |
| Ontario Provincial Police | 36,308,900 | (12,626,900) | (25.8)% | 48,935,800 | 48,242,772 | 118,484,328 |
| Correctional Services | 150,577,900 | 138,416,500 | 1138.2% | 12,161,400 | 23,463,777 | 4,914,233 |
| Justice Technology Services | 401,029,700 | 325,582,900 | 431.5% | 75,446,800 | 45,317,733 | - |
| Emergency Planning and Management | 140,000 | (5,141,000) | (97.3)% | 5,281,000 | 5,820,217 | 5,494,166 |
| Strategic Policy Research and Innovation | 1,000 | - | - | 1,000 | - | - |
| **Total Capital Assets to be Voted** | **589,984,500** | **446,865,500** | **312.2%** | **143,119,000** | **124,235,499** | **129,816,466** |
| **Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **3,096,444,687** | **232,898,700** | **8.1%** | **2,863,545,987** | **2,970,940,798** | **2,762,887,178** |

* Note that some figures for 2019-20 and 2020-21 have been restated to reflect transfers to/from other ministries and internal ministry realignments. Interim Actuals reflect the numbers presented in the 2021 Ontario Budget.

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## Historic Trend Table

| Historic Trend Analysis Data | Actuals 2018-19 $ | Actuals 2019-20* $ | Estimates 2020-21* $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets) | **2,670,116,909** | **2,762,887,178** | **2,863,545,987** | **3,096,444,687** |
| | | *3%* | *4%* | *8%* |

*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. Actual ministry expenses increased year over year through 2020-21 mainly due to COVID-19 related expenses in addition to investments to support frontline corrections and policing including Corrections Reform both within correctional institutions and in the community. 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.

Ontario

# APPENDIX: 2020-21 ANNUAL REPORT

**APPENDIX: 2020-21 ANNUAL REPORT**

# 2020-21 Results

The Ministry of the Solicitor General is building stronger and safer communities by supporting the public safety needs of the people of Ontario.

## RESPONDING TO COVID-19

***As the ministry responsible for community safety, including emergency management, the Ministry of the Solicitor General is the province's operational centre for coordinating emergency response for situations requiring provincial support such as the COVID-19 pandemic. The ministry-operated Provincial Emergency Operations Centre (PEOC) monitors the pandemic through daily contact with other provincial ministries, including the Ministry of Health, which is the lead ministry for health emergencies, the 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 Defense.***

On March 17, 2020, Ontario issued a Declaration of Emergency under the Emergency Management and Civil Protection Act (EMCPA) to try to slow the spread of the deadly virus. The ministry was involved in the coordination of decision-making for the development, execution and extension of emergency orders under the emergency declaration. Orders issued during the COVID-19 outbreak included the closure of public places and establishments and prohibited events and gatherings of more than five people, prohibited unfair pricing on necessary goods as well as authorized provincial offences officers to enforce 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 physical distancing and use of personal protective equipment. A direct help line was established to support police officers and other enforcement personnel regarding the enforcement of emergency orders under the EMCPA.

Correctional services implemented its pandemic plan related to institutions and probation and parole offices and took necessary measures to isolate COVID-positive inmates 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, posting each of the emergency orders and subsequent amendments, personal safety tips and other links to COVID-19-related sites, including those provided by the Ministry of Health.

COVID-19 also coincided with spring flooding and summer fire seasons, 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.

This initial response happened before the end of the 2019-20 fiscal period. The following is a chronological account of key ministry-related COVID-19 activities for the April 1, 2020 to March 31, 2021 reporting period.

**April 6, 2020: Additional Measures to protect first responders**

The government issued an emergency order, led by the ministry along with the Ministry of Health, to allow police, firefighters and paramedics to obtain COVID-19 positive status information about individuals with whom they were coming into contact. The information disclosed must be limited to an individual's name, address, date of birth and whether the individual has had a positive COVID-19 test result. This order was revoked on July 22, 2020 as it was no longer considered necessary.

**April 8, 2020: Extension of Use of Force and Firearms Re-Qualification Training in Policing Services**

The government issued an emergency order, led by the ministry, to extend the time period for members of a police service to undergo use of force and firearms requalification training from 12 to 24 months in order to ensure there would be no shortage of police officers due to difficulties conducting training during the COVID-19 pandemic.

**May 1, 2020: Helping to better manage health care resources**

The government issued an emergency order, led by the ministry, to allow registered nurses appointed as coroner investigators to complete medical certificates of death instead of a physician or nurse practitioner, giving these medical professionals more time to focus on patient care.

**July 24, 2020: Provincial declaration of emergency terminated**

The provincial declaration of emergency under the EMCPA was terminated. Emergency orders continued under the Reopening Ontario (A Flexible Response to COVID-19) Act. See below.

**July 24, 2020: Reopening Ontario (A Flexible Response to COVID-19) Act**

The Reopening Ontario (A Flexible Response to COVID-19) Act (ROA) came into force, giving the province flexibility to address the ongoing risks and effects of the COVID-19 outbreak. The ROA was part of the government's plan for the continued safe and gradual reopening of the province once the declaration of emergency was terminated. Under the ROA:

- Emergency orders in effect under the declaration of emergency would remain and be extended for up to 30 days at a time

- No new orders could be created, but orders could be amended, subject to criteria
- The government must report on the rationale for all order extensions to the Select Committee on Emergency Management Oversight every 30 days

The ministry was involved in the coordination of decision-making for the extension of orders under the ROA. The ability to extend and amend orders is limited to one year, unless extended by the Ontario legislature. The Premier must table a report on any amendments or extension of any orders within 120 days after the first anniversary of the ROA coming into force.

**November 2, 2020: Report on COVID-19 emergency measures released**

The ministry released a report detailing the emergency measures put in place by the province to stop the spread of COVID-19 and keep Ontarians safe. The report focused on the 47 emergency orders made between March 17 and July 24, 2020 when the Declaration of a Provincial Emergency was in effect under the EMCPA. A report within 120 days after a declared emergency has been terminated is a requirement under the EMCPA.

**December 4, 2020: Ministers' COVID-19 Vaccine Distribution Task Force**

As co-chair of the government's COVID-19 response, the Solicitor General participated in the launch of the COVID-19 Vaccine Distribution Task Force, to be chaired by General (retired) Rick Hillier, former chief of defence staff for the Canadian Forces, who will oversee the delivery, storage and distribution of COVID-19 vaccines. The task force will work in partnership with several ministries and experts to provide the government with diverse expertise in operations and logistics.

**January 12, 2021: Ontario declares second provincial emergency in response to COVID-19**

A second provincial emergency was declared under the EMCPA in response to a doubling in COVID-19 cases, concern over the province's health care system being overwhelmed and on the brink of collapse as well as alarming risks to long-term care homes as a result of high COVID-19 transmission rates. The ministry was involved in the coordination of decision-making for the development, execution and extension of emergency orders under the emergency declaration.

The government also issued a temporary stay-at-home order requiring everyone across the province to remain at home with exceptions for activities such as going to the grocery store or pharmacy, accessing health care services, exercise or employment where the work cannot be done remotely.

The government issued an emergency order, led by the ministry, to provide authority to all provincial offences officers, including the Ontario Provincial Police, local police forces, bylaw officers, and provincial workplace inspectors to issue tickets to individuals who do not comply with the stay-at-home-order, or those not wearing a mask or face covering indoors in places open to the public, subject to limited exceptions, as well as retail operators and companies who do not enforce applicable requirements under the ROA, EMPCA or Health Protection and Promotion Act. In addition, this emergency order gave all provincial offences officers the

authority to temporarily close a premise and disperse individuals who are in contravention of gathering limits outlined in an order and will be able to disperse people who are gathering, regardless whether a premise has been closed or remains open such as a park.

A phased termination of the stay-at-home order began on February 10, 2021 and was completed on March 8, 2021.

**February 9, 2021: The second provincial emergency declared on January 12. expired**

## LEADERSHIP TO COMBAT HUMAN TRAFFICKING

### Comprehensive legislation to combat human trafficking

***Human trafficking is a vicious and violent crime that preys on the young and vulnerable, including school children. It is important that Ontario be equipped to fight this crime and support victims and survivors with every tool at our disposal.***

The ministry is a key partner in the government's launch of its proposed Combatting Human Trafficking Act. The new legislation and amendments to existing legislation builds upon the province's $307 million Anti-Human Trafficking Strategy, co-developed by the Ministry of the Solicitor General and Ministry of Children, Community and Social Services.

The legislative package includes two new acts, the Anti-Human Trafficking Strategy Act and Accommodation Sector Registration of Guests Act, and amendments to the Child, Youth and Family Services Act and Prevention of and Remedies for Human Trafficking Act.

The proposed Combatting Human Trafficking Act reinforces Ontario's commitment to fight human trafficking and demonstrates continued leadership in responding to this pervasive crime by:

- Supporting a long-term provincial response to human trafficking
- Strengthening the ability of local children's aid societies and law enforcement to protect exploited children
- Supporting more survivors and the people who assist them in obtaining restraining orders against traffickers, with specific consideration for Indigenous survivors
- Increasing the government's ability to collect non-personal data to better understand the impact of the strategy and respond to human trafficking

### New investigative tools for law enforcement

***More victims of human trafficking may be identified and located, and more traffickers may be deterred by specifying how and when police services, including First Nations police services, can access information from guest registries.***

As part of the government's Combatting Trafficking Act, law enforcement will be provided with more tools to locate victims and charge traffickers, including clarifying how and when police services can access hotel registry information.

Under the government's changes, the act will set a framework for when police may urgently demand to view information without a court order under exigent circumstances such as a threat of bodily harm to a victim or destruction of evidence.

The accommodation sector will also be regulated to enhance information it collects in a guest registry, face tough penalties for deliberately allowing false information and expanding the definition of hotel to include short-term rentals.

Companies that advertise sexual services in print and online will also be required to provide contact information for police, so they can request information in support of a human trafficking investigation.

## COMBATTING RACISM AND PROMOTING DIVERSITY

### Helping to protect communities against racism and hate

***Much-needed solutions against racism and hate cannot come from government alone. Developing an anti-racism and anti-hate grant program collaboratively with community partners will lead to effective solutions in the fight against racism and hate.***

The ministry is engaging community partners to create an effective new Anti-Racism and Anti-Hate Grant program. The program will support community-based, anti-racism initiatives focusing on anti-Black racism, anti-Indigenous racism, antisemitism and Islamophobia, as well as anti-Asian racism that has spiked since COVID-19.

The two-year $1.6 million Anti-Racism and Anti-Hate Grant program will reinforce the government's commitment to collaborate with communities on anti-racism initiatives, including increasing public awareness of the impact of systematic racism and hate. In fall 2020, the ministry's Anti-Racism Directorate began working with community groups to learn about individual experiences and local needs to help shape and design the new grant program.

### Taking action to combat racism and hate crime

***Remaining focused on advancing community-based solutions to ensure Ontarians can overcome hate and racism.***

The ministry is investing approximately $1.6 million over two years to help communities combat hate-motivated crime. Funding under the ministry's Safer and Vital Communities grant is supporting 26 community-based, not-for-profit organizations and First Nations Chiefs and Band Councils, in collaboration with their police partners, to implement local projects that tackle discrimination, foster greater inclusiveness and address the increase of police-reported hate crime.

### Improving diversity in the workplace

***COVID-19 has exacerbated challenges faced by Indigenous, Black and racialized employees in the workplace, ranging from career progression obstacles to health and safety risks.***

The ministry's Anti-Racism Directorate (ARD) is working in partnership with CivicAction to bring public, private and non-profit sector organizations together to identify concrete actions employers can take to enhance workplace opportunities for Indigenous, Black and racialized employees. CivicAction is a non-profit organization with nearly two decades experience creating and implementing solutions to pressing challenges.

By 2036, racialized people are projected to account for almost half of Ontario's population. During an Economic Inclusion virtual roundtable, ARD and CivicAction drew on the expertise and insights of participants to create digital tools and resources for employers, embedding equity in Ontario's COVID-19 recovery efforts.

## DIGITALLY CONNECTING ONTARIO'S JUSTICE SECTOR

### Building a more connected justice sector

***When massive volumes of data can be stored, sorted and shared on a handheld device it no longer makes sense to physically 'hand-off' evidence contained on disks and USB sticks.***

The ministry is investing in new technology that will allow police and justice partners to share digital evidence faster and more securely. The Digital Evidence Management (DEM) program will ensure timely access to evidence, reduce delays and enable police to spend more time investigating crimes.

DEM will provide police services with access to cloud-based technology to allow evidence, once physically handled, to be shared securely amongst justice sector partners. The program will be available to provincial enforcement agencies such as the Ontario Provincial Police (OPP), Correctional Services Oversight and Investigations unit and, municipal and First Nations police services. This will help create a standardized, digitally connected criminal justice system across Ontario.

The DEM program is part of Ontario Onwards: Ontario's COVID-19 Action Plan for a People-Focused Government. It is one of the more than 30 projects that will change the way people and businesses interact with government.

### Digital platform allows police to spend more time preventing and investigating crime

***Deploying new technology to cut down on the hours police spend filling out paperwork and travelling back and forth to courthouses.***

The ministry introduced a new eIntake digital platform in collaboration with the Ontario Court of Justice and policing partners to accelerate and simplify the way criminal charges are filed and managed. Police officers in Ontario file more than 225,000 charging documents, also known as 'informations' every year. eIntake allows police officers to digitally file criminal charges to the court as an alternative to the time-consuming requirement of appearing before a Justice of the Peace. The platform also allows Justices of the Peace to enter their decisions and sign documents digitally, as well as request additional information from police online.

The eIntake digital platform was successfully piloted in Barrie and Orillia and has already been rolled out in courthouses across northeast and northwestern Ontario. The platform is expected to be available provincewide by 2022, leading to a criminal justice system that is stronger and digitally connected from end-to-end.

## STRENGTHENING COMMUNITY SAFETY

### Appointing Ontario's first Inspector General of Policing

***Ontario's Inspectorate of Policing will improve transparency and accountability to the public and help increase trust between the public and their police services.***

The ministry has appointed the province's first Inspector General of Policing to establish an Inspectorate of Policing that will provide oversight of policing in Ontario. The creation of the position is the next step in delivering on the government's commitment to reform policing. The newly created Inspectorate will operate at arm's length from government to provide policing oversight and ensure effective policing services are delivered to every community in Ontario.

When the Community Safety and Policing Act (CSPA) is in force the Inspectorate will:

- Monitor, advise, conduct inspections and investigate complaints with respect to the delivery of policing and compliance with the CSPA and its regulations
- Investigate complaints related to police service board member misconduct
- Develop, maintain and manage records and conduct analyses regarding compliance with the CSPA
- Publish inspection and annual reports

### Ontario Inspectorate of Policing vision

***Promoting excellence, equity and public confidence in policing through a robust system of advising, monitoring, inspecting, investigating and reporting on the delivery of policing in Ontario.***

The Inspectorate has committed to work respectfully and professionally to support those responsible for the delivery of policing in Ontario and meeting legislative obligations to help transform policing and the relationship between the police and broader community.

The Inspectorate will be driven by specific values and guiding principles:

- Trust. Leading by example in demonstrating professionalism and accountability
- Respect. Building strong relationships across all sectors of society
- Humility. Being open to new ideas and inclusive of diverse perspectives
- Courage. Standing for truth led by evidence-based research and data analysis
- Wisdom. Striving for continuous improvement
- Integrity. Striving to be transparent

## Increasing investment in video surveillance systems

***Expanded use of CCTV will support the local fight against guns and gangs and deter other crimes such as drug and human trafficking, street racing and stunt driving.***

The ministry is allocating approximately $1.7 million in 2020-21 to help 18 police services across the province better detect, investigate and prevent criminal activity by investing in new Closed-Circuit Television (CCTV) technology. The funding is part of the Ontario CCTV grant program, which includes a $6 million investment over three years to introduce and expand CCTV systems across Ontario. Funding from the grant program will cover 50 per cent of total project costs up to $200,000, including the purchase of CCTV cameras, associated supplies, software and installation.

## Providing police with additional tools to keep communities safe

***Gun and gang violence and other serious crimes are not limited to large urban centres. Smaller and rural communities across the province are also impacted.***

Sixteen municipal police services are receiving funding for projects that combat gun and gang violence, sexual violence and harassment and human trafficking under the ministry's Community Safety and Policing Grant (CSP) program. The program provides police services with added tools and resources to address both local and provincial community safety priorities. These investments will be allocated over a two-year period and police services are required to report annually on the outcomes of their initiatives. The projects will build on Ontario's Guns, Gangs and Violence Reduction Strategy, and its new comprehensive strategy to combat human trafficking.

## Blocking contraband at adult correctional facilities

***Detecting and preventing the entry of contraband is critical to keep Ontario's correctional facilities safe.***

The ministry installed ion scanners at 10 adult correctional facilities across the province as part of an effort to combat contraband being smuggled into facilities, enhance security and improve staff and inmate safety. Ion scanners are security tools used to detect and identify trace elements of drugs and are an added layer of security available to correctional staff to help prevent illegal substances from entering facilities. The first ion scanner was tested at the Elgin-Middlesex Detention Centre in 2018 and has been successful in detecting and preventing contraband from entering the facility, including fentanyl.

## Improving animal welfare

***Ontario has become the national leader in the protection of animals. The ministry will continue to work with partners to ensure even better protection and support for animals.***

The ministry established an advisory table to improve animal welfare across the province. The government's Provincial Animal Welfare Services (PAWS) Act established Ontario as

the first jurisdiction in Canada to create a fully, provincially operated enforcement system and introduced the strongest penalties in the country for people who neglect and abuse animals.

The PAWS Advisory Table includes expert organizations representing multiple animal-related disciplines such as advocacy, industry, agriculture, sheltering, veterinarian care and enforcement. The table will provide input to the ministry to help improve animal welfare including informing the development of new regulations under the PAWS Act.

### Tightening up safety and enforcement for towing industry

***Tow trucks are an essential piece of a moving economy. New initiatives will ensure that the industry keeps moving in a positive direction.***

The ministry is part of a government initiative to make roads and highways safer by addressing violence in the towing industry. The Ontario Provincial Police (OPP) and municipal police services will form a Joint Forces Operation team to investigate criminal activity in the towing industry with the goal of enhancing consumer protection and public safety. The province announced the launch of the first phase of a pilot that would introduce restricted tow zones on designated sections of provincial highways where one towing company will be contracted to help clear highways faster and safer within each zone. These initiatives were based on recommendations from a 2020 multi-ministry towing task force.

## INVESTING IN NEW INFRASTRUCTURE

### Investing in Ontario's frontline corrections workers

***Creating a better and safer environment for hard-working frontline staff will help strengthen Ontario's corrections system.***

The ministry is investing more than $500 million over five years to transform correctional facilities across the province. The funding will be used to modernize outdated infrastructure, address overcrowding, improve services and hire 500 new staff to respond to challenges within the system such as mental health and addiction issues. Hiring additional staff will also help ensure Ontario is complying with its obligations regarding the use of segregation.

The modernization of ageing infrastructure, including building additional day rooms and modifications to recreational yards will allow the province to provide more effective programming space.

### Eastern Region Strategy will modernize facilities and support economic recovery

***Modernizing outdated infrastructure and building new facilities will create a better and safer environment for our hard-working frontline staff and address overcrowding in many of our institutions.***

The ministry launched an Eastern Region Strategy to address outdated correctional infrastructure in Eastern Ontario. The first of its kind strategy will coordinate and modernize Eastern Ontario's correctional services infrastructure with new construction and building upgrades to improve facilities, address issues of overcrowding and create new spaces for the delivery of mental health services, inmate programs and staff training.

The modernization strategy includes:

- Building a new Eastern Ontario Correctional Complex
- Replacing the Brockville Jail with a new facility that will increase capacity and improve access to services and programming in the area. Brockville Jail was built in 1842 and is currently the oldest in the province
- Expanding the St. Lawrence Valley Correctional and Treatment Centre and Quinte Detention Centre to improve mental health services for women who are incarcerated and add capacity
- Renovate the Ottawa-Carleton Detention Centre to better accommodate programming for inmates and other initiatives

The Eastern Region Strategy will provide benefits throughout the area for years to come including, creating jobs and supporting local businesses during construction, and providing jobs to local residents once the projects are completed.

**Strengthening Ontario's correctional system in the North**

***Expansion of correctional facilities in Thunder Bay and Kenora will provide Indigenous individuals in custody with greater opportunities for skills development, education and literacy.***

The ministry announced plans to expand correctional services infrastructure in Thunder Bay and Kenora as part of a strategy to invest more than $500 million over five years to transform correctional services and improve health and safety through new hiring and infrastructure improvements. Expansion at the Thunder Bay Correctional Centre and Kenora Jail will allow for increased access to literacy, skills development and technology programs to support safe reintegration into the community. These projects will also help address overcrowding in Kenora and Thunder Bay during construction of a new, state-of-the-art Thunder Bay Correctional Complex.

**Ontario opens new OPP communications centre in London**

***Ensuring Ontario's provincial police officers and staff have the state-of-the-art facilities, equipment and technology they need to fight crime and keep people safe.***

The ministry opened a new, leading-edge Ontario Provincial Police (OPP) Provincial Communications Centre (PCC) in London. This new high-tech facility is providing OPP officers and civilian staff with the modern communications technology needed to better serve and protect surrounding communities.

The new 35,000 square-foot PCC houses 135 civilian members and officers who handle emergency and non-emergency calls for service. Equipped with advanced technology, the facility serves an assigned area of more than 170,000 square kilometers with a population that reaches approximately 850,000 during the summer months. The new PCC will also support other OPP jurisdictions as needed and provides OPP officers and civilian members with the space they need to conduct their work in an improved workplace environment. The London PCC is one of five OPP PCCs across the province that operate 24/7 answering calls for service.

### OPP modernization

***Infrastructure modernization projects are essential to the safety and security of communities while ensuring first responders have what they need to do their jobs as effectively as possible.***

The ministry opened new Ontario Provincial Police (OPP) detachments in Clinton, Fort Frances, Hawkesbury, Little Current, Marathon, Mississauga, Moosonee, Orillia and West Parry Sound in 2020-21, completing a $182 million OPP modernization project to replace nine aging detachments across the province. The buildings were at the end of their lifespan and no longer met the requirements of today's police operations.

The new facilities are providing frontline police officers and OPP civilian staff with the leading-edge equipment and technology they need to better serve and protect their communities.

## EXPANDING FRONTLINE TRAINING AND TESTING

### Redesigning correctional officer training

***Correctional officers make a vital contribution to Ontario's justice system and are essential partners in keeping our communities safe.***

The ministry has introduced a modernized training program for correctional officers that places increased emphasis on key areas such as human rights, mental health, health and safety, and teamwork. The new curriculum includes more job-specific case studies and scenario-based learning with course material on anti-Black racism, Indigenous cultural training and inmate management techniques. This new approach builds critical-thinking, decision-making and problem-solving skills so graduates are better prepared to respond to real life situations. The training also focuses on improved communication and de-escalation skills.

### Building pathways to careers in corrections

***Compensating new recruits and leveraging technology for training will help encourage more people to consider a career that contributes to the safety and well-being of our communities.***

The ministry took important steps to remove barriers to employment in corrections in 2020-21. An 18-month pilot project with Hamilton-based Mohawk College to offer the virtual delivery of the corrections foundational training program was launched. The ministry also began providing compensation for new correctional officer recruits while undergoing training. Compensating new recruits and providing more opportunities for training reduces financial and geographic barriers to recruitment. It also helps to increase diversity and access to correctional officer employment across the province, including Northern Ontario.
New correctional officer recruits receive compensation to cover eight weeks of online and in-person training. The agreement with Mohawk College is the first comprehensive training partnership between the province and an Ontario community college. It covers topics such as human rights, communication, de-escalation, mental health and anti-racism. The Correctional

Services Recruitment and Training Centre in Hamilton will continue to provide the skills-based practical and experiential training components.

### Making online security guard and private investigator testing more reliable and accessible

***Online testing will help expand Ontario's capacity to train and qualify security guards and private investigators who are an essential part of public safety and community well-being.***

The ministry launched a new, online testing option for individuals seeking to obtain a licence to become a security guard or private investigator. This modern testing option will eliminate the need for applicants to travel to a testing location. Up to 12 online test sessions will be offered daily, with testing available in English and French. Applicants who select the online testing option choose from a range of dates and times when sessions will be offered. The new online option improves capacity to test more individuals and makes the overall process easier, more reliable and accessible.

## SUPPORTING THE FRONT LINES

### Increasing mental health support for OPP personnel

***The current COVID-19 outbreak reinforces how much we rely on frontline workers and why it is so important to look after their mental health and well-being.***

The ministry has hired new psychologists and other mental health professionals to support Ontario Provincial Police (OPP) personnel as part of a larger government initiative to immediately expand online and virtual mental health supports, including frontline workers, during the COVID-19 outbreak.

The hiring of additional mental health professionals for the OPP is in response to recommendations made by the OPP Independent Review Panel set up in April 2019 to examine the OPP's workplace culture, including issues of mental health, occupational stress injuries and suicide among its members.

The mental health professionals will:

- Provide clinical services to all members and civilians, and make referrals to external services if needed
- Develop and deliver mental health support programming specific to unique policing needs such as geographic, specialized services and cultural needs
- Facilitate educational programs to both uniform and civilian members to reduce stigma to help normalize mental health difficulties, and promote resiliency and access to resources when facing mental health challenges
- Provide guidance to peer supporters

**Enhancing safety for probation and parole officers in the north**

***Each action taken to protect frontline corrections workers is an important step forward in strengthening workplace safety and public safety in our communities.***

The ministry is providing new, leading-edge monitoring devices to help protect probation and parole staff in remote locations. Probation and parole officers supervise and report on offenders to ensure they are complying with probation requirements. Those who work in remote areas face unique challenges such as isolation and the inability to dispatch emergency services.

The new devices replace outdated equipment to better protect officers through satellite communications, location technology and automatic incident detection. Each device provides two-way voice and text communication and enhanced live monitoring such as fall and no-motion detection, silent alarm activation and missed check-ins, allowing for quicker notification to emergency personnel in crisis situations.

## Table 3: Ministry Interim Actual Expenditures 2020-21* ($M)

| | | |
|---|---|---|
| **COVID-19** | **$** | **95.7** |
| **Other Operating** | **$** | **2,837.4** |
| **Capital** | **$** | **37.8** |
| **Staff Strength**<br>**(as of March 31, 2021)** | | **17,868.32** |

*Note: Interim Actual Expenditures reflect the numbers presented in the 2021 Ontario Budget.

** Ontario Public Service Full-Time Equivalent positions.

Ontario

# Estimates Briefing Book 2021-22

## Ministry of Transportation

Ce document est disponible en français

Ontario

# PART I: 2021-22 PUBLISHED PLAN

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# PART I: 2021-22 PUBLISHED PLAN

## MINISTRY OVERVIEW

### Ministry of Transportation Vision

The Ministry of Transportation (MTO) enables access to activities by providing and supporting safe, equitable, efficient, sustainable and convenient mobility options for people and goods.

### Ministry Contribution to Priority Outcomes

- **Increasing mobility and access options by connecting more people to places.** Working with our partners to build a world-class, integrated transit system and deliver more transit services faster that serve 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 across all modes of transportation.
- **Keeping Ontario's transportation network safe.** Ensuring the province's transportation system is among the safest in the world.
- **Investing in highways, roads, bridges and other priority infrastructure.** Making smart investments and expanding the province's highway network to provide reliable access to an efficient transportation system.
- **Driving organizational effectiveness and enabling innovation.** Enabling a creative, innovative, diverse and agile workforce that can deliver on our ministry vision and goals.

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To deliver on these outcomes, the ministry has five, cross-cutting strategies to deliver on key government priorities. Notable initiatives are summarized below, with further details found throughout the ministry's Estimate Briefing Book.

**Strategy # 1 - Innovate provincial transportation policies, regulation, plans and systems to enable mobility and access:**

- *Building Transit Faster Act*, 2020 (BTFA) - Extending the measures in the BTFA to other provincial transit projects, creating jobs and economic benefits for communities.
- Reducing Red Tape & Increasing Efficiencies – Implement several regulatory amendments and pilot initiatives, such as the e-scooter pilot and permitting the use of cargo e-bikes through municipal by-laws.
- Promoting Safer Roads Through Effective Legislation and Regulation - introduce innovative regulation, such as the new School Bus Arm Camera Regulatory Framework, and Zero Blood Alcohol Requirement for Driving Instructors.

**Strategy # 2 - Support and deliver safe, equitable, efficient and convenient mobility options which enable economic recovery and build future resiliency:**

- Northeastern Passenger Rail - Accelerating work to examine safety and infrastructure needs for potential future passenger rail service in the North.
- Resilient Ferry Fleet - In Fall 2021 MTO will receive two hybrid-electric capable ferries that will run passenger and vehicle ferry service between the mainland with Amherst Island and Wolfe Island.
- Safer Towing Industry & Tow Zone Pilot - Implement new rules for towing in the province, to address violence and fraud in the industry.
- Technology to support Carrier Safety - Expand the deployment of Smart Roadside Technology in commercial vehicle compliance and enforcement.

**Strategy # 3 - Deliver existing revenue generation plans and develop new, innovative value creation opportunities:**

- Revenue Generation - Established a Value Creation Framework, which is expected to generate over $390M over the next four years.
- Public Education and Research Surcharge (PEARS) – Will ensure the ministry can continually invest critical research to drive evidence-based policies.
- MTO Data and Information Strategy (MDIS) - MDIS is transforming MTO into a modern data-driven and future-ready organization.

**Strategy # 4 - Perform meaningful reforms to modernize the organization, to ensure the ministry is future ready and user-focused:**

- Anti-Racism Action Plan – Supports anti-racism awareness and capacity building within our ministry and will help the ministry deliver a transportation system that is accessible and barrier free to all.
- Improve Developer Processes through the Highway Corridor Management System (HCMS) – Land Development Module; a convenient online public portal that will save business and government time and money.
- Digital First & Digital Transformation – transforming existing legacy systems and accelerating the ministry's transition to digital, modern, user-centered service offerings.

**Strategy # 5 - Deliver infrastructure and services with greater rigor, through re-calibrated capital plans, smart rehabilitation investments, and strengthened agency oversight:**

- GO Rail Expansion - advance the GO Rail Expansion program through critical procurements and infrastructure work along the corridors.
- Ontario's New Subway Transit Plan for the GTA - MTO will work with partners to advance the four priority transit projects.
- Priority Highway Capital Projects – Make important investments in highway renewal and expansion projects throughout the provincial network.
- Smart Rehabilitation Investments – ensure a state of good repair of our assets by making smart rehabilitation investments.

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## COVID-19 Response

The Ministry of Transportation has initiated several measures and initiatives to combat COVID-19 and reduce the financial burdens that Ontarians are currently facing. Key actions include:

### *Supporting the Commercial Carrier Industry*

- Support the trucking industry through the Provincial Antigen Screening Program (Ministry of Health) which allows employers in priority settings to add an additional safety measure and launched the free 511 app for all truck drivers, enabling access to rest areas and sanitation facilities.
- Enacted emergency provisions of the *Highway Traffic Act* during the second State of Emergency, which allowed provincially regulated carriers transporting essential supplies to be eligible for important operating exemptions.
- Supported the safety of Ontario's Truck drivers by delivering a COVID-19 Testing for Truck Drivers Pilot and Emergency child-care services for Class A and Class D licenses up until June 26, 2020.

### *Delivering Essential Services*

- The validity period of driver, vehicle and carrier products which expired on or after March 1, 2020 was extended into 2021-2022 to combat COVID-19.
- Safety on Provincial Ferry & Air Services – Worked with our partners to implement Transport Canada COVID-19 related interim measures on both ferry services and winter air service operations.
- Committed resources to ensure that Remote Airports continue uninterrupted operations and deliver essential supplies (food, fuel, water, etc.) and services.
- To help address the backlog of passenger road tests, the ministry is working with its service provider to add 84 new Driver Examiners.

### *Supporting Partnerships*

- In partnership with the federal government, MTO is delivering up to $2.15 billion to Ontario municipalities, through the *Safe Restart Agreement*, to keep transit systems running.
- The ministry continues to work with service delivery partners and the courts to maintain services during the pandemic including the Licence Appeal Tribunal, Remedial Measures Program and Ignition Interlock Program.
- The ministry continues to tender the highway capital construction program to ensure there are adequate design projects for sustained construction activity throughout the 2021-22 season.

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## 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, processes 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).
- Accommodations and facilities management, support and guidance.
- 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*.

**Agencies Oversight and Partnerships Program** ensures MTO's agencies align with government priorities and comply with legislation, regulations, directives and policies. The program also supports agency and municipal funding programs and oversees decision-making and delivery of transit and other infrastructure funding programs and investments.

The program is also responsible for managing the province's relationship with two Crown Agencies, Metrolinx and the Ontario Northland Transportation Commission (ONTC). 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. Major 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.

- Supporting the implementation of the *Building Transit Faster Act, 2020* measures, in order to streamline project delivery and support the accelerated completion of priority transit projects.
- Building transportation partnerships with municipal and federal partners.
- 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

**Transportation Safety** develops and implements strategies to improve road safety and mobility through the promotion of responsible driving behaviour and motor vehicle safety.

Transportation 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-centred 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.

**Transportation Infrastructure Management Program** is responsible for infrastructure investment, asset management, design and engineering, and capital delivery activities related to provincial infrastructure.

The program 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 Toronto to replace the existing laboratories.

Provincial transportation infrastructure including highway and bridge rehabilitation efforts are planned to support the sustainability of the provincial transportation network. 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 based on scope, schedule, cost and risk profile. This will include 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 (I&IT) strategies and objectives. The ministry's Labour and Transportation Cluster (LTC) 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.

**Integrated Policy and Planning Program** develops transportation policies and plans to ensure that the mobility needs of Ontarians are integrated and addressed. It is responsible for identifying the long-term, strategic interests of the province with respect to Ontario's transportation system for all modes. It develops policies, plans and programs to support an efficient, safe, sustainable, integrated, and future-ready transportation system in Ontario.

The program works to advance Ontario's strategic transportation objectives with other ministries and government agencies, the federal government, other provinces, municipalities, and Indigenous communities. Initiatives include, but are not limited to:

- 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).

**The Operations Program** oversees the operations and maintenance of 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 Operations 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.

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## 2021-22 STRATEGIC PLAN

## COVID-19 Response

### *Corporate Services Division:*

- Collaborating with MGCS and Infrastructure Ontario (IO) in the implementation of daily enhanced cleaning at MTO facilities as well as one-time focused enhanced cleaning when required as a response to positive COVID-19 cases.
- Providing guidance and support to divisions in preparation of MTO's workplaces for the return to the workplace following IO's Gradual Re-Opening of OPS Workplaces (GROW) guidelines including floor capacity planning, signage, directional floor wayfinding decals and plexiglass barriers as required.

### *Safe Restart Agreement and Municipal Transit:*

- Providing $650 million of funding for municipal transit systems to address COVID-19 related impacts up to December 31, 2021, with extensions to December 2022 granted on a case-by-case basis. Priority is to compensate financial pressures due to reduced ridership and costs incurred as a direct impact of COVID-19.
- Partnering with municipalities to explore options to ensure the safety, sustainability, integration and affordability of local transit, both during COVID-19 and beyond.

### *Driver Vehicle and Carrier Products:*

- The validity period of driver, vehicle and carrier products which expired on or after March 1, 2020 was extended into 2021-2022 to combat COVID-19.
- The Transportation Safety Division is establishing a plan to resume passenger vehicle road tests and substantially reduce the number of deferred tests resulting from cancellations resulting from COVID-19.
- 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 driver's licences are to be issued to senior drivers impacted by this decision.

### *Commercial Carriers:*

- 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.
- Messaging has been provided for Variable Message Signs and Portable Variable Message Signs regarding the closure of the US border to all non-essential travel.

- The ministry has 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.
- The ministry continues to support the trucking industry through the Provincial Antigen Screening Program (Ministry of Health) which allows employers in priority settings to add an additional safety measure in high-risk and essential workplaces.
    - Through this program, rapid antigen point-of-care tests (POCTs) will be distributed to organizations in priority settings, to enhance existing routine screening measures for asymptomatic employees and other identified groups.
    - Rapid antigen POCTs may allow for workplaces to proactively identify cases of COVID-19 that may have otherwise been missed, supporting employee safety and business continuity in a variety of workplaces.

***Highways and Marine Operations:***

- Measures include physical distancing on ferry operations, support for remote airports to ensure continuation of essential material shipments and the use of the new free 511 app providing truck drivers with immediate access to information.

## Summary of Key Decisions Approved for 2021-22

***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 2021-22 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 Subway Transit Plan for the GTA -*** 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 transit projects announced as part of the 2019 Ontario Budget – the Scarborough Subway Extension, the Eglinton Crosstown West Extension, the Ontario Line and the Yonge North Subway Extension. The four priority transit projects were a key component of the province's 2019 Budget commitment to build transit and expand service.

***Committing $1 billion in capital funding towards Hamilton LRT -*** In February 2021, the government confirmed its commitment of $1 billion in capital funding towards a meaningful LRT for the City of Hamilton and continues to work with the federal government to seek a contribution from them for the project, which has been added as a fifth priority transit project for the province.

***Highway 6 and 401 Expansion*** - MTO is moving forward with advance work on the Highway 6 and 401 expansion to reduce congestion, improve road safety, and make it easier for people travelling between Hamilton and Guelph. This project is part of the province's long-term transportation plan for the Greater Golden Horseshoe to ensure our future transportation system supports continued prosperity and quality of life. The advance work includes the construction of the new mid-block interchange on Highway 6 north of Highway 401.

***Bradford Bypass*** - The ministry will proceed with early works on the Bradford Bypass project, an expansion linking Highway 400 to Highway 404. The project will drive economic activity, be a significant source of employment, and enhance the movement of goods and people along Ontario's highways and strategic trade corridors.

***Digital First Investment*** - The ministry is continuing forward with its Digital First Strategy and investments with cross-business collaboration to provide citizen-centred services to Ontarians and businesses. This results-driven project to make government work better, uses modern approaches, tools and practices that put the needs of Ontarians first in the development of products, policies, programs or services.

***Transportation Safety Transformation (TSTx, former RUSTx) Program –*** The ministry introduced a new foundational registration and licensing system and has moved all commercial transportation programs to it. MTO is investing to expand the system, move additional programs to it and introducing digital services.

- Phase 3, commencing in April 2021, represents the largest and most complex digital transformation effort to date, transforming all remaining driver and vehicle program areas and decommissioning aging, at-risk legacy technology and applications. MTO is engaging a vendor to lead the Phase 3 strategic planning and business case development this year.

***Carrier Digital Transformation Program -*** includes the following initiatives:

- Online Carrier Record - improving commercial vehicle clients' ability to access their safety records online and in real time, in response to the ministry's OAGO commitment from the 2015 Student Transportation Audit;
- MTO Carrier App (Release 1.0) – to serve as a resource for carriers
- CVOR New Application (Release 1.0) – transformed process for Commercial Vehicle Operator Registration applications
- Carrier Data Reporting & Analytics – to enable insights-driven decision making

***Northeastern Rail –*** Working with Metrolinx and Ontario Northland Transportation Commission (ONTC) to take the next step in improving passenger rail service in the northeast and providing people with a safe, reliable and convenient travel option.

***Supporting Low Carbon Technologies -*** MTO will continue to move forward with low carbon vehicle (LCV) commitments including: improving rules and removing regulatory barriers that block private investors from deploying low-carbon refueling infrastructure without government subsidies; supporting the development of Ontario's Hydrogen Strategy; attracting production mandates for electric vehicles (EVs) and enabling the private sector to develop a province-wide network of EV infrastructure; and reviewing locations for alternative fueling stations, including electric and hydrogen.

***A Regulatory Framework for Towing -*** In response to Ontario's provincial towing task force recommendations, the province intends to propose legislation that would provide a comprehensive provincial oversight framework for the towing and storage sectors.

***Supporting Environmental Assessment Modernization*** - MTO will continue to work with MECP to update the MTO Class EA process in support of EA modernization objectives.

***Supporting Connected and Automated Vehicle (CV/AV) Technologies*** - MTO will continue preparing Ontario's transportation system for the deployment of new vehicle technologies and supporting the Ministry of Economic Development, Job Creation and Trade (MEDJCT) in implementing Driving Prosperity, Ontario's plan for the future of the automotive sector, which is positioning Ontario as the North American leader in the adoption of advanced manufacturing and mobility technologies, such as connected and automated vehicles.

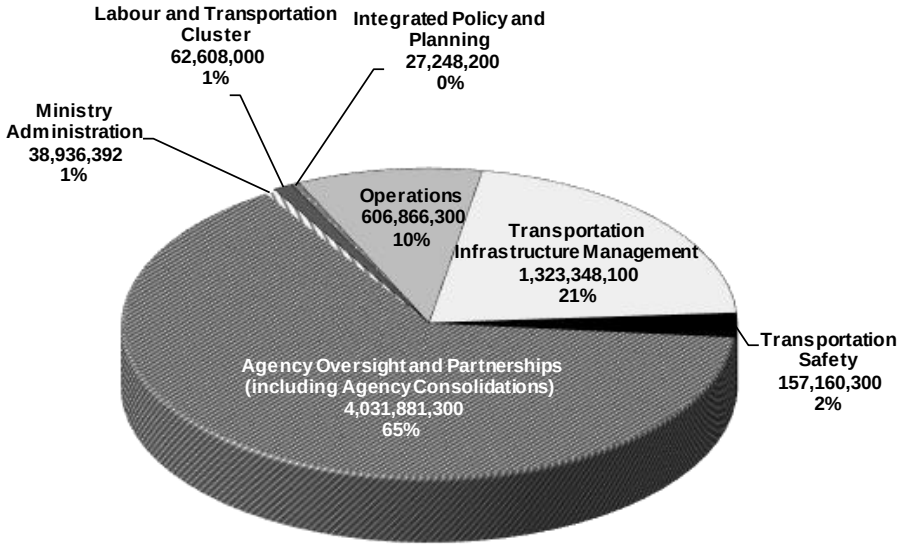
***Transportation Initiative Fund (TIF) for Indigenous Communities and Organizations -*** MTO is launching a new competitive, application-based funding program open to Indigenous communities and organizations in Ontario to put forward transportation-related project proposals that help address community needs and advance key areas of interest, that align with MTO priorities. The TIF will enable Indigenous communities and organizations to advance transportation-related initiatives that encourage capacity-building and involve culturally and locally responsive solutions.

***Moving Ontarians More Safely (MOMS) Act -*** MTO is proposing a package of new legislative, regulatory and public education measures aimed at improving road safety by targeting aggressive and high-risk driving behaviors. Of particular concern to MTO is a growing trend of stunt driving, speeding and other aggressive driving behaviours that have increased over the last few years and especially during the COVID-19 pandemic, according to police reports and preliminary data.

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## Table 1: Ministry Planned Expenditures 2021-22

| | |
|---|---|
| COVID-19 Approvals | $371,199,500 |
| Operating | $2,303,101,700 |
| Capital | $3,558,524,700 |
| **TOTAL** | **$6,232,825,900** |




## Total Expense: $6,232,825,900

(Ministry Total Expense Including Consolidation and Other Adjustments. Note graph excludes adjustments for General Real Estate Portfolio (GREP) ($10,218,800) and Ontario Infrastructure and Lands Corporation (IO) ($5,003,900))

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## 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 2021-22 $ | Change from 2020-21 Estimates $ | % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **OPERATING EXPENSE** | | | | | | |
| Ministry Administration | 38,248,000 | (927,400) | (2.4) | 39,175,400 | 38,389,800 | 52,591,057 |
| Agency Oversight and Partnerships | 913,769,000 | (1,256,897,800) | (57.9) | 2,170,666,800 | 3,440,445,100 | 481,441,277 |
| Transportation Safety | 130,031,400 | 4,369,700 | 3.5 | 125,661,700 | 140,334,700 | 117,016,377 |
| Transportation Infrastructure Management | 27,699,500 | (3,749,600) | (11.9) | 31,449,100 | 31,449,100 | 21,107,470 |
| Labour and Transportation Cluster | 62,607,000 | (4,323,500) | (6.5) | 66,930,500 | 66,930,500 | 63,255,624 |
| Integrated Policy and Planning | 27,247,200 | (5,683,700) | (17.3) | 32,930,900 | 32,930,900 | 20,267,484 |
| Operations | 562,272,300 | 8,994,900 | 1.6 | 553,277,400 | 563,877,400 | 535,858,466 |
| **Total Operating Expense to be Voted** | **1,761,874,400** | **(1,258,217,400)** | **(41.7)** | **3,020,091,800** | **4,314,357,500** | **1,291,537,755** |
| Statutory Appropriations | 393,392 | 2,000 | 0.5 | 391,392 | 391,392 | 2,382,093 |
| **Ministry Total Operating Expense** | **1,762,267,792** | **(1,258,215,400)** | **(41.7)** | **3,020,483,192** | **4,314,748,892** | **1,293,919,848** |
| Consolidation Adjustment - Ontario Northland Transportation Commission | 66,624,100 | 4,515,100 | 7.3 | 62,109,000 | 51,703,600 | 66,969,928 |
| Operating Expense Adjustment - Cap and Trade Wind Down Account Reclassification | - | - | | - | - | - |
| Consolidation Adjustment - Ontario Infrastructure and Lands Corporation | (5,003,900) | (98,000) | | (4,905,900) | (4,905,900) | (9,520) |
| Consolidation Adjustment - Centre for Addiction and Mental Health | - | - | | - | - | (80,000) |
| Operating Expense Adjustment - Municipal Gas Tax Allocation | 343,322,400 | 2,591,300 | 0.8 | 340,731,100 | 340,731,100 | 372,367,124 |
| Consolidation Adjustment - Metrolinx | 517,309,600 | (172,843,900) | (25.0) | 690,153,500 | 130,553,500 | 948,492,143 |
| Consolidation Adjustment - General Real Estate Portfolio | (10,218,800) | (2,159,600) | | (8,059,200) | (7,174,100) | (23,364,381) |
| **Total Including Consolidation & Other Adjustments** | **2,674,301,192** | **(1,426,210,500)** | **(34.8)** | **4,100,511,692** | **4,825,657,092** | **2,658,295,142** |
| **OPERATING ASSETS** | | | | | | |
| Ministry Administration | 2,000 | - | - | 2,000 | 2,000 | - |
| Agency Oversight and Partnerships | 1,000 | - | - | 1,000 | 1,000 | - |
| Transportation Safety | 1,000 | - | - | 1,000 | 1,000 | - |
| Transportation Infrastructure Management | 1,000 | - | - | 1,000 | 1,000 | - |
| Labour and Transportation Cluster | 1,000 | - | - | 1,000 | 1,000 | - |
| Integrated Policy and Planning | 1,000 | 1,000 | | - | - | - |
| Operations | 1,000 | 1,000 | | - | - | - |
| **Total Operating Assets to be Voted** | **8,000** | **2,000** | **33.3** | **6,000** | **6,000** | **-** |
| **Ministry Total Operating Assets** | **8,000** | **2,000** | **33.3** | **6,000** | **6,000** | **-** |
| **CAPITAL EXPENSE** | | | | | | |
| Ministry Administration | 1,000 | - | - | 1,000 | 1,000 | - |
| Agency Oversight and Partnerships | 5,163,401,000 | 197,771,400 | 4.0 | 4,965,629,600 | 4,948,807,800 | 4,154,326,804 |
| Transportation Safety | 1,000 | - | - | 1,000 | 1,000 | - |
| Transportation Infrastructure Management | 90,794,400 | 21,179,600 | 30.4 | 69,614,800 | 38,559,800 | 38,203,150 |
| Operations | 44,593,000 | (6,780,000) | (13.2) | 51,373,000 | 59,201,000 | 39,721,847 |
| **Total Capital Expense to be Voted** | **5,298,790,400** | **212,171,000** | **4.2** | **5,086,619,400** | **5,046,570,600** | **4,232,251,801** |
| Statutory Appropriations | 1,232,282,100 | 65,154,900 | 5.6 | 1,167,127,200 | 1,167,127,200 | 1,030,581,955 |
| **Ministry Total Capital Expense** | **6,531,072,500** | **277,325,900** | **4.4** | **6,253,746,600** | **6,213,697,800** | **5,262,833,756** |
| Consolidation Adjustment - Ontario Northland Transportation Commission | (23,480,800) | 18,656,400 | | (42,137,200) | (41,135,400) | (33,315,586) |
| Consolidation Adjustment - Metrolinx | (2,949,067,000) | 128,310,600 | | (3,077,377,600) | (3,052,477,600) | (2,750,129,969) |
| **Total Including Consolidation & Other Adjustments** | **3,558,524,700** | **424,292,900** | **13.5** | **3,134,231,800** | **3,120,084,800** | **2,479,388,201** |
| **CAPITAL ASSETS** | | | | | | |
| Ministry Administration | 20,158,000 | 3,178,700 | 18.7 | 16,979,300 | 16,979,300 | 11,753,992 |
| Agency Oversight and Partnerships | 1,000 | - | - | 1,000 | 1,000 | - |
| Transportation Safety | 13,200,000 | 5,677,000 | 75.5 | 7,523,000 | 41,823,000 | 26,785,505 |
| Transportation Infrastructure Management | 1,938,378,700 | (355,520,300) | (15.5) | 2,293,899,000 | 2,336,583,600 | 2,037,425,798 |
| **Total Capital Assets to be Voted** | **1,971,737,700** | **(346,664,600)** | **(15.0)** | **2,318,402,300** | **2,395,386,900** | **2,075,965,295** |
| **Ministry Total Capital Assets** | **1,971,737,700** | **(346,664,600)** | **(15.0)** | **2,318,402,300** | **2,395,386,900** | **2,075,965,295** |
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **6,232,825,892** | **(1,001,917,600)** | **(13.8)** | **7,234,743,492** | **7,945,741,892** | **5,137,683,343** |

* 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 *2021 Ontario Budget* . The 2019-20 Actuals have a restated adjustment as compared to the 2021-22 Printed Estimates.

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## Historic Trend Table

| Historic Trend Analysis Data | Actuals 2018-19* $ | Actuals 2019-20* $ | Estimates 2020-21* $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| **Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)** | **4,840,223,497** | **5,137,683,343** | **7,234,743,492** | **6,232,825,892** |
| | | *6%* | *41%* | *-14%* |

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

The year-over-year variance between 2020-21 and 2021-22 is mainly due to one-time funding through the Safe Restart Program and other time-limited funding related to COVID-19. Other variances are due to the alignment of funding with construction timelines for municipal infrastructure projects that are either partially or fully funded through Federal contributions such as Public Transit Infrastructure Fund (PTIF) and Investing in Canada Infrastructure Program (ICIP).

**For additional financial information, see:**

**https://www.ontario.ca/page/expenditure-estimates**
**https://www.ontario.ca/page/public-accounts-ontario-2019-20**

## AGENCIES, BOARDS AND COMMISSIONS (ABCs)

| Name of Agencies, Boards and Commissions | 2021-22 Estimates | 2020-21 Interim Actuals | 2019-20 Actuals |
|---|---|---|---|
| Ontario Highway Transport Board, expenditures | 578,600 | 241,805 | 277,908 |
| Ontario Highway Transport Board, revenue | 43,575 | 24,800 | 52,596 |
| Ontario Northland Transportation Commission, operating | 43,532,900 | 46,775,000 | 50,295,693 |
| Ontario Northland Transportation Commission, capital | 44,728,800 | 59,920,300 | 53,040,572 |
| Owen Sound Transportation Company, operating | 4,466,100 | 6,466,100 | 2,605,848 |
| Owen Sound Transportation Company, capital | 17,123,000 | 4,675,000 | 2,608,167 |
| Metrolinx, operating subsidy | 847,234,000 | 1,214,334,000 | 420,837,000 |
| Metrolinx, capital | 4,045,749,000 | 4,000,928,700 | 3,589,551,702 |

Ontario

## 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.

The government is taking steps to dissolve the OHTB in conjunction with the deregulation the intercommunity bus sector. The target date for deregulation and OHTB dissolution is July 1, 2021, when the legislation is expected to be proclaimed into force. At that point, the OHTB will have no further function.

## 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 transit 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. Current business lines include: the Polar Bear Express (PBX) passenger rail service between Cochrane and Moosonee; intercommunity bus service throughout Northern Ontario connecting to Toronto, Ottawa, Thunder Bay and into Manitoba to Winnipeg; rail freight services from North Bay to Hearst across the northeast Highway 11 corridor, with a rail line extending into Quebec; rail remanufacturing and repair services; and real estate management, including the Station Inn Hotel in Cochrane.

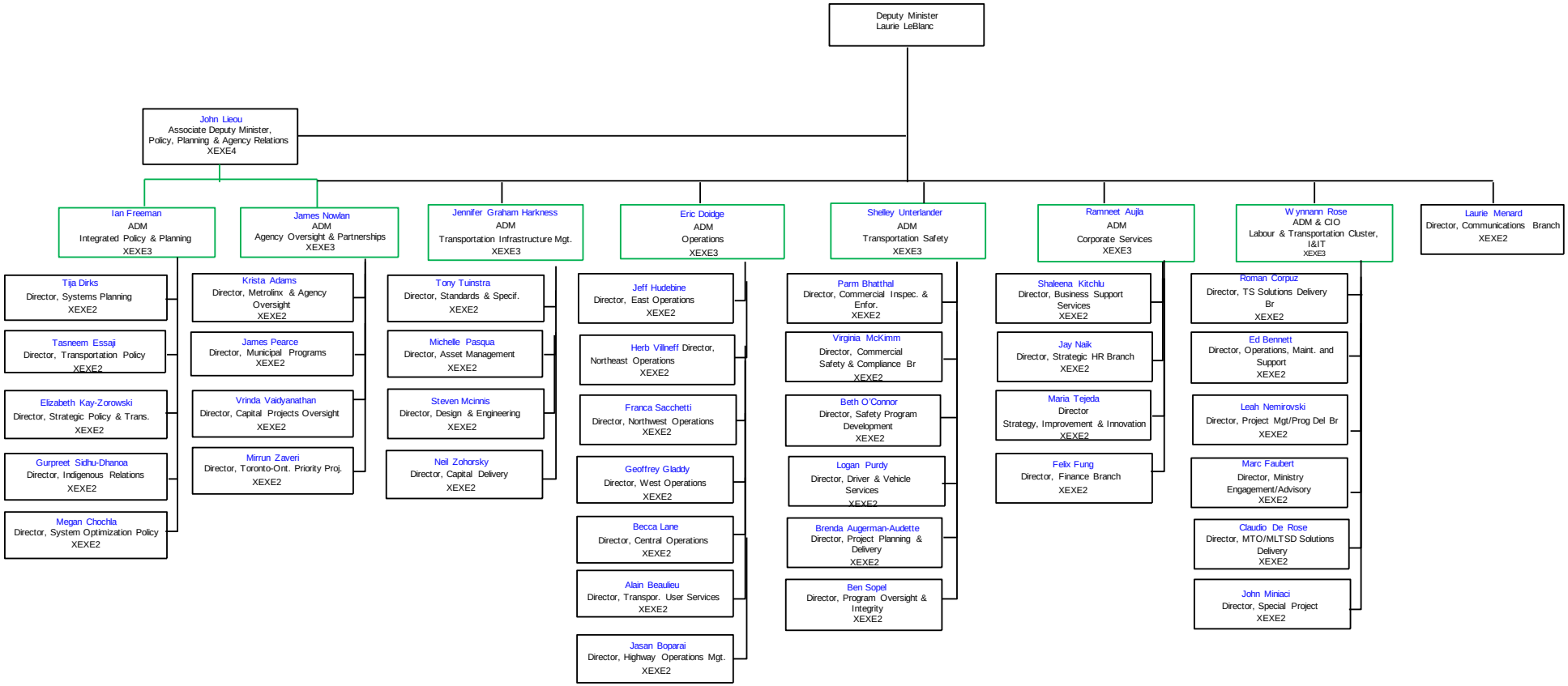
## Owen Sound Transportation Company, Limited

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.

Ontario

# MINISTRY ORGANIZATION CHART

## APRIL 1, 2021



## COVID-19 Response

### *Corporate Services Division efforts:*

- Collaborated with the Ministry of Government and Consumer Services (MGCS) and Infrastructure Ontario (IO) in the implementation of daily enhanced cleaning at MTO facilities as well as one-time focused enhanced cleaning when required as a response to positive COVID-19 cases.
- Procured and installed plexiglass dividers and barriers at public facing counters and within high traffic areas where physical distancing is not an option.
- Provided guidance and support to divisions in preparation of MTO's workplaces for the return to the workplace following IO's Gradual Re-Opening of OPS Workplaces (GROW) guidelines including floor capacity planning, signage and directional floor wayfinding decals.

### *Driver Vehicle and Carrier Products:*

- The ministry extended the validity of government driver, vehicle and carrier products and services that expired on March 1, 2020 to reduce the need for in-person service during the COVID-19 outbreak, until further notice.
- 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.
- On June 22, 2020, DriveTest Centres gradually re-opened all 56 DriveTest Centres to ensure that strict protocols are in place to prevent the spread of COVID-19.
- Between November 20, 2020 and March 31, 2021, pursuant to the province's Keeping Ontario Safe and Open Framework, various restrictions were put in place to prohibit applicants who reside in a region in Grey (Lockdown) from attending a DriveTest centre in another region in addition to restrictions on passenger testing in lockdown regions.
- As of December 21, 2020, commercial road testing resumed to ensure the continued safe movement of essential goods and services.

### *Commercial Carriers:*

- The ministry provided messaging for Variable Message Signs and Portable Variable Message Signs on the closure of the US border to all non-essential travel.
- Effective April 8, 2020, the ministry temporarily removed (until further notice) travel restrictions for Long Combination Vehicle (LCV) Program participants, allowing travel on the evening preceding and the last evening before a holiday/long weekend.
- The ministry, in partnership with the Ministry of Health and Ontario Health, conducted a pilot focused on delivering provincially-covered COVID-19 testing to

long-haul, cross-border truck drivers. The pilot allowed truck drivers to access voluntary testing on a first-come, first-serve basis.

***Public Outreach and Education efforts:***

- Enabling adoption of digital practices by expanding its digital outreach with the addition of virtual education sessions, creation of animated educational videos, and increased number of digital educational materials such as e-toolkits.
- The ministry continues to build upon existing public education and awareness efforts to reinforce measures aimed at influencing driver and road user behaviour across the province through digital channels and leveraging partner social media networks.

***Labour and Transportation Cluster efforts:***

- Created the Transportation Recovery Dashboard to monitor recovery of the transportation sector and mobility across the province during the ongoing COVID-19 pandemic. The dashboard covers 6 categories and 23 indicators and includes weekly reports that highlight the changes to indicators.
- Ontario 511 mobile app was launched as a pilot to support the trucking industry in response to the COVID-19 pandemic and went live October 9, 2020. The app was updated November 19, 2020 to provide both Public and Trucker modes to expand use to all drivers across the province. App users may select either Trucker Mode or Public Drive Mode to focus on the information they need most while travelling.
- Introduced an emergency regulation to the *Highway Traffic Act* (HTA) to extend the validity of Driver, Vehicle and Carrier products and services set to expire on or after March 1, 2020.

***Marine:***

- Implemented physical distancing processes on all ferry operations which include having passengers remain in their vehicles where possible and ensuring COVID-related measures announced by Transport Canada are appropriately implemented.
- The Pelee-Sandusky ferry service was suspended and will not be reinstated until Canadian and U.S. governments re-open the border to non-essential travel.

***Safe Restart Agreement and Municipal Transit:***

- Ontario worked in collaboration with our federal partners to deliver up to $2 billion to help Ontario municipalities keep their transit systems running and relieve financial pressures created by COVID-19 as part of the Safe Restart Agreement (SRA).
- Two phases of SRA funding were made available for COVID-related financial pressures incurred by municipal transit systems in 2020-21:
    - Under Phase 1, over $700 million, including needs-based top-ups, was flowed in October 2020 to 108 municipalities across the province for COVID related financial impacts incurred between April 1, 2020 and September 30, 2020.

  - For Phase 2, up to $800 million will be made available for COVID-related financial impacts incurred between October 1, 2020 and March 31, 2021, and is expected to flow in Spring 2021.
    Recognizing the ongoing impact COVID-19 is having on transit systems and ridership, Ontario has extended the Safe Restart Agreement and is providing $650 million, which includes $500 million in existing SRA funding plus an additional $150 million of provincial funding, for COVID-related financial impacts to municipal transit systems beyond March 31, 2021.
- Ontario also provided up to $15 million in funding to support additional enhanced cleaning of municipal public transit systems and help reduce the transmission of COVID-19. Municipalities received allocations based on ridership plus a base allocation of $500 for eligible expenses incurred between April 1, 2020 and December 31, 2020.

***Metrolinx***

- Metrolinx has implemented over 40 permanent safety protocols that have helped limit the spread of COVID-19 and prevented outbreaks on trains and buses. The safety protocols include mandatory masks, additional personal protective equipment for staff, employee health checks, upgraded hospital-grade ventilation and sanitization, installing shatter-proof plexiglass barriers between seats on trains and buses.
- Metrolinx has made service adjustments to GO Transit and UP Express Service throughout the year as it balanced the need to adjust to reductions in ridership while maintaining transit service for essential travel.

***Ontario Northland Transportation Commission***

- Put in place a number of new health and safety protocols including mandatory masks, increased cleaning of vehicles and stations, limited seating capacity, and passenger health screening.
- Adjusted service levels to reflect the changing situation, and address concerns in the local community.

***Owen Sound Transportation Company***

- Implemented a number of new health and safety protocols, including reducing capacity, removing seating to allow for social distancing, increased cleaning and passenger health screening for both ferry service and winter air service.

### *Ontario Rebuilding and Recovery Act, 2020*

- To accelerate the delivery of priority infrastructure projects, the Government of Ontario passed a multi-ministry package of legislative measures, policy changes, and consultation opportunities.
- As part of this package, the *Ontario Rebuilding and Recovery Act, 2020*, made a series of legislative amendments to accelerate the delivery of major provincial public infrastructure projects, such as transit and highways.
- Measures in the Act helped the province to:
    - Streamline processes and reduce barriers to help mitigate unnecessary delays in permitting and construction;
    - Make Ontario more competitive and boost the province's economic recovery from the COVID-19 pandemic;
    - Modernize how key infrastructure projects are built, creating more efficient delivery of much needed public services, such as long-term care and increased broadband coverage while providing better value on provincial investments; and
    - Build smarter to get shovels in the ground faster for long-term care homes in places like Mississauga, Ajax, Toronto, better connected highway and public transit networks, and transit-oriented communities.

### *Transit Safety Guidance*

- Guidance published in June 2020 that provided COVID-19 related safety advice to transit users and transit providers

### *Stakeholder Engagement*

- In May 2020, Ontario's Minister of Transportation established the Transportation Ministerial Advisory Council to help assess the impact of the COVID-19 pandemic on the transportation sector, focus on what the future of the transportation sector could look like, and bring concrete ideas and third-party perspectives to the government's recovery plans.

  The Council helped inform and shape the ministry's recovery efforts by recommending getting critical infrastructure projects built, attracting more jobs and investments, and cutting red tape to support municipal partners and help businesses thrive.

Ontario

## 2020-21 RESULTS

### Enhancing Accountability and Agency Oversight

- On November 27, 2020, the ministry and Metrolinx executed an updated Memorandum of Understanding between the Chair of Metrolinx and the Minister of Transportation clarifying the powers, authorities, accountability relationships and roles and responsibilities between the ministry and Metrolinx.
- On October 1, 2020, an updated Memorandum of Understanding between the Chair of the ONTC and the Minister of Transportation, which clarifies the roles and responsibilities of both the ministry and the agency, was executed.
- On October 1, 2020, the Minister issued a mandate letter to the Chair of the ONTC and a mandate letter to the Chair of Metrolinx outlining priorities for the 2021-22 fiscal year. The letters are to ensure that the agencies act in the best interests of Ontarians by being efficient and effective, providing value for money to taxpayers.
- On December 8, 2020, amendments to the *Ontario Northland Transportation Commission Act* received Royal Assent and came into effect. The amendments enhanced ministerial oversight and improved alignment with other modern agency statutes and structures, like the *Metrolinx Act* and Metrolinx.

### Increasing Transit Options by Connecting More People to Places

- In May 2020, the ONTC launched an extended bus route from Sault Ste. Marie to Thunder Bay (via White River), as well as new bus service from Thunder Bay to Winnipeg (via Dryden and Kenora). Service from Thunder Bay to Winnipeg was expanded in September 2020 to include stops in Emo, Atikokan and Fort Frances.

### Advancing Priority Transit Projects in Ontario's "New Subway Transit Plan for the Greater Toronto Area (GTA)"

- On May 28, 2020 the "Ontario-York Region Transit Partnership" was formalized through the "Ontario-York Region Transit Partnership Preliminary Agreement", which forms the foundation for the continued collaboration and partnership between York Region and the province in advancing the YNSE, one of the four priority transit projects.
- On July 8, 2020, the *Building Transit Faster Act, 2020* (BTFA) came into force, introducing measures that streamline project delivery and support the accelerated completion of the four priority transit projects identified in Ontario's "New Subway Transit Plan for the GTA."
- The BTFA was designed to address issues and challenges common to the planning, design, and delivery of major transit projects. The BTFA measures are intended to reduce the time and costs associated with potential delays in delivering provincial transit projects.
- The measures in the BTFA help ensure that Metrolinx, the provincial agency responsible for delivering provincial transit projects, is able to apply a consistent

toolkit, as needed, to accelerate the delivery of key provincial transit projects, as well as create jobs and economic benefits for communities.

- On December 8, 2020 the *Ontario Rebuilding and Recovery Act, 2020* (ORRA) received Royal Assent and is now in force. The ORRA included provisions that amended the BTFA to enable the extension of the suite of measures, as applicable, to other provincial transit projects by providing regulation making authority to prescribe projects.

**Building Transit Oriented Communities**

- The province continues to collaborate with the City of Toronto and York Region to implement Transit Oriented Communities under the respective transit partnership agreements and Memorandums of Understanding (MOU).
    - In May 2020, the province and York Region entered into a MOU to support implementation of Transit Oriented Communities which mirrors the MOU that was entered into with the City of Toronto in January 2020.
- On July 21, 2020, Ontario passed the *Transit-Oriented Communities Act*, which will rethink the relationship between transit, housing, and commercial spaces and enable more timely construction of vibrant communities around transit stations along the routes of the province's four priority subway projects. The legislation enables streamlined land assembly through exemptions from Hearings of Necessity and allows the province to enter into new commercial agreements with partners to deliver Transit-Oriented Communities.
- Through the *Ontario Rebuilding and Recovery Act, 2020* (Bill 222), the province introduced amendments to the *Transit-Oriented Communities Act* that would allow for application of the Act to be extended to additional priority transit projects such as GO Rail Expansion and LRT projects via future regulations. The Bill received Royal Assent on December 8, 2020.

**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. Key milestones achieved this year include:
    - Start of construction of the new Lincolnville GO station
    - Official opening of the new Union Station Bus Terminal
    - Opening of the new bus terminal at Kipling GO station
- In response to COVID-19, GO Transit has been adjusting service levels to match demand and continue to support people getting where they need to go for essential

trips. GO rail extensions are also being planned to bring faster and more frequent service on the Kitchener GO corridor. Key milestone achieved is the completed excavation of the second of two tunnels under Highways 401 and 409. Procurement related work is also underway in the corridor from Georgetown to Kitchener to enable service expansion.

**Advancing Regional Rapid Transit Projects**

- Metrolinx has made progress on key rapid transit projects, including:
  - The Eglinton Crosstown light rail transit (LRT) project: construction continues to progress at all stations and the surface rail section and stops.
  - The Hurontario LRT project: construction is underway on the project including the Maintenance and Storage Facility in Brampton.
  - The Finch West LRT project: construction continues on the project, including the Maintenance and Storage Facility and at the underground Finch West Station where the project will connect with the TTC's Line 1.
- The Hamilton LRT project: upon further technical analysis on the recommendations of the Hamilton Transportation Task Force, the government confirmed its commitment of $1 billion in capital funding towards a meaningful LRT in the City of Hamilton, and will continue to work with the federal government to secure federal funding for 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).
  - 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.
- Metrolinx also 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 2020-21 Gas Tax Program, 109 municipalities in 144 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 $375.1 million has been committed for the 2020-21 program.
    - The ministry recognizes the impact that COVID-19 has had on municipal transit systems in 2020. It will continue to monitor the impacts on municipal transit ridership and the availability of funding that is generated from the sale of gasoline, as these influence the Gas Tax allocations for the 2021-22 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 38 municipalities to support local and intercommunity transportation projects in areas that are unserved or underserved by such services.
- The Public Transit stream of the Investing in Canada Infrastructure Program (ICIP) will unlock $8.3 billion in federal funding and $7.3 billion in provincial funding for the construction, expansion and improvement of public transit networks across Ontario. Since the launch of the program in 2019, over 200 municipal projects have been approved for funding.
    - The ICIP is a federal, provincial and municipal cost-shared program designed to create long-term economic growth, build inclusive, sustainable and resilient communities and support a low-carbon economy.

### Owen Sound Transportation Company

- To provide improvements to community service, OSTC implemented a new cloud-base reservation system that will improve the reservation experience for users, protect the privacy of information and provide improved reporting of ferry service usage.
- OSTC completed planned capital renewal work on the Chi-Cheemaun and maintenance of its vessels to support service to the users of the ferry services.

### Strengthening Relationships with Indigenous Peoples

- The province is partnering with Constance Lake First Nation and investing $3.5 million to rehabilitate Highway 663; this project provides economic opportunity and skill development for the Constance Lake First Nation community, while improving important highway infrastructure.

- The ministry provided capacity funding to Indigenous communities and organizations to facilitate First Nations and Métis communities' participation in the consultation process for infrastructure projects.
- The ministry fulfilled all Constitutional Duty to Consult obligations when ministry initiatives had the potential to adversely impact Aboriginal and treaty rights.
- The ministry has launched Virtual Regional Roundtables with the focus of bringing together MTO staff and Indigenous communities and organizations to take part in open dialogue about specific transportation interests. The regional roundtables will occur on a quarterly basis and are intended to be an additional opportunity to connect with MTO on matters of mutual interest and share information with each other in a proactive way on an interest basis. Regional Roundtables do not replace MTO's engagement and consultation on project-specific work with Indigenous communities and organizations.

**Keeping Ontario's transportation network safe**

***Promoting Safer Roads Through Legislation and Regulation***

- Ontario's low fatality rate makes it the safest jurisdiction in North America. Based on 2018 data (most recent available), Ontario's fatality rate was 0.58 per 10,000 licensed drivers, the lowest in Canada and lowest in North America.
- Created a school bus stop arm camera regulatory framework (effective September 1, 2020) so that the evidence from a camera would be able to stand alone in court without the need for a witness.
- Ontario made temporary regulatory amendments (May 18, 2020) in response to COVID-19 court closures to ensure drivers convicted of a first-/second-time alcohol-related impaired driving offence remain eligible for MTO's Reduced Suspension with Ignition Interlock Conduct Review Program. This program ensures drivers are closely monitored under strict guidelines and is proven to improve road safety outcomes.
- The Ministry has implemented a zero-blood alcohol requirement for driving instructors while providing instruction and an amendment that would ensure Ontario's impaired driver sanctioning programs continue to operate effectively in light of the revised *Criminal Code of Canada* (CCC) (January 2021, December 2020).

***Working Closely with Our Road Safety Partners to Enhance Safety***

- The Ministry continues to work at a grassroot level to develop an understanding of community needs and concerns related to transportation user safety, and leverage relationships with partners to address road safety priorities at a regional and provincial level with a lens on key groups such as Francophones, Indigenous, New Immigrants, Seniors etc.
- 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 web site and targeted postings on ministry social media accounts.
  - Communications about road safety rules, initiatives and best practices through online messaging, digital shareables and education products.
- MTO continues to assess behaviour and attitudes towards driving through surveys, allowing the ministry to evaluate the effectiveness of public awareness efforts on key road safety priorities. To respond to COVID-19, MTO is enabling adoption of digital practices by expanding its digital outreach with the addition of virtual education sessions, creation of animated educational videos, and increased number of digital educational materials such as e-toolkits.

***Commercial Safety & Compliance Branch***

- In 2020, more than 48,000 safety inspections were conducted on commercial vehicles and drivers by Ministry of Transportation Officers, the Ontario Provincial Police and Municipal Police agencies:
  - 14,399 drivers/vehicles were placed out of service (OOS) with 10,387 inspections resulting in charges laid
  - 1,276 buses, including 615 school buses, were inspected with 106 buses, including 43 school buses, were placed out of service, and
  - 221 vehicles were impounded for critical defects.
- During RoadCheck 2020 (a three-day random blitz benchmarking truck safety in Canada, the U.S. and Mexico), Ontario's compliance rate was 84.0 per cent, which is comparable to 2019 when the compliance rate was 82.6 per cent.

**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 2020-21 to repair and expand provincial highways and bridges across Ontario.
- Overall, the improvement of approximately 537 centreline-km of provincial highway and 127 bridges was completed in 2020-21.
- In addition, 31 lane-km of new/widened highway and 3 new bridges were completed in 2020-21.

| 2020-21 Infrastructure Summary | | | | |
|---|---|---|---|---|
| **Infrastructure** | **Measurement** | **Southern Ontario** | **Northern Ontario** | **Total** |
| Pavement Rehabilitation | Centreline-km[1] | 304 | 233 | 537 |
| Bridge Rehabilitation/ Reconstruction | Structures | 98 | 29 | 127 |
| New Highway | Lane- km[2] | 20 | 11 | 31 |
| New Bridges Built | Structures | 3 | 0 | 3 |

*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, which began in 2019, continued in 2020. The second of five major segments of the bridge were replaced. Work on the remaining 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 jointly funded the replacement of the Rainy River – Baudette International Crossing Bridge at the Northwestern Ontario border with Minnesota. The new concrete deck on a steel girder bridge was built adjacent to the existing six span steel arch bridge and provides continuous cross border travel during construction. The bridge construction was completed in 2020.
- In 2020, work continued on the QEW Welland River bridge. The existing 18-span bridge, built on the last section of the original QEW which opened 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 will proceed on the remainder of the bridge throughout fiscal 2021-22.
- Bayfield River Bridge, a two-span deck truss, is being replaced by a single span steel arch bridge of 70m span in order to reduce in-water work, reduce the environmental impacts and improve the watercourse. A detour bridge and substructure construction were completed in 2020, with the steel erection progressing over the winter. The remaining bridge construction is expected to be completed in 2021. This is the first MTO steel arch bridge constructed since 1960.
- Duchesnay River Bridge in North Bay on Highway 11B, a three-span, 83-metre-long timber bridge, is the longest timber span in MTO inventory and the first major timber

bridge constructed since the 1990's. It is comprised of glue-laminated timber girders with concrete deck for improved durability. Construction started in January 2020 with the new bridge expected to open in summer of 2021.

- Groundhog River Bridge on Highway 11 in Cochrane District is a two span through truss bridge that is being replaced by a four-span steel girder bridge of 190 metres in length. The bridge is using precast concrete to speed construction in this northern location. Construction started in late 2019, with most of the superstructure work done in 2020, and completion of the ancillary components (approach slabs, railings, paving) in 2021. The new bridge is expected to open in summer 2021 and the previous truss bridge will be removed in the fall.

### *Maintaining Ontario's Highways*

- 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.
  - Highway 401 Tilbury to London (Phase 1) widening from four to six lanes
  - Bradford Bypass early works
  - Highway 6 and 401 advance work including the construction of the new mid-block interchange.
- The ministry continues to use the Contractor Directed Maintenance Contract (CDMC) model and the Ministry Directed Maintenance Contract (MDMC) model to maintain provincial highways.
- The ministry is a recognized leader in implementing new technologies to ensure the right amount of salt is distributed on the road at the right time. This is accomplished through a network of 169 Road Weather Information System (RWIS) stations (153 Regular stations and 16 Mini RWIS sites) 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. In 2020, the ministry also treated approximately 600 hectares of phragmites along the highway corridors to improve drainage, sightlines and minimize damage to highway infrastructure.

### *Connecting Links Program*

- The ministry continues to provide funding under the Connecting Links program to municipalities. In 2020-21, $40 million in funding was made available to 33 municipalities for the design, construction, renewal, rehabilitation and replacement of connecting link infrastructure.

### *Reducing Environmental Impact*

- In order to raise awareness of green technologies and processes, MTO continued to use GreenPave, its simplified rating system that evaluates pavement sustainability in design and construction. In 2020, 27 GreenPave assessments were performed, results showed 4% of projects earned a Gold certification, 7% earned a Silver certification and 52% earned a Bronze certification.
- MTO encourages the reuse and recycling of materials on roadways as it conserves aggregate resources, minimizes processing and transport costs and reduces Green House Gas emissions. MTO is Ontario's largest single consumer of aggregates – approximately 10-12 million tonnes annually. Up to 20% of the total amount of aggregate placed on MTO projects is recycled content.
- 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 2020, MTO rehabilitated 87 lane-km of pavement using this environmentally friendly technique, saving over 65 million megajoules of energy, 62,202 tonnes of aggregate and emitting 3,895 fewer tonnes of carbon dioxide (CO2) compared to conventional methods.
- The ministry conducted two Rapid Bridge Replacements (RBR) last year to avoid lengthy construction related traffic congestion, both being a weekend closure type of superstructure replacement:
  - Highway 400 northbound and southbound lane overpasses over Finch Avenue in Toronto were replaced using jack and slide
  - Highway 417 eastbound and westbound lane overpasses over O-Train (Trillium Line) in Ottawa were replaced using heavy lift
- MTO also uses various forms of Accelerated Bridge Construction (ABC) as well as Get In Get Out (GIGO) methods, to minimize traffic impacts during construction. ABC includes using precast components and rapid set concrete closure pours to tie them together. GIGO involve replacing a highway underpass by constructing several girder and deck segments near the site, closing the entire local road for about 45 to 60 days, completing substructure construction with as many precast components as possible, then moving the girder/deck segments into place during an overnight freeway closure and tying them together with rapid set concrete.

### *Highway Construction*

Southern Ontario key projects included:

- The QEW-Credit River Bridge improvement project in Mississauga, awarded in December 2020
- Highway 7 expansion project from Kitchener to Guelph; advance works to replace the Frederick Street underpass in the city of Kitchener, construction of the Woodlawn Road interchange in the City of Guelph and modification of the Guelph Junction railway

- Construction of the Highway 401 widening project between Hespeler Road and Townline Road commenced

Northern Ontario key projects included:

- Key projects delivered on behalf of Ministry of Energy, Northern Development and Mines (MENDM), including the following:
    - Work on Highway 69 Parry Sound to Sudbury four-laning a 14-kilometre section south of Alban and the realignment of the Canadian National rail line at Highway 522
    - Resurfacing west of Hwy 519 easterly, south of White River
    - Resurfacing and culvert replacement; Hwy 553 easterly, Massey easterly

**Driving organizational effectiveness and enabling innovation**

***Reducing Red Tape and Increasing Efficiencies***

- Effective July 1, 2020, MTO made changes to add off-road motorcycles and extreme terrain vehicles to the existing list of off-road vehicles permitted on-road. These two new vehicle types are in addition to the previously permitted four-wheeled types. Municipalities continue to have the authority and make decisions about off-road vehicles through by-laws.
- Effective March 1, 2021, the ministry introduced a five-year pilot program to permit the use of larger cargo e-bikes on road. Municipalities will need to enact by-laws to permit their use. The pilot provides businesses more options for transporting goods and supports a globally competitive economy.
- Effective January 1, 2021, MTO implemented regulatory amendments related to enabling the early release of short-term vehicle impoundments for rental vehicles to allow enforcement to avoid unfairly penalizing the rental car industry if their vehicles were impounded.

  Effective July 1, 2020, an alternative option for holders of a class G licence or higher to obtain a licence to drive a three-wheeled motorcycle was introduced.
- Effective January 1, 2021, the ministry amended Regulation 628: Vehicle Permits under the HTA to remove restrictions on the use of dealer plates on pick-up trucks in the dealer's inventory to permit them to be used for personal use and also to permit them to carry a load for personal use only (such as groceries, toys for the beach, picnic basket, etc.). The changes reduce burden on new and used motor vehicle dealers in Ontario, while ensuring compliance with the law and road user safety.

***Supporting Digital First Investment (Current Accomplishments)***

The ministry has been working actively to deliver early outcomes to Ontarians using the approved investments. These include:

- *Paper Renewal Notice Elimination:*
    - MTO is working with ODS and ServiceOntario to eliminate paper reminder notices for Driver's Licences and Licence Plate Stickers and instead, provide a

digital reminder Notify service that includes the option of receiving an email, SMS text or voice call. The Notify service was implemented March 2021; paper notice elimination timing is to be determined.

- *Licence Plate Sticker Fulfillment:*
  - Since the successful implementation of the online licence plate sticker project (Release 1 & 2), the back-office capacity for licence plate sticker processing as of Jan. 1, 2021 is as follows:
    - Daily 12,600
    - Weekly 63,000
    - Monthly 252,000
  - Backlog was reduced to zero by mid-August 2020. Licence plate sticker renewals have continued to be fulfilled and ready for Canada Post delivery within service expectations (5 business days) since August 2020.
- *Ontario Photo Card (OPC) Online Renewal:*
  - MTO has completed the first stages of the project (i.e., Discovery and Alpha phase) including user research and usability testing; target project implementation is June 2021 for new online channel for OPC holders to renew online instead of having to attend a ServiceOntario office.
- *Patient Digital Identity Authentication and Authorization (PDIAA):*
  - MTO has been working with Ontario Digital Services (ODS) and Ministry of Health (MOH) on an initiative to enable Ontarians to prove their identity remotely using a new Navigator or South Lake Application.
  - This provides patients at Niagara Regional Health, Southlake Regional Hospital, followed by St Joseph's Healthcare (Burlington) and North York General with ability to access health records, appointment booking and other healthcare services.
  - Phase 1 was implemented March 2021 includes identity verification using the Ontario Health Card along with banking information.
  - Phase 2 targeting June 2021 (TBC) will provide Ontarians the choice to use their Driver's Licence (DL) or Ontario Photo Card (OPC) along with their Health Card for identity verification instead of providing banking information.
  - MTO has completed March 2021 system changes, and developed a new Gateway; awaiting ODS, MOH and hospitals readiness to onboard MTO.
- *Continuing innovation in Carrier Online Services*
  - Implemented additional self-fulfilled online services for Oversize/Overweight Annual Permits as well as increased digital options for Commercial Vehicle Operators Registration products and services.

### *Ontario Truck Inspection Station Automation Project (OTAP)*

The fourth and final inspection station, that is part of OTAP project, came online April 2020. This station is one of four inspection stations within Ontario that use pre-screening technology on the mainline and within the inspection station to support ministry enforcement officers by providing real-time alerts and metrics. This information promotes focused enforcement on high-risk vehicles and operators.

The OTAP project is comprised of 2 component technologies: pre-clearance and pre-screening.

- Pre-clearance has been integrated with all truck inspection stations across Ontario and is designed to pre-screen participant operators as their commercial vehicles approach a truck inspection station. Pre-defined business rules evaluate operator safety ratings and compliance metrics to determine if the vehicle is directed to enter the inspection station for further screening or be given a bypass. This will benefit good operators in various ways, including fuel savings and timely delivery of goods.
- Pre-screening equipment uses technology that further screens commercial vehicles once they enter a truck inspection station. This technology supports enforcement officer activities by providing alerts related to vehicle condition, operator credentials and axle/vehicle weights that enable officers to focus on higher-risk vehicles and operators.

### *Transportation Safety Transformation (TSTx, former RUSTx) Program*

- Driver Medical Review (DMR): Online portal to submit, track and approve 250,000 medical cases annually.
- Digital Information Management & Analytics (DIMA): New cloud-based digital data warehouse for driver, vehicle, carrier, collisions data with online portal for self-service requests, new revenue opportunities and improved operational oversight and reporting Digital Document Management (DDM): Digitally stored documents enable a comprehensive view of a client and enhance user experience.
- Revenue Management (RM) - Analysis, solution design and development activities for the core solution on the corporate financial platform, along with data preparation and migration activities.

### *Towing Task Force*

- In June 2020, the government established a towing task force led by the Ministry of Transportation (MTO) and the Solicitor General (SOLGEN), which was charged with exploring the merits of a provincial regulatory regime for the towing sector.
- After extensive consultation with ministry partners, key stakeholders and partners, including the automobile insurance sector, towing sector, municipalities, and law enforcement sectors, on March 2, 2021, MTO announced the government's intention to propose new towing legislation that would, if passed, improve safety and clarity for customers, enhance standards for the sector, help to address some of the criminal conduct, and re-calibrate regulatory burdens. The government also

announced it would be forming a new technical advisory group made up of representatives from these sectors.

- Additionally, the government announced on March 2, 2021 that it would be proceeding with a tow zone pilot on certain sections of provincial highways, and that a joint forces operation team would be created, involving a number of police forces to address criminal conduct in the sector.

### *Highway Traffic Act Amendments for Electric Vehicle Charging Stations*

- As of January 1, 2021, any vehicle parked in a designated electric vehicle (EV) charging parking space that is not attached to the charging station can be ticketed and on conviction, fined $125.
- These changes help ensure that public charging spaces are available for those who need to recharge their EVs.
- Investments made by businesses to install EV charging infrastructure are also protected through these new enforcement measures.

### *Preparing for Connected and Automated Vehicles*

- The province continues to prepare Ontario's transportation system, in all regions, for the safe deployment of connected and automated vehicles (CV/AVs), through active research, testing, and pilots and collaboration with industry and all levels of government. The ministry continues to support Ontario's Autonomous Vehicle Innovation Network (AVIN) in supporting small-to-medium-sized enterprises in developing, testing, demonstrating, and commercializing CV/AV technology in a variety of transportation applications.
- In partnership with MTO and Metrolinx, AVIN established the Ontario Smart Mobility Readiness Forum in June 2020 to support and address the challenges and needs faced by municipalities. The forum is intended to generate dialogue, discuss progress and exchange information among municipalities, public sector agencies, and infrastructure owner/operators across Ontario to support municipalities as they prepare for the implementation of CV/AV and other advanced technologies.

### *Environmental Assessment and Protection*

- MTO worked with MECP to complete a streamlined EA process to support priority subway projects and initiated the development of streamlined EA exemption regulations for priority highway projects. This streamlining will better align the EA process with procurement approaches and reduce delays for critical transportation infrastructure and priority projects. These projects would still be subject to reporting and consultation requirements. Issues raised around environmental impacts would still be considered, following a transparent, consultative process, while balancing environmental protection.

### *Air Quality and Green House Gasses*

- MTO consulted on and posted the final Environmental Guide for Assessing and Mitigating Air Quality and Greenhouse Gas Emissions of Provincial Transportation Projects, which provides a framework to estimate pollutant emissions and greenhouse gases to support the selection of a preferred route alternative and identification of potential mitigation measures

### Increasing transit options by connecting more people to places

*Transit-Oriented Communities Act*, 2020

- Passed on July 21, 2020, this Act will rethink the relationship between transit, housing, and commercial spaces and enable more timely construction of vibrant communities around transit stations along the routes of the province's four priority subway projects. The legislation enables streamlined land assembly through exemptions from Hearings of Necessity and allows the province to enter into new commercial agreements with partners to deliver Transit-Oriented Communities.
- Through the *Ontario Rebuilding and Recovery Act, 2020* (Bill 222), the province introduced amendments to the *Transit-Oriented Communities Act* that would allow for application of the Act to be extended to additional priority transit projects such as GO Rail Expansion and LRT projects via future regulations. The Bill received Royal Assent on December 8, 2020.

### *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 December 2020, the province released its draft transportation plan for Northern Ontario, *Connecting the North*. The draft plan contains more than 60 transportation improvements that will get people moving and connect communities, enable economic opportunities, keep people safe and provide reliable transportation options, prepare for the future, maintain a sustainable transportation system, and provide reliable travel options for remote and Far North communities. The draft plan will be informed by further engagement in 2021-22 with municipal leaders, Indigenous communities, community leaders, business and the transportation service providers.
- In January 2021 the province established the southwest transportation task force with a group of local leaders (Mayors, Indigenous chiefs, and private sector) to provide recommendations on improving connections between transportation modes such as rail, bus, and local transit services across the region. The task force was one of more than 40 actions in *Connecting the Southwest: A draft transportation plan for southwestern Ontario.*

- The ministry is continuing to develop multi-modal transportation plans for Eastern Ontario as well as the Greater Golden Horseshoe to ensure connectivity for people and goods in these regions.

### *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 continues to apply its 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 also continues to explore new technology and datasets. The ministry has partnered with Waze through their Connected Citizens Program to publish Waze reported real-time information on the Ontario511 website. The ministry is able to archive Waze traffic jam data to quantify congestion patterns on the provincial highway network published in iCorridor.

### *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.
- In December 2020, the government passed legislation to remove the economic licensing regime in place for intercommunity bussing. Deregulating the intercommunity bus sector will support economic recovery, reduce red tape for business, and provide more travel options for Ontarians.
- The ministry is currently consulting with industry on safety and regulatory updates to support implementation of a deregulated market.

### *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 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.

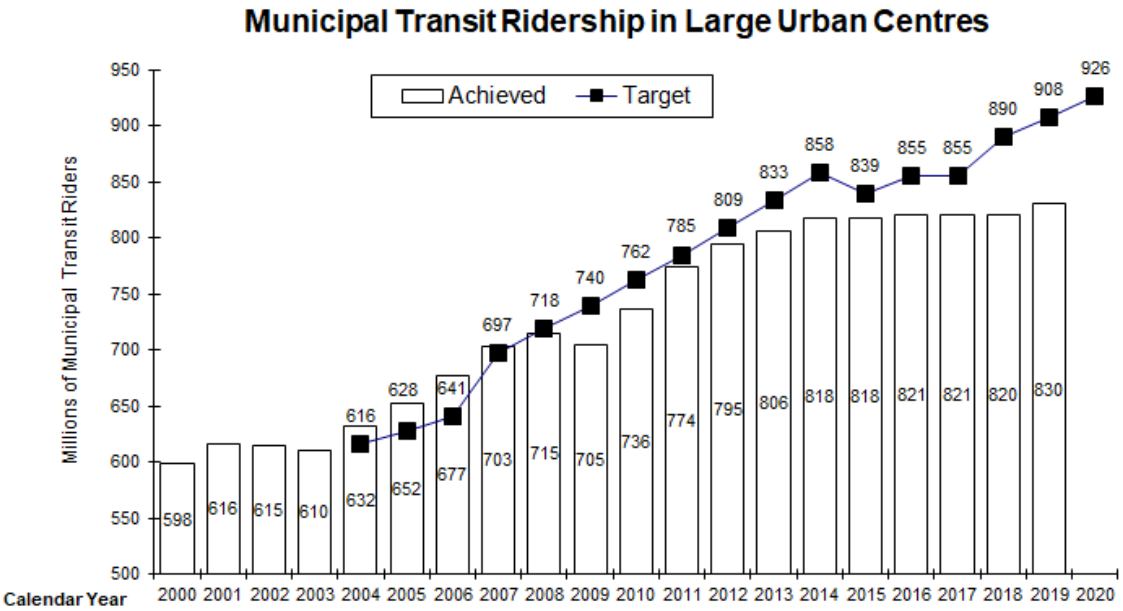
Ontario

## Measuring Performance

### Municipal Transit Ridership in Large Urban Centres

Municipal transit systems serving Ontario's 15 largest urban centres carried 830.2 million passengers in 2019 (latest statistics available) on conventional and specialized services.

According to the Canadian Urban Transit Association (CUTA), transit ridership grew in 2019 in Canada to an all-time high of 2.19 billion passenger trips. The increase in trips equates to a growth in ridership of 38 million linked trips taken by passengers on Canada's transit network – a 1.8 per cent jump from 2018.




Across Ontario, overall municipal transit ridership increased by 1 per cent in 2019 compared to 2018. Municipal transit ridership in large urban centres in Ontario over this period increased by 1.3 per cent, after years of flat ridership.

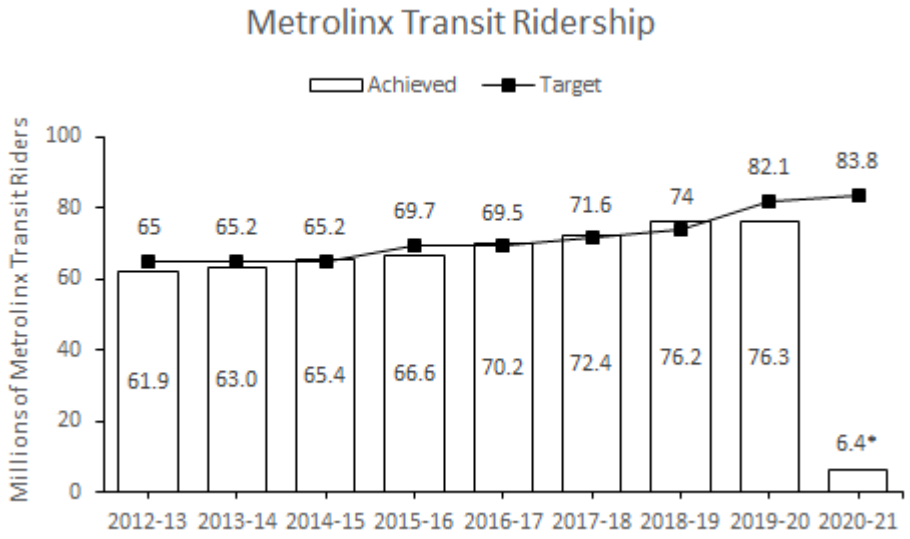
The COVID-19 pandemic has had a significant impact on municipal transit ridership in 2020, with significant declines in ridership and even temporary service suspensions in some cases. The full extent of the impact (how much ridership declined, in which municipalities, and for how long) is not yet known, as 2020 ridership data will not be available until later in 2021. However, overall 2020 ridership is expected to be dramatically lower than it was in 2019.

Related link: http://www.mto.gov.on.ca/english/transit/municipal-transit-systems-in-ontario.shtml

Ontario

## Metrolinx Transit Ridership

Metrolinx transit ridership in 2019-20 (latest statistics available) was 76.3 million, up from 76.2 million passengers in 2018-19. Ridership is forecasted to decrease to be approximately 6.3 million passengers in 2020-21. 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.




* 2020-21 year-end estimate as of Q3.

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.

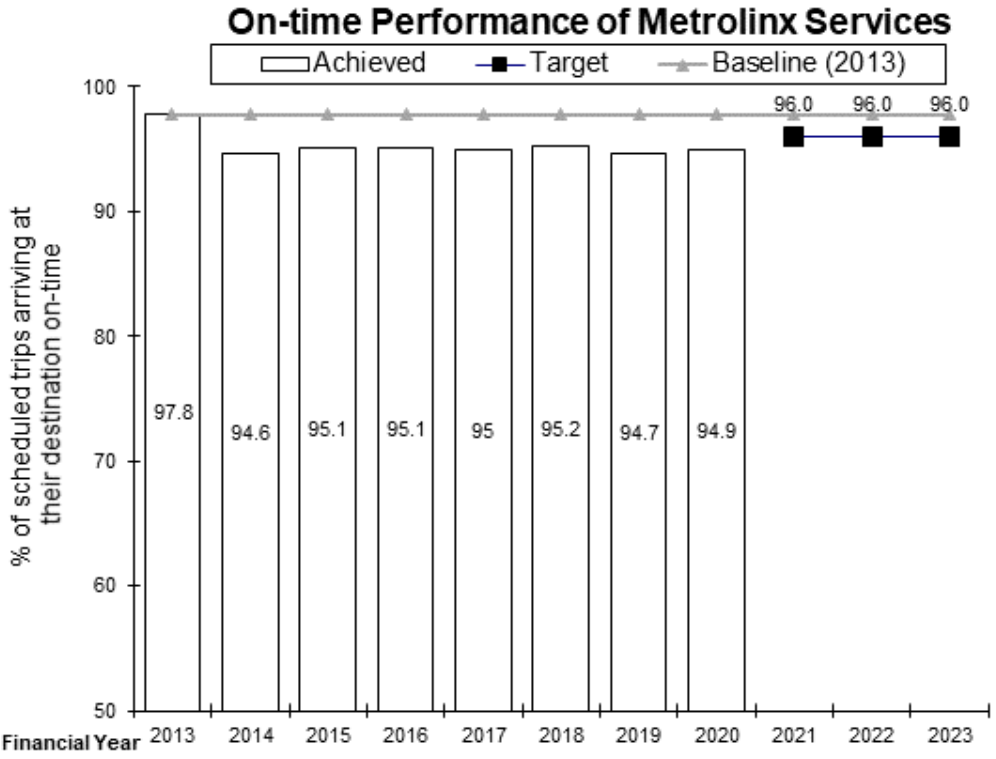
Related link: [http://www.metrolinx.com/en/aboutus/publications/2019-20-Metrolinx-Business-Plan.pdf](http://www.metrolinx.com/en/aboutus/publications/2019-20-Metrolinx-Business-Plan.pdf)

Ontario

## Metrolinx – On-Time Performance

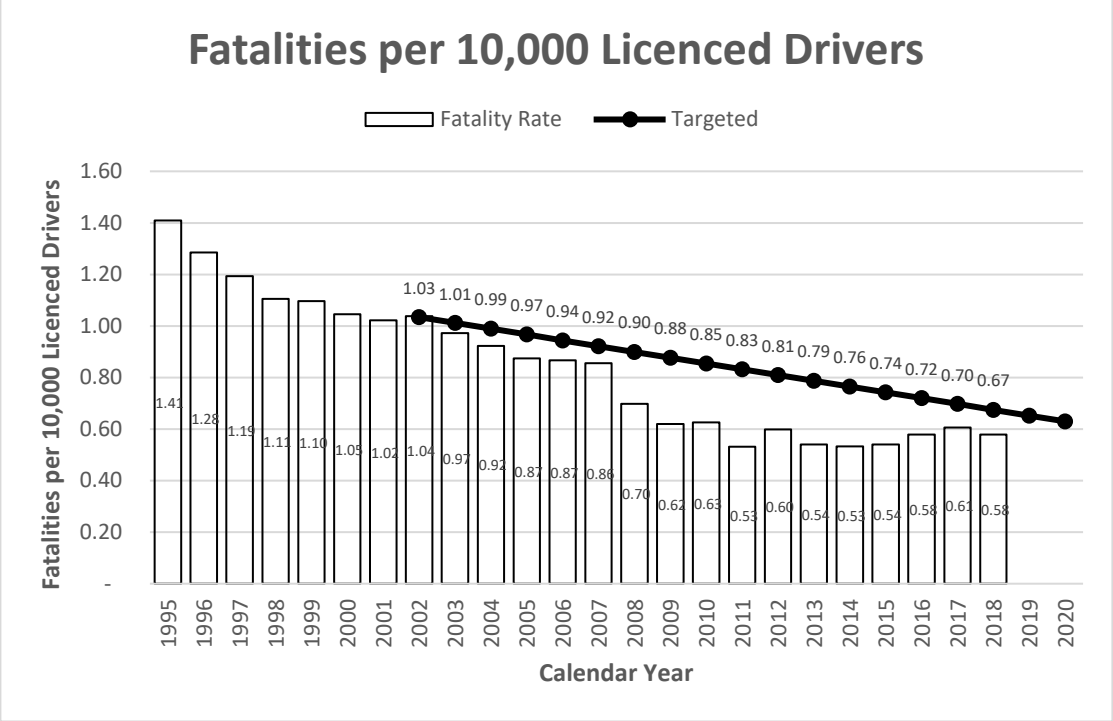
On-time performance is defined as within 5 minutes of scheduled arrival time for rail trips and within 15 minutes of scheduled arrival time for bus trips.
The on-time performance of Metrolinx has dropped from 97.8 percent of trips being on time (2012-13 baseline) to 94.9 percent in 2019-20. The ministry is targeting to improve its performance to 96 percent in 2021-22.

Note: This indicator is not a province-wide measure and only reflects Metrolinx's transit services (GO Rail, GO Bus, and UP Express).




## Fatalities Per 10,000 Drivers

Ontario recorded a rate of 0.58 fatalities per 10,000 licensed drivers in 2018 and ranked first with the lowest motor vehicle collision fatality rate in Canada and North America (the most recent 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 2020-21

| | Ministry Interim Actual Expenditures ($M) 2020-21 * |
|---|---|
| **COVID-19 Approvals** | **$2,175,000,000** |
| **Other Operating** | **$2,660,657,100** |
| **Other Capital** | **$3,110,084,800** |
| **Staff Strength ** (as of March 31, 2021)** | **3,461** |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget.
** Ontario Public Service Full-Time Equivalent positions

Ontario

# Estimates Briefing Book 2021-22

Treasury Board Secretariat

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# Part I: 2021-22 Published Plan

Ontario

## 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, and serves as the enterprise Employer during collective bargaining with unions. In its government-wide leadership capacity, TBS plays a crucial role in building a smarter and more efficient government in support of the government's fiscal plan. It does 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 to support decision-making by 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 enterprise-wide provincial agency policy, and oversight including guidance to ministries and agencies to ensure strong governance, and accountability; leading evaluation of provincial agencies through the Agency Modernization Initiative to ensure all provincial agencies are relevant, efficient and have appropriate oversight structures in place.
- Overseeing administration of all areas of public appointments to ensure fair and transparent appointments process.
- Providing value-added internal audit services that supports the delivery of excellence to Ontarians.
- Creating the conditions for public service innovation and excellence by building an engaging and diverse workforce culture through enterprise-level human resources strategies and policies, executive recruitment, learning and development, talent and performance management, workforce analytics, and public appointments.
- Building controllership, risk management and audit capability and capacity across the enterprise to ensure strong fiscal accountability, transparency in reporting, and financial management.

- Providing advice, direction and development of a strategic framework for strengthening and modernizing financial management and controllership practices, and internal control frameworks across the Ontario Public Service.
- Leveraging Enterprise Risk Management (ERM) to empower the OPS to take smart risks, provide key risk information to decision makers to pursue bold opportunities to deliver trusted services, programs and policies to Ontarians while ensuring value for taxpayer dollars.
- Ensuring accountability and value-for-money in government spending by coordinating processes that support the work and responsibilities of the Audit and Accountability Committee (AAC), the Ontario Internal Audit Committee (OIAC), and nine Sector Audit Committees (SACs).
- Providing leadership and cost-effective Information Technology (IT) support to clients with the goal of improving the effectiveness of the government's ability to deliver citizen-centred services.
- Developing and maintaining IT solutions to support a more modern, open and transparent government and helping clients across the OPS to optimize the value of their services to taxpayers.
- Helping to create a modern and digitally enabled government that equips all Ontarians to thrive in the digital age.
- Promoting modern ways of working throughout the public service and increasing value for taxpayers' dollars by using agile development, user-centred design, and lean principles to improve service delivery
- Helping to restore accountability and trust in government by promoting safe and equitable access to information and data, delivering high quality digital services, and helping the government respond to and create positive outcomes in an era of technological change.
- Providing support to the Future State Modernization Committee (FSMC), with a focus on implementation of Ontario Onwards: Ontario's COVID-19 Action Plan for a People-Focused Government and other related modernization initiatives.
- Supporting the development of the Ontario Budget, Ontario Economic Outlook and Fiscal Review, as well as the First and Third Quarter Ontario Finances.
- Preparing and releasing Expenditure Estimates, Public Accounts of Ontario and the Public Sector Salary Disclosure compendium.

Ontario

## 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.

TBS in collaboration with ministry partners implemented temporary pandemic pay aimed at helping frontline staff who are experiencing severe challenges and are at heightened risk during the on-going COVID-19 pandemic. Approximately 425,000 eligible employees in eligible workplaces, such as hospitals and long-term care homes, received temporary pandemic pay for work performed between April 24, 2020 and August 13, 2020.

During the on-going COVID-19 pandemic, TBS continues to support the government decision-making process in its enterprise-wide capacity by providing strategic advice for the approval of COVID-19 relief items, TBS is also working with ministry partners across different sectors to advise on and develop the government's response to the COVID-19 pandemic. Through the use of the Contingency Fund, COVID-19 Pandemic Response Fund, and the Support for People and Jobs Fund, TBS continues to provide effective support by facilitating the timely disbursement of urgent and targeted time-limited funding to critical priorities in order to ensure that ministry partners are able to meet the extraordinary and emerging needs of the health care system, and to support people and jobs during this unprecedented global pandemic.

Additionally, TBS continues to facilitate the development of other tools and the modernization of government services to support the government's overall COVID-19 response.

### Future State Modernization

The Future State Modernization Committee (FSMC) was established as a special-purpose committee of Cabinet in May 2020 as part of the government's overall COVID-19 response, with a mandate to improve service delivery for the people of Ontario. FSMC has identified a suite of policy and modernization initiatives that will support the government in addressing long-standing operational issues and the need for responsive change, including on the digital front.

In addition, FSMC oversees the implementation of the Ontario Onwards Action Plan: Ontario's COVID-19 Action Plan for People Focused Government, which was released in 2020. The Action Plan is a roadmap to make public sector services more customer-centric, digital focused and data-driven, while increasing the efficiency of government operations and decision-making. The plan includes more than 30 projects that will modernize the way people and businesses interact with the government and is based on lessons learned from the COVID-19 pandemic. These projects are enabled and accelerated by the 4-year $500 million Ontario Onwards Acceleration Fund announced in the Fall 2020 Budget.

## Other advancements

In collaboration with client ministries, TBS developed, launched and managed computer system applications and changes, and a series of high-impact digital tools that made a concrete difference in helping Ontarians navigate the pandemic, as follows:

- Enabled the issuance of doubled Guaranteed Annual Income System (GAINS) payments for six months providing an additional $75 million to 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, thereby making available approximately $6 billion to employers.
- 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.
- Created the Vaccine Eligibility Checker to make a more user-friendly experience for Ontarians booking vaccination appointments, whether through the provincial booking system, a local health unit or at a pharmacy. This tool has been used more than 15 million times since launching in mid-March 2021.
- Supported the development of a privacy-first COVID-19 Alert exposure notification app to alert Ontarians when they may have been exposed to COVID-19. The app has been downloaded by more than 6.3 million Canadians.
- Developed the COVID-19 website that provides easy-to-access information on the government’s response to the pandemic and the latest updates in relation to public safety; the website has been visited by 50 million users since March 2020.
- Created the COVID-19 Self-Assessment Tool that enabled Ontarians to easily evaluate their symptoms and receive clear guidance on the next steps; the tool has been used more than 5.8 million times.
- Released key COVID-19 data on the Open Data Catalogue, crucial to understanding and responding to the pandemic. This data has been viewed over 2 million times (excluding Application Programming Interfaces) and has been used to create influential insights by journalists, epidemiologists and Ontario communities.

- Created a daily dashboard of COVID-19 information and data from across government to provide a single point of reference and aid decision-makers in better understanding and responding to the pandemic.
- Created the COVID-19 School Screening tool to give parents, students and staff information they need before deciding to attend school each day, completed more than 3.9 million times.
- Developed the Courthouse Screening tool to ensure safe re-opening of Ontario's courts avoiding a planned procurement cost of $400,000.
- Developed the Ontario Together site, which led to the procurement of $187M in critical supplies in supporting the fight against COVID-19.
- Ensured that service on the Ontario.ca website was 99.99% available during a period of record setting traffic (over 175 million visits in 2020, a 109% year over year increase) and several large unexpected traffic spikes.

In addition, TBS applied lean principles to ensure that work on the frontlines and behind the scenes cuts waste and brings value to the people of Ontario. For instance, TBS made process recommendations regarding COVID-19 test (swab) to reduce avoidable work and urgent email requests by 90 per cent, making it easier for healthcare facilities to get critical supplies and allowing frontline workers to focus on COVID-19 testing.

## 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. 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 (OPS) and Broader Public Sector (BPS). 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 also 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. In addition, the program serves as a centre of expertise supporting government initiatives impacting total compensation policy in the broader public sector (e.g. executive compensation and benefits policy).

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 also fosters accountability and fiscal integrity by providing expertise and advice on the development and implementation of fiscal, financial management, performance measurement and 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 **Centre for People, Culture and Talent (CPCT)** (formerly the Office of the Public Service Commission) provides leadership and oversight for setting human resource strategy and policy that supports the government's commitment to a healthy, inclusive, and antiracist workplace across the public sector in Ontario. The program fosters the organizational culture, leadership capacity, learning and development to support a diverse, skilled and engaged Ontario Public Service (OPS) workforce. It also supports organizational performance through enterprise-wide workforce analytics, employee engagement initiatives and agency governance.

The CPCT also provides secretariat support to the Public Service Commission and supports the achievement of objectives under the Public Service of Ontario Act, 2006 (PSOA) to ensure the OPS continues to be 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** program 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 also 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.

In addition, the program supports the President of the Treasury Board and the government with public reporting of the Public Accounts and Annual Report and Consolidated Financial Statements. It provides the Ontario Public Service and Broader Public Sector enhanced internal oversight including accountability, financial management policy and leading risk management practices across government.

Additionally, the program provides advice, direction and development of a strategic framework for building and strengthening the financial, risk management and internal audit communities.

The **Ontario Digital Service** is helping create a modern, digitally enabled government that equips all Ontarians to thrive in the digital age. It is helping improve the quality, value and offering of government services by making them more efficient and more of them available digitally. The Ontario Digital Service is doing this by transforming internal processes, setting new standards and equipping the Ontario Public Service to use internet-era methods.

The **Future State Modernization** program supports the delivery of enterprise-wide transformational change. The program enables modernization projects with a focus on making government services more digitally accessible, reducing red tape and simplifying policies, and improving government purchasing. This enterprise-wide transformation drives more convenient, reliable and accessible services for people and businesses across Ontario.

Ontario

## 2021-22 Strategic Plan

## Ministry Contribution to Priority Outcomes

In its enterprise-wide capacity and as an enabler of change, TBS is at the centre of developing and implementing the government's fiscal plan to help build a smarter government that supports the province in ensuring sustainability and protecting what matters most to Ontarians.

### Transformation and Modernization

TBS drives responsive transformation and applies sound business practices to government, thereby achieving greater efficiency to ensure programs and services are sustainable, efficient and effective by:

- Supporting accelerated Treasury Board/Management Board of Cabinet (TB/MBC) decision-making processes to ensure effective support to ministries working on tight timelines to effectively manage pandemic-related expenditures, while providing sound guidance and support to TB/MBC members.
- 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 Broader Public Sector (BPS).
- Supporting ministry partners in establishing new agencies that are critical to the delivery of key government priorities (e.g., Ontario Health, Invest Ontario, and Supply Ontario).
- Exploring the collection of provincial workforce data to increase transparency and accountability while allowing the government to make more effective use of public resources.
- Advancing transformational Information Technology (IT) and digital policies and practices, including IT and digital governance, capacity building and measurement.
- Building user-centred products and platforms such as Digital Identity and Notify that accelerate the government's technology and service modernization.
- Helping ministries redesign their programs and services using innovative technologies and methods (e.g., agile, service design, lean and continuous Improvement, open source software, eliminating traditional fax in favour of

modern methods), supporting the adoption of lean processes, and building lean capacity across government.

- Increasing government transparency and accountability and enabling informed government and public decision-making by managing the government's data inventory, data catalogue and open data program.
- Supporting the implementation of the Ontario Onwards: Ontario's COVID-19 Action Plan for a People-Focused Government to enable the improvement of programs and frontline services (including health care and ServiceOntario), expand access to broadband, and support the government's commitment to achieve a modern, efficient and customer-focused government.
- Improving outcomes and prudent leadership in labour relations with its OPS and BPS partners.
- Leading, overseeing and monitoring the Agency Modernization Initiatives to ensure effectiveness, relevance and efficiency of all provincial agencies.
- Expanding the FORTE application to provide a consistent, leading-edge tool that provides the Employer with access to data for talent and performance planning and allows all employees to document their skills and learning plans.
- Supporting Ontario's Digital First Strategy through the use of a business application called OPSDocs to make documents for services that directly affect Ontarians available online, thereby, improving ease of access to government services for people, businesses and communities.

## Accountability and Transparency

TBS demonstrates accountability in action, restoring transparency and trust in public finances by:

- 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.
- Providing oversight functions through the Office of the Comptroller General to ensure strong fiscal accountability, enterprise financial system governance and integrity, transparency in reporting, a modern public sector comptrollership framework, and financial management, risk and audit capability and capacity.
- Establishing a Data Analytics Centre of Excellence as part of the Ontario Internal Audit Division's audit and forensic investigation function to enable enhanced business risk intelligence for internal audit planning, more agile and leaner practices, and evidence-based approaches.

Ontario

## Value for Money

TBS delivers value for taxpayer dollars and enables investments in key programs and services that Ontarians rely on by:

- Working with the Ministry of Government and Consumer Services to make procurement processes more efficient through an integrated supply chain system across the OPS and BPS, resulting in reduced red tape for vendors and more effective use of public expenditures for the people of Ontario.
- Continuing to monitor and implement efficiencies through a strong expenditure management strategy and improving programs/services to ensure taxpayer value and inform multi-year strategies.
- Applying lean principles across government to improve service delivery and create a nimble, efficient, and effective public service.
- Promoting agile and service design approaches that work to reduce risks in projects, ensure faster delivery to users in smaller increments, and allow teams to continue to iterate to meet changing needs and requirements.

Ontario

## Key Performance Measures

TBS' progress towards government-directed and ministry-identified key performance indicators (KPIs) is tracked utilizing a robust accountability measurement framework. These KPIs demonstrate TBS' commitment to delivering on government priorities through the ministry's mandate of:

- Leading the government's efforts on accountability, risk management, openness and modernization.
- Supporting the government's fiscal plan by strategically driving cultural change and embedding a focus on fiscal responsibility across the whole of government.
- Serving as the enterprise Employer during collective bargaining with unions.
- Supporting the provision of high-quality and convenient digital government programs and services.
- Spearheading the review and analysis of all government programs and services by ensuring increased efficiency and effective outcomes.

**Government-Directed Key Performance Indicators**

### Supporting Fiscal Responsibility and Transparency

TBS continues to ensure timeliness in the tabling of the Expenditure Estimates and Public Accounts, and in the public reporting of the Public Sector Salary Disclosure Compendium.

### Containing Program Growth

TBS continues to support the government's fiscal objectives by implementing measures that enable expenditure management and ensure that government services and programs are both sustainable and effective.

### Managing Compensation

TBS monitors the province's efforts in managing compensation through:

- Analysis of compensation outcomes reached across comparable jurisdictions and the private sector. This includes compensation studies and jurisdictional scans to derive evidence-based compensation decisions that 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 frontline 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 (i.e., OPS and BPS) collective agreement negotiations and compensation of BPS employees, thereby ensuring consistent and sustainable compensation increases.
- Ongoing sector engagement to monitor and track collective agreements and arbitration awards in order to ensure compliance with the Protecting a Sustainable Public Sector for Future Generations Act, 2019 (PSPSFGA).

## Program Review

Effective and efficient program delivery is key to providing services and supports for Ontarians. TBS continues to monitor progress towards a target of 250 programs reviewed by March 31, 2024, each identifying opportunities for improvement, modernization or reform. As of March 31, 2021, a total of 61 program reviews have been completed with an additional 78 expected to be complete by Fall 2021.

## Strengthening Accountability and Internal Audit Controls

TBS is supporting strong fiscal management by ensuring accountability and value-for-money in government spending through the work and responsibilities of the Audit and Accountability Committee, the Ontario Internal Audit Committee, and nine Sector Audit Committees. In addition, TBS coordinates processes that support the continued effectiveness of these committees in strengthening accountability:

- Implementation of the Auditor General's recommended actions from Value-for-Money Audits continues to progress, thereby ensuring that government programs and services operate with due regard for taxpayers' money. As reported in the 2020 Auditor General's Annual Follow-Up Report, 75 per cent of the recommended actions from the 2018 Value-for-Money Audit have been addressed (i.e., fully implemented, in process of being implemented, no longer applicable, or no longer planned to be implemented).
- TBS continues to drive completion of engagements where Ontario Internal Audit Division (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.

## 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 within its reduced program allocation.

In addition to achieving its multi-year savings and efficiency targets, TBS is investing in an audit of Harmonized Sales Tax (HST) recoveries. As demonstrated by other

Canadian jurisdictions, administrative efficiencies can be increased by identifying payments where HST may have been embedded and not previously rebated by the Canada Revenue Agency (CRA). In fiscal year 2020-21, $83,129,417 in previously unclaimed HST rebates from the CRA have been recovered.

## Fulfilling the Emergency Management Program Legislative Requirements

- TBS is fulfilling its role in ensuring Ontario is prepared for emergencies and natural disasters by complying with the Emergency Management and Civil Protection Act and O.Reg. 380/04. TBS is successfully responding to the pandemic by maintaining operations and resources during the unprecedented challenges of this time. In addition, TBS met all legislated compliance requirements as part of the 2020 calendar year of the Emergency Management Program through its Continuity of Operations Program (COOP) to ensure continued service delivery and its Order-in-Council role of coordinating communications affecting labour relations and human resources management across the OPS during emergency situations.

## Delivering Best-in-Class, User-centric and Secure Digital Solutions

TBS is driving the development of horizontal digital Key Performance Indicators and is working with partner ministries to refine measurement and evaluation approaches to demonstrate progress on government's digital transformation goals. The ministry continues to support an increased use of digital channels for government services and programs by ensuring the delivery of best-in-class, user-centric and secure digital solutions to the people and businesses of Ontario. For instance,

- The creation of all I&IT consulting Purchase Order requisitions for all vendors (including small and medium businesses) has been digitized using Robotic Process Automation (RPA) as of October 2020, thereby resulting in high-volume interactions being conducted digitally.
- Collaborating with Ministry of Children, Community and Social Services (MCCSS), Ministry of the Environment, Conservation and Parks (MECP) and Ministry of Transportation (MTO) on a pilot called Public Secure. The pilot modernizes Identity and Access Management (IAM) services in order to provide up to 150,000 Ontarians with secure login access through mobile and cloud platforms to three government programs (i.e., social assistance, child support, and environment protection). The pilot will be extended to include Parents of Children with Autism, with a goal of making Public Secure available to all government services upon completion of the pilot. There were 90,000 Public Secure users as of November 2020.

Ontario

**Ministry Identified Key Performance Indicators**

## Supporting Government's Digital First Strategy

TBS continues to support Ontario's Digital First Strategy that is intended to make government work better for people, businesses and communities. For instance, TBS is using a business application called OPSDocs to make documents for services that directly affect Ontarians available online. As of November 2020, OPSDocs stores and manages over 106 million Ontario Public Service (OPS) documents. OPSDocs is a modern cloud-based digital records management system that is built on OpenText technology. It is rated for high security records, supports data analysis and artificial intelligence, and fulfills policy and legislative requirements for proper storage and document management of business critical and high sensitivity records.

## Building Lean Capacity in the Ontario Public Service

TBS is leading the increase of Lean capacity in government through a series of training courses and events in order to increase the effectiveness and efficiency of OPS processes. By March 2021, 4,463 OPS staff had been trained in Lean principles, compared to a target of 6,000 trained staff by 2024.

## Digital Service Standard of Government's Digital Services

TBS is supporting teams across the OPS in understanding the Digital Service Standard and how to apply the standard in the design and delivery of government digital services. The Digital Service Standard outlines best practices for the creation of effective online services to ensure Ontario is releasing high-quality, efficient digital products and services. In 2020-21, TBS completed 86 Digital First Assessments and 27 rush Digital First Assessments. 29 per cent of assessments received an overall approved result on their alignment with the Digital Service Standard.

Ontario

## Detailed Financial Information

**Table 1: Ministry Planned Expenditures 2021-22 ($M)**

| Account Type | ($M) |
|---|---|
| COVID-19 Approvals* | N/A |
| Other Operating | 4,136.4 |
| Other Capital | 165.3 |
| **Total** | 4,301.7 |

*Treasury Board/Management Board of Cabinet approvals reported by applicable ministries.

Ontario

## Table 2: Combined Operating and Capital Summary by Vote

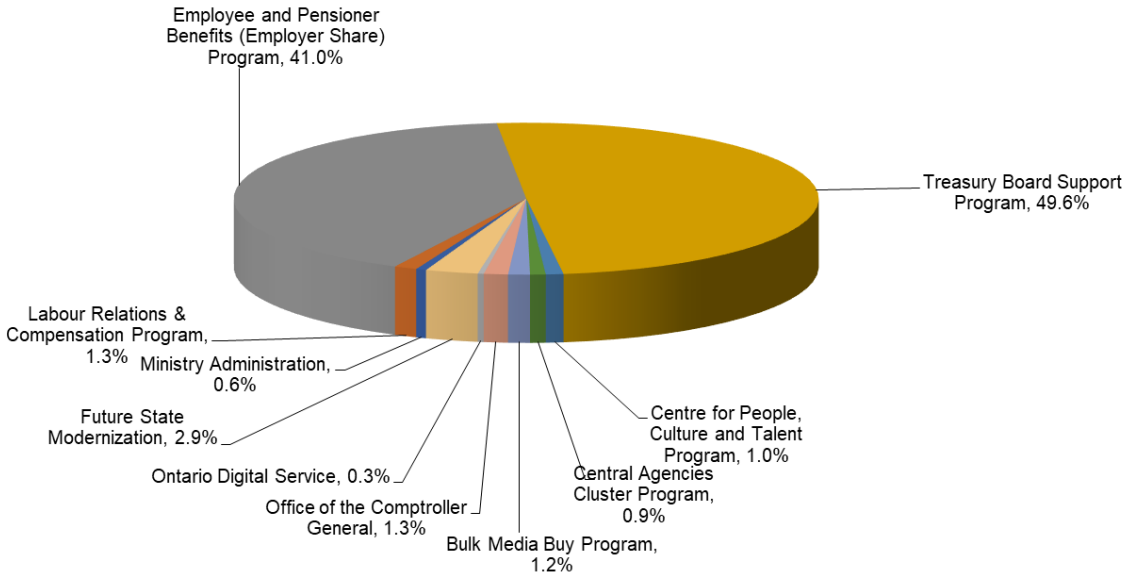
| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | Change From 2020-21 Estimates % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **Operating and Capital Expense** | | | | | | |
| Ministry Administration Program | 24,391,600 | 1,469,800 | 6.4 | 22,921,800 | 76,266,300 | 22,338,347 |
| Labour Relations and Compensation Program | 54,589,900 | 1,769,500 | 3.4 | 52,820,400 | 24,818,100 | 22,526,493 |
| Employee and Pensioner Benefits Program | 1,354,000,000 | 60,000,000 | 4.6 | 1,294,000,000 | 1,293,600,000 | 1,076,474,697 |
| Treasury Board Support Program | 2,129,128,900 | (6,601,291,900) | (75.6) | 8,730,420,800 | 37,073,300 | 27,165,052 |
| Office of the Public Service Commission | 41,688,100 | 104,200 | 0.3 | 41,583,900 | 42,731,000 | 49,842,912 |
| Central Agencies Cluster Program | 36,943,600 | (225,300) | (0.6) | 37,168,900 | 36,948,100 | 37,834,524 |
| Agencies, Boards and Commissions Program | 0 | 0 | 0.0 | 0 | 0 | 136,538 |
| Bulk Media Buy Program | 51,619,200 | 605,900 | 1.2 | 51,013,300 | 98,865,000 | 0 |
| Office of the Comptroller General | 57,185,200 | 3,576,400 | 6.7 | 53,608,800 | 71,885,700 | 45,868,244 |
| Ontario Digital Service | 14,206,800 | (55,600) | (0.4) | 14,262,400 | 14,262,400 | 15,462,619 |
| Future State Modernization | 125,355,700 | 125,355,700 | 0.0 | 0 | 0 | 0 |
| **Total Operating and Capital Expense to be Voted** | **3,889,109,000** | **(6,408,691,300)** | **(62.2)** | **10,297,800,300** | **1,696,449,900** | **1,297,649,426** |
| Statutory Appropriations | 508,588,187 | 147,498,000 | 40.8 | 361,090,187 | 91,483,187 | 631,009,731 |
| Consolidation and Other Adjustments | (96,003,000) | 170,171,400 | 0.0 | (266,174,400) | (43,655,600) | (49,565,360) |

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| Votes/Programs | Estimates 2021-22 $ | Change from Estimates 2020-21 $ | Change From 2020-21 Estimates % | Estimates 2020-21 * $ | Interim Actuals 2020-21 * $ | Actuals 2019-20 * $ |
|---|---|---|---|---|---|---|
| **Total Including Consolidation and Other Adjustments** | **4,301,694,187** | **(6,091,189,300)** | **(58.6)** | **10,392,716,087** | **1,744,277,487** | **1,879,093,797** |
| **Operating and Capital Assets** | | | | | | |
| Ministry Administration Program | 2,000 | 0 | 0.0 | 2,000 | 2,000 | 0 |
| Treasury Board Support Program | 7,741,000 | 7,741,000 | 0.0 | 0 | 0 | 0 |
| Central Agencies Cluster Program | 1,000 | 0 | 0.0 | 1,000 | 1,000 | 0 |
| Ontario Digital Service | 1,000 | 1,000 | 0.0 | 0 | 0 | 0 |
| **Total Operating and Capital Assets to be Voted** | **7,745,000** | **7,742,000** | **258,066.7** | **3,000** | **3,000** | **0** |
| Statutory Appropriations | 1,000 | 0 | 0.0 | 1,000 | 1,000 | 719,051,609 |
| **Ministry Total Operating and Capital Assets** | **7,746,000** | **7,742,000** | **193,550.0** | **4,000** | **4,000** | **719,051,609** |

* 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 2021 Ontario Budget.

## Chart 1: Distribution of 2021-22 Approved Allocation by Ministry Programs (Votes)



Ontario

## Table 3: Historical Trend Analysis

| Historical Trend Analysis | Actuals 2018-19* $ | Actuals* 2019-20 $ | Estimates* 2020-21 $ | Estimates 2021-22 $ |
|---|---|---|---|---|
| Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including assets) | **1,392,027,564** | **1,879,093,797** | **10,392,716,087** | **4,301,694,187** |
| Year over Year Change in Percentage | | *35%* | *453%*** | *-59%* |

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

**The percentage compares the 2019-20 Actuals to the 2020-21 Estimates. The 453% increase is mainly due to increases through the 2020-21 Supplementary Estimates for the Operating Contingency Fund.

### For additional financial information, see:

Expenditure Estimates (URL: https://www.ontario.ca/page/expenditure-estimates)
Public Accounts of Ontario (URL: https://www.ontario.ca/page/public-accounts-ontario-2019-20)
2021 Budget (URL: https://budget.ontario.ca/2021/index.html)

Ontario

## Provincial Agencies

**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 (OIAC)**
**Chair:** Michael Stramaglia

A provincial advisory agency providing advice and recommendations to the President of the Treasury Board, in consultation with the Ontario Internal Audit Division (OIAD). 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

**Ontario Public Service Employees' Union Pension Plan Board of Trustees**
**Chair:** Sharon Pel

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.

Ontario

## Table 4: Agencies, Boards and Commissions – Financial Summary

| Organization | Classification | 2021-22 Estimates | 2020-21 Interim Actuals | 2019-20 Actuals |
|---|---|---|---|---|
| Case Management Masters Remuneration Commission | Advisory | 0 | 0 | 0 |
| Deputy Judges Remuneration Commission[1] | Advisory | 30,000 | 60,263 | 0 |
| Justices of the Peace Remuneration Commission[1] | Advisory | 0 | 0 | 0 |
| Ontario Internal Audit Committee | Advisory | 315,000 | 94,461 | 153,940 |
| Ontario Public Service Employees' Union Pension Plan Board of Trustees | Not Applicable | 0 | 0 | 0 |
| Ontario Public Service Pension Board | Trust | 190,000 | 96,146 | 129,898 |
| Provincial Judges Pension Board[2] | Trust | 780,000 | 145,736 | 330,657 |
| Provincial Judges Remuneration Commission[1] | Advisory | 0 | 0 | 0 |
| Public Service Commission | Regulatory | 0 | 0 | 0 |

1. Amounts do not include legal services costs recoverable from the Ministry of the Attorney General.
2. Includes expanded services under new mandate and estimates for TBS' portion of actuarial and legal services as well as charges related to the implementation of Annual Pension Statements for sitting judges (a mandate letter initiative). The implementation of the Annual Pension Statement cost is a one-time project charge of $350,000.

Note: For all entities above, the figures represent only those expenses incurred by Treasury Board Secretariat on behalf of these entities. The amounts above do not represent the full financial position for each entity.

Ontario

## Ministry Organization Chart

**President of the Treasury Board –** The Honourable Peter Bethlenfalvy

Group of 5 Chair positions:

Chair, Public Service Commission

Chair, OPSEU Pension Trust

Chair, Ontario Pension Board

Chair, Provincial Judges Pension Board

Chair, Audit and Accountability Committee

**Deputy Minister, Treasury Board Secretariat and Secretary of Treasury Board and Management Board of Cabinet** – Kevin French

**Director of Operations** – Sarah O'Callaghan

**Legal Director** – Len Hatzis

**Communications Director** – Bryant Sullivan

**Chief Information Officer,** Central Agencies Cluster – Liz MacKenzie

**ADM,** Central Agency Communications – Sofie DiMuzio

**Chief Administrative Officer and ADM,** Corporate Services Division – Sandy Yee

**Executive Lead,** Future State Modernization Transformation Office – Lisa Priest

**Chief Talent Officer,** Centre for People, Culture and Talent – Brian Fior

**ADM,** People and Culture – Sean Twyford

**ADM,** Talent and Leadership – Stephen Brown

**Associate Deputy Minister,** Office of the Treasury Board – Linda McAusland

**ADM,** Planning and Performance – Shannon Fenton

**ADM,** Operating Expenditure Management – Lisa Zanetti

**ADM,** Capital Expenditure Management – David Clarke

**Associate Deputy Minister,** Centre for Public Sector Labour Relations and Compensation – Marc Rondeau

**ADM,** Employee Relations and Negotiations – Matt Siple

**ADM,** Broader Public Sector Oversight and Compensation – Kirstin Rydahl

**Deputy Minister and Comptroller General,** Office of the Comptroller General – Carlene Alexander

**Chief Risk Officer and ADM,** Office of the Chief Risk Officer – Ingrid Robinson

**Provincial Controller and ADM,** Office of the Provincial Controller Division – Maureen Buckley

**Chief Internal Auditor,** Ontario Internal Audit Division – Beili Wong

**Deputy Minister and Chief Digital and Data Officer,** Ontario Digital Service – Hillary Hartley

**ADM,** Lean and Continuous Improvement – Rachel Kampus

**ADM,** Digital – Michael Maddock

**ADM,** Platforms – Robert Devries

Ontario

## 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 2021-2022 Act, 2020

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 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

Simpler, Faster, Better Services Act, 2019

Supply Act, 2021

Ontario

## 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' 2020-21 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

The health and safety of Ontarians is necessary to support economic recovery and it is the government's top priority. In its leadership role of fiscal responsibility and ensuring that government services and programs are sustainable, TBS led and effectively managed the enterprise-wide multi-year planning and in-year expenditure management processes to support the government's COVID-19 response. In addition, TBS continues to pursue back-office administrative efficiencies by streamlining accommodation costs and the use of communications equipment.

To support long-term sustainability of the services that matter most, the TBS Central Agencies I&IT Cluster spearheaded initiatives to achieve cost savings and efficiencies for better, people-focused government and service delivery by:

- Developing an eSignature service for applicants to provide electronic consent for targeted benefit programs that require income verification to determine program eligibility and entitlement. This initiative digitizes the application submission process for Ontarians, improves convenience and access for users applying for benefit programs (e.g., Healthy Smiles Ontario (HSO)), and promotes increased uptake of benefits programs for those in need.
- Implementing the Canada Ontario Housing Benefit (COHB) program, which provides portable housing support to low income, vulnerable Ontario citizens whose circumstances may require them to relocate (e.g., victims of domestic violence).
- Continuing to work on the implementation of an anonymous public facing service for OntTax/Automated Income Verification and Business Services (AIVBS) submissions. This initiative aligns with the Government's Digital First strategy by eliminating the need for paper submissions and significantly improving customer service and administration.

## 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 2019-20 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 third year in a row in which Ontario's financial statements received a clean audit opinion from the Auditor General.

In keeping with Ontario's commitment to openness and transparency, the government released the names, positions, salaries and total taxable benefits of public sector employees (OPS, BPS and municipal) paid $100,000 or more in the 2020 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 making it more accessible to the public.

To support the government's long-term plan of restoring accountability and trust in the province's finances, the government undertook a comprehensive review of provincial agencies. This agency modernization work started with the Agency Review Task Force followed by an additional agency evaluation process in Fall 2020. Recommendations from these reviews focused on ensuring agencies remain transparent and sustainable over the long term and better align with government priorities. The government is working to implement the recommendations from these reviews 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 frontline public services, while continuing to seek opportunities for greater oversight of key areas within the provincial public sector.

In November 2019, the legislature passed the Protecting a Sustainable Public Sector for Future Generations Act, 2019 to enable the government manage compensation growth while respecting taxpayers and the services they rely on and ensuring that public-sector jobs and vital frontline services are protected.

Since introducing the Act, collective agreements covering about 370,000 workers, representing over 45 per cent of unionized public sector employees have been settled in compliance with the Act. Additionally, settlements reached in the private sector over this same period included average annual wage increases of 2.2 per cent — roughly double those reached in Ontario's public sector.

TBS continued to support the government's efforts to reasonably manage the size of the OPS. From June 2018 to January 2021, the size of the OPS was reduced by 7 per

cent without involuntary job loss or impacts to frontline services. This has positioned the government to make targeted investments in critical frontline services. Additional initiatives to manage compensation include:

- 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.
- 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.
- Developing and publicly releasing the OPS' first annual report on the work underway to diversify the OPS' senior leadership so that it is more reflective of the Ontario labour force. The report outlines the OPS' senior leadership diversification strategy and the plan to achieve the organizational goal of parity with the diversity of the Ontario labour force by 2025 for the most underrepresented groups. The report also reflects all socio-demographic data that will be used to track progress.
- TBS continues to promote the ethical framework in the Public Service of Ontario Act, 2006 (PSOA), including rules and restrictions governing oaths of office and allegiance, conflict of interest, political activity and disclosure of wrongdoing.

## Modernizing Government Programs and Services

Building on the reforms that TBS initiated in 2019 to improve services and achieve efficiencies, TBS continues to work with the Ministry of Government and Consumer Services (MGCS) on the Transfer Payment Consolidation Initiative in order to reinforce efficiency, transparency and accountability. As part of the initiative, TBS and MGCS coordinated the onboarding of transfer payment programs across ministries onto Transfer Payment Ontario (TPON). TPON is intended to improve the experience of transfer payment recipients and administrators, so that more time can be spent delivering services to Ontarians.

The Transfer Payment Consolidation 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.

TBS continues to lead the way to make Ontario a leading digital government jurisdiction. In 2020-21, the ministry was instrumental in advancing the government's priorities, including driving the outcomes outlined in the Ontario Onwards Action Plan. TBS also engaged with over 7,000 Ontarians and 700 small and medium-sized businesses on Ontario's first digital ID and received advice from diverse sectors (i.e., Technology to Finance) on how to ensure that the digital ID meets their needs and helps grow the economy. In addition, TBS developed and launched the Digital and Data Directive, which sets the policy and governance landscape for digital and data in the Ontario Public Service.

Other digital advancements that TBS supported include:

- The completion of 86 Digital First Assessments and 27 rush Digital First Assessments to ensure that Ontario is releasing high-quality, efficient digital products and services.
- Hosted over 557 user research sessions with end users both internal and external to the OPS.
- Held a series of training courses and events with over 10,000 people attending digital training and over 5,000 attending lean training to increase digital and lean capacity in government.

TBS also partnered with ministries to improve online experiences, develop cost efficient and user-friendly services, and deliver high impact lean projects that achieved a minimum of 20 per cent process efficiency improvements. For example, TBS worked with:

- MGCS to improve and update web content across multiple OPS web pages (e.g., Ontario.ca, application portal, etc.), thereby reducing the number of inquiries to the ServiceOntario call centre by 90 per cent. This reduction in calls

saved the government time and money by connecting people immediately to the information that they needed online.

- MGCS on the Top Ten Transactions initiative to move 530,000 transactions online, thereby making it easier for Ontarians to renew their health cards, valtags and drivers licences online. This digitization of everyday transaction decreased cost delivery and saved Ontarians time.
- Ministry of Labour, Training and Skills Development (MLTSD) to apply lean principles on the Ontario Immigration Nominee Program and, thereby achieve a 9 per cent increase in nominations in 2020 without increasing additional staffing resources.
- MGCS to apply lean principles in the production and renewal of the Ontario License Plate Stickers. These lean improvements resulted in 100 per cent productivity improvement, which is equal to 6,300 more stickers being produced each day. The improvements also generated capacity online for an additional one million license plate stickers to be renewed annually, thereby increasing the online uptake target to 65 per cent.
- Ministry of the Solicitor General on a lean project in the Chief Coroner's Office to recommend a digital solution for medical death certificates. This lean project is saving physicians' time and an estimated $500,000 annually.

## Program Review

The annual Program Review process (which is led through multi-year planning) helps ensure that public programs are assessed for their efficiency and effectiveness, overall value-for-money, and alignment with core government priorities. This process is a part of the government's efforts to promote modernization and ensure that government programs are implemented and delivered as efficiently and effectively as possible.

## Increasing Administrative Efficiencies

As demonstrated by other Canadian jurisdictions, administrative efficiencies that realize savings and improve cost effectiveness can be increased by identifying payments where Harmonized Sales Tax (HST) may have been embedded and not previously rebated by the Canada Revenue Agency (CRA). TBS has embarked on the review of provincial programs and identifying previous expenditures that may have had embedded HST payments.

In fiscal year 2020-21, $83,129,417 in previously unclaimed HST rebates from the CRA have been recovered.

Ontario

**Table 5: Ministry Interim Actual Expenditures 2020-21**

| Account Type | Ministry Interim Actual Expenditures 2020-21 * |
|---|---|
| **COVID-19 Approvals** | N/A |
| **Other Operating** | $1,743.9M |
| **Other Capital** | $0.4M |
| **Staff Strength ** (as of March 31, 2021)** | 1,540 FTEs |

* Interim actuals reflect the numbers presented in the 2021 Ontario Budget.
** Ontario Public Service Full-Time Equivalent (FTE) positions.