
Ontario Government Published Plans 2022-23 and Annual Reports 2021-22

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Ontario Government
2022-23 Published Plans
and
2021-22 Annual Reports

Volume 1
Ministry of Agriculture, Food and Rural
Affairs –
Ministry of Health



Estimates Briefing Book 2022-23

Ministry of Agriculture, Food and
Rural Affairs

Part I: Published Plan

Ministry of Agriculture, Food and
Rural Affairs

PART I: 2022-23 PUBLISHED PLAN

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MINISTRY OVERVIEW

Ministry's Vision

The Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) seeks to grow a sustainable, resilient, trusted and thriving agri-food system, as well as grow rural communities through innovation and increasing trade, while safeguarding the food supply chain, and ensuring the safe and sustainable production of food.

The Ministry does this by supporting growth, economic development and innovation in the agri-food sector while maintaining animal, human, and environmental health, and strengthening the province's productive capacity.

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.

In support of the ministry's vision, OMAFRA reports on Key Performance Indicators (KPIs), including increasing economic opportunities in the agri-food sector, supporting business innovation in Ontario and providing stewardship of Ontario's capacity to produce food.

COVID-19 Response

The 2019 novel coronavirus (COVID-19) pandemic brought forward unprecedented challenges for the agri-food sector. In response, OMAFRA created the COVID Agri-Food Secretariat to address pandemic related activities and is continuing to do everything necessary to keep Ontario's food supply system strong, including working closely with government partners and the agri-food industry. Prevention and mitigation of the spread of COVID-19 in agri-food workplaces is a key priority through identifying best-practices and opportunities to protect worker health and safety such as the Enhanced Agri-food Workplace Protection Program. OMAFRA has continued to support the agri-food sector through the online [toolkit](#) which is updated regularly and provides information on how to conduct workplace risk assessments and tailoring actions to the changing nature of COVID-19 through coordination, outreach, and funding supports.

The ministry established and meets regularly with the Sector Leadership Working Group, the Supply Chain Round Table, and other key partners and stakeholders to help identify issues and opportunities to address concerns proactively and collaboratively. The ministry will continue to collaborate across government along with municipal, federal, and health partners and the agri-food sector to offer support such as the Welcome Centre at Toronto Pearson International Airport, and vaccination clinics (e.g., included at the Welcome Centre in addition to agri-food workplace clinics, and GO-VAXX clinics in rural areas), isolation centres, rapid testing, HEPA air filtration units, outreach to stakeholders, and the development of COVID-19 related, initiatives and programs.

Future preparedness plans and pandemic response include legislative amendments as part of the government's Plan to Stay Open which received Royal Assent, as part of the broader Pandemic and Emergency Preparedness Act. The Amendments to the Ministry of Agriculture, Food and Rural Affairs Act specify that the ministry's mandate include leadership on a safe and stable food supply and require the ministry to regularly report on current Ontario food supply system and contingency plans in place to respond to emergency situations. The amendments made to the Ontario Food Terminal Act help

ensure the Ontario Food Terminal Board (OFTB) has a contingency plan in place to be able to operate the Terminal at a temporary location for up to 30-days, during an emergency situation that may put the continuity of the Terminal's operations at risk.

The ministry is currently developing a Food Security and Supply Chain Stability Strategy. The content of the Strategy was informed by discussions at a virtual Ontario Food Summit held in March 2022 with 160 stakeholders who play key roles at every stage of the province's food supply chain (farmers, producers, suppliers, transporters, distributors etc.). Discussions centered around food security and options to collaborate on strategies that will help Ontario's food supply chain remain one of the strongest, safest and stable in the world. As part of this Strategy, a Food Security and Supply Chain Fund was also approved to address urgent supply chain challenges to keep the sector and supply chain moving without severe interruption. Subject to budget approval, this program would help the sector sustain critical operations and overcome emerging threats to the food supply chain and food security, through the implementation of initiatives to support economic recovery and resiliency of the essential agriculture and food sector and the rural economy.

The continuation of the Enhanced Agri-food Workplace Protection Program into 2022-23 will continue to help address worker health and safety issues as part of the agri-food sector's prevention and control measures. Over \$36 million has already been provided to help guard against COVID-19, with an additional \$10 million approved in the 2022-23 budget.

These programs are in addition to ongoing efforts to protect the health, safety, and well-being of domestic and International Agri-Food Workers including:

- Distribution of up to 5,500 free HEPA filters to improve ventilation in agri-food congregate living settings which will add an additional layer of protection to keep agri-food workers safe and reduce the risk of COVID-19 outbreaks on farms and in workplaces across the food supply chain.
- Free rapid antigen tests (RATs) for agri-food businesses under the Provincial Antigen Screening Program (PASP) with contingency planning for surges in high-risk settings.
- Ongoing investment in greater meat inspection capacity as well as enacted contingency plans to help ensure the continued inspection of food and meat products.
- Lessons learned from the COVID-19 response will also continue to inform the strategy development and activities to support sector recovery and resiliency with a focus on labour and supply chain resiliency.

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

OMAFRA provides support to Ontario's rural communities by developing and delivering

local and regional economic development programs, tools and resources.

OMAFRA also promotes vibrant rural economies through the Rural Economic Development (RED) program to help rural and Indigenous communities remove barriers to economic development, attract investment, create jobs and enhance economic growth. This supports the ministry's KPI of increasing economic opportunities in the agri-food sector and throughout rural Ontario.

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 by encouraging Ontario producers to use the Foodland Ontario logo on Ontario fresh and processed food products.

COVID-19 Response

To help the sector during the ongoing supply chain challenges due to COVID-19, where possible, OMAFRA has provided greater flexibility to recipients to complete their projects.

The ministry launched the Enhanced Agri-food Workplace Protection Program to help local agri-food businesses enhance health and safety measures to better protect employees through initiatives like purchasing personal protective equipment, enhanced cleaning and disinfection, and redesigning workstations.

OMAFRA also created an online jobs portal to match potential workers with employers looking to fill roles in the agri-food sector.

OMAFRA's COVID-19 response efforts also include linking producers, processors, distributors, warehousing, retail and foodservice outlets to help improve capacity. 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.

Additionally, Ontario provided further funding support through its COVID-19 Prevention and Control Strategy, which allocated \$22.5 million in cost-share funding support to farming operations and processor businesses under the Agri-Tech Innovation Program. This program focused on supporting business to adopt innovative and new technologies to reduce the risk of COVID-19 transmission among agri-food workers.

OMAFRA also launched several initiatives focused on the mental health of farmers and their family members such as access to no-cost counselling services specific to the issues farmers and their family members face, recruitment and training of community volunteers to watch for Ontario farmers and their families showing signs of mental health struggles, and expansion of mental health literacy in the farming community.

Research

The ministry works with industry, academia, agencies, other Ontario ministries, provincial governments and the federal government to advance research and innovation that enables the growth, competitiveness and long-term sustainability of the agri-food sector and further solidifies the province's position as a global leader in agri-food education, research and innovation.

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).

The results are 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. This supports the ministry's KPI to support business innovation in Ontario.

Research programs and investments through the Alliance help equip 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 and numerous projects to enhance food safety, 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 to modernize its research and innovation programs, services and infrastructure including investments in research facilities in Elora, Ridgetown and New Liskeard. Through partnerships with governments, industry and academia, and strategically targeted investments, the government can leverage knowledge, technology and intellectual capacity to build a sector that aligns with government and industry priorities.

Business Risk Management Transfers

Through its Business Risk Management (BRM) programming, most of which are delivered through its crown agency, Agricorp, the ministry helps Ontario's agriculture producers manage risks beyond their control, including weather and market volatility to improve sector profitability.

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

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 research capacity to support industry-driven research while leveraging third party investments to ensure the long-term sustainability and competitiveness of the agri-food sector for decades to come. Several major capital projects are underway to modernize key research platforms supporting field crops, livestock and greenhouse/horticulture.

Better Public Health and Environment

OMAFRA has adopted a 'One Health' approach to designing and implementing programs, policies and regulation, working with partners to improve human, animal and environmental health.

OMAFRA provides oversight of Ontario's agri-food system including food safety at provincially regulated facilities, animal 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 with the agri-food sector to find ways to help ensure the competitive production of food, such as reducing unnecessary red tape while maintaining and strengthening health and safety regulations.

This supports the ministry's KPI for providing stewardship of Ontario's capacity to produce food.

Ministry Administration and Policy

OMAFRA continues to provide high quality customer service (and efficient program delivery).

To drive success for rural Ontario, the ministry advocates for rural consideration 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 residents.

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

In 2021, the ministry launched a Data Management Policy targeting ministry Data Management Plans to be in place by 2022. As a result, data management standards will be further strengthened and integrated into the development of future digital solutions.

2022-23 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 jobs. Cutting red tape and unnecessary regulatory burden will lower operating costs for businesses and improve Ontario's competitiveness while preserving the regulations that keep Ontarians healthy and our environment and food safe.

In the fall of 2021, the ministry completed regulatory changes at the Ontario Food Terminal by making it easier to support health and safety, strengthen the food supply chain by expanding the scope of products that can be sold, and better plan for future projects to maintain the Terminal's long-term viability.

The ministry reduced process barriers under the Veterinarians Act in 2021, making it easier for new veterinary facilities – as well as existing facilities seeking to expand the types of services they provide – to become accredited in Ontario; the ministry also streamlined the rules governing the naming of veterinary practices and advertising, increasing choice for veterinarians. This reduced administrative burden is a benefit for many smaller, mixed veterinary practices in rural and remote locations, and encourages expansion and innovation in the services veterinarians offer.

The ministry also made amendments to the regulation under the Farm Registration and Farm Organizations Funding Act including updating the accreditation criteria to reduce administrative burden for the Accredited Farm Organizations (AFOs) while ensuring good governance, accountability and value to Ontario farmers. Amendments added flexibility for the AFOs and the eligible francophone organization under the Act by allowing for suspension of specified reaccreditation and special funding eligibility requirements during emergencies declared under the Emergency Management and Civil Protection Act. These amendments further support the ministry's efforts to improve the Farm Business Registration program and build on the previous amendments that reduced burden for farmers, allowed online registration and improved program administration.

Supporting Domestic Agricultural Product and Food Production

A strong agri-food sector helps boost Ontario's economy, creates good jobs and puts food on the tables of Ontarians. In 2021, Ontario's agri-food industry contributed \$47.6 billion in gross domestic product (GDP) and supported over 750,000 jobs, representing 10.2 per cent of the province's labour force.

To support our domestic production and the ministry's KPI of increasing economic opportunities in the agri-food sector, OMAFRA's focus is to foster investment and job creation in Ontario. Ministry staff help food and beverage processors and bio-product manufacturers 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 is anticipated to increase.

The ministry continues to offer the agri-food sector education, the Vendor Engagement Program, virtual business-to-business events, domestic trade show and trade and investment programming to further build awareness and demand for Ontario agri-food products.

Ontario has the people, drive and know-how to increase production without compromising the environment.

Support for Rural Communities

OMAFRA supports Ontario's rural communities by developing and delivering local and regional economic development programs, tools and resources to help rural communities identify and advance initiatives to foster economic growth and prosperity. These include programs such as the Rural Economic Development (RED) Program.

Growing the Agri-food Sector through the Canadian Agricultural Partnership (CAP)

Equally important for Ontario's agri-food industry success is the ministry's work to provide support to the sector through CAP.

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 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. This includes economic development, environmental stewardship, protection and assurance, with research and innovation being a focus across all areas.

In addition, the governments of Canada and Ontario are protecting the mental health of farmers and their families by investing more than \$7 million dollars through CAP toward two new multi-year mental health initiatives (the Guardian Network and the Farmer Wellness Initiative) that are specialized to support those in the agriculture sector.

Ontario's participation in CAP also 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 2022-2023, CAP programming investments and initiatives will continue to strengthen, grow and advance Ontario's agri-food sector. This includes funding commitments under

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

the cost-share program streams for Farmers, Processors, and Other Agri-Businesses, and other initiatives such as Funding for Sectors, Strategic Solutions, Provincially Licensed Abattoirs, and Addressing Agri-food Sector Labour Force Challenges.

Supporting the Agri-food and Rural Sectors through the Grassroots Growth Initiative

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. Some highlights include:

- Allocated \$1 million annually in funding to support provincial agri-food producer organizations with their local marketing focused projects.
- A three-year Transfer Payment Agreement (TPA) with Canadian Mental Health Association Ontario for up to \$385,200 to administer the In the Know program and reach 5,800 individuals in the farm and agricultural sector by summer 2023 by building mental health knowledge and increase help-seeking among farmers.
- A two-year TPA with ASM Innovations for up to \$105,200 to develop and implement a Northern Indigenous Food Security, Production and Education project in seven remote Indigenous communities in Northwestern Ontario.

Risk Management Program (RMP)

In 2020-21, the government permanently expanded Risk Management Program (RMP) funding from \$100 million to \$150 million for 2020, one year earlier than expected.

Starting in 2021, RMP now includes a fund administered by Agricorp that holds sector-specific funds allowing for more funds to be available sooner for payout, plus providing for the rollover of any funds that are not required in a given program year for future claims.

Environmental Stewardship

OMAFRA's approach to environmental stewardship is focused on supporting environmental actions that build resilience within Ontario's agri-food sector, allowing the sector to demonstrate leadership in sustainability practices. OMAFRA works 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.

These results support the ministry's KPI for providing stewardship of Ontario's capacity to produce food.

With 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 source at the right rate, the right time and in the right place), the ministry is continuously improving recommendations for best management practices that promote soil health and supports a sustainable agri-food sector.

The ministry will also continue implementation of the '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 entered 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 to work 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 reduce nutrient losses, particularly phosphorus, to improve soil health and protect our Great Lakes. These actions help strengthen pollinator habitats and the sustainability of the agricultural sector.

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

The ministry continues to address Auditor General recommendations related to the Value-for-Money 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 to strengthen the social, economic and environmental sustainability of a diverse agri-food sector, including working with 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 agri-food sector areas to increase competitiveness, productivity and profitability; improve risk anticipation, mitigation and response; 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. This includes prevention efforts and preparations for emergency responses to diseases such as African swine fever (ASF), avian influenza (AI) or porcine epidemic diarrhoea (PED), as well as identifying and solving problems like plant diseases (e.g., vomitoxin in corn), and supporting industry and governments in developing emergency response and recovery plans.

Ontario Farm Products Marketing Commission (OFPMC)

The OFPMC is a non-board governed agency of the ministry, established to help drive the province's regulated marketing system forward. This is done to enable prosperous, thriving, and dynamic agri-food industries within Ontario's economy, and to promote investment confidence by:

- Administering the provisions of the *Farm Products Marketing Act* (FPMA) and the *Milk Act* (MA) and certain regulations governing regulated marketing; making regulations under these Acts governing regulated marketing; and overseeing the activities of Ontario's 22 regulated marketing boards and three section 12 (of the FPMA) representative associations to ensure that:
 - marketing boards operate within the powers and authorities given to them;
 - the lines of accountability are maintained.
- Fostering enhanced stakeholder collaboration to achieve whole sector solutions through Industry Advisory Committees (IACs) and by advocating for Ontario's interests locally, nationally, and globally.
- Providing leadership and education in the form of advice, facilitation, and direction to Ontario's 22 regulated marketing boards and three section 12 representative associations to increase the effectiveness and efficiency of the regulated marketing system.
- Directing the development and implementation of policy or regulations related to regulated marketing in Ontario in consultation with the Minister and Ministry.

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 work to become an effective modern regulator by working closely with farmers and processors to set clear expectations and achieve food safety and animal health and welfare 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, through food safety inspections. Efforts continue to ensure the health and safety of agri-food workers during COVID-19.

The Canadian Food Inspection Agency (CFIA) 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 response.

Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals	47.6
Other Operating	764.0
Other Capital	6.5
TOTAL	818.1

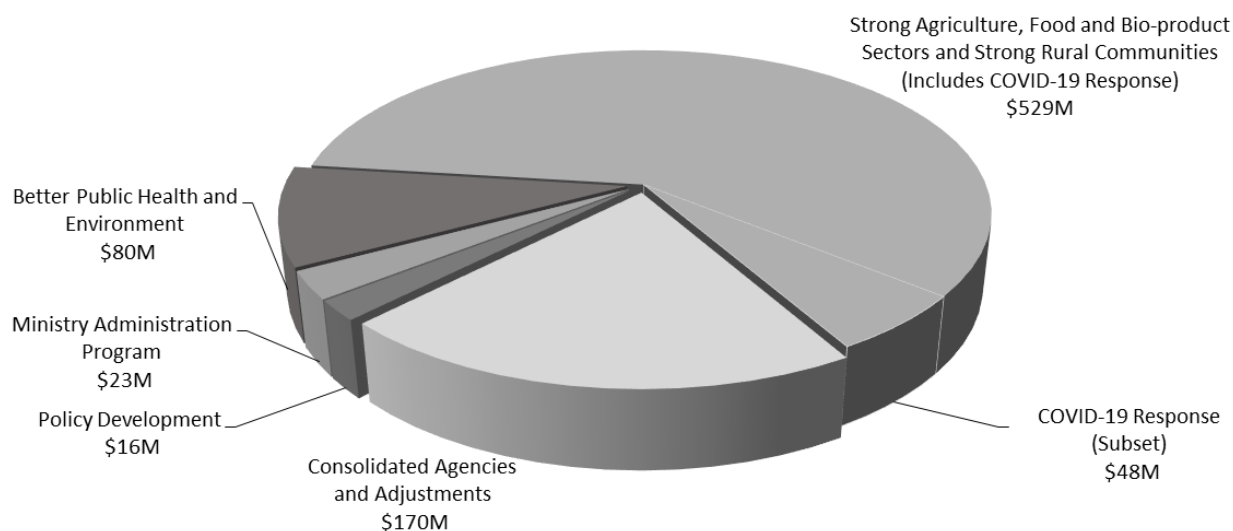
Detailed Financial Information

Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
OPERATING EXPENSE						
Ministry Administration Program	22,472,900	-	-	22,472,900	20,289,500	19,805,052
Better Public Health and Environment	79,939,100	6,302,200	8.6	73,636,900	73,420,400	76,217,365
Strong Agriculture, Food and Bio-product Sectors and Strong Rural Communities	520,442,600	23,701,300	4.8	496,741,300	456,219,800	497,081,582
Policy Development	16,251,800	-	-	16,251,800	13,473,200	14,195,608
Total Operating Expense to be Voted	639,106,400	30,003,500	4.9	609,102,900	563,402,900	607,299,607
Statutory Appropriations	1,097,187	-	-	1,097,187	350,287	227,805
Ministry Total Operating Expense	640,203,587	30,003,500	4.9	610,200,087	563,753,187	607,527,412
Consolidation Adjustment - Agricorp	169,761,300	35,646,000	26.6	134,115,300	153,097,000	171,419,413
Consolidation Adjustment - Agricultural Research Institute of Ontario (ARIO)	5,421,000	(1,382,300)	(20.3)	6,803,300	6,037,600	7,575,621
Consolidation Adjustment - Colleges	-	-	-	-	-	(36,724)
Consolidation Adjustment - General Real Estate Portfolio	(3,759,200)	(755,600)	-	(3,003,600)	(2,916,900)	(3,089,721)
Total Including Consolidation & Other Adjustments	811,626,687	63,511,600	8.5	748,115,087	719,970,887	783,396,001
OPERATING ASSETS						
Ministry Administration Program	-	(1,000)	(100.0)	1,000	1,000	-
Better Public Health and Environment	5,000,000	-	-	5,000,000	1,500,000	1,770,800
Total Operating Assets to be Voted	5,000,000	(1,000)	(0.0)	5,001,000	1,501,000	1,770,800
Ministry Total Operating Assets	5,000,000	(1,000)	(0.0)	5,001,000	1,501,000	1,770,800
CAPITAL EXPENSE						
Strong Agriculture, Food and Bio-product Sectors and Strong Rural Communities	7,500,000	-	-	7,500,000	7,500,000	7,500,000
Total Capital Expense to be Voted	7,500,000	-	-	7,500,000	7,500,000	7,500,000
Ministry Total Capital Expense	7,500,000	-	-	7,500,000	7,500,000	7,500,000
Consolidation Adjustment - Agricorp	2,543,800	(183,200)	(6.7)	2,727,000	2,410,300	1,494,888
Consolidation Adjustment - Agricultural Research Institute of Ontario (ARIO)	(3,525,900)	683,000	-	(4,208,900)	(4,060,300)	(4,325,794)
Total Including Consolidation & Other Adjustments	6,517,900	499,800	8.3	6,018,100	5,850,000	4,669,094
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	818,144,587	64,011,400	8.5	754,133,187	725,820,887	788,065,095

* 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 2022 Ontario Budget.

Note: Agricorp Consolidation varies year over due to demand-driven programs



Historic Trend Table

Historic Trend Analysis Data	Actuals* 2019-20 \$	Actuals* 2020-21 \$	Estimates* 2021-22 \$	Estimates 2022-23 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,130,285,669	788,065,095	754,133,187	818,144,587
		-30%**	-4%	8%

* 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 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 of the municipal infrastructure programs to the Ministry of Infrastructure in 2020-21 resulting in a decrease in the ministry's allocation in 2021-22 and moving forward. The expenditures in the municipal infrastructure programs in 2019-20 were over \$300 million.

The ministry's base budget remains relatively consistent:

	2019-20 Actuals	2020-21 Actuals	2021-22 Printed Estimates	2022-23 Printed Estimates
Agriculture, Food and Rural Affairs (Base)	297	289	311	331
Federal-Provincial Infrastructure Programs†	94	-	-	-
Municipal Infrastructure Program Investments†	222	-	-	-
Demand Driven Risk Management and Time-Limited Programs	518	458	417	439
COVID-19 Time-Limited Funding	-	41	26	48
Agriculture, Food and Rural Affairs (Total)	1,130	788	754	818

For additional financial information, see:

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

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

<https://budget.ontario.ca/>

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 22 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 and Appointments Directive. 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 and 2021 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.

In 2021, Agricorp also successfully delivered three new short-term initiatives to assist Northwestern Ontario livestock producers facing drought and feed shortages in Ontario.

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 and agri-products research and innovation;
2. Leading the ARIO's Infrastructure Strategy to modernize the province's agri-food and agri-products research and innovation physical and virtual infrastructure;
3. Promoting the Ontario agri-food research and innovation system; and
4. Providing administrative and managerial oversight of open research programs and the 14 ARIO-owned research properties with over 5,600 acres, 200+ buildings with

a book value of approximately \$90 million, and over 20 tenants that include government, not-for-profit, industry and private-sector organizations.

Financial Information for Consolidated Agencies (\$M)

	2020-21 Expenditure Actuals	2020-21 Revenue Actuals	2021-22 Expenditure Interim Actuals	2021-22 Revenue Interim Actuals	2022-23 Expenditure Estimates	2022-23 Revenue Estimates
Agricorp	172.9	174.8	155.5	221.9	172.3	252.1
ARIO	3.2	1.5	2.0	62.8	1.9	1.4

Non-Consolidated Agencies

Agriculture, Food and Rural Affairs Appeal Tribunal (AFRAAT)

Type of agency: Non Board-governed/Adjudicative

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

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, 1996, 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, 2001, Farm Registration and Farm Organizations Funding Act, Farm Implements Act and Agricultural Employees Protection Act, 2002.*

Normal Farm Practices Protection Board (NFPPB)

Type of agency: Non Board-governed/Adjudicative

Constituting instrument: *Farming and Food Production Protection Act, 1998*

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.

Both Boards collect fees, administer a compensation fund and make decisions on claims made against the funds. The fund set up under the Grain Financial Protection Program protects 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 fund set up under the Ontario Beef Cattle Financial Protection Program protects 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; AgriRecovery; 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 provides non-binding recommendations to the Minister on applications for funding under the Rural Economic Development 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* (FPMA), the *Milk Act* and certain regulations governing regulated marketing. Under these Acts, the OFPMC governs regulated marketing and oversees the activities of Ontario's 22 marketing boards and three Section 12 (of the FPMA) representative associations to ensure accountability as they operate within the powers and authorities given to them. The OFPMC also fosters stakeholder collaboration to achieve whole-sector solutions, provides leadership and education to its boards and associations in the form of advice, facilitation, and direction, and directs the development and implementation of regulated marketing policy or regulations in Ontario, in consultation with the Minister and Ministry.

Ontario Food Terminal Board (OFTB)

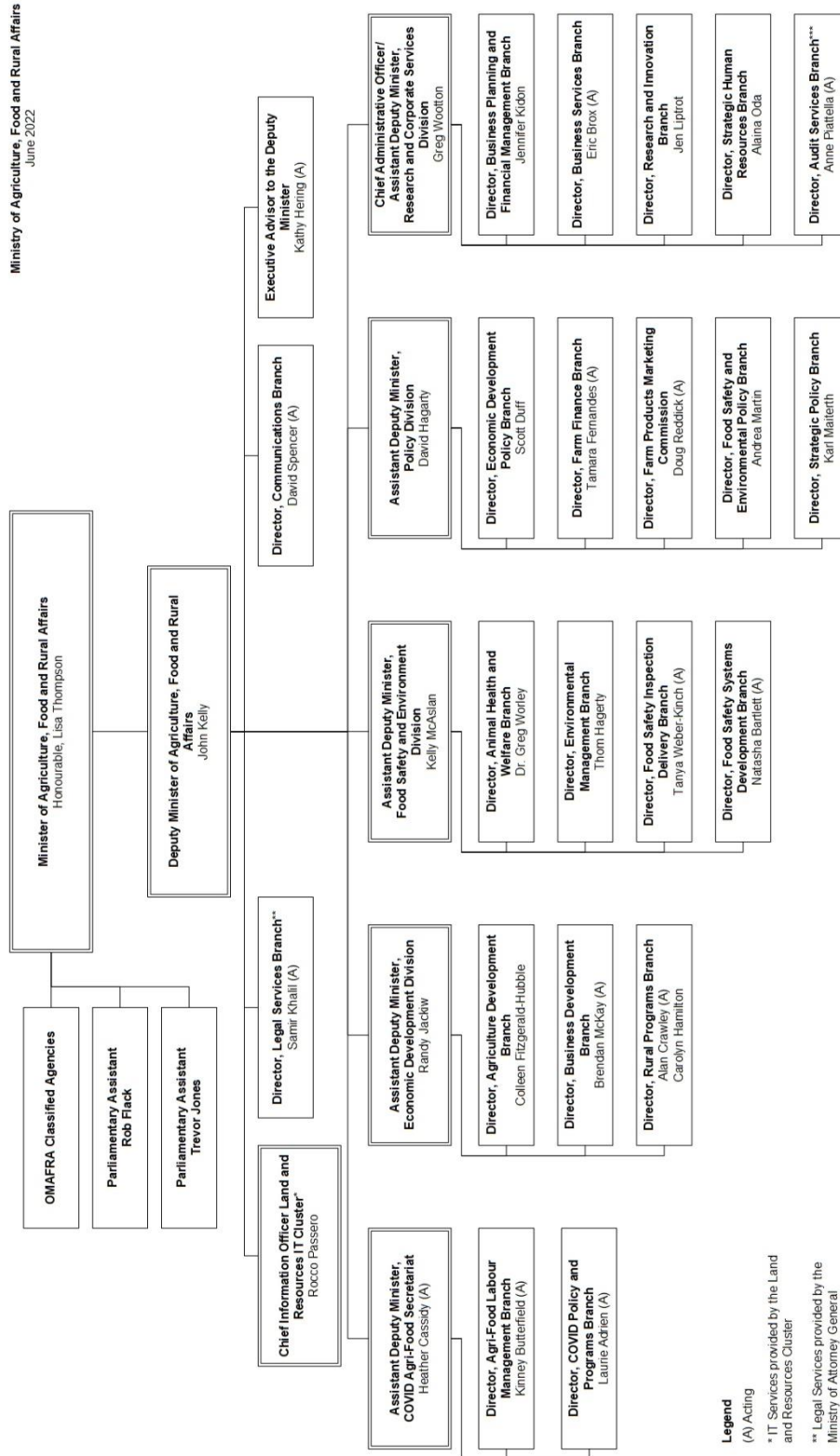
Type of agency: Board-governed/Operational Enterprise

Constituting instrument: *Ontario Food Terminal Act*

Function: The OFTB has a mandate to acquire, construct, equip and operate a wholesale market primarily for agricultural products, and operate such facility for the distribution and handling of agricultural products.

MINISTRY ORGANIZATION CHART

Ministry of Agriculture, Food and Rural Affairs
June 2022



ANNUAL REPORT

The Ontario government is committed to making Ontario's agri-food sector and rural communities 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 the province.

The ministry is reducing red tape and regulatory burdens, while maintaining rules that protect food safety, the environment and plant and animal health.

Ontario also continues to invest in key programs like the Risk Management Program (RMP) and supporting rural communities as they plan for economic growth.

Ontario is building the agri-food sector's capacity for economic growth, environmental sustainability and protecting public good 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 make informed decisions about their business practices.

COVID-19 Response

The health and safety of agri-food workers, and the stability of the food supply chain, are top priorities for the ministry.

The Minister's Jobs and Recovery Council, which included a range of agri-food stakeholders, helped assess the impacts of COVID-19 and made recommendations on short and long-term needs and priorities as the industry recovers from the crisis.

OMAFRA acted in several key areas, including:

- Establishing the COVID Agri-Food Secretariat to provide a centralized approach for COVID-19 response programming.
- Collaborating with municipal, provincial, federal, health partners, and the agri-food sector to offer support such as vaccination clinics (e.g., Toronto Pearson International Airport clinic for arriving International Agri-Food Workers, agri-food workplace clinics, and GO-VAXX clinics in rural areas), isolation centres, sector outreach, rapid testing, and the development of COVID-19 related initiatives and programs under CAP.
- Providing over \$36 million to help address worker health and safety as part of the agri-food sector's prevention and control measures. OMAFRA received 545 applications to the 2020/21 Enhanced Agri-food Workplace Protection Program and disbursed over \$8.57 million in funding to agri-food workplaces to guard against COVID-19.
- Providing further funding support through its COVID-19 Prevention and Control Strategy, which allocated \$22.5 million in cost-share funding (including \$5 million in 2021-22) support to farming operations and processor businesses under the Agri-Tech Innovation Program. This program focused on supporting businesses to adopt innovative and new technologies that could reduce the risk of COVID-19 transmission among agri-food workers.
- Approving over 2,600 agri-food businesses to participate in the Provincial Antigen Screening Program (PASP) to receive free Rapid Antigen Tests and over one million tests were distributed to the sector in 2021-22.

- Providing up to 5,500 HEPA air filters to improve ventilation in agri-food congregate living settings to keep agri-food workers safe and reduce the risk of COVID-19 outbreaks on farms and in workplaces across the food supply chain.
- Investing in contingency plans to help ensure continued inspection of food and meat products from provincially licensed facilities.
- Making regulations to ensure development and enforcement of COVID-19 protocols at the Ontario Food Terminal and providing funding to assist with enhanced screening and sanitization measures at the Terminal to help maintain maximum continuity of the food supply chain.
- Collaborating with Canada to expand coverage under Production Insurance for COVID-19 related production losses for 2020, 2021 and 2022 and extend Production Insurance enrollment deadlines.
- Continuing to engage the Sector Leadership Working Group and further established the Supply Chain Round Table help identify issues and opportunities to proactively and collaboratively address concerns.

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 2021, Ontario's agri-food industry contributed \$47.6 billion to the provincial GDP and supported over 750,000 jobs, representing 10.2 per cent of the province's labour force.
- In 2021, agri-food exports rose to \$19.6 billion, up 13.4 per cent from \$17.3 billion in 2020. Ontario is the top agri-food exporting Canadian province, followed by Saskatchewan.
 - In 2020, Ontario's major export partners were the United States (80%), followed by Asia (9%) and the European Union (5%).
 - Top exports include grain products (25%), vegetables (11%), red meats (8%), sugar and confectionary (6%) and oilseeds (5%).
 - Ontario exports are dominated by value-added or consumer-oriented goods (74%), followed by minimally processed or intermediate goods (15%) with bulk goods only comprising 11% of agri-food exports in 2021.
- In 2020-21, the ministry influenced \$339 million in investments and the creation/retention of 2,098 jobs by Ontario food and beverage manufacturers.
- The Ontario Food Terminal is Canada's largest wholesale fruit and vegetable terminal plays a key role in moving imported and Ontario produce to Ontario families.

- The ministry continues to work with the Terminal and users of the Terminal on strategic planning and enhancements to ensure its long-term sustainability, including modernization of Regulations and proclamation of changes to the *Ontario Food Terminal Act*.
- 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:
 - Starting in March 2020, OMAFRA worked with government ministries 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 ministry adjusted its operations to respond to impacts on the agri-food sector.
 - Significant work 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
 - Animal diseases can have a significant negative impact on Ontario's agri-food industry. One example is African swine fever, which has not been detected in continental North America but 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.
- The governments of Canada and Ontario provide cost-share funding under CAP to processors and other businesses in key priority areas, economic development and protection and assurance.
 - In 2021-22, more than \$10 million in funding was committed towards over 180 projects through the CAP processor and other business programming.
 - In 2021-22 more than \$10.2 million in funding was committed towards over 640 projects in the OSCIA-delivered CAP producer and other business intake.
- OMAFRA supports agriculture and the agri-food value chain in the Northern Ontario through various advisory service, technical transfer, programs and initiatives.
 - OMAFRA partners with the Ministry of Energy (Energy), Northern Development, Mines, Natural Resources and Forestry (NDMNRF) to deliver economic development programs, tools, and resources to rural municipalities and organizations in Northern Ontario.
 - Northern Advisory Services are focussing efforts to grow the aquaculture, maple, horticulture, livestock, local food and field crops sectors in collaboration with OMAFRA/NDMNRF.
 - Northern Advisors work with communities to support the development of Food Hubs in the North, including Iroquois Falls, Timmins and Val Rita-Harty.
 - The Northeast Community Network was approved in May 2021, for a project entitled

“Ontario Great Claybelt Agriculture Strategy and Implementation Plan”, which may direct up to \$319,812.50 to develop a regional strategy, recommendations and implementation plan aimed at encouraging capital investment to help expand large-scale agricultural production in the region. The project is in progress.

- Northern staff are working with and consulting Indigenous community partners on development of aquaculture projects, training, education and expansion of infrastructure to remote communities.
- Thunder Bay CEDC has led two recent information sessions with Fort William First Nation on Aquaculture project potential.
- Aquaculture included in Food Sovereignty in the North Webinar Series 2022-2023. 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, supporting agriculture in the North.

Cutting Red Tape and Reducing Regulatory Burden

- Ontario has targeted unduly costly and burdensome regulations to help businesses grow while maintaining its standards to keep Ontarians safe and healthy, such as:
 - Regulatory amendments under the *Veterinarians Act* to implement a new streamlined model for how veterinary facilities are accredited.
 - Completion of multi-phased regulatory amendments under the *Farm Registration and Farm Organizations Funding Act* to add flexibility; improve program administration; add online delivery; and reduce burden.
 - Regulatory improvements under the *Ontario Food Terminal Act* to expand what can be sold at the Terminal.
 - Amended regulations under the *Milk Act* to be reflective of new technologies, practices and products to help reduce burden for existing, new and expanding dairy processors and small foodservice and retail operations while maintaining high food safety standards.
- Ontario completed regulatory amendments under the *Nutrient Management Act* that supported on-farm anaerobic digestion systems for electricity and Renewable Natural Gas generation, resulting in improved access for farmers to low carbon fuel markets and diversion of food waste from landfill. The amendments also removed the automatic five-year expiry of agricultural operation planning certificates, maintaining environmental protections while saving the agriculture sector time and money.
- The ministry coordinated with the Ministry of Economic Development, Job Creation and Trade (MEDJCT) on the development of their *Modernizing Ontario for People and Businesses Act*, 2020 requirements, including amendments to remove the automatic five-year cessation associated with an Agricultural Operation Planning Certificate for farmers who prepare their own Nutrient Management Strategy or Nutrient Management Plan.
- Changes were made to the *Drainage Act* to streamline the process for improving existing municipal drains to increase climate resilience while providing economic and environmental benefits to rural communities, including increased crop productivity, reduced soil erosion and flood control.

- A new regulation was created to provide a streamlined process for approval of low-risk activities, such as minor drain improvements and recording variances from the engineer's report when building drains. The Minister now has authority for the development and adoption of protocols that support alignment of best practices across ministries and agencies.
- Under its Licensing Modernization Initiative, the ministry partnered with the Lands and Resources Cluster (LRC), Ministry of Government and Consumer services (MGCS) and the Ontario Lean Office to develop a licensing portal (launched in March 2022) that uses a lean, user-focused, digital approach for those who require licenses under OMAFRA legislation.

Supporting Local Food

- Buying and supporting local food creates jobs and economic growth in communities across Ontario. Examples include:
 - Foodland Ontario continues to encourage people to choose Ontario foods first and continues to enjoy almost 90 per cent recognition by consumers that fosters strong public trust. The program's key performance measures include:
 - Almost 1,800 businesses and organizations utilize the logo on their packaging or labels resulting in hundreds of millions of consumer impressions per month in the domestic market helping consumers to identify and purchase Ontario foods when shopping.
 - The program's most recent Seasonal Food Advertising campaign surpassed past campaign benchmarks, achieving over 155 million consumer impressions across social, digital, radio and print channels. For social media alone, the program achieved 7.9 million consumer impressions with over 30,000 engagements, ensuring the program continues to be an OPS leader.
 - The program's public relations activities continue to provide resources, such as recipe releases, to over 450 food media outlets in Ontario that resulted in television and print media stories returning an estimated value of \$11 million in earned media (free advertising).
 - The program's retail services' activities included 9,800 store visits and the distribution of over three million pieces of point-of-sale signage to grocery stores.
 - The Ontario government continues to support the growth and success of the province's wine and grape industry.
 - Under the VQA Wine Support Program, 99 wineries received payments totaling \$7.5 million in 2021. In 2021-22, the government also provided \$3.8 million to 70 Ontario cideries and 34 distilleries under the Small Cidery and Small Distillery Program.
 - Under the Winery Agri-Tourism COVID-19 Relief Initiative, up to \$10 million was committed to support agri-tourism businesses impacted by the COVID-19 pandemic. Ontario wineries and cideries with on-site stores whose businesses were impacted by COVID-19 safety measures to stop the spread of the virus were eligible for this one-time grant.
 - As part of the 2022 Provincial Budget, a 2-year extension for the following

programs was announced: \$10M for the VQA Wine Support Program (increased from \$7.5M), \$4.8M for marketing paid to the Wine Marketing Association of Ontario, and \$250,000 each for benchmarking and research; \$3M for small cidery support and \$2.3M for small distillery support under the Small Cidery and Small Distillery Program. Additionally, the budget included a second year of the Winery Agri-Tourism COVID Relief Initiative (\$10M).

- To support the growth and development of the maple sector, the Ontario Maple Syrup Producer's Association received Grassroots Growth Initiative funding to complete a sector development strategy. They continue to work with advisory staff on KTT projects to support producers, including a virtual First Nations Maple Syrup workshop in partnership with the Indian Agriculture Program of Ontario (IAPO) and Whitefish Nation with over 100 participants.

Supporting Ontario's Agri-Food Value Chain

- The ministry held over 20 trade events, including Virtual PROFIT, virtual buyer meetings, market webinars and virtual trade shows with over \$44 million of investment secured.
- On March 1, 2022, OMAFRA hosted the Ontario Food Summit with over 160 agri-food stakeholders from across the food supply chain to discuss food security and to collaborate on strategies that will help Ontario's food supply chain remain one of the strongest, safest and most stable in the world. Discussions addressed strategies to strengthen and make the food supply chain more resilient, boost the competitiveness of the agri-food sector, and create jobs and economic growth across Ontario, by improving programs, services and supports across the supply chain, and retaining and attracting workers.
- 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.
- Total of six sourcing events were conducted since March of 2021 and all delivered virtually during the pandemic amongst the 132 participating Ontario food and beverage processors.
- Small and medium scale producers were trained to develop and market value-added food and beverage products to consumers through the Selling Food in Ontario program.
- The Farm Products Marketing Commission (FPMC) approved 11 regulation amendments to support the evolution of the province's regulated commodity sectors addressing key issues for dairy, grains and tobacco. The FPMC brought into legal force 31 negotiated agreements and three arbitrated awards. It also approved 25 processor licences and made 16 appointments to various IACs, arbitration panels and local boards.
- The Northern Policy Institute was approved under CAP Funding for Sectors to expand

ConnectON to Northern Ontario. This agri-food asset mapping tool is now live and allows users to identify gaps and opportunities in the agri-food and manufacturing supply chain.

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. 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 14 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.

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.

 - The critical work OMAFRA specialists perform helps to determine how and when control measures should be implemented, or provide 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.
 - OMAFRA specialists work in collaboration with partners to ascertain industry concerns and opportunities, inform needs (e.g. research gaps, policy analysis, knowledge transfer, risk mitigation) and develop solutions that align with government priorities.

Farm Finance

- 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 RMP funding from \$100 million to \$150 million in 2020/21, one year earlier than expected;
 - Worked with industry to transition RMP to a more sustainable program. Starting in 2021, RMP now includes a fund administered by Agricorp that holds sector-specific funds allowing more funds to be available sooner for payout, in addition to providing for the rollover of any funds not required in a program year for future claims.
 - 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 requirement of the

AgriStability program while consideration of other improvements continues.

- Further, under AgriStability, Ontario made the decision to provide the provincial portion of the compensation rate increase from 70 to 80 per cent and continues to advocate for the federal government to provide their share.
- Supported farmers facing drought conditions in summer 2021 in Northwestern Ontario by committing up to \$5 million in provincial funding to assist with emergency measures. Support included:
 - The Northwestern Livestock Emergency Assistance Initiative to help address urgent needs identified by area farmers. More than \$1 million was provided to the Beef Farmers of Ontario to help deal with the immediate feed shortages for impacted farmers in the region.
 - Cost shared funding was also made available for emergency measures to source water for livestock and to purchase and install new fencing to allow livestock to safely graze in alternative locations.
 - The Canada-Ontario Transported Feed AgriRecovery Initiative supported livestock farmers affected by increased feed costs caused by the drought.
 - The Northwestern Ontario Drought Assistance Initiative provided cost share funding for expenses for area farmers to install new wells or ponds to help mitigate drought conditions.
- Expanded coverage under Production Insurance for COVID-19 related production losses for 2020, 2021 and 2022, and extended Production Insurance enrollment deadlines for 2020, 2021 and 2022; increased AgriStability interim payments from 50 to 75 percent for the 2021 program year for farmers producing ginseng, grapes, and those affected by dry weather in Northwestern Ontario
- Recognizing the scope of the risk presented by African swine fever for Ontario hog producers and the agri-food sector, the ministry is working with industry, the federal government and other provinces to be ready to respond should the virus be confirmed in Canada.
- Collaborated with the ginseng sector to develop the Ginseng Storage Loan Guarantee Pilot Program. This three-year pilot program will provide up to \$130 million for the ginseng sector in loans to enable growers the option to store their crop for up to three years and avoid selling during a depressed market. Individual growers can borrow against up to \$1 million of their ginseng inventory. This new loan guarantee program became available on April 1, 2022.
- Completed extensive consultations with beef sector stakeholders and commercial lending institutions to inform a review of the Feeder Cattle Loan Guarantee Program. This resulted in a number of program changes including:
 - Introducing Minister emergency declaration provisions, allowing Co-operatives and lenders to negotiate loan extensions in emergencies;
 - Increasing maximum individual and corporation purchase order loan maximums to \$1 million and \$1.5 million, respectively; and,
 - Empowering Co-operatives and lenders to negotiate the maximum number of purchase orders that any member may have at one time.

Supporting Ontario's Land Use Planning System

- OMAFRA works with the Ministry of Municipal Affairs and Housing and partner ministries to support the implementation of Ontario's land use planning system, including providing technical advice on agricultural land use policies.
- OMAFRA has delivered training on agricultural land use policies to municipal staff, economic development officials, building officials, consultants, and planners including training on:
 - Minimum Distance Separation Formulae (500 participants);
 - Agricultural System and the Agricultural System Portal (350 participants);
 - and Agricultural Impact Assessments (150 participants).
- OMAFRA staff provided outreach and education to nearly 1,000 participants on a variety of agricultural land use planning topics including on-farm permitted uses and farmland protection.

Agricultural System and Growth Plan

- OMAFRA developed the innovative Agricultural System approach for the Greater Golden Horseshoe as set out in four provincial plans: A Place to Grow: Growth Plan for the Greater Golden Horseshoe, Greenbelt Plan, Oak Ridges Moraine Conservation Plan and Niagara Escarpment Plan.
- OMAFRA worked with MMAH to update the Provincial Policy Statement, 2020 to maintain and strengthen policies to protect farmland and support the viability of farming. For example, new policies encourage municipalities to take an agricultural systems approach to protect farmland and support a thriving agri-food sector.
- The Agricultural System supports the long-term viability of the agri-food sector and helps protect farmland across the Greater Golden Horseshoe.
- OMAFRA is working with municipalities to implement the Agricultural System and has developed tools to support the implementation of the Agricultural System including: an Agricultural Land Base Map, an online Agricultural System Map Portal and Implementation Procedures.
- 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.
- The Agricultural System Portal has been enhanced to include more than 90 mapping layers depicting the agri-food supply chain across Ontario and to incorporate statistical data. The portal is used to support economic development strategies, attract and locate agri-food businesses, complete Agricultural Impact Assessments, and inform municipal councils and others on the significance of the agri-food sector to the local economy.
- OMAFRA provided technical advice about the agri-food sector from a land use planning perspective, including Geographic Information System (GIS) and mapping support for partner ministries:

- Highway 413 and Bradford Bypass Proposed New Highway Corridors: OMAFRA is working collaboratively with the Ministry of Transportation (MTO) and the Ministry of the Environment, Conservation and Parks (MECP) on the Environmental Assessment process which is underway and ensuring potential impacts to farmland are minimized.
- OMAFRA provided technical support (e.g., mapping support, data sharing) to MEDJCT to help attract new investments related to the open for business, open for jobs strategies.
- OMAFRA provided technical support for MMAH's More Homes, More Choice: Ontario's Housing Supply Action Plan to help deliver on key government priorities related to growth and density targets, development costs, and updates to the population projection methodology.
- OMAFRA collaborated with NDMNRF to finalize new provincial standards to support a streamlined approach for reviewing new aggregate operations applications.

Environmental Stewardship

- Ontario's agri-food sector has continued to show leadership in environmental stewardship.
- The ministry continued working with the Office of the Auditor General of Ontario on follow-up to their 2020 report on environmental reporting and the operation of the Environmental Bill of Rights (EBR). The ministry has updated EBR templates and training for staff to support documentation and timely reporting on consideration of OMAFRA's Statement of Environmental Values. The ministry appreciates the auditor's findings and will continue to work on implementation.
- OMAFRA supported sector efforts by 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 \$5.86 million in cost-shared funding was committed to support farmers:
 - implementing more than 570 on-farm best management practices in 2021-2022 that reduce phosphorus loadings in the Lake Erie basin; and
 - practices across Ontario that support soil health and improve water quality.
- 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 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 on-farm nutrient loss.

- A comprehensive review of the LEADS initiative resulted in several client-focused enhancements, increased budget allocation, extended program outreach and accelerated program outcomes for its final intake.
- Since 2018, more than 1,200 projects have been approved under the LEADS initiative, with approximately \$8.9 million in cost-share funding paid out under CAP to support completion of more than 920 on-farm improvement projects (to March 2022). An additional 300 projects are in progress, to be completed in 2022-2023.
- 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 on implementation of the New Horizons: Ontario's Agricultural Soil Health and Conservation Strategy to help grow and sustain the agri-food sector while protecting the environment and building resilience to climate change.
 - The Soil Action Group (SAG), a stakeholder collaboration co-chaired by OMAFRA and industry, is focused on implementing the strategy with an initial focus on high priority actions. The SAG continues to meet to prioritize actions for the next few years.
- The ministry continues its soil mapping initiative that contributes to understanding how soil properties can inform land management. New data collected by the soil mapping pilot will help farmers adjust their soil management practices.
- OMAFRA was a signatory to the Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health (COA) - the 50th anniversary of the signing of the first agreement in 1971.
- Provincial Great Lakes funding was confirmed for OMAFRA's stewardship commitments under the COA and Lake Simcoe Protection Plan (annually \$1.1 million and \$520K, respectfully).
- OMAFRA staff worked with key delivery partners to develop projects, resulting in 14 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.
- 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 COA.
 - 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 negotiated a new, three-year, 4Rs Memorandum of Cooperation with industry partners to enhance outcomes for climate change mitigation interests and broader sector uptake of best practices.
- OMAFRA continued support for additional industry-led actions such as 4R Ontario Greenhouse Environmental Strategy, Ontario Cover Crops Strategy, Thames River Phosphorus Reduction Collaborative and Timing Matters.
- The ministry has a KPI to report on the level of adoption of environmentally beneficial practices. In particular, the percentage of Ontario's farms reporting winter cover crop use as reported in the Agricultural Census of Canada:
 - In 2021, Ontario farmers reported use of cover crops at 27 per cent (12,902 of 48,346 farms reporting in Ontario), representing a slight increase from 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 continue response 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.
 - The ministry has been working to address the audit's recommendations and provide regular updates to the Auditor General on progress.
 - The ministry 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 provided in June 2021.
- Over the last year, OMAFRA provided inspection services to:
 - Approximately 116 provincially licensed slaughter plants. Inspectors are present in provincially licensed abattoirs to ensure food safety and animal welfare regulatory requirements are met.
 - Approximately 366 provincially licensed freestanding plants. Inspectors are present to ensure food safety requirements are 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.

- Approximately 29 provincially licensed fish processing plants. Inspectors are present to ensure food safety requirements are met.
 - Over 223 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.
 - In 2021-22, OMAFRA conducted 217 Foods of Plant Origin related inspections² and collected 1160 samples and swabs for testing in produce, honey and maple products produced and distributed in Ontario. In the event of an adverse food safety test result, immediate action is taken to ensure that consumers are protected, and issues are addressed and prevents from reoccurring.
- OMAFRA's Meat Inspection Program:
 - Maintained inspection services at all provincial plants despite COVID-19 impacts, through use of contingency inspectors.
 - Through a resource-sharing agreement with the CFIA, several federal inspectors covered shifts in provincially licensed meat plants to support OMAFRA's contingency plan during the COVID-19 pandemic.
 - Worked with provincially licensed plants 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 and veal carcasses. New sampling programs were implemented to assist operators in their pathogen level monitoring.
 - In 2021-22, OMAFRA collected 1095 carcass swabs to monitor for the presence of pathogenic E.coli in beef and veal. In the event of an adverse food safety test result, immediate action is taken to ensure that consumers are protected, and issues are addressed and prevents from reoccurring.
 - 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'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

² Inspections refers to inspection records for complaints, environmental swabs, food safety inspections and follow-ups, label confirmations, pre-assessments, produce violations, and risk assessments

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 continued to work closely with industry and government partners on preparedness for ASF, 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, over \$1.8 million has been allocated since 2019, through two separate intakes, to help support and strengthen the health of managed honey bees and Ontario's beekeeping sector.
 - Over \$550,000 was invested in the first intake.
 - The budget of the second Targeted Intake to Support Managed Bee Health has been increased three times and the total allocation is now \$1.5 million.
- A new regulation was made under the *Animal Health Act, 2009* to enhance Ontario's preparedness for an animal health related emergency. In the event of restrictions in animal movements across borders, this new regulation will help the province respond to any animal health issues that arise from those restrictions to a surplus of livestock or poultry.
- Amendments to Regulation Reg 761: Milk and Milk Products under the *Milk Act* allowing the use of vertical bulk tanks (VBTs) to store milk on Ontario dairy farms were filed and came into force on December 22, 2021.
 - These amendments align with Ontario's Open for Business initiative, providing producers with greater flexibility for on-farm milk storage, while maintaining Ontario's stringent food safety and quality requirements.
- Amendments to Regulation 761 as well as Regulation 753: Grades, Standards, Designations, Classes, Packing and Marking were filed and came into force on February 9, 2022.
 - These amendments provide burden reduction and cost savings for existing and future dairy processors while maintaining strong food safety and quality standards for milk and milk products.

Plant Health

- Plant health is a complex issue, which requires OMAFRA to work collaboratively with other levels of government, 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 neopestalotiopsis;

- 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 CAP 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, Community Immigrant Retention in Rural Ontario, Downtown Revitalization, and Regional Advisory Services. These resources support 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 2021-22 fiscal year had two intakes for this program; 61 projects were approved in late January 2022 (total commitment over \$3.8 million), and the second intake for the fiscal year closed March 7, 2022. Applications are under review.
- As of February 2022, OMAFRA has increased the administrative allowance paid to municipalities through the Ontario Wildlife Damage Compensation Program (OWDCP) in response to municipal stakeholder feedback. The increase in allowance will support municipalities in offsetting costs incurred through the administration of the program.
- In partnership with Rural Ontario Municipal Association (ROMA), OMAFRA delivered economic development training to over 850 municipal councillors and economic development volunteers in 2021 and 2022 to support economic recovery in Ontario's rural and small communities through a series of summits.
 - Anishinabek Nation transfer payment agreement 2021-2024 (\$550K /3Y) for the development and implementation of an agri-food economic development strategy for 39 First Nation Communities.
 - ASM Innovations Northern Remote Food Security Education (\$110K/18mos) to build long-term food infrastructure and agricultural skills development in remote Northwestern First Nation communities.
 - Keepers of the Circle (KoC) received \$150,000 in the last RED targeted intake to diversify regional economies in Northern Ontario and strengthen capacity for Indigenous Peoples to build careers within the community support services sector.
 - On January 19, 2022, OMAFRA announced an investment of up to \$4 million through CAP to help give farmers improved access to veterinary services. The Livestock Veterinary Innovation Initiative increases the access options for veterinary care, especially in rural and northern Ontario.

Ministry Administration and Policy

- OMAFRA continued to support the development of the Ontario Onwards Action Plan by participating in cross-ministry consultations on the Ontario Digital and Data Strategy, and publishing data to Ontario's open data catalogue.
- In 2021, the ministry's launched a Data Management Policy targeting ministry Data Management Plans to be in place by 2022. As a result, data management standards will be further strengthened and integrated into the development of future digital solutions.
- The ministry's Information Management and Information Technology (IM&IT) strategy was refreshed and launched in 2021 as Digital OMAFRA 2.0. Updating Digital OMAFRA priorities was important to ensure the strategy continued to reflect the digital transformation that is happening across the ministry, in the Ontario Public Service, and with the stakeholders we serve.
- Since the onset of the COVID-19 pandemic, the demand for easy to access government services increased. The ministry continued to move quickly to modernize and increase digital accessible programs and services our stakeholders rely on.
- The ministry continued to transition to full delivery of 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. The transition was targeted for completion by April 1, 2022.
- The ministry improved the Farm Business Registration program including completion of implementation of the new online portal for farm businesses to complete their annual registration. The ministry made regulatory amendments to update the accreditation criteria for the AFOs that reduced administrative burden while ensuring good governance, accountability and value to Ontario farmers. As part of the regulatory amendments, flexibility was also introduced to allow for suspension of specified reaccreditation and special funding requirements during emergencies declared under the *Emergency Management and Civil Protection Act*.
- The FPMC completed a new Memorandum of Understanding between the FPMC Chair and the Minister, and updated reporting and business planning requirements. The FPMC also completed a comprehensive strategic planning exercise that was further acknowledged by the Minister.

Strategic Policy

- In the fall of 2021, the ministry hosted Federal-Provincial-Territorial Agriculture leaders in Guelph for the 2021 Annual Conference of Agriculture Ministers. As provincial co-chair, the ministry demonstrated leadership in the development of the Guelph Statement, a shared vision for the next agricultural policy framework that positions the agri-food sector for continued success as world leaders in sustainable agriculture, enhanced productivity and innovation, and will enable a globally competitive sector.
- The ministry led a virtual delegation to the Annual Tri-National Agriculture Accord, which gathered more than 40 subnational government representatives from Canada, the United States and Mexico to focus on expanding agricultural trade among countries and leveraging relationships to improve the competitiveness of North

American agriculture in the global marketplace. To prepare for a potential African swine fever event, Ontario co-chaired a session on enhancing communication and coordination among state and provincial officials.

Ministry Interim Actual Expenditures 2021-22

	Ministry Interim Actual Expenditures (\$M) 2021-22 *
COVID-19 Approvals	17.4
Other Operating	704.8
Other Capital	3.4
Staff Strength ** (as of March 31, 2022)	819.81

* Interim actuals reflect the numbers presented in the *2022 Ontario Budget*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2022-23

Ministry of the Attorney General

Ce document est disponible en français

Estimates Briefing Book 2022-23

Ministry of the Attorney General

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Part I: 2022-23 Published Plan

Ministry of the Attorney General

PART I: 2022-23 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.

Ministry Programs and Activities

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

COVID-19 and longstanding challenges in the justice sector have changed the way the ministry delivers justice services. Key investments in new technology and an overhaul of court procedures and processes will support the creation of a seamless end-to-end client-focused justice experience, with virtual and hybrid hearings, and more online service offerings, while continuing essential in-person services.

COVID-19 Response

By shifting quickly to providing online and virtual court services early in the pandemic, the ministry worked collaboratively with the Superior Court of Justice and Ontario Court of Justice to keep the courts operating, while keeping people safe. In 2022-23, the ministry will continue to modernize and streamline court processes to ensure the ongoing availability of essential court services.

Since 2020, the ministry has implemented robust COVID-19 preventative measures in 745 courtrooms in 74 base court locations, 37 satellite locations, and five off-site jury locations. The ministry will continue making courthouses one of the safest public venues by adhering to public health and safety measures for all justice participants, while developing its comprehensive strategy to address, measure, and reduce the backlog in criminal cases.

To help address the growing backlog of criminal cases and prevent serious cases from being stayed, in 2021-22, the Attorney General issued an updated COVID-19 Recovery Directive to prosecutors. The temporary directive provides direction and advice to prosecutors on the exercise of their discretion in order to reduce the number of cases already in the criminal justice system. This directive will assist prosecutors in optimizing trial capacity until the number of outstanding cases returns to pre-pandemic levels and help focus resources where they are needed most – on the prosecution of serious cases such as murder, sexual assault, and gun-related offences. The directive is expected to remain in place through 2022.

Despite a year of ever-changing guidelines and procedures, the ministry has adapted quickly to emerging needs, leading and implementing strategic and operational change where necessary to ensure courts recover, and people get the services and support they need.

Ministry Programs

Key initiatives planned or in progress in 2022-23 include:

Reducing criminal backlogs in courts

COVID-19 restrictions limited the courts' ability to hear cases. To reduce the volume of outstanding criminal cases to pre-pandemic levels by the end of 2023, the ministry introduced a Criminal Case Backlog Reduction Strategy in 2021. The strategy utilizes Crowns, court staff, legal aid and victim service supports to reduce the number of cases already in the criminal justice system, to seek faster resolutions for cases already in the system and shorten the time it takes to move a case to trial. In 2022-23, the ministry will continue to staff additional Crown prosecutors to help prevent serious cases from being stayed for delay and recruit new staff to strengthen court services, and victim/witness services.

Justice Accelerated

In 2022-23, the ministry will continue the largest transformation of the justice sector in Ontario's history, designed to bring more services, such as e-filing and certain court hearings, online and closer to where Ontarians live.

In summer 2022, a new jury notification system is set to launch that will instantly send jurors and potential jurors text messages and emails about court cancellations, date and time changes, location changes, and other important updates. The system will replace a slow and outdated paper-based mail system that was previously used to notify jurors of critical information.

Work will continue on the Courts Digital Transformation initiative, which will allow court users to digitally access court information 24 hours a day from anywhere. Users will also be able to submit and view documents online, file more court documents in more types of matters, have easier, faster access to court records, schedule matters and appearances, pay fees online, and receive decisions electronically.

The ministry's work to ensure more courtrooms across the province are equipped with technology so that people can access hearings through video or audio will also be ongoing. The ministry will continue to develop the "courthouse of the future," which is

being piloted in Halton Region, and offers in-person services and virtual appearances, as well as opportunities for self-service.

The ministry is also working to provide technology to support a Tribunals Ontario digital case management system, designed to reduce delays and improve the experience for people waiting to resolve disputes. The new system is expected to help address backlogs at the Landlord and Tenant Board, the Human Rights Tribunal of Ontario, and other tribunals that fall under Tribunals Ontario.

New Toronto Courthouse Construction

Infrastructure Ontario will continue 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 open in 2023 with phased courthouse moves starting in March 2023. The courthouse will house 73 judicial hearing rooms, including 63 courtrooms and 10 conference settlement rooms, as well as 5 intake courts.

Gaming Initiatives

The Ontario government will continue to lead the way in Canada with its new online gaming market that protects consumers and sets clear rules, while ensuring a level playing field for new businesses.

iGaming Ontario (iGO) is conducting and managing the new online gaming offerings on behalf of the province. iGO will also help establish Ontario as an international leader in online gaming while ensuring robust measures are in place to protect consumers.

Ontario will also continue work to streamline and reduce red tape for charitable gaming. In December 2021, the province established new social and charitable gaming options including allowing legions and other local community groups to host small stakes games like bridge, euchre and bingo.

Providing Responsive Services for Indigenous and Vulnerable People

The ministry continues to support access to justice for Indigenous people by providing culturally responsive services such as restorative justice, victim services, Gladue supports, and bail beds.

To support the interests of vulnerable people who have been found to be mentally incapable and who have no one else willing or suitable to assist them, Ontario will continue modernizing the Office of the Public Guardian and Trustee (OPGT). Investments of \$44 million over four years will enable the organization to put in place

better services including a Contact Centre that allows clients to get answers on common questions the first time they call, as well as modern financial, case and document management tools. Over 12,500 clients across the province will benefit from this.

Creating Safer Streets by Combatting Guns and Gangs

Ontario will continue to support the Guns, Gangs and Violence Reduction Strategy through 2022-23, with investments in the Intensive Firearm Bail Support Team in Toronto. This team provides dedicated prosecutors with the resources necessary to conduct complex and often lengthy bail hearings in partnership with local police services.

Investments will also help create a new Gun and Gang Mobile Prosecution Unit, which will mobilize expert, experienced Crown Prosecutors to address major gun and gang cases in priority areas across Ontario. The unit will be a shared resource available to local Crown Attorney's offices, where it will assume responsibility for the prosecution of major inter-jurisdictional complex gun and gang cases from the moment charges are laid.

Ontario will also continue to support justice centres to move justice out of the traditional courtroom into a community setting. By integrating early supports into the justice process, these centres can reduce recidivism, minimize time spent in jail on remand, break the cycle of offending and improve outcomes for justice-involved and high-needs communities in Ontario. In 2022-23, the final justice centre pilot is expected to launch in Kenora with mental health and wellness programs for Indigenous youth, families, and the broader community, and services to support homeless youth by fitting up and modifying existing housing and connecting them supports, community and family.

TABLE 1: MINISTRY PLANNED EXPENDITURES 2022-23 (\$M)

COVID-19 Approvals	52.0
Other Operating	1,768.0
Other Capital	15.8
TOTAL	1,835.7

TABLE 2: COMBINED OPERATING AND CAPITAL SUMMARY BY VOTE

Table A1: Total Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
OPERATING EXPENSE						
Ministry Administration	229,272,100	29,421,500	14.7	199,850,600	266,669,800	252,223,206
Prosecuting Crime	338,417,300	41,298,700	13.9	297,118,600	318,904,700	290,942,082
Policy, Justice Programs and Agencies	579,545,200	42,230,600	7.9	537,314,600	571,413,400	603,241,481
Legal Services	31,043,500	4,409,200	16.6	26,634,300	31,028,300	27,087,194
Court Services	468,655,300	22,769,200	5.1	445,886,100	496,187,200	430,149,153
Victims and Vulnerable Persons	155,814,100	10,090,600	6.9	145,723,500	125,161,800	122,112,304
Political Contribution Tax Credit	16,028,000	2,386,100	17.5	13,641,900	11,259,600	8,964,172
Alcohol and Gaming Commission of Ontario	39,869,700	39,868,700	3,986,870.0	1,000	91,021,100	-
Total Operating Expense to be Voted	1,858,645,200	192,474,600	11.6	1,666,170,600	1,911,645,900	1,734,719,592
Statutory Appropriations	5,368,014	(1,000)	(0.0)	5,369,014	41,948,014	262,786,223
Ministry Total Operating Expense	1,864,013,214	192,473,600	11.5	1,671,539,614	1,953,593,914	1,997,505,815
Consolidation Adjustment - Legal Aid Ontario	174,435,700	58,699,900	50.7	115,735,800	101,881,800	41,926,674
Consolidation Adjustment - Hospitals	(1,019,500)	-	-	(1,019,500)	(1,020,000)	-
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	-	1,050,600	-	(1,050,600)	(1,050,600)	-
Consolidation Adjustment - Centre for Addiction and Mental Health	-	-	-	-	-	(666,750)
Consolidation Adjustment - Health Sciences North	-	-	-	-	-	(371,891)
Consolidation Adjustment - General Real Estate Portfolio	(217,467,300)	(27,285,800)	-	(190,181,500)	(221,567,400)	(282,635,438)
Total Including Consolidation & Other Adjustments	1,819,962,114	224,938,300	14.1	1,595,023,814	1,831,837,714	1,755,758,410
OPERATING ASSETS						
Ministry Administration	2,000	-	-	2,000	6,800	7,024
Prosecuting Crime	1,000	-	-	1,000	1,490,700	1,302,900
Policy, Justice Programs and Agencies	3,000	-	-	3,000	110,300	89,200
Legal Services	1,000	-	-	1,000	225,700	199,711
Court Services	1,000	-	-	1,000	92,100	73,800
Victims and Vulnerable Persons	1,000	-	-	1,000	94,400	83,583
Alcohol and Gaming Commission of Ontario	1,000	-	-	1,000	1,000	-
Total Operating Assets to be Voted	10,000	-	-	10,000	2,021,000	1,756,218
Statutory Appropriations	-	-	-	-	-	-
Ministry Total Operating Assets	10,000	-	-	10,000	2,021,000	1,756,218
CAPITAL EXPENSE						
Ministry Administration	53,364,400	2,397,800	4.7	50,966,600	50,513,800	42,359,551
Policy, Justice Programs and Agencies	1,000	-	-	1,000	-	-
Court Services	49,391,700	9,551,300	24.0	39,840,400	39,526,500	50,598,104
Alcohol and Gaming Commission of Ontario	1,000	-	-	1,000	1,000	-
Total Capital Expense to be Voted	102,758,100	11,949,100	13.2	90,809,000	90,041,300	92,957,655
Statutory Appropriations	9,839,400	3,966,900	67.6	5,872,500	5,147,000	2,370,132
Ministry Total Capital Expense	112,597,500	15,916,000	16.5	96,681,500	95,188,300	95,327,787
Consolidation Adjustment - Legal Aid Ontario	1,200,000	(300,000)	(20.0)	1,500,000	1,000,000	893,340
Consolidation Adjustment - Ontario	313,700	313,700	-	-	-	(1,071,689)
Consolidation Adjustment - General Real Estate Portfolio	(98,331,400)	(18,943,000)	-	(79,388,400)	(87,875,800)	-
Total Including Consolidation & Other Adjustments	15,779,800	(3,013,300)	(16.0)	18,793,100	8,312,500	95,149,438
CAPITAL ASSETS						
Ministry Administration	39,794,000	7,484,200	23.2	32,309,800	13,648,000	15,204,681
Policy, Justice Programs and Agencies	-	(7,863,000)	(100.0)	7,863,000	(1,641,700)	1,802,574
Legal Services	1,880,000	(1,440,000)	(43.4)	3,320,000	-	-
Court Services	115,222,000	(119,251,500)	(50.9)	234,473,500	201,096,900	191,892,799
Victims and Vulnerable Persons	-	(8,400,000)	(100.0)	8,400,000	60,000	-
Alcohol and Gaming Commission of Ontario	3,774,100	3,773,100	377,310.0	1,000	7,863,000	-
Total Capital Assets to be Voted	160,670,100	(125,697,200)	(43.9)	286,367,300	221,026,200	208,900,054
Statutory Appropriations	-	-	-	-	-	-
Consolidation & Other Adjustments	2,500,000	1,500,000	150.0	1,000,000	-	528,305
Ministry Total Capital Assets	163,170,100	(124,197,200)	(43.2)	287,367,300	221,026,200	209,428,359
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,835,741,914	221,925,000	13.8	1,613,816,914	1,840,150,214	1,850,907,848

* 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 2022 Ontario Budget.

HISTORICAL TREND ANALYSIS DATA

Historic Trend Analysis Data	Actuals* 2019-20 \$	Actuals* 2020-21 \$	Estimates* 2021-22 \$	Estimates 2022-23 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,875,975,289	1,850,907,848	1,613,816,914	1,835,741,914
		-1%	-13%	14%

* 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 2022-23 Multi-Year Planning (MYP) process, as well as prior year impacts.

AGENCIES, BOARDS AND COMMISSIONS REPORTING TO THE MINISTRY

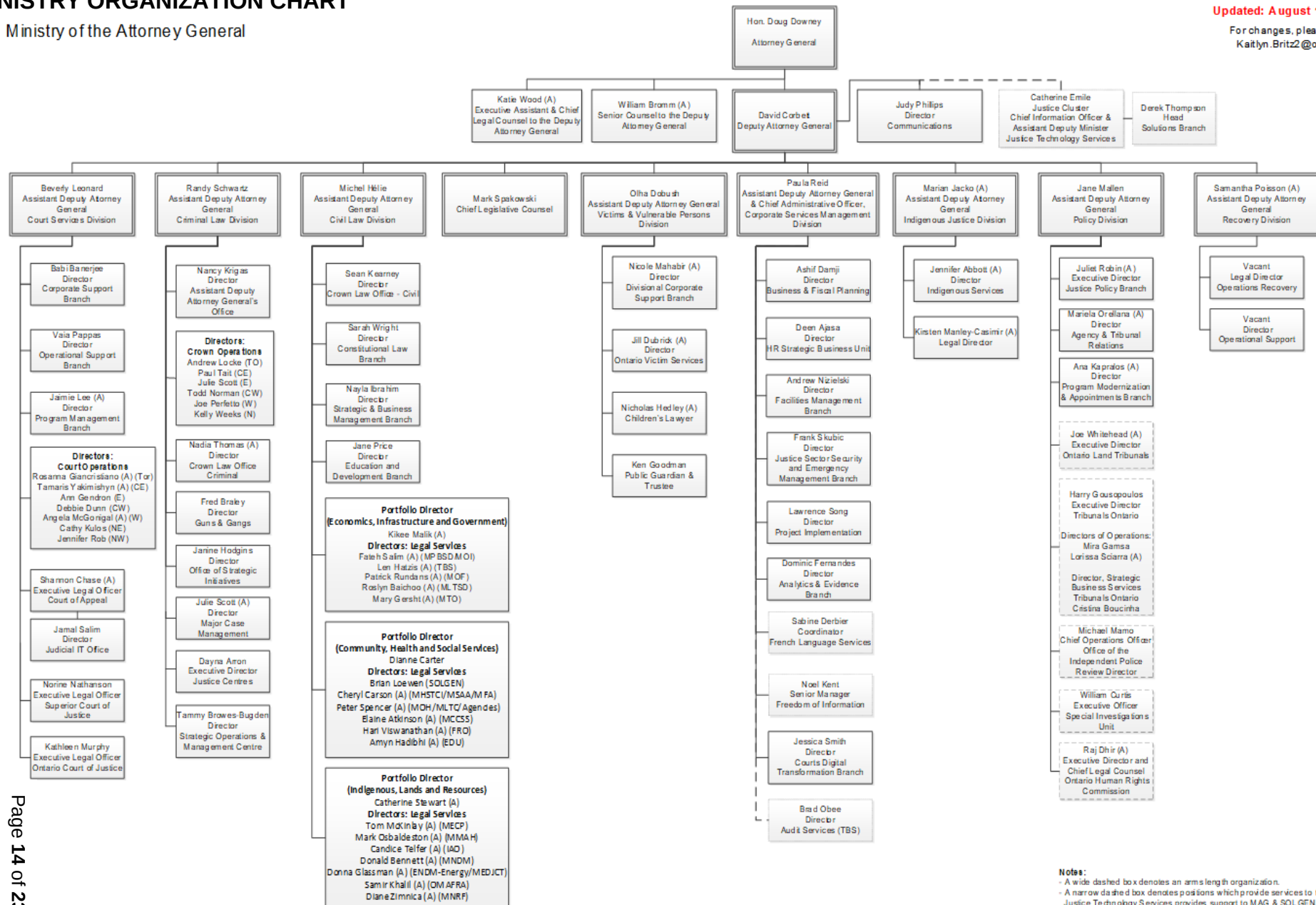
AGENCIES, BOARDS AND COMMISSIONS REPORTING TO THE MINISTRY				
Description	2022-23 Estimates		2021-22 Interim Actual	
	Expenditure \$	Revenue \$	Expenditure \$	Revenue \$
Alcohol and Gaming Commission of Ontario	39,869,700	39,557,600	91,022,100	24,309,200
Human Rights Legal Support Centre	5,336,200	-	5,336,200	-
Legal Aid Ontario	388,864,300	68,800,100	387,038,500	70,423,600
Office of the Independent Police Review Director	7,464,600	-	6,692,000	-
Ontario Human Rights Commission	5,488,800	-	5,279,800	-
Royal Commissions	1,000	-	-	-
Special Investigations Unit	10,552,000	-	9,932,300	-
Tribunals Ontario	80,680,000	35,638,300	87,351,200	29,229,100
Ontario Land Tribunals	15,609,000	996,000	11,665,600	996,000
Total	553,865,600	144,992,000	604,317,700	124,957,900

MINISTRY ORGANIZATION CHART

Ministry of the Attorney General

Updated: August 10th, 2022

For changes, please contact
Kaitlyn.Britz2@ontario.ca



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 & SOL GEN.
- An "(A)" to the right of the incumbent's name denotes an acting assignment.

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
Courts of Justice Act
Crown Witnesses Act
Dog Owners' Liability Act
Education Act (*sections pertaining to Special Education Tribunal- English & French*)
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, 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*)
Negligence Act
Notaries Act
Ontario Land Tribunal Act, 2021

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

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, 2015
Expropriations Act
Fraudulent Conveyances Act
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 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 and Control Act, 2019
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

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

APPENDIX: 2021-22 ANNUAL REPORT

In the second year of the COVID-19 pandemic, this ministry demonstrated extraordinary leadership to help ensure the health and safety of all justice sector staff, stakeholders and participants. The ministry also delivered exceptional service to the public despite significant financial pressures.

In 2021-22, the ministry continued to modernize an antiquated justice system, support victims and vulnerable people, and build stronger, more collaborative relationships with the justice system than ever before. The ministry also supported the launch of Ontario's new online gaming market, a first in Canada.

Ensuring Safe Delivery of Justice

The ministry's pandemic recovery plan prioritized the health and safety of everyone, in collaboration with the courts and with diverse justice sector stakeholders in upholding the administration of justice. To date, the plan has achieved impressive goals, including:

- Ensuring access to justice for Ontarians, especially vulnerable persons, by maintaining hearings at 721 courtrooms in 74 base courts, 14 satellite courts and five off-site jury locations – and maintaining in-person hearings at 100% of base court locations in 2021-22.
- Making courthouses one of the safest public venues by putting in place robust health and safety measures for all justice participants, including:
 - o active COVID-19 entrance screening for approximately 1.8 million attendees
 - o working with Infrastructure Ontario to install 2,000 permanent data sensors to ensure HVAC systems are working optimally
 - o installing over 38,000 plexiglass barriers and 7,900 hand sanitizer stations and providing over 1.7 million surgical and procedural masks and 986,000 face coverings.
- Launching justice centre pilots in a virtual/hybrid format. While justice centre court proceedings are currently being held virtually and can be attended by Zoom, participants are able to access virtual Ontario Court of Justice court proceedings in-person in a safe, inclusive community space that is equipped with technology support and has critical on-site systems navigation and case management supports.
- Supporting over 220,000 victims/witnesses involved in the criminal justice system.
- Carriage of 212,000 new criminal prosecutions.

In 2021-22, the ministry also introduced and implemented a new Criminal Case Backlog Recovery Strategy. This comprehensive approach supports the hiring of additional crown prosecutors, as well as recruiting new staff to strengthen court and victim/witness services to reduce the number of cases in the criminal justice system. The strategy will also encourage faster resolutions for cases already in the system and shorten the time it takes to move a case to trial.

This year, Ontario also provided an updated COVID-19 Recovery Directive to prosecutors to help address the growing backlog of criminal cases and focus resources where they are needed most – on the prosecution of serious cases such as murder, sexual assault & gun-related offences.

In 2021-22, the ministry also made changes that allowed virtual witnessing of powers of attorney when a lawyer or paralegal is present, with improved processes to fill judicial vacancies faster.

Ontario's COVID-19 recovery requires a strong justice system that is easier, faster, and more affordable to access, and provides more remote services. As the ministry moves forward, it will continue to drive modernization and accelerate access to justice so that Ontario's justice system is stronger, more resilient and prepared to respond to the changing needs of Ontarians through the COVID-19 recovery and beyond.

Justice Accelerated Strategy

The Ministry of the Attorney General continues to make bold, transformative change in the justice system. Driven by the Justice Accelerated Strategy, the ministry's focus in 2021-22 was continuing to address long-standing challenges in the system by delivering innovative solutions through key investments in new technology and an overhaul of court procedure and processes.

Ground-breaking initiatives include:

- Leading the Courts Digital Transformation initiative, which will replace outdated paper-based procedures and disparate processes with an online platform to manage cases, documents and schedules. It will also equip court staff with capabilities to help people resolve legal matters faster and easier.
- Expanding the Justice Services Online platform to now include over 500 types of civil, family, and small claims documents that can be filed online. Approximately 38,000 users have already uploaded over 2.25 million documents.
- Investing approximately \$3.5 million in upgrading courtroom equipment to support virtual and hybrid hearings. Over 40 courtrooms have been updated. This further expands access to justice, especially for people who live far from courthouses.

- A \$28.5 million investment in a new digital case management system for Tribunals Ontario which is intended to help reduce delays and improve the user experience for people waiting to resolve disputes.

These achievements build on the ongoing work of administering the province's justice system, protecting the public by delivering high quality legal services, and operating 156 courthouses and 54 Crown Offices across Ontario.

Justice Centres

As part of the ministry's commitment to innovate how justice is delivered to our most vulnerable and marginalized populations, the province continued to implement a 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.

In 2021-22, the Hybrid Toronto Northwest and Toronto Downtown East Justice Centre Pilots were launched. Investments in mental health initiatives have supported justice centre pilots in London, the Toronto Downtown East and the Toronto Northwest to provide services like mental health and addictions counselling, culturally-relevant programming, and better service coordination. Through these pilots, the ministry continues to test elements of the new community court models to understand what works and what could be improved. Over 600 cases involving young adults in contact with the criminal justice system have received specialized supports and services through Ontario's first pilot site in London.

Providing Access to Justice for Francophone Communities

To strengthen access to justice for Francophone communities, the ministry implemented document filing in French at all Ontario courthouses for every type of proceeding, including criminal, civil and family law matters. The changes, introduced in the [*Accelerating Access to Justice Act*](#), provide a better, more consistent experience for Francophones accessing the court system.

Supporting Victims of Crime

The ministry continued to take action to strengthen Ontarians' access to responsive and resilient victim services in 2021-22. The ministry increased victim and sexual assault services in underserved communities, including expanding 24/7 victim crisis assistance in the Nipissing region, and providing survivors of sexual assault across the province with free legal advice by phone or video.

The ministry began work to transform the Office for Victims of Crime, an advisory body to the Attorney General. A new chair was appointed in 2021 and a call for expanding membership has gone out to include more representation of victims' voices and perspectives.

In 2021, the government also reinvested \$1.6 million in cash and proceeds seized from criminals to help local partners fight back against crime and victimization that threaten their communities. Through the Civil Remedies Grant Program, 18 community projects were funded through law enforcement agencies and community partners focused on helping victims of crime, and strengthening local capacity to prevent intimate partner, family, and gun and gang violence.

Establishing Safe and Competitive Online Gaming

To help combat the unregulated websites that offer online gaming without consumer protection, the ministry worked with the Ministry of Finance (MOF) to establish Ontario's first new internet gaming market. The new market will help protect consumers and provide more choice while ensuring a level playing field for new businesses. The ministry worked closely with MOF and the Alcohol and Gaming Commission of Ontario (AGCO) to announce a new board-governed crown agency called iGaming Ontario (iGO), a subsidiary of AGCO, in July 2021. iGaming Ontario launched the new market on April 4, 2022.

Supporting Ontario's Hospitality Industry

In 2021, Ontario built on its work to help local businesses in the hospitality sector respond to COVID-19 by making changes to the sale, service and delivery of alcohol. This included permanently allowing bars and restaurants to sell alcohol with takeout and delivery food orders. This also included working with AGCO to allow local brewers to sell beer at farmer's markets across Ontario, increasing choice and convenience for consumers and supporting jobs in the alcohol manufacturing industry.

The ministry also worked closely with MOF, AGCO, the Liquor Control Board of Ontario and several industry stakeholders to bring into force an eagerly anticipated updated liquor framework that modernizes the rules for the retail sale and consumption of liquor in the province. The new *Liquor Licence and Control Act, 2019* introduced over 30 changes to reduce burden and create more opportunities for businesses, and is structured in a way that will make it easier to accommodate future policy changes.

Continuing to Fight Crime and Keep Communities Safe

In 2021-22, Ontario continued to move forward on the Guns, Gangs and Violence Reduction Strategy. Together with the Ministry of the Solicitor General, in November 2021, the province announced a \$75.1 million investment to reinforce the fight against gun and gang violence in communities across the province. Part of that investment included the creation of a new Gun and Gang Mobile Prosecution Unit to prosecute major gun and gang cases from the moment charges are laid in priority regions across the province.

Working with Indigenous People in the Justice System

The ministry worked closely with Indigenous people and communities, collaborating with all levels of court, justice sector participants, and partner ministries like the Ministry of the Solicitor General, to develop new approaches to reduce overrepresentation of Indigenous people in the criminal justice system. The ministry is also working to support Indigenous communities to exercise jurisdiction over justice and administer Indigenous legal systems within their own communities.

In 2021-22, the ministry worked with the Elders' Council, Indigenous communities and Indigenous organizations to provide support for people adapting to realities associated with the pandemic.

As well, some initiatives that continued throughout 2021-22 included:

- The Indigenous Youth Prevention and Intervention Program, which works with Indigenous people to address critical program and service gaps for Indigenous-specific responses to gang activity and gun violence in Ontario. Since launching, the program has supported approximately 257 clients on an annual basis.

The Gang Intervention and Exit Program for Indigenous Women, which provides targeted community outreach and education programs to Indigenous women and girls to prevent gang recruitment and victimization. Tailored supports are available for women and girls looking for a way out of gang involvement and victimization. Since launching, the program has supported approximately 234 clients on annual basis.

TABLE 3: MINISTRY INTERIM ACTUAL EXPENDITURES 2021-22

	Ministry Interim Actual Expenditures (\$M) 2021-22 *
COVID-19 Approvals	123.9
Other Operating	1,714.8
Other Capital	1.5
Staff Strength ** (as of March 31, 2022)	8,382.3

* Interim actuals reflect the numbers presented in the 2022 *Ontario Budget*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2022-23

Cabinet Office

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PART I: 2022-23 PUBLISHED PLAN

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PART I: 2022-23 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Cabinet Office leads an inclusive and engaged future-state workforce that is committed to supporting the Premier, Executive Council and the people of Ontario by delivering on the government's agenda.

Ministry's Mandate

The Cabinet Office acts as a central agency to support the delivery of government priorities by developing and coordinating strategic policy and communications. It provides leadership to the entire public sector to ensure that the government is positioned to deliver on its priorities; and monitors the implementation and delivery of the government's mandate. The Ministry also drives key initiatives including enterprise marketing services and the adoption of lean and continuous improvement principles across the organization.

The Ministry of Intergovernmental Affairs within the Cabinet Office leads intergovernmental and international relations strategies, as well as coordinating relevant engagement and protocols. In addition, the Cabinet Office is currently providing support to the newly established Ministry of Legislative Affairs, which is responsible for planning the reconstruction of the Ontario Legislative Building.

The Cabinet Office also provides administrative services to the Office of the Premier, the Office of the Government House Leader and all Ministers' Offices.

COVID-19 Response

The Cabinet Office maintains a leadership role in coordinating the government's response to the COVID-19 pandemic and will continue to support the strategic alignment of organizational priorities with the government's pandemic response economic recovery efforts. This includes leading and coordinating intergovernmental outreach, integrating planning activities across the organization and facilitating communications relating to COVID-19.

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 the 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 reflects government policies and priorities.
- Administers Oath of Office for the Premier's Cabinet appointments.

As Head of the 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 of the public service.

Policy & Delivery

Policy & Delivery ensures the machinery of government operates effectively by working with ministries to provide objective, integrated and strategic advice that informs policy and fiscal decision-making. This includes supporting the delivery of the government's mandate by tracking milestones and risks relating to key government activities and providing direct support to ministries that seek to use innovative techniques when delivering on ministry priorities. Policy and Delivery also leads enterprise-wide lean and continuous improvement efforts to ensure key government programs will improve the lives of Ontarians. The Office works with ministries to redesign core processes to improve productivity and scale improvements.

Cabinet Office Communications

Cabinet Office Communications provides direct communication and operational support for the Office of the Premier and the Secretary of the Cabinet. This includes marketing, advertising, social media, digital analytics and media buying services, for government programs and initiatives. Strategic decision-making support, coordination and enterprise-wide capacity building are also provided to assist in continuous improvement and service delivery in the communications community.

Ministry of Intergovernmental Affairs

The Ministry of Intergovernmental Affairs provides analysis and operational support for Canadian intergovernmental relations, international relations and protocols, and democratic institutions of government. It supports the Premier at First Ministers' Meetings and the Council of the Federation, as well as on international missions. It also works across the government on intergovernmental agreements, including funding arrangements with the federal government and opportunities that align with Ontario's strategic interests.

Ministry of Legislative Affairs

The newly established Ministry of Legislative Affairs will work with the Office of the Legislative Assembly of Ontario and other partners to plan and lead the reconstruction of the Ontario Legislative Building.

Corporate Planning and Services

The Corporate Planning and Services Division provides corporate services and strategic support relating to operations, accommodations, finance, human resources and IT services for the Cabinet Office, the Office of the Premier and Ministers' Offices.

COVID-19 Response

Ongoing COVID-response efforts that are led by the Cabinet Office include:

- Ensuring the machinery of government continues to operate effectively throughout the COVID-19 pandemic. The Ministry works with line ministries to coordinate the whole-of-government response and actions in response to COVID-19.
- Ensuring continuity of the government's legislative agenda. Highlighting the province's legislative efforts to support pandemic response recovery.
- Planning and coordinating strategic communications across the organization, as well as providing marketing services for government programs and initiatives that are related to COVID-19 and vaccinations.
- Working with key partners including the federal government, and other provincial and territorial governments to advance Ontario's priorities in response to COVID-19 and support Ontario's economic recovery.
- Providing direct corporate services support and solutions to the Cabinet Office, the Office of the Premier, Ministers' Offices and the Secretary of Cabinet to support pandemic response and economic recovery.

2022-23 Strategic Plan

The Cabinet Office will continue to deliver strategic advice, analysis, and operational support to the Premier, the Cabinet and its committees to support the delivery of 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 assist in addressing policy and program delivery challenges by providing in-house, hands-on public sector innovation consulting services.
- Driving application and sustainment of lean practices throughout policy/program design to find efficiencies and improve service delivery across the organization.
- Supporting efforts and activities related to the Ontario Legislative Building Reconstruction Project.
- Providing administrative and operational support to the Office of the Premier in their role of coordinating government-wide activities that enabling the transformation of services for the people of Ontario.
- Leading process review and policy design initiatives to promote the improvement of service delivery across the organization.
- Providing marketing products, strategy, and integrated services to ministries under the enhanced marketing model.
- Modernize communications delivery through the use of technology to meet the needs of constantly evolving government policy and program priorities.
- Working across the government on intergovernmental agreements including funding arrangements, to promote Ontario's key intergovernmental and international interests and priorities.
- Building key relationships to help advance the government's intergovernmental and international priorities, and delivering operational support, analysis, and strategic advice.
- Delivering effective corporate support and services to the Cabinet Office, the Office of the Premier, and Ministers' Offices staff.
- Providing recruitment support to the Office of the Premier and Ministers' Offices.

The Cabinet Office will also continue to enhance and modernize workforce-centered delivery models to achieve its mandate. Organizational design and expenditure management strategies implemented to increase the effectiveness of service delivery,

and efficiencies continue to be refined and further integrated into strategic and operational decision-making processes across the Ministry. In continuing with this process, the Cabinet Office will also 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 by coordinating the government's response to COVID-19, which will include:

- Centrally coordinate activities and enhance core service delivery with ministries.
- Ensuring decision making and the machinery of government continue to operate effectively throughout the pandemic.
- Managing the array of policy, legislative, regulatory, and strategic decisions required to quickly and effectively respond to the evolving pandemic and recovery.
- Rapidly rolling out major communications and marketing campaigns to Ontarians to ensure they have timely information.
- Closely coordinating with other provincial, territorial, and federal 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.

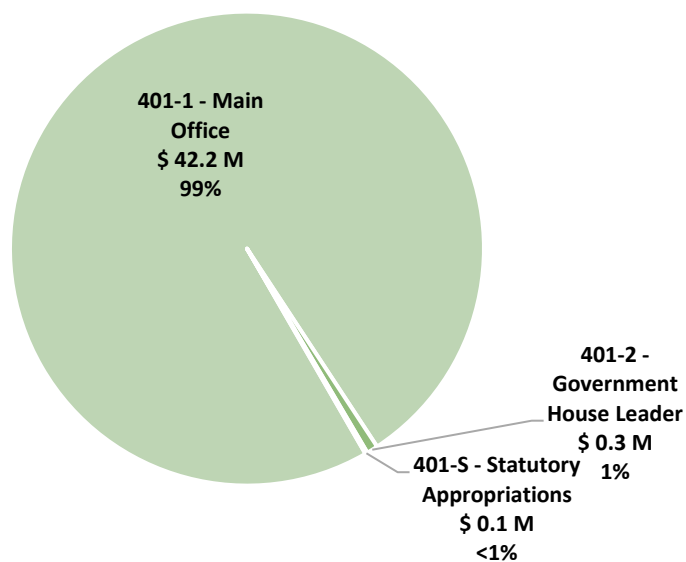
Table 1: Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals	0.0
Other Operating	42.6
Capital	0.0
TOTAL	42.6

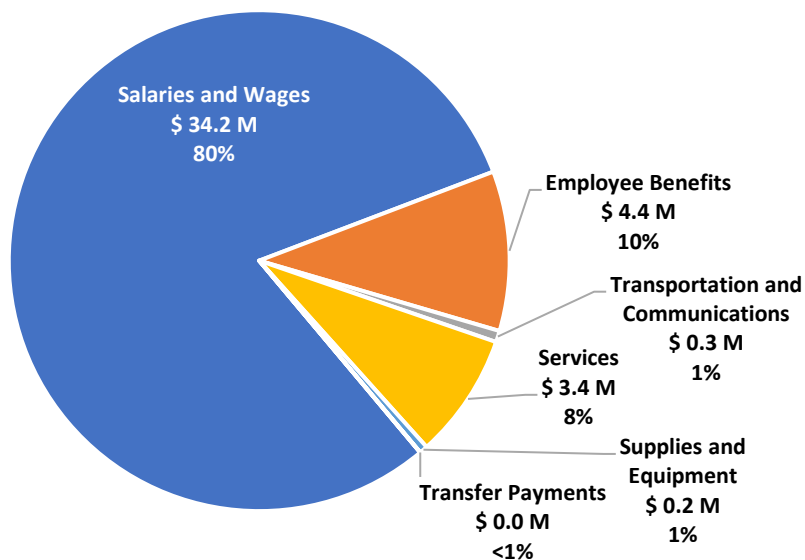
Cabinet Office 2022-23 Allocation

The following charts depict the Ministry's 2022-23 allocation (\$42.6M) by vote/item and standard account.

Operating & Capital by Vote (\$M)



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



Detailed Financial Information

Cabinet Office

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
OPERATING EXPENSE						
Main Office	42,227,100	7,104,600	20.2	35,122,500	38,465,100	36,491,837
Government House Leader	328,000	-	-	328,000	328,000	327,729
Less: Special Warrants	-	-	-	-	-	-
Total Operating Expense to be Voted	42,555,100	7,104,600	20.0	35,450,500	38,793,100	36,819,566
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	64,014	-	-	64,014	64,014	39,045
Ministry Total Operating Expense	42,619,114	7,104,600	20.0	35,514,514	38,857,114	36,858,611
Consolidation Adjustment - General Real Estate Portfolio	-	-	-	-	-	-
Total Including Consolidation & Other Adjustments	42,619,114	7,104,600	20.0	35,514,514	38,857,114	36,858,611
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)	42,619,114	7,104,600	20.0	35,514,514	38,857,114	36,858,611

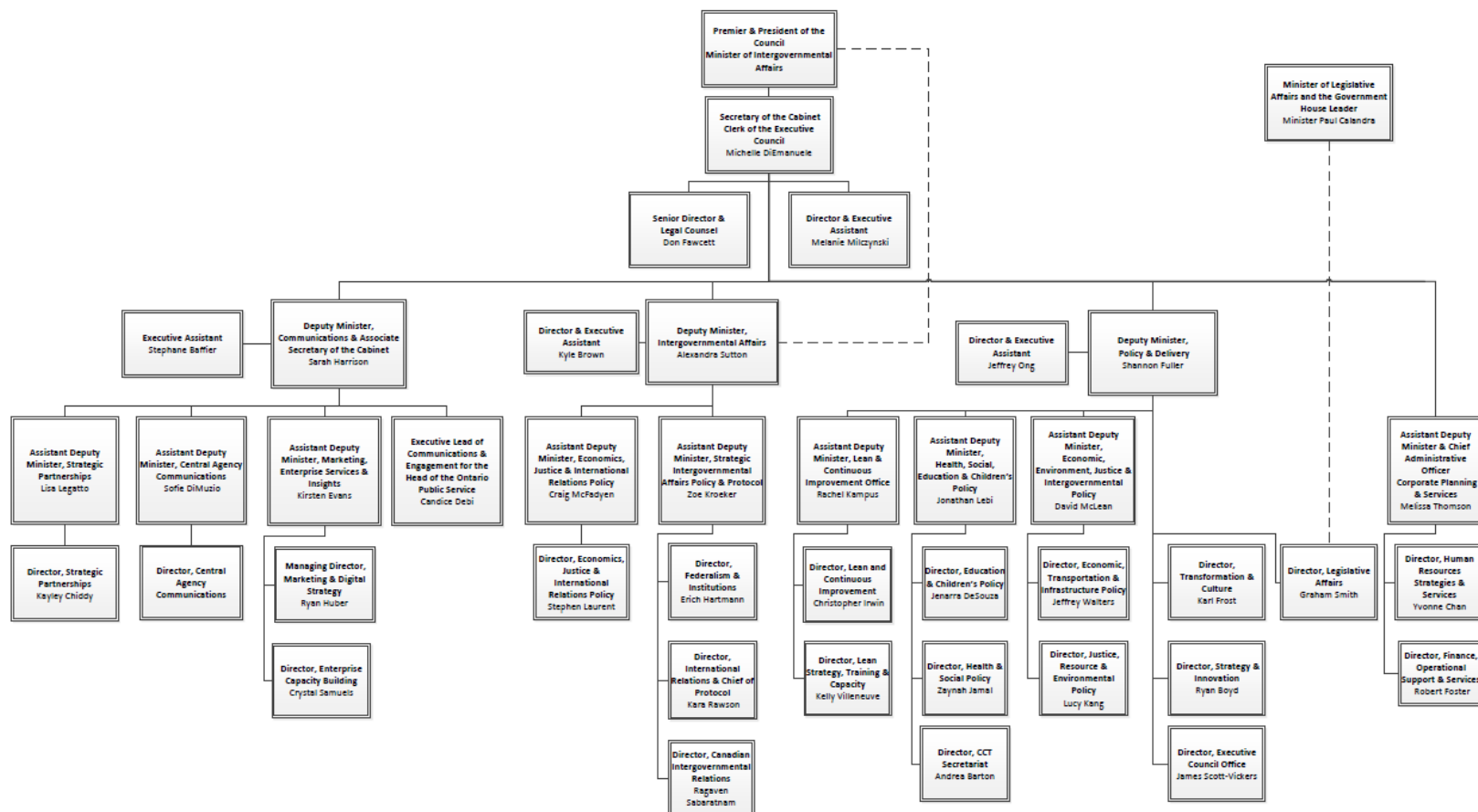
*Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2022 Ontario Budget.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2019-20* \$	Actuals 2020-21* \$	Estimates 2021-22* \$	Estimates 2022-23 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	28,229,593	36,858,611	35,514,514	42,619,114
		30.6%	-3.6%	20.0%

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

MINISTRY ORGANIZATION CHART



As of September 13, 2022

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 limit discretionary spending in alignment with core service delivery by achieving prior year ministry savings targets.
- Continued to manage 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 data-driven 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 to redirect and reprioritize resources 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.
 - o This included the creation of special Integration Teams, including the establishment of the Vehicle Sticker Refund Project Team to support and coordinate across multiple ministries to ensure rapid delivery of

policy, legislation, program change and creation, communication, and issue of an expected \$7.3M in refunds to Ontarians.

- Integrated the Lean and Continuous Improvement Office into the Policy & Delivery Division to continue embedding lean principles into the policy and program cycle while leading and supporting process improvement reviews of government initiatives.
- Continued to spread adoption of lean through applied projects, knowledge and understanding of lean principles and practices, and increased capacity at an executive level, with more than 10,000 OPS staff and OPS leadership trained, and a Lean Executive Champion established in every ministry.

Cabinet Office Communications

- Delivered an unprecedented volume of urgent and complex communications and marketing campaigns to ensure timely information was available to the public, while maintaining legislated delivery standards for communications priorities.
- 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.
- Improved Cabinet Office Communications' delivery of strategic advice by integrating value-added information to support preventative issues management approaches.
- Provided centralized 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 approximately \$75M in best-in-class multi-channel and multi-lingual paid marketing strategies, including creative and media, delivering on government and ministry priorities.
- Leveraged new technologies to improve the return on investment for government marketing activities and to increase enterprise capacity.
- Completed the transformation of Cabinet Office Communications in response to rapidly increasing regular and pandemic-related marketing, digital, and creative demands on program resources, allowing the program to maintain an enhanced and modernized level of core service delivery while responding dynamically to new sudden demands such as the Vaccines Project Team.
 - o Established initial Data Management Platform strategy to support data automation, analytics, and insights to provide strategic advice to PO and

clients, while partnering with the Central Agency I&IT Cluster to leverage common digital platforms as well as to reduce IT footprint and maintenance costs.

- o Created capacity to deliver in-house marketing and communications, as well as modernized the Ontario Newsroom content management system and subscription service.
- Embarked on innovative structural changes to facilitate integration and alignment across the OPS.
- Utilized technology-driven solutions to reduce operational costs and to create faster information sharing and delivery times.

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 (over 30 Premiers and officials calls, and the Premier's participation at the COF Summer Meeting in Victoria, July 11-12), First Ministers' Meetings, and strategic engagements with U.S state-level partners (including the Premier's Trade Mission to Washington in March).
- Provided strategic intergovernmental and international relations advice relating to key trade and other agreements, including supporting the Premier's participation in the Atlantic Summit to advance a federal ask on health care.
- 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 including delivery the government's Swearing-In Ceremony (June 24) and Transition of the Crown. Maintained effective relationships with the consular corps, including supporting over 90 international meetings and engagements to date.
- Donated \$0.3M through the International Disaster Relief Program to the Canada-Ukraine Foundation (CUF) for humanitarian aid to Ukraine in response to the invasion of Ukraine by Russian troops.

Ministry of Legislative Affairs

- Provided dedicated policy, coordination and project management support for the Ontario Legislative Building Reconstruction Project while also ensuring the continuation of the government's priorities in the legislature.

Corporate Planning and Services

- Delivered direct corporate support and services to the staff of the Office of the Premier and Ministers' Offices.
- Worked with OPS enterprise partners to deliver effective corporate services support and solutions.
- Provided accommodations, operations, finance and human resources support, consulting and advisory services and I&IT support to staff of the Cabinet Office.
- Enhanced training and development opportunities and expanded the delivery of OPS development programs to ministry and political staff.

COVID-19 Response

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

- Supported the Secretary of the Cabinet and the Office of the Premier in leading the province's response to the global COVID-19 pandemic:
 - Coordinated the government's response to the COVID-19 pandemic, such as through the internal redeployment of staff and the creation of an integrated and effective whole-of-government COVID-19 response structure through an enhanced Incident Management Structure comprised of three key components: an Oversight Table, Central Coordination Table and OPS response Tables.
 - Convened 95 Central Coordination Table meetings in 2021-22 with 277 agenda items.
- Implemented other organizational structures (i.e., dedicated teams) to support COVID-19 priorities (e.g., Supply Chain Transformation Office and the COVID-19 Vaccine Distribution Task Force, which have now been shifted to the Ministries of Government and Consumer Services and Solicitor General, respectively).
- Supported the Ontario Jobs and Recovery Committee and led the development of economic reopening and response frameworks.
- Ensured that the province's pandemic response framework and governance model function effectively and that information was disseminated to decision-makers in order to reinforce optimal decision-making.
- Led the development of the Provincial Emergency Volunteer Initiative, a 2020 budget commitment and a priority of the Office of the Premier. This resulted in the launch of the Ontario COVID-19 Volunteer Portal in December 2021. The initiative has since been transferred to the Ministry of Citizenship and Multiculturalism.

- Partnered with the Ministry of Environment, Conservation and Parks to develop an investment strategy to continue funding for and scale network testing and research to detect COVID-19 in wastewater.
- Directly supported urgent government decision-making processes, which included organizing frequent Cabinet meetings and adopting new digital approaches to ensure continuity of government operations.
 - o Convened over 120 Cabinet meetings in 2021-22.
- Established a Mental Health Wellness program to support employee mental health, wellness, and resilience.
- Conducted mental health sessions for ministry staff.
- Worked closely with the Office of the Premier and political staff to tailor and share OPS communications regarding COVID-19 and updates on the Graduated Return to OPS Workplaces to promote safety and ensure business continuity.
- Used innovative technology and adjusted work practices to stabilize methods of remote work (i.e., remote approvals), allowing the decision-making structure to continue unimpeded while keeping workplaces safe.
- 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.
- Led strategic communications planning and coordination across the OPS on vaccine and COVID-19 related items.
- Launched a microsite dedicated to COVID-19 content and services in partnership with ODS and MOH.
- Ensured the provision of marketing, including advertising, social media, digital analytics, and media buying for vaccine and COVID-19 related government programs and initiatives.
- Over the course of the pandemic, inclusive of 2021-22, Cabinet Office Communications has led 20 COVID-related creative marketing phases in 28 languages. This represents a total COVID-19 marketing spend of \$113.2M (2020-21: \$75M, 2021-22: \$38.2M).
- Led intergovernmental engagement which resulted in \$2 billion supplementary federal health funding (approximately \$780 million to Ontario) in 2021-22.
- Facilitated the donation and transportation of emergency medical supplies to India and Nepal, in response to the COVID-19 Crisis.

Table 3: Ministry Interim Actual Expenditures 2021-22

	Ministry Interim Actual Expenditures (\$M) 2021-22 *
COVID-19 Approvals	2.4
Other Operating	36.5
Capital	0.0
Staff Strength ** (as of March 31, 2021)	304

* Interim actuals reflect the numbers presented in the 2022 Ontario Budget.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2022-23

Ministry of Children, Community and Social
Services

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PART I: 2022-23 PUBLISHED PLAN

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PART I: 2022-23 PUBLISHED PLAN

MINISTRY OVERVIEW

Working with our community partners, the Ministry of Children, Community and Social Services funds, designs and delivers programs and services to support Ontarians in building 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 women.

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; children, youth and adults with special needs; children and youth in need of protection services; women and Indigenous peoples; and victims of crime.

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

The government is delivering on its commitment to increase the rates for income support by five per cent beginning in September 2022 for families and individuals under the Ontario Disability Support Program.

This increase will help Ontario Disability Support Program clients cover increased costs for everyday expenses such as groceries, rent and other essentials. Future Ontario Disability Support Program rates will also be adjusted to inflation to help protect Ontario Disability Support Program clients against rising living costs moving forward.

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 are working 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, and simplifying reporting requirements to help people in Ontario find employment and build independence. We are updating and standardizing 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, strengthen and co-ordinate community and developmental services, child welfare, special needs and early intervention.

All Ontarians benefit when we support vulnerable individuals to live in dignity. The ministry's goal is to continue to put people at the centre of everything it does.

Key Accomplishments: 2021-22

MCCSS has made a number of key accomplishments in line with government objectives of protecting Ontario's most vulnerable people, modernizing service delivery, and providing a sustainable system of social supports to support economic recovery.

Protecting People:

- Launched new **Ontario Autism Program (OAP)** services and supports, including core clinical services, caregiver mediated early years programs, and an entry to school program
- Released **Journey to Belonging** which lays out the ministry's long-term vision for developmental services in Ontario
- Passed the ***Anti-Human Trafficking Strategy Act, 2021*** through the legislature in June, the first of its kind in Canada, and amendments to the *Child, Youth and Family Services Act, 2017*
- Funded 27 new anti-human trafficking projects that will protect and prevent at-risk individuals from being exploited

- Established **Children at Risk of Exploitation (CARE) Units** in Durham Region and City of Toronto, and two licensed sites for specialized out-of-home care for children and youth that have been sex trafficked, a first for Ontario
- Managed the spread of COVID- in congregate care settings through protection measures and investments put in place to reduce transmission and prevented service disruption despite multiple waves.
- Released **Pathways to Safety: Ontario's strategy in response to the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls** in May 2021, which was developed in partnership with the Indigenous Women's Advisory Council and includes a comprehensive suite of violence prevention commitments across 12 partner ministries.

Modernizing Government:

- Streamlined and **modernized the administration of youth justice** system through the closure of 26 underutilized facilities, resulting in \$39.9M in annual savings
- Finalized rollout **Electronic Document Management in Ontario Disability Support Program (ODSP) and MyBenefits** messaging for Social Assistance clients
- Increased online usage 187K MyBenefits users as of March 31, 2022 (500%+ increase since end of Feb 2020)
- Updated the Disability Determination Package to make it easier for Health Care Professionals to provide important information the ministry needs to determine whether a person is eligible for ODSP and supports applicants in explaining how their disability impacts their daily lives. The updated Disability Determination Package was used as the foundation to design the Digital Disability Determination Package
- Implemented the Digital Disability Determination Package (D-DDP). The D-DDP provides health care providers and applicants with a modern, digital approach to submit their package, providing an alternative to conventional paper processes.
- Transferred collection of social assistance sponsorship debt to the Ministry of Finance, resulting in recovery of \$27M in 2021-22, a significant increase from the \$4M recovered in the previous fiscal year.

- Mandated use of the **AdoptOntario** website to support increased opportunities for adoption matches, which is anticipated to increase the number of child profiles added to the website by 250-300 per year
- Onboarded 75 of the 80 in-scope programs (94%) from manual administration to the automated **Transfer Payment Ontario** as part of ongoing efforts to streamline program administration.
- Introduced Ontario's **vision for a renewed social assistance system** to help move towards employment and independence through a focus on person centred supports as a foundation for long-term job success
- Introduced an **online option for families applying** to the Special Services at Home and Assistance for Children with Severe Disabilities programs. This is resulting in a more convenient application process for up to 11,000 families per year, who would otherwise submit paper applications to the ministry.

Social Assistance Transformation

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, where possible, 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 partners on a separate plan to renew social assistance in their communities.

In 2021-22, the ministry:

- Expanded the Centralized Intake prototype to 15 additional municipalities, including Toronto, and now provides support for Ontario Works Applications in 35 municipalities and 104 local Ontario Works offices with more than 100,000 applications received and processed to date. Centralized intake for Ontario Works uses time-saving automation and risk-based approaches for eligibility determinations.
- Co-designed a new social assistance service delivery system model with municipal partners to support transformation of the programs.
- Received Royal Assent on Ontario Works Act amendments, supporting a focus on person-centred supports.
- Partnered with ServiceOntario to enhance the service experience for applicants. Incoming calls from applicants are triaged by ServiceOntario, allowing calls related to Centralized Intake to promptly reach the appropriate staff member.
- Benefits Administration has been centralized for 17 local ODSP Offices, and more than \$78 million in benefits have been paid out through the centralized model to date.
- Since the Employment Services Transformation (EST) prototype sites were implemented in January 2021, MCCSS continues to work closely with Ministry of Labour, Training and Skills Development (MLTSD) and the social assistance offices within the three catchments communities. Together we have implemented enhancements and improvements to the prototypes that are supporting Social Assistance clients accessing employment services.

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 2021-22, Ontario 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.

The ministry inspected over 1,100 adult developmental services congregate living settings, which included observing service agency implementation of public health and ministry guidance to mitigate the risk of a COVID-19 outbreak by ensuring prevention and preparedness measures were in place.

The ministry worked with the Office of the Chief Medical Officer of Health to help inform and distribute Letters of Instructions requiring employers in certain high-risk congregate living and community settings to develop, implement and report on mandatory vaccination policies for staff, contractors, students, and volunteers.

MCCSS worked with the Ministry of Health and Public Health Units to support vaccination of clients, including high-risk clients living in Developmental Services (DS) congregate care settings through targeted and accessible vaccination efforts. As of October 2021, 97% had received a second vaccination dose. In addition, MCCSS, Ministry of Health (MOH) and the Chief Medical of Health (CMOH) are prioritizing implementation of booster shots for Developmental Services and Intervenor Services congregate care settings.

In May 2021, MCCSS released a long-term plan for developmental services reform (*Journey to Belonging: Choice and Inclusion*) to continue to improve services and supports for people with developmental disabilities. Since then, MCCSS has made progress on immediate actions to improve current services and supports, as well as foundational steps in the design of the reform commitments.

The ministry is committed to working in partnership with people with developmental disabilities, families and service providers and other partners in the design of commitments in the reform plan. Reform will take place over 8 – 10 years and the ministry is taking a gradual approach to support people and service providers through changes.

As part of the 2021-22 Budget, \$13 million is being invested over three years to assist more people with developmental disabilities in accessing housing in the community and expanding the Adult Protective Service Worker program to support them to live independently.

COVID-19 has exacerbated existing recruitment and retention challenges while also dramatically increasing the demand for Developmental Service Workers due to an increased need in the DS sector and to provide relief to existing staff who are often over-worked and burned out as a result of the pandemic. In addition, the important and necessary health and human resource initiatives in the health, retirement homes and long-term care sectors risk further destabilizing the DS sector without parallel recruitment and retention investments in the developmental services sector.

Over the course of the past year, the ministry partnered with the sector to design and implement an approach for:

1. A refresh of **core competencies** that reflect next generation expectations (e.g., individualized supports; skilled practitioners in other key sector(s);
2. **Middle management training** to improve retention of both management and skilled direct support staff, as well as improve leadership capabilities to advance new workforce models and enable a mix of different service models; and
3. A **provincial marketing and recruitment campaign** to ensure a stable and sufficient supply of diverse workers that enables people to choose supports responsive to their individual needs.

Through the co-creation of a Developmental Services Workforce Initiatives Steering Committee (DSWISC), the ministry brought together a diverse table of stakeholders and sector partners with subject matter expertise: as leaders in human resource management; workforce planning and solutions; front-line workers; knowledge/experience in direct funding; sector program design, delivery and administration; research and education; lived experience in hiring/caring for someone and being supported; as well as a commitment to diversity, equity and inclusion.

This partnership will continue into 2022-23 to improve workforce capacity and support workers in the sector to build a career with more consistent compensation and opportunities for enhanced training and skills development and be recognized as skilled professionals who provide critical services to Ontarians.

Indigenous Community and Prevention Supports

Indigenous Healing and Wellness Strategy

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 2021-22, Ontario invested more than \$85 million in a continuum of healing, health and wellness programs that are designed and delivered by and for Indigenous peoples in First Nations and in urban and rural communities.

As part of ***Pathways to Safety***: Ontario's strategy in response to the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, MCCSS invested \$2 million to stabilize funding for Aboriginal Shelters of Ontario to build Indigenous women's shelter system capacity, and to support new/expanded IHWS Healing Lodges.

Since 2018-19, under Ontario's ***Roadmap to Wellness***, MCCSS and Ministry of Health are supporting new or expanded **Indigenous Mental Health & Addictions Treatment and Healing Centres** and other mental health initiatives delivered through the Indigenous Healing and Wellness Strategy. MCCSS also continues to support community-led responses to the urgent need for mental health care and social crises in northern and remote First Nation communities.

In October 2021, Ontario government announced an additional one-time investment of over \$20 million in Indigenous-focused mental health and addictions and trauma services to support community needs.

Ten million dollars of this funding from MCCSS was invested to continue supporting Indigenous-led MCCSS community-based programs, such as the Family Well-Being program and the Indigenous Healing and Wellness Strategy, which were co-developed with Indigenous partners to reduce violence against Indigenous women, improve healing, health and wellness, and reduce the overrepresentation of children and youth in the child welfare and youth justice systems.

Services and Supports for Children and Youth with Special Needs, including the Ontario Autism Program

In 2021-22, an additional \$60 million was invested to increase access to rehabilitation services (occupational therapy, physiotherapy and speech-language pathology) for children and youth with special needs. The funding is helping providers to serve up to 10,000 more preschool-aged children with speech and language needs and up to 47,000 more children and youth with rehabilitation needs annually.

In 2021-22, the ministry worked with Children's Treatment Centres and other partners to plan for and begin implementation of SmartStart Hubs. Children's Treatment Centres across the province, and Surrey Place in Toronto, began implementing the SmartStart Hubs in April 2022. The Hubs will better connect parents and caregivers with child development services in their communities as early as possible.

To respond to the individual needs of children and youth on the autism spectrum and their families, the Ontario Autism Program (OAP) will offer a range of services and supports, including core clinical services, foundational family services, caregiver-mediated early years programs, an entry to school program, urgent response services, and care coordination. In 2021-22, the ministry made significant progress in launching new service streams.

As part of the implementation of the OAP, in December 2021 the ministry announced the Independent Intake Organization (the "IIO"). Referred to as AccessOAP, the IIO is led by Accerta Services Inc. and delivered through a partnership with McMaster University, Autism Ontario, and HealthCare 365. The AccessOAP partners bring together significant experience in administering public programs, supporting children and youth on the autism spectrum and their caregivers, care coordination, service navigation, research, and healthcare education. AccessOAP will provide a single point of access to the OAP. The goal of AccessOAP is to support an integrated and consistent service delivery experience for all families and it will play a key role in overseeing the intake and registration process for the OAP, service navigation and family support, as well as providing more families with funding to purchase core clinical services for their children and youth.

In 2021-22 the ministry continued to invest in additional services and supports for families, including diagnostic services, workforce capacity-building projects to increase access to core clinical services including a priority focus on northern communities, and funding of Autism Ontario to host the OAP Provider List.

Autism services and supports, including evidence-based behaviour services, respite services and seasonal camps, continued to be provided to children and youth on the autism spectrum and their families. Children with existing behaviour plans will have the option to enter core clinical services in the order in which they registered with the OAP or extend their plan, up to its current level of intensity, or less where clinically appropriate, until spring 2023, at which time they will begin to transition to core clinical services.

While work was underway to implement the needs-based OAP, the ministry continued to provide interim one-time funding to all eligible families, including those who submitted their registration form and supporting documentation by March 31, 2021. Families who received an initial interim one-time funding payment may be eligible to receive a second payment of \$20,000 or \$5,000, based on their child's age as of April 1, to purchase eligible services and supports that they feel are most appropriate for their child.

Child Welfare

In July 2020, the ministry announced the Child Welfare Redesign Strategy (CWR) with the vision of an Ontario where every child, youth and family have the supports they need to succeed and thrive. Recognizing the overrepresentation of Indigenous children and youth in the child welfare system, a distinct Indigenous approach is being applied across all parts of the CWR Strategy.

Over the last year of redesign, the ministry has continued to make progress across three long-term goals:

- Strengthening families and communities in partnership with cross-sector providers through enhanced community-based prevention and early intervention;
- Taking action against systemic racism and the disproportionalities, outcomes and disparities for Indigenous, Black, 2SLGBTQQIA people and other equity deserving populations in child welfare; and
- Continuing to improve the service experience and outcomes for children and youth that need protection services, including more family-based placements.

Transforming child and family services is a significant undertaking and will take time. Working in partnership with Indigenous partners, children, youth and families (including a focus on diverse communities), community service providers, the child welfare sector and other health and social services partners, the government is taking a phased and

measured approach to implement redesigned services and systems that are effective, sustainable and accountable.

Violence Against Women

The government is committed to preventing and addressing violence against women (VAW) in all its forms. In 2021-22, the ministry invested approximately \$190 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 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. The government also invested an additional \$11 million for violence prevention initiatives.

In 2021-22, the government annualized \$11.5M in funding for the Gender-Based Violence (GBV) Enhancement, for agencies to support to their current programs, address critical service pressures, and better position them to support innovative service solutions (Initiative was fiscally funded prior to 2021-22).

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 funding through the Residential Relief Fund to women's shelters and other residential settings to keep them safe.

As part of the 2021 Budget, an investment of \$18.5 million over three years began in 2021-22, in the Transitional and 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 takes a comprehensive approach to combat human trafficking and the sexual exploitation of children and youth. 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 community organizations that support victims and survivors through the Anti-Human Trafficking Community Supports and Indigenous-Led Initiatives Funds. These organizations will provide trauma-informed supports, culturally-responsive 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 Indigenous-designed, delivered, and led, and 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 passed in June 2021 to strengthen a cross-sectoral and long-term provincial response to human trafficking, further protect victims, better support survivors, and hold 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.

Victim Services

The province is committed to standing up for victims of crime and creating safer communities in every region of the province, including Northern and rural communities. As part of Ontario's commitment to strengthen Ontarians' access to responsive and resilient victim services no matter where they live, \$2.1 million over three years was invested to strengthen frontline services in underserved areas of the province.

New funding, announced in the 2021 Spring Budget, addresses gaps in victim supports in underserved areas by establishing new sexual violence services in Dufferin County and Leeds-Grenville to support survivors through counselling, peer support, advocacy and 24-hour crisis support by phone, and also expands 24/7 victim crisis assistance to victims and their families in Nipissing district.

In 2019, the province began a comprehensive review of victim services across Ontario and engaged with stakeholders to explore opportunities for a more integrated, effective, efficient, and client centred victim services system.

As part of the review, nine victim services programs were transferred to the Ministry of Children, Community and Social Services as they better align with the ministry's mandate and fit within the current system of community-based services, including the Anti-Human Trafficking Strategy, Violence Against Women services and programs related to violence prevention. In 2021-22, the government invested \$57.8M in nine transferred victim services programs. The transfer will help lay the groundwork for a more coordinated approach to victim services delivery.

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. The plan also focusses on rehabilitation and the important role that plays in supporting youth and enabling active participation in, and positive contributions to, their communities.

On March 1, 2021, the ministry undertook a major custody/detention capacity modernization exercise, after several months of planning and internal consultations. After careful consideration and review, the decision to close and reduce the number of beds in underused youth justice open and secure custody and detention facilities was made. A total of 26 facilities/programs across the province were closed, including one (1) ministry-operated facility and 25 operated by transfer payment recipients, resulting in annualized savings of over \$39.9 million.

The implementation of the modernization plan was an operational success and any issues that arose in the transition period were managed by regional staff and leadership on a case-by-case basis. The Youth Justice Division is planning to engage in a detailed review of outcomes and lessons learned.

Human and Social Services Transfer Payment Transformation

The ministry is leading cross-government efforts to achieve a more 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 delivering 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.

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 *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 and employment outcomes. To monitor progress on the strategy, the ministry publishes 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 initiatives to ensure horizontal ministry collaboration and strategic alignment across the various transformation initiatives.

Table 1: Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals	22.0
Other Operating	18,202.5
Other Capital	123.9
TOTAL	18,348.5

DETAILED FINANCIAL INFORMATION

Table 2: Combined Operating and Capital Summary by Vote

Operating and Capital Summary by Vote

Description	Estimates 2022-23 \$	Change from 2021-22 Estimates		Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
		\$	%			
OPERATING EXPENSE						
Ministry Administration	101,819,700	4,494,400	4.6	97,325,300	123,605,300	99,537,176
Children and Adult Services	18,258,201,900	359,792,400	2.0	17,898,409,500	17,227,456,400	17,275,919,371
Poverty Reduction Strategy	-	-	-	-	-	1,448,525
Total Operating Expense to be Voted	18,360,021,600	364,286,800	2.0	17,995,734,800	17,351,061,700	17,376,905,072
Statutory Appropriations	70,232,865	6,589,800	10.4	63,643,065	75,443,065	228,765,315
Ministry Total Operating Expense	18,430,254,465	370,876,600	2.1	18,059,377,865	17,426,504,765	17,605,670,387
Consolidation	(205,712,500)	(12,144,000)	6.3	(193,568,500)	(207,516,900)	(202,965,569)
Ministry Total Operating Expense Including Consolidation	18,224,541,965	358,732,600	2.0	17,865,809,365	17,218,987,865	17,402,704,818
OPERATING ASSETS						
Ministry Administration	-	(1,000)	(100.0)	1,000	1,000	-
Children and Adult Services	78,836,500	12,130,500	18.2	66,706,000	83,706,000	72,107,000
Poverty Reduction Strategy	-	(1,000)	(100.0)	1,000	1,000	-
Children, Community and Social Services Capital Program	1,000	-	-	1,000	1,000	-
Total Operating Assets to be Voted	78,837,500	12,128,500	18.2	66,709,000	83,709,000	72,107,000
Ministry Total Operating Assets	78,837,500	12,128,500	18.2	66,709,000	83,709,000	72,107,000
CAPITAL EXPENSE						
Children, Community and Social Services Capital Program	72,610,600	38,083,600	110.3	34,527,000	36,627,000	23,254,921
Total Capital Expense to be Voted	72,610,600	38,083,600	110.3	34,527,000	36,627,000	23,254,921
Statutory Appropriations	59,080,300	19,752,800	50.2	39,327,500	39,327,500	40,295,989
Ministry Total Capital Expense	131,690,900	57,836,400	78.3	73,854,500	75,954,500	63,550,910
Consolidation	(7,779,900)	(3,886,700)	99.8	(3,893,200)	(5,851,300)	(526,122)
Ministry Total Capital Expense Including Consolidation	123,911,000	53,949,700	77.1	69,961,300	70,103,200	63,024,788
CAPITAL ASSETS						
Children, Community and Social Services Capital Program	20,171,300	1,916,900	10.5	18,254,400	17,529,600	17,114,041
Total Capital Assets to be Voted	20,171,300	1,916,900	10.5	18,254,400	17,529,600	17,114,041
Ministry Total Capital Assets	20,171,300	1,916,900	10.5	18,254,400	17,529,600	17,114,041
Ministry Total Operating and Capital Including Consolidation (not including Assets)	18,348,452,965	412,682,300	2.3	17,935,770,665	17,289,091,065	17,465,729,606

* 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 2022 Ontario Budget.

Historic Trend Table

Historic Trend Analysis Data	Actual 2018-19 * \$	Actual 2019-20 * \$	Actuals 2020-21 * \$	Estimates 2021-22* \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	16,800,177,341	17,066,277,895	17,465,729,606	17,935,770,665
		2%	2%	3%

* 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/2022/index.html>

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

AGENCIES, BOARDS AND COMMISSIONS (ABCS)

Agencies, Boards and Commissions (ABCs)	2022-23 Estimates \$	2021-22 Interim Actuals \$	2020-21 Actuals \$
Soldiers' Aid Commission	1,548,800	576,670	63,300

The mandate of the Soldiers' Aid Commission (the commission) 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 to support the program.

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.

In 2021-22, as part of the government's commitments to supporting Ontario's vulnerable Veterans, MCCSS provided \$529,339 in funding from the commission's allocation to True Patriot Love Foundation to support a range of Ontario-based initiatives for Veterans and their families with a focus on mental-health.

Fiscal 2022-23 funding includes SAC payments to eligible applicants and \$806,337 in funding to True Patriot Love Foundation to provide support for several mental-health focused initiatives.

MINISTRY ORGANIZATION

Deputy Minister – Denise Cole

- o **Director, Policy and Operations** – Seema Chhabra
- o **Director, Legal Services Branch** – Elaine Atkinson
- o **Director, Communications** – Valerie Hopper
- o **Director, Delivery Office** – Chris Ling
- o **Executive Assistant to DM Cole** – Sarah McNally

- **ADM, Social Assistance Programs** – Cordelia Clarke Julien
 - o **Director, Social Assistance Program Policy** – Laura Belfie
 - o **Director, Social Assistance Performance and Accountability** – Jeff Bowen
 - o **Director, Social Assistance Central Services** – Andres Laxamana
 - o **Director, Social Assistance Service Delivery** – Patti Redmond
 - o **Director, Business Innovation & Implementation** – Sunny Sharma
 - o **Director, Social Assistance Strategy and Transformation** – Lindsay Jones

- **ADM, Youth Justice** – David Mitchell
 - o **Director, Strategic Innovation and Modernization** – Bre Betts
 - o **Director, Quality Assurance and Oversight** – Mateen Khan
 - o **Director, Programming, Interventions and Evaluation** – Bridget Sinclair
 - o **Director, Service Delivery** – Teresa Sauve

- **ADM, Child Welfare and Protection** – David Remington
 - o **Director, Child Welfare Operations** – Michael Richardson
 - o **Director, Child Welfare Secretariat** – Sandra Bickford
 - o **Director, Children and Youth at Risk** – Saba Ferdinands
 - o **Director, Child Well-being** – Chester Langille

- **ADM, Children with Special Needs** – Jennifer Morris
 - o **Director, Autism Branch** – Sarah Hardy
 - o **Director, Children's Facilities** – Shannon Bain
 - o **Director, Integration & Program Effectiveness Branch** – Stacey Weber
 - o **Director, Child Development and Special Services Branch** – Ziyaad Vahed

- **ADM, Community Services** – Rupert Gordon
 - o **Director, Community and Indigenous Supports Branch** – Harriet Grant
 - o **Director, Developmental and Supportive Services Branch** – Jody Hendry
 - o **Director, Community and Developmental Services Policy Branch** – Laura Summers
 - o **Director, Implementation and Reporting Branch** – Christine Kuepfer

- o **Regional Service Delivery Directors** – Karen Singh (Central Region), Jeff Gill (East Region), Linda Chihab (West Region), Sherri Rennie (Toronto Region), Sandra Russell (North Region)

- **ADM, Business Intelligence & Practice – Aki Tefera**
 - o **Director, Data Strategy and Solutions Platform – Mandeep Flora**
 - o **Director, Analytics and Measurement – Cindy Perry**
 - o **Director, Integrated Analytics Exploration – Heidi Gordon**
- **ADM, Strategic Policy – Karen Glass**
 - o **Director, Planning and Strategic Policy – Mike Bannon**
 - o **Director, Transformation and Modernization – Sheila De Cuyper**
 - o **Director, Human and Social Services Transfer Payment Project Office – Chris Ling**
- **Chief Information Officer, Children, Youth and Social Services I&IT Cluster – Alex Coleman**
 - o **Director, Community and Social Services I&IT Solutions – Aleem Syed**
 - o **Director, Children and Youth I&IT Solutions – Joachim Kabiawu**
 - o **Director, Shared and Community Services I&IT – Jairo Munoz**
 - o **Director, Cluster Management Office – Kelly Garant**
 - o **Director, I&IT Operations – Joven Obias**
 - o **Director, Enterprise Architecture Office – Alvin Lourdes**
- **ADM/CAO, Business Planning and Corporate Services – Drew Vanderduim**
 - o **Director, Business Planning – Teuta Dodbiba**
 - o **Director, Controllershship and Fiscal Reporting – Rosie Teng**
 - o **Director, Operational Finance – Angela Allan**
 - o **Director, Strategic Business Unit – Patricia Kwasnik**
 - o **Director, Community Services Audit Services – Gordon Nowlan**
 - o **Director, Capital Planning and Delivery – Tony Lazzaro**
 - o **Director, Corporate Services – Christie Hayhow**
- **ADM, Family Responsibility Office – Trevor Sparrow**
 - o **Director, Client Liaison – Bani Bawa**
 - o **Director, Case Triage & Resolution – Eric Dorman**
 - o **Director, Strategic and Operational Effectiveness – George Karlos**
 - o **Director, Client Operations – Erin O'Connor**
 - o **Director, FRO Legal Services – Hari Viswanathan**

Deputy Minister – Women's Social and Economic Opportunity – Marie-Lison Fougère

- **EA to the Deputy Minister Responsible for Women's Social and Economic Opportunity – Laura Jamer**
- **ADM, Women's Social and Economic Opportunity – Barbara Simmons**
 - o **Director, Strategic Policy & Analysis – Charene Gillies**
 - o **Director, Program Integration – Vena Persaud**

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.

2021-22 Results

Throughout the COVID-19 pandemic, including in 2021-22, MCCSS implemented a timely and responsive approach to COVID-19 by actively enhancing protections for staff and residents of congregate living settings, addressing gaps in guidance, and improving operational capacity across sectors. This included:

- providing COVID-related communications to service providers including updates to the Congregate Living Settings and Youth Justice Guidance - [COVID-19 guidance for congregate living settings funded and licensed by MCCSS](#). The guidance covers masking, PPE, testing, requirements for visitors, admissions and transfers, self-isolation and outbreak protocols;
- working with the Office of the Chief Medical Officer of Health (OCMOH) to help inform and distribute Letters of Instructions requiring service providers in certain sectors to develop and report on staff vaccination policies with the goal of reducing COVID-19 transmission in high-risk settings;
- working closely with the Office of the Chief Medical Officer of Health, Ministry of Health, Public Health Units and the Ministry of the Solicitor General to support COVID-19 vaccination efforts in congregate living settings and providing funding to service providers with congregate living sites to support vaccination efforts including staffing related expenses;
- leading targeted efforts, informed by data collected by the ministry, and working with partners such as the Ontario Association of Children's Aid Societies (OACAS), to increase vaccinations and mitigate vaccine hesitancy in populations with low vaccination rates and highest health risk (e.g., people with disabilities) by facilitating vaccination clinics;
- actively partnering in the development and implementation of the Ministry of Health-led Infection Prevention and Control (IPAC) Hub model, and aligning the

ministry's approach of IPAC Champions to support the model and build sector capacity.

- maintaining the supply and distribution of PPE for MCCSS service providers, shipping over 80 million PPE since the beginning of the pandemic.

In addition, the government continued to make significant investments to support individuals and families in financial crisis and those who rely on social services. This included more than \$1 billion 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.

During the COVID-19 pandemic, the province and its delivery partners continued to provide strong front-line services and supports to over 600,000 social assistance recipients and their families. Program delivery for both ODSP and Ontario Works continued to be flexible and nimble, ensuring the income support and benefits were issued in a timely manner to vulnerable Ontarians. Social assistance remained a critical service throughout the pandemic with front line staff focusing on delivering timely services to those most in need. 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.

The ministry also made continued investments to support service partners across the province including but not limited to: The COVID-19 Residential Relief Fund (CRRF) and the COVID-19 Community Supports fund (CCSF) to support service providers in addressing financial and service delivery pressures resulting from exceptional challenges during the COVID-19 outbreak in managing the health and well-being of children, youth and adults supported in residential and non-residential settings, as well as the staff who support them.

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.

Through the Pandemic Pay program and the temporary wage enhancement the ministry provided more than \$420 million to support front-line workers, which has now become

permanent. 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.

In March 2020, the supply chain of Personal Protective Equipment (PPE) was centralized under the Ministry of Government and Consumer Services (MGCS) and the Ministry of Health (MOH). To relieve pressure on the MGCS supply chain, MCCSS partnered with the Ontario Association of Children's Aid Societies in April 2020 and developed a streamlined process to distribute PPE for MCCSS service providers, providing over 80 million PPE to providers since the beginning of the pandemic.

The ministry continues to work with the Ontario Association of Children's Aid Societies (OACAS) to provide warehousing and delivery of PPE focused primarily on providing essential PPE items: gloves, gowns, hand sanitizer, face shields, surgical/procedural masks, and disinfectant wipes. Niche/specialized PPE availability is driven by demand and may be available through the MCCSS supply chain.

In addition, the ministry enabled timely and prioritized access for MCCSS service providers to HEPA filters and CO2 monitors to support improved air ventilation by leveraging Ontario Association of Children's Aid Societies' distribution system. This ensured timely access to infection prevention and control measures for service providers who support vulnerable populations at no cost to the provider.

MCCSS continues to partner with the Ministry of Health to support congregate care service providers in accessing rapid antigen test kits at no cost through the Provincial Antigen Screening Program (PASP). These tests have been used as an extra layer of protection for individuals who live and work in congregate living settings. The kits are also provided through the Ontario Association of Children's Aid Societies' distribution system.

The ministry underwent a two-year initiative with the developmental services sector to identify and address the immediate needs of families, caregivers and individuals during COVID-19 and beyond, enable a more coordinated and collaborative approach to

supports offered, as well as develop content and online tools to help families, caregivers and individuals with a developmental disability.

The online content focuses on specific pandemic related challenges and offers ideas and links to key resources for individuals, families and caregivers. Mental health online courses were also offered to families and caregivers, as well as leveraging digital tools for peer-to-peer supports and mentorship connections. This partnership also put foundational pieces in place to build capacity in the sector and sustain efforts beyond COVID-19.

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.

Developmental and Community Services

In 2021-22, Ontario invested approximately \$2.9 billion in services for people with developmental disabilities. Approximately \$2 billion was dedicated to providing residential services and supports.

Services provided may include 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.

As of December 31, 2021, the Passport program supported 56,451 adults with a developmental disability by providing direct funding to support activities of daily living, community participation and caregiver respite. This included 3,027 approvals completed by Passport Agencies as of December 31, 2021.

Interpreting Services

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 American Sign Language (ASL), la langue des Québécoise (LSQ) or other 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.

Ontario funds Canadian Hearing Services to provide Interpreting Services to more than 9,000 people who are deaf, deafened, hard of hearing and deafblind.

In 2020-21, the ministry allocated \$7.3M to the Interpreting Services program.

Intervenor Services

Intervenor Services provides auditory and visual information to people who have a combined loss of hearing and vision to enable them access to services, information, and facilitate communication so that they can participate in their communities, make informed decisions, and achieve and/or maintain independence.

Ontario funds 24 transfer payment recipients to provide Intervenor Services to more than 400 people who have a combined loss of both hearing and vision.

In 2020, the ministry allocated \$59.6M to the Intervenor Service Program and in 2021, \$56.7M was allocated to the Program.

The ministry continues to work with the Intervenor Services sector to finalize components of the Renewal Strategy, including the introduction of a needs-based funding model, 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.

Services and Supports for Children with Special Needs

The ministry supported and provided flexibility to Children with Special Needs and Autism service providers to implement innovative service models that support the continuity of care for children and families, where appropriate and maintain service volumes.

The ministry implemented temporary changes to its direct-funding 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.

Ontario also provided a wage enhancement of \$3/hour for personal support workers and direct support workers hired by families.

Ontario Autism Program

The OAP offers a range of services and interventions supports designed to respond to the individual needs of children and youth on the autism spectrum, and their families.

In 2021-22, the ministry made significant progress in launching new OAP service pathways and program supports:

- Core clinical services that include applied behaviour analysis, speech language pathology, occupational therapy and mental health services including counselling and/or psychotherapy.
- Early years supports, including caregiver-mediated early years programs and an entry to school program, to help young children access critical services when they will benefit most, and to prepare them to enter school for the first time.
- Urgent response services to provide time-limited services to respond rapidly to eligible children and youth who are experiencing a specific, urgent need to help stabilize the situation, prevent crisis, and reduce the risk of them harming themselves, others and/or property.
- Care Coordinators to support families throughout their journey by providing orientation to the program, service navigation and help with managing transitions.

This was in addition to foundational family services, which was launched in 2020-21, for all families registered in the program to build their capacity to support their child's learning and development.

Starting in March 2021, children and youth from across the province representing a diverse sample of OAP registrants started to receive requests to participate in core clinical services. By the end of 2021-22, 771 children and youth had enrolled in core clinical services.

In December 2021, the ministry announced the selection of the Independent Intake Organization, named AccessOAP, to provide a single point of access and an integrated and consistent service delivery experience for all families. AccessOAP is on schedule to start supporting families in spring 2022 and will provide more families with funding to purchase core clinical services for their children and youth. Families will enter core clinical services in the order that they registered for the OAP.

The ministry continued to provide interim one-time funding to eligible families who submitted their registration form and supporting documentation by March 31, 2021. In addition, families who received an initial interim one-time funding payment were also eligible to receive a second payment of \$5,000 or \$20,000 based on their child's age as of April 1, so that they could continue to purchase eligible services and supports that were most appropriate for their child.

Overall, in 2021-22, the OAP supported about 40,000 children through existing behaviour plans, childhood budgets, interim funding, core clinical services and other services and supports.

Early Intervention and Special Needs Services

Beginning in 2021-22, an increase of \$60M helped build capacity, streamline, and improve access to early intervention and special needs services. The funding is supporting approximately 10,000 more pre-school age children with speech and language needs, and approximately 47,000 more children and youth to access assessment and intervention for speech and language pathology, occupational therapy and physiotherapy in community-based settings and in publicly funded schools.

As part of this investment, the government announced the creation of 22 new SmartStart Hubs, to connect families with services in their communities as early as possible. Children's Treatment Centres across the province and Surrey Place in Toronto, will deliver SmartStart Hubs services families who have concerns about their child's development and who don't know where to go for support. SmartStart Hubs began implementation in March/April and are expected to be delivering services to families across Ontario by late fall of 2022.

Social Assistance

In 2021-22, about 900,000 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.

The ministry continued to advance its transformation plan to build a more responsive, efficient and person-centred social assistance system to get people back to work, where possible, and help the economy recover from the COVID-19 crisis.

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 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.

Starting in 2021-22, the ministry began working alongside its municipal partners to co-design a new system in support of this transformation vision and plan.

It has also begun implementation, focusing on developing new digital tools and modern service options, prototyping ways to process financial assistance faster, and improving access to employment and training services:

- **Digital Delivery:** New digital tools and modern service options with an easy-to-use online application, expansion of the MyBenefits digital platform to improve access for people receiving social assistance and new communications channels to allow two-way digital messaging between clients and caseworkers.
- **Centralized Intake:** A client-facing online centralized intake process that reduces municipal paperwork, giving caseworkers more time to support clients

through crisis and help them get back to work. Supported by automated, smarter eligibility verification with provincial, federal and third-party sources to make financial assistance processing faster, while strengthening program integrity. Expanded to 35 Ontario Works sites and processing 85% of applications across the province in early 2022.

- **Employment Services Transformation:** 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 help provide person-centred supports including the tracking of goals, referrals and needs.

In June 2021, MLTSD announced that the Employment Services Transformation (EST) model would be rolled out across the province using a carefully sequenced approach using a two-stage competitive process. In September 2021, MLTSD announced the Phase 1 catchments: York, Halton, Kingston-Pembroke, Stratford-Bruce. Integrated services will begin in the phase 1 catchments in April 2023.

In April 2022, MLTSD will be proceeding with the competitive process for an additional five catchments, known as Phase 2. The phase 2 catchment areas are: Durham, London, Ottawa, Windsor-Sarnia and Kitchener-Waterloo-Barrie. The final phase will be Toronto and the Northern catchment with the competitive process occurring in 2023.

The integration of social assistance employment supports into Employment Ontario aligns with the social assistance transformation plan as it allows staff to increase focus on person-centered supports and become an integral part of the network that helps people so they can achieve their full potential and have job success.

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

In support of Employment Services Transformation and the transformation vision, in 2021, the ministry received Royal Assent on the *Ontario Works Act* amendments to reflect the role of person-centred supports in addressing clients' unique needs and barriers.

Child Welfare

Following broad engagement, in July 2020, the government announced Ontario's multi-year Child Welfare Redesign Strategy.

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, or out of home care, and the supports they need to be safe, succeed and thrive as they transition from care to adulthood.

Accomplishments over the last year include:

- New statutory amendments to the *Child, Youth and Family Services Act, 2017* that respond to calls from Indigenous communities for a child welfare system that better reflects the central and unique role First Nations, Inuit and Métis peoples play in the well-being of their families.
- As part of a first phase of implementation of the Quality Standards Framework (QSF), intended to improve the quality of care children in out of home care receive, the ministry has developed new and amended legal requirements in regulation, training videos, and a child-friendly guide to the QSF, all informed by feedback and engagement with sector partners and youth with lived experience in out of home care.
- Ontario entered into a tripartite coordination agreement with Wabaseemoong Independent Nations and the Government of Canada under the federal statute *An Act respecting First Nations, Inuit and Métis children, youth and families*. This is the first such agreement in Ontario and the second in Canada.
- Implemented new processes, including investment of \$4.5 million, to foster opportunities for community partners and families to co-design solutions that re-

imagine how child, youth and family services are delivered in their own communities in order to expand the availability of services that are high quality, culturally appropriate and truly responsive to needs.

- Ontario provided support for the establishment of Northwestern Ontario Métis Child and Family Services, the first dedicated prevention-focused Métis child and family services provider in Ontario.
- Amended the *Child, Youth and Family Services Act, 2017* (CYFSA) to strengthen Ontario's response to child sex trafficking by providing grounds for protection that explicitly include child sex trafficking, strengthening protections with respect to 16- and 17-year-old victims of sexual exploitation resulting from child sex trafficking, and strengthening offence provisions and corresponding penalties to be utilized in situations where an individual interferes with or harbours a child who is in society supervision or care.
- Introduced new financial supports for kinship service placements to promote family-based placements and support kin to care for children in need of protection.
- Investments in adoption to help children's aid societies find more permanent homes for children and to enhance post-adoption financial and non-financial supports for adoptive parents to support stable and successful adoptions.

Violence Against Women (VAW) Services

In 2021-22, 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.

Anti-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 up to \$307M over five years and seeks to: Raise awareness of the issue through training and public awareness campaigns, empowering frontline service providers to take early action to prevent human trafficking before it occurs; support survivors through specialized services; and give law enforcement 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 better support survivors in 2021-22. These included:

- Launching CARE Units in the City of Toronto and Durham Region. CARE Units pair police officers and child protection workers in teams to identify, locate and engage youth who are at high risk of child sex trafficking to connect them to community-based services remove and investigate offenders.
- Establishing two new licensed residences for trafficked youth to provide specialized programming and wraparound services and supports to respond to the complex trauma experienced by children and youth who have been sexually exploited (located in the City Toronto and Durham Region).
- Additional annualized funding of \$2.6M was approved through MOH's Roadmap to Wellness Mental Health and Addictions Strategy to establish to two healing lodges/land-based treatment programs for Indigenous children and youth who have been sex trafficked.

- Expanding access to dedicated, anti-human trafficking youth-in-transition workers, to provide enhanced human trafficking supports to youth in and leaving the care of children's aid societies.
- Expanding access to specialized Mental Health and Addictions Liaisons for Indigenous survivors of HT. Specialized Mental Health and Addictions Liaisons will work with Indigenous communities and organizations to identify community needs and assist in building capacity to address mental health, addictions, trafficking and support Indigenous survivors of trafficking
- Specialized training on understanding and working with sexually exploited youth (SEY) that includes an Indigenous-specific component is underway with capacity building activities complete - to continue delivery throughout the Strategy. Eight rounds of training have been completed, with approximately 135 individuals trained.
 - o 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).
- Public awareness initiatives are ongoing as there is continued work to expand the province wide marketing campaign over the years to further raise awareness about this crime and ensure that everyone knows where to get help, especially to those most vulnerable such as our children and youth. To-date 240,638 materials have been disseminated at 972 locations via ministry partners.
- Developing public education materials to respond to specific sector needs and expanding distribution of existing awareness materials through partnerships across government and sector.
- Collaborating with the Ministries of Education and the Solicitor General on the development and release of an anti-sex trafficking policy framework for school boards, school authorities, and provincial and demonstration schools that addresses awareness, prevention, response, training, and accountability – *Policy/Program Memorandum 166: Keeping Students Safe: Policy Framework for School Board Anti-Sex Trafficking Protocols*.

- Passing 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.
 - o The new *Anti-Human Trafficking Strategy Act, 2021*, mandates a long-term response as it requires the province to maintain an anti-human trafficking strategy and review/update it every 5 years with regard to specific principles and consultation requirements.
 - o Amendments to the *Child, Youth and Family Services Act, 2017*, strengthen the ability of children's aid societies and law enforcement to protect exploited children.
- Partnering with communities to provide community-based, prevention-focused initiative that supports locally responsive, targeted prevention and resilience-building programs to address the root causes that make youth vulnerable to violence and victimization, including human trafficking.

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 \$95.4 million in Indigenous Community and Prevention Supports to support improved outcomes and well-being for First Nations,

Inuit, Métis and urban Indigenous children and youth, families, individuals, and communities. Through a consolidated funding approach, the ministry is working 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 provides financial assistance to Ontario's eligible Veterans and their families in financial need. 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.

Women's Social and Economic Opportunity

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

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 Pathways to Safety: Ontario's strategy in response to the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls. To date, the Council has held 12 meetings to ensure culturally relevant and effective changes are made to policies to address violence against Indigenous women, girls, and 2SLGBTQQIA+ individuals.

The Indigenous Women's Advisory Council (IWAC) has been extended for an additional 3 years to March 2025. The ministry will continue to work with the Council on key violence prevention issues and the implementation of Pathways to Safety.

The ministry also supports the delivery of gender-based violence prevention and economic empowerment initiatives for women that focus on advancing equity,

supporting women's safety and improving women's economic security. Examples of programs include:

- Kizhaay Anishinaabe Niin (I am a Kind Man): Delivered by the Ontario Federation of Indigenous Friendship Centres, Kizhaay provides culturally-based resources and community services and is dedicated to engaging Indigenous men and youth in ending violence against Indigenous women and children.
- Preventing Gender-based Violence Program: Seeks to change the harmful norms, attitudes and behaviours that perpetuate gender-based violence and its escalation to femicide in Ontario.
- Building Indigenous Women's Leadership: Delivered by the Ontario Native Women's Association and Equay-wuk women's group, 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 pre-employment, pre-apprenticeship, entrepreneurship training and wrap-around supports to low-income women to equip them with the skills, knowledge and experience to increase their economic security.
- Investing in Women's Futures: Supports 23 women's centres to deliver programs and services that promote women's economic security, safety and well-being.

In the 2021 Budget, the government announced the creation of a task force to provide advice to the Minister of Finance and the Associate Minister of Children and Women's Issues to address the unique and disproportionate economic barriers women face.

Supported by the Office of Women's Social and Economic Opportunity and the Ministry of Finance, the task force met several times over the summer 2021 and considered three areas of focus relating to women's participation in economic growth. Their work was informed by voices from the public, private and not-for-profit sectors.

Informed by the task force's work, Ontario took several steps to address the economic challenges facing women, including increasing funding to the Investing in Women's Futures program and new investments in targeted supports for Indigenous, Black and racialized entrepreneurs to start or grow their businesses.

At the 2021 annual meeting of Federal-Provincial-Territorial (FPT) Ministers Responsible for the Status of Women, Ontario joined other provinces in Associate Minister Dunlop joined her colleagues in conditionally endorsing the National Action Plan to end *Gender-Based Violence*. The National Action Plan will affirm a common vision, principles and goals for responding to gender-based violence and a commitment to further FPT collaboration.

The ministry also funds 31 English and 11 French language Sexual Assault Centres (SACs) across the province, to enhance the safety of women and non-binary survivors of sexual assault. SACs provide a wide range of services, including 24-hour crisis lines; supportive counselling; referrals to other community services; court, police and hospital accompaniment; and public and professional education on the issue of sexual violence. SACs are community-based agencies governed by a local Board of Directors or a collective, and the services provided are free and confidential. Ontario has been funding Sexual Assault Centres since 1980, and transferred to MCCSS April 1, 2022, as a part of the Victim Services Review, which supports a more coordinated approach to victim services delivery.

In 2021-22, MCCSS provided a total of \$2 million in additional annualized funding for sexual assault centres across Ontario to support the important work they are doing for victims and survivors of sexual assault and human trafficking.

Missing and Murdered Indigenous Women and Girls

In May 2021, Ontario released Pathways to Safety: Ontario's strategy in response to the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls. Co-led with the Ministry of Indigenous Affairs, this strategy is a five-year, cross-government commitment that seeks to address the root causes of violence so Indigenous women, children and 2SLGBTQQIA+ people can live in safety and security.

Throughout this past year Ontario continued collaboration with the Indigenous Women's Advisory Council and Indigenous partners to deliver on the strategy, as well as providing other services, supports and investments in collaboration with 12 other ministry partners. In March 2022, Ontario's Progress Report on Pathways to Safety was released, profiling progress on 37 initiatives ranging from education and health to justice and anti-Indigenous racism. Both the Pathways to Safety strategy and Progress Report were well-received by Indigenous partners. Ontario will continue to work with communities as the strategy continues to be implemented in 2022-23 and beyond.

Gender and Diversity Analysis

Through gender and diversity analysis training and tools, consideration of intersectional impacts and cross-ministry work, the ministry leads and influences work to improve outcomes for women and underserved groups across the province. Gender and Diversity Analysis (GDA) supports government to identify both positive and negative impacts of policies, programs and services on women, men, gender-diverse and racialized persons in Ontario. GDA helps identify equitable solutions to improve outcomes for everyone across Ontario.

In March 2021, the ministry developed and launched a GDA digital course hosted on the internal OPS training portal (LearnON). As of April 2022, 959 learners from across the OPS have completed the digital course and the ministry has delivered over 30 tailored workshops and promotional engagements on the importance of intersectional and equitable policy and program development. After having completed the digital GDA training, learners have reported significant increases in their knowledge and understanding of intersectionality, equity and equality, and the importance of Gender and Diversity Analysis on developing equitable and inclusive government initiatives.

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.

The objectives of the youth justice programs provided or funded by the ministry are to reduce re-offending, contribute to community safety and prevent youth crime through rehabilitative programming, holding youth accountable, successfully transitioning youth out of custody and creating opportunities for youth at risk.

There are a range of community-based and custody-based programs for youth who do come into conflict with the law that support and respond to their individual risks, needs and strengths.

All youth justice programs are aligned with the principles and provisions set out in the federal *Youth Criminal Justice Act* and the provincial *Child, Youth and Family Services Act, 2017*. The Youth Justice Continuum of Services includes prevention, diversion, probation, custody and detention, reintegration and rehabilitation, and community-based

programs. Included in this continuum of youth justice services are culturally relevant and gender-responsive programs intended to respond to the diverse needs of youth.

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 88% reduction in the number of youths admitted to custody and detention in Ontario from 2004-05 to 2020-21.

Table 3: Ministry Interim Actual Expenditures 2021-22

	Ministry Interim Actual Expenditures (\$M) 2021-22 *
COVID-19 Approvals	78.0
Other Operating	17,141.0
Other Capital	70.1
TOTAL	17,289.1
Staff Strength ** (as of March 31, 2022)	5,721.38

* Interim actuals reflect the numbers presented in the 2022 Ontario Budget.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2022-23

Ministry of Citizenship and Multiculturalism

Ce document est disponible en français

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PART I: 2022-23 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Ministry of Citizenship and Multiculturalism (MCM)'s vision is an inclusive and equitable Ontario where everyone can prosper and feel a sense of belonging. MCM does this by leading the government's anti-racism and anti-hate initiatives, promoting equitable economic growth and opportunity, and celebrating our diverse communities and heritage.

Ministry Programs

MCM contributes to government priorities through the delivery of public services in two key areas of responsibility: the Anti-Racism Directorate (ARD) and the Citizenship and Inclusion (C&I) Division.

ARD works to eliminate systemic racism in policies, practices, procedures, services and programs, and advance racial equity for Indigenous, Black and other racialized populations in Ontario. ARD is committed to building a more inclusive and responsive Ontario government to ensure all people are served equitably, with a plan that is grounded in evidence and research.

C&I division promotes economic growth and equitable opportunities, where all Ontarians can fully participate and prosper. The Community Inclusion and Youth Strategies branch of C&I focuses on improving outcomes for marginalized children, youth, families and communities across the province.

The Ontario Honours and Awards Secretariat of C&I recognizes exceptional individuals who are making a difference in the community, the province and the world by leading the delivery of Ontario's honours and awards, including fostering inclusive and vibrant communities through its volunteer recognition programs.

Following the announcement of a new Cabinet on June 24, 2022, the ministry mandate expanded to include Heritage, which was previously with the Ministry of Tourism, Culture and Sport (formerly Ministry of Heritage, Sport, Tourism and Culture Industries). Heritage programs celebrate and protect our cultural heritage resources.

MCM's strategic initiatives support government priorities of protecting Ontario's progress in the fight against COVID-19, building safer communities, creating jobs, and creating conditions for equitable economic and fiscal recovery.

Planned Activities and Continued COVID-19 Response in 2022-23

While the COVID-19 pandemic affected the health, social and economic well-being of Ontarians, the impacts were compounded for groups already facing barriers in society, including Indigenous, Black and other racialized communities. MCM is addressing disparities by embedding racial equity into economic recovery efforts and public service delivery. This includes economic empowerment programs like the Black Youth Action Plan and the Racialized, Indigenous Supports for Entrepreneurs (RAISE) Grant targeted to racialized youth, entrepreneurs and small businesses. The ministry will also explore ways in which it may engage with Faith-based communities to better understand the needs of those communities. MCM's efforts support the government's COVID-19 response and plans for a stronger, more inclusive and more equitable Ontario.

2022-23 STRATEGIC PLAN

MCM is committed to ensuring Ontario is a welcoming place for everyone to live, work and raise a family. In 2022-23, the Ministry will continue to support communities by addressing urgent needs highlighted by the COVID-19 pandemic, while providing a solid foundation for the province's long-term economic growth and recovery.

The Ministry will help build a better tomorrow by prioritizing programs that root out racism and hate, empower youth, families and communities, drive civic engagement, and support employers and entrepreneurs to create equitable opportunities for all. These future-focused programs and services will help to anticipate and meet the changing needs of a diverse population, workforce and province.

Building a stronger province through anti-racism

Systemic racism can create barriers and disparities for Indigenous, Black and other racialized communities in society. Eliminating systemic racism and advancing racial equity supports the social, economic and cultural development of society as a whole, and everyone benefits when individuals and communities are no longer marginalized. MCM provides anti-racism leadership and expertise to eliminate barriers and promote racial equity, leading to more opportunities for people and greater prosperity for the province.

Key priorities in 2022-23 include establishing provincial plans to combat systemic racism and hate, building anti-racism capacity in public sector organizations, and strengthening supports for local businesses and community-led programs.

The Anti-Racism Strategic Plan

- The Anti-Racism Strategic Plan is the province's commitment to address systemic racism and advance racial equity. In March 2022, the Ministry launched a review of the province's current strategy to assess progress and build on its foundation. MCM will continue to consult community leaders, partner organizations and the public to inform the provincial plan, with a whole-of-government approach to fight systemic racism, eliminate violence and hate, and empower communities, families and youth.

The Anti-Racism Anti-Hate (ARAH) Grant

- The \$3.2 million ARAH grant program supports community-led initiatives to increase public education and awareness of racism and hate, including anti-Indigenous racism, anti-Black racism, antisemitism, Islamophobia and anti-Asian racism. In 2022-23, the Ministry will fund and support local projects to help build local capacity, connect communities and deepen understanding of the impacts of racism and hate.

Anti-Racism Business Resources

- MCM partnered with organizations to co-develop resources for businesses, not-for-profit and public sector organizations to build anti-racist, inclusive and diverse work environments. The Ministry plans to launch these resources in 2022-23.

Ontario Grant to Support Anti-Hate Security Measures for Faith-Based and Cultural Organizations

- As part of the province's efforts to address hate in Ontario, this grant helps faith-based and cultural organizations protect their communities by funding essential safety and security measures. In 2022-23, the Ministry is investing \$15 million in the program to respond to the urgent needs of communities.

As one of the province's largest employers, the Ontario Public Service (OPS) has a responsibility to lead by example, while driving innovation and excellence in public policy development and service delivery. MCM champions and coordinates an anti-racism approach within the OPS to create respectful and inclusive workplaces, enhance program and policy design, and build anti-racism capacity.

In 2022-23, MCM is working to introduce two toolkits to support ministry partners, Broader Public Sector (BPS) organizations and the private sector to identify disparities and close service gaps.

- The Anti-Racism Impact Assessment (ARIA) Toolkit guides the review of policies, programs and services using an anti-racism lens, supports equitable decision-making, and contributes to quality improvements and better outcomes for all people of Ontario.

- The Race-Based Data Collection (RBDC) Toolkit supports the creation of culturally safe environments for the collection of race-based personal information with the goal of developing evidence-based solutions to address racial inequities. The toolkit is aligned with Ontario's Anti-Racism Data Standards.

MCM will continue to support Treasury Board Secretariat in advancing anti-racism within the OPS through the Roadmap Towards Racial Equity and will also roll-out the Anti-Racism Competency and Capacity training program for all employees.

Expanding economic opportunity to all

Ontario's economic recovery from the COVID-19 pandemic will be stronger if all Ontarians can access economic opportunity and fully participate in the workforce. MCM is working to create equitable opportunities for youth, small businesses and organizations across the province, especially for marginalized groups facing systemic barriers to success.

Key priorities in 2022-23 include programs that advance social and economic inclusion, resources that embed anti-racist and inclusive business practices across all sectors and workplaces, and forums that bring the voices of under-represented communities to government decision-making tables so no one is left behind.

The Black Youth Action Plan (BYAP)

- The BYAP economic empowerment stream provides targeted supports for Black youth, entrepreneurs and communities to recover from the effects of the COVID-19 pandemic, while building a future-oriented and talent-driven workforce for Ontario. MCM is providing \$14 million in funding in 2022-23 to assist community organizations and Black-led businesses in creating local programs that remove economic barriers to help more Black Ontarians access jobs, training and networks in high-growth sectors.

The Racialized and Indigenous Supports for Entrepreneurs (RAISE) Grant

- RAISE is a \$5 million service and grant program over two years to help more Indigenous, Black and other racialized entrepreneurs start and scale a business in Ontario, creating an inclusive economy. RAISE facilitates innovation and growth within the small business community by providing a one-time \$10,000 grant, culturally responsive support services, and access to business development training. The MCM initiative is delivered through the Digital Main Street program, the Ontario Business Improvement Area Association, and the Toronto Business Improvement Association, in partnership with other community organizations.

Anti-Racism Business Resources

- MCM is developing Anti-Racism Business Resources to support employers in building anti-racist, inclusive and diverse work environments where all Ontarians can contribute to the province's economy. The Ministry will work with partners to create resources and tools that address systemic barriers facing Indigenous, Black and other racialized people when entering the workforce, advancing in their careers, and seeking learning and professional development opportunities.

Premier's Council on Equality of Opportunity

The Premier's Council on Equality of Opportunity (PCEO) is an advisory group that champions community voices and provides advice to government on how to help young people succeed in Ontario's changing economy.

MCM is working with the PCEO to meaningfully review and improve certain government processes that advance economic growth and equitable opportunities in the following four focus areas:

- Youth participation in the economy;
- Community engagement review;
- Procurement review; and,
- Community grants review.

Recognizing the diverse achievements and exemplary contributions of Ontarians

Civic engagement and pride are building blocks for a strong, socially cohesive and inclusive province. MCM celebrates and recognizes the outstanding achievements of Ontarians who have left a legacy in the community, the province or the world, while encouraging civic participation, community leadership and volunteerism.

Key priorities for 2022-23 include administering and delivering the province's six honours programs, six awards programs and four volunteer recognition award programs that celebrate outstanding accomplishments of Ontarians on an annual basis.

Honours programs

- MCM will celebrate and honour the outstanding achievements of Ontarians through the Order of Ontario, Ontario Medal for Good Citizenship, Ontario Medal for Young Volunteers, Ontario Medal for Firefighter Bravery, Ontario Medal for Police Bravery and Ontario Medal for Paramedic Bravery.

Awards programs

- MCM will celebrate and recognize the outstanding achievements of Ontarians through the Champion of Diversity Award, Amethyst Award for Outstanding Achievements by Public Servants, David C. Onley Award for Leadership in Accessibility, Hilary M. Weston Scholarship, James Bartleman Indigenous Youth Creative Writing Award and Lincoln M. Alexander Award.

Volunteer Recognition programs

- MCM will celebrate and recognize the outstanding achievements of Ontarians in the volunteer sector through the delivery of the Volunteer Service Awards, June Callwood Outstanding Achievement Award for Voluntarism, Lieutenant Governor's Community Volunteer Award for Students, Ontario Senior Achievement Award, and the Ontario Senior of the Year Award.

MCM is working to embed inclusion, diversity and equity into program delivery, while promoting programs to encourage more Ontarians from all backgrounds all across the province to apply for and have the potential to receive provincial recognition.

Table 1: Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals	3.7
Other Operating	52.6
Other Capital	-
TOTAL	56.3

Note: Ministry Planned Expenditures includes Statutory Appropriations and Consolidations.
Numbers may not add due to rounding.

Detailed Financial Information

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23	Change from Estimates 2021-22		Estimates 2021-22*	Interim Actuals 2021-22*	Actuals 2020-21*
	\$	\$	%	\$	\$	\$
OPERATING EXPENSE						
Ministry Administration	2,388,200	2,388,200	100.0%	-	-	-
Anti-Racism Directorate	28,016,900	23,113,000	471.3%	4,903,900	9,703,900	5,204,945
Citizenship and Inclusion	25,837,600	2,915,300	12.7%	22,922,300	22,922,300	9,044,550
Total Operating Expense to be Voted	56,242,700	28,416,500	102.1%	27,826,200	32,626,200	14,249,495
Statutory Appropriations	64,014	64,014	100.0%	-	-	-
Ministry Total Operating Expense	56,306,714	28,480,514	102.4%	27,826,200	32,626,200	14,249,495
OPERATING ASSETS						
Anti-Racism Directorate	-	(2,000)	(100.0)%	2,000	-	-
Total Operating Assets to be Voted	-	(2,000)	(100.0)%	2,000	-	-
Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	56,306,714	28,480,514	102.4%	27,826,200	32,626,200	14,249,495

* Note that some figures for 2020-21 and 2021-22 have been restated to reflect transfers to/from other ministries and internal ministry realignments. Interim Actuals reflect the numbers presented in the 2022 Ontario Budget.

Historic Trend

Historic Trend Analysis Data	Actuals* 2019-20 \$	Actuals* 2020-21 \$	Estimates* 2021-22 \$	Estimates 2022-23 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not Including Assets)	11,485,133	14,249,495	27,826,200	56,306,714
		24%	95%	102%

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

Further information on the Ministry of Citizenship and Multiculturalism's programs and initiatives can be found at <https://www.ontario.ca/page/ministry-citizenship-and-multiculturalism>.

Other information about Ontario's Finances can be found at:

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

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

<https://budget.ontario.ca/2022/index.html>

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

The Premier's Council on Equality of Opportunity: An advisory group that champions community voices and provides advice to the government on how to help young people succeed in Ontario's changing economy and improve outcomes in marginalized communities.

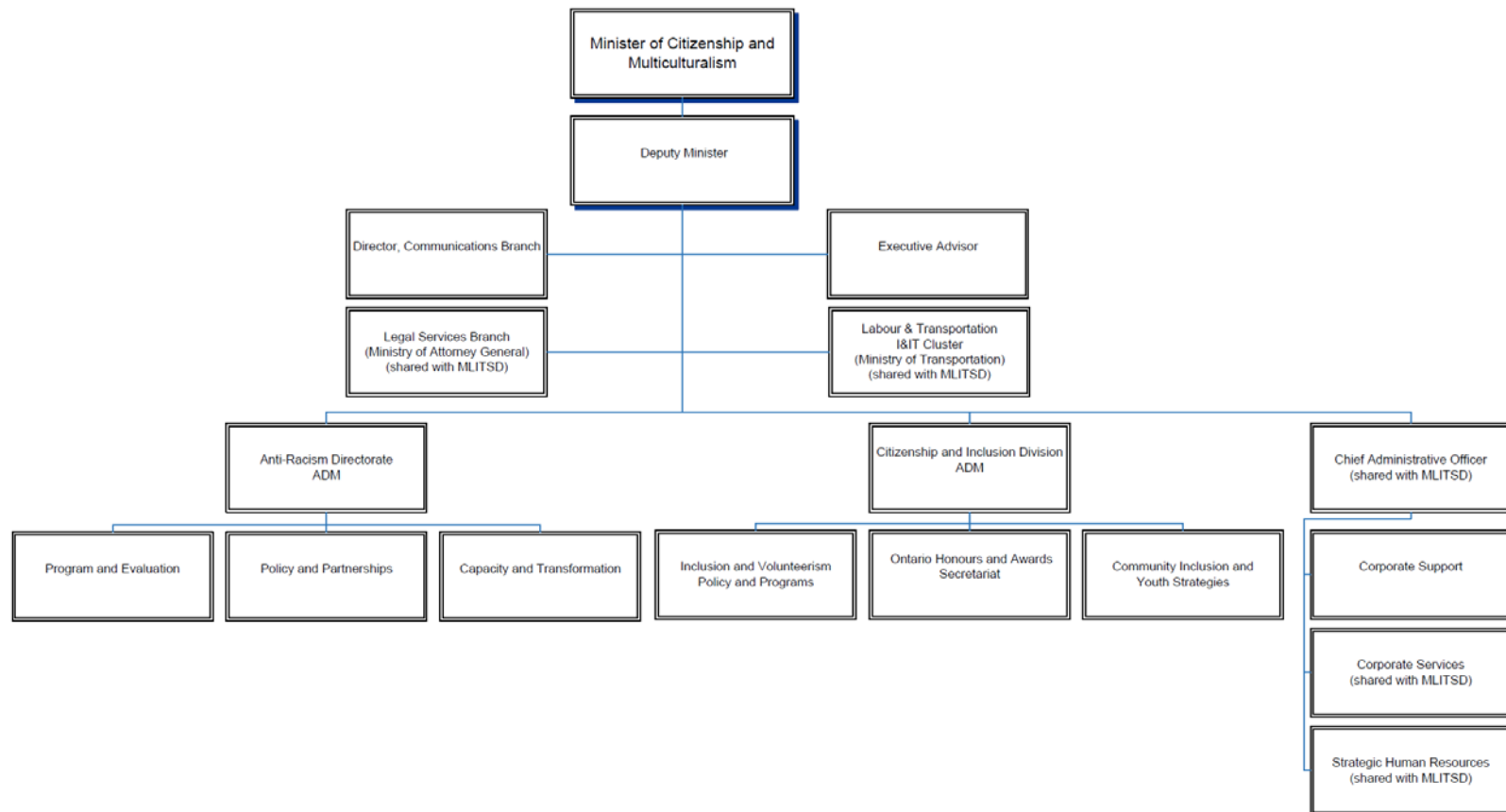
Advocate for Community Opportunities: An appointed Special Advisor who provides strategic advice to the Premier to improve outcomes in marginalized communities.

Ontario Honours Advisory Council: Provides advisory services through which it considers all nominations received and selects recipients who have the greatest merit for the honours of The Ontario Medal for Good Citizenship, The Ontario Medal for Police Bravery, The Ontario Medal for Firefighter Bravery, The Ontario Medal for Paramedic Bravery, and The Ontario Medal for Young Volunteers.

Advisory Council to The Order of Ontario: Provides advisory services through which it reviews and evaluates nominations received for The Order of Ontario and makes its recommendations to the Lieutenant Governor in Council of those who, in its opinion, merit an appointment to The Order of Ontario.

Expenditure (\$)	Vote-Item	2022-23 Estimates	2021-22 Interim Actual Expenditure	2021-22 Interim Actual Revenue
Premier's Council on Equality of Opportunity	4603-01	80,000	900	-
Advocate for Community Opportunities	4603-01	80,000	31,500	-
Ontario Honours Advisory Council	4603-01	12,000	-	-
Advisory Council to the Order of Ontario	4603-01	1,500	150	-
Total		173,500	32,550	-

MINISTRY ORGANIZATION CHART



Note: This is the Organization Chart as at May 30, 2022 prior to ministry changes announced in June 2022 or later. MLITSD refers to the Ministry of Labour, Immigration, Training and Skills Development.

ANNUAL REPORT

MCM was established in the summer of 2021 to build a more inclusive and equitable Ontario where everyone can prosper and feel a sense of belonging. The Ministry's mandate was scoped to include anti-racism and inclusion strategies, civic engagement and volunteer initiatives, and provincial honours, awards, and recognition programs to further strengthen the province's social fabric and economy. Government programs that strongly aligned with this mandate transferred to MCM from Cabinet Office, the Ministry of the Solicitor General, the Ministry of Children, Community and Social Services, and the Ministry of Heritage, Sport, Tourism and Culture Industries (now Ministry of Tourism, Culture and Sport).

COVID-19 Response in 2021-22 and Other Key Areas of Progress

The COVID-19 pandemic exacerbated the challenges facing Indigenous, Black and other racialized communities, resulting in greater disparities in society. These groups experienced higher health and safety risks, infection rates, job losses, economic obstacles and more. Ontario also saw an increase in racist, xenophobic and hate-driven violence, especially towards members of the Jewish and East Asian communities.

MCM engaged community and health partners to effectively respond to community needs and support an equitable response. The Anti-Racism Directorate convened a Communities-at-Risk Sub-Group to provide strategic advice to the COVID-19 Task Force on reaching vulnerable communities, laying the foundation for more equitable public services.

Similarly, the Premier's Council on Equality of Opportunity worked with government ministries, communities and young people to provide advice on how to address the disproportionate impacts of the COVID-19 pandemic on marginalized families and youth. This included advice on the province's COVID-19 vaccination plan for more equitable vaccine distribution, government programs and policies for youth impacted by the COVID-19, and better coordination across the health and education sectors to support youth facing mental health and addictions challenges.

MCM also launched new funding streams such as the Anti-Racism Anti-Hate Grant and the Racialized and Indigenous Supports for Entrepreneurs Grant, to promote a more inclusive economic recovery and partnered with communities to protect against racism and hate.

Building a stronger province through anti-racism

Understanding that much-needed solutions against racism and hate cannot come from government alone, MCM partnered with community organizations to co-

design and lead effective programs. The Ministry initiated consultations with stakeholders and the public to ensure new anti-racism strategies meet the needs of the diverse people of Ontario.

The Anti-Racism and Anti-Hate (ARAH) Grant program

- MCM developed the ARAH grant program in collaboration with community partners across Ontario. The Ministry issued calls for applications in September 2021 and January 2022 to support community-based initiatives that address all forms of racism and hate.

The Anti-Racism Strategic Plan – consultations and review

- The *Anti-Racism Act, 2017* requires the government to maintain an anti-racism strategy that is reviewed at least every five years. MCM launched an online survey in March 2022 to review the current strategy, better understand the lived experiences of systemic racism and identify emerging priorities. Consultations will continue in 2022-23 to inform the next provincial strategy.

Ontario Grant to Support Anti-Hate Security Measures for Faith-Based and Cultural Organizations

- In February 2022, MCM launched a \$25 million grant program to help faith-based and cultural organizations protect against hate-motivated incidents. This grant helps to enhance safety and security measures for communities. Funding was delivered for 2021-22 to organizations across the province.

Expanding economic opportunity to all

To support an inclusive economic recovery, MCM worked to remove systemic barriers facing Indigenous, Black and other racialized communities. The Ministry also supported entrepreneurs and employers to drive economic empowerment and improve anti-racism, diversity and inclusion in the workplace.

The Black Youth Action Plan (BYAP) – economic empowerment

- In February 2022, MCM launched three new funding initiatives under the BYAP economic empowerment stream to help community organizations and Black-led employers build pathways to jobs in high-opportunity sectors. The three initiatives (Career Launch, Career Advance, Sector-Innovation Networks) will improve access to jobs, skills development, training, work placements and professional networks.

The Racialized and Indigenous Supports for Entrepreneurs (RAISE) Grant

- In February 2022, MCM and partners launched a new \$5 million service and grant program over two years to support Indigenous, Black and other racialized entrepreneurs to start and scale their business.

Anti-Racism Competency and Capacity (ARCC) Building Program

- MCM continues to develop and gradually roll-out the Anti-Racism Competency and Capacity (ARCC) Building Program, a series of foundational applied learning programs to help equip public sector organizations and their employees with the anti-racism knowledge, skills and tools needed to build public services that are more inclusive, equitable and responsive to the needs of all peoples of Ontario.

Supporting youth, families and communities

MCM worked to address racial inequities for children, youth and communities to help everyone in Ontario reach their full potential. The Ministry supported culturally focused programs that promote family well-being, strengthen pathways to school, post-secondary education and careers, and reduce youth violence, as well as forums that champion community voices in government decision-making.

The Black Youth Action Plan (BYAP) – child welfare

- In 2021-22, MCM supported the MCCSS Child Welfare Redesign strategy by leveraging existing funding relationships with BYAP service providers in the Innovative Supports for Black Parents program (ISBP) and the Network for the Advancement of Black Communities (NABC). ISBP programs have proven to strengthen child, youth and family well-being through high quality, culturally appropriate community-based services that develop more productive relationships between parents and children, empower parents/caregivers to help avoid institutions, and increase parents'/caregivers' understanding of how to parent within the Canadian context while recognizing and honoring their own cultural parenting. Eliminating discriminatory barriers and making services, including those that are prevention-focused, more inclusive, effective, and culturally appropriate for Black children, youth and families is key to a system change that will reduce overrepresentation.

The Premier's Council on Equality of Opportunity (PCEO)

- In 2021-22, the PCEO contributed to social and economic priorities for youth facing complex barriers, including rural, Indigenous, Black and other racialized youth. The PCEO heard from and shared expertise with ministries on policies

and programs to support youth and provided valuable policy advice to ministries on high profile issues, including Ontario's Anti-Racism Strategy.

Creating vibrant communities with the Ontario Spirit

As the COVID-19 pandemic tested the resilience of communities across the province, MCM recruited and mobilized volunteers to respond to any emergency.

Volunteer Corps Ontario

- In December 2021, MCM launched an emergency volunteer website and database to support the province's pandemic response. The Ministry expanded the program and launched Volunteer Corps Ontario in February 2022 to enhance the province's ability to respond to all emergencies, from health crises to natural disasters.

Recognizing the diverse achievements and exemplary contributions of Ontarians

MCM recognized the exceptional contributions of volunteers and civic leaders for their impact, whether local or global, during these unprecedented times.

Honours and Awards program highlights

- In 2021-22, in alignment with public health restrictions, MCM delivered six meaningful virtual ceremonies to recognize the achievements of outstanding Ontarians: Ontario Award for Paramedic Bravery, James Bartleman Indigenous Youth Creative Writing Award, David C. Onley Award for Leadership in Accessibility, Hilary M. Weston Scholarship, Lincoln M. Alexander Award and the June Callwood Outstanding Achievement Award for Voluntarism and the Volunteer Service Awards.
- MCM administered all 12 honours and awards programs and provided support to each of the selection bodies and Advisory Councils.
- MCM worked with the Ministry of Health to elevate the Ontario Award for Paramedic Bravery (a ministry-level award) to the Ontario Medal for Paramedic Bravery (with the status of a provincial honour medal program). This medal will honour paramedics for individual acts of outstanding courage while on or off duty.
- The Ministry launched the new Ontario Honours and Awards Nomination Portal in November 2021, a user-friendly and fully accessible system to modernize the way all 17 of the Ministry's award programs are delivered.

Table 3: Ministry Interim Actual Expenditures 2021-22 (\$M)

COVID-19 Approvals	4.0
Other Operating	28.6
Other Capital	-
Staff Strength** (as of March 31, 2022)	100.0

*Note: Interim Actual Expenditures reflect the numbers presented in the 2022 Ontario Budget.

** Ontario Public Service Full-Time Equivalent positions.

ACTS ADMINISTERED BY THE MINISTRY: 2021-22

Anti-Racism Act, 2017

Estimates Briefing Book 2022-23

Ministry of Colleges and Universities

Ce document est disponible en français

Part I: 2022-23 Published Plan

Ministry of Colleges and Universities

PART I: 2022-23 PUBLISHED PLAN

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MINISTRY OVERVIEW

Ministry's Vision

Ontario's postsecondary system prepares students and job seekers with 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 growing the province's economy after 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, innovation and help attract and retain world-class talent. The ministry's focus on the Intellectual Property (IP) Action plan prioritizes the generation, protection, management and commercialization of IP in the postsecondary and innovation sectors to maximize the value of Ontario-grown research and innovation.

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 protecting people's health and the economy.

COVID-19 Response

Since the start of the pandemic, the ministry took action to protect the health and safety of Ontario's students, faculty and staff at all of the province's postsecondary institutions. From the early onset of COVID-19, the ministry consulted with postsecondary partners to support students' academic success and to identify a path forward. Some of the ways the ministry supported students and postsecondary institutions included:

- Provided \$106.4 million in March 2021 for publicly-assisted colleges and universities to help address the financial impacts of COVID-19;

- Invested approximately \$35 million in mental health supports and services for postsecondary students at publicly-assisted colleges, universities and Indigenous Institutes. This funding is allocated under the ministry's Mental Health Services Grant, Mental Health Worker Grant, Indigenous Institutes Mental Health Grant, and will for the first time include the Northern Ontario School of Medicine (NOSM) University and Université de l'Ontario français (UOF); and
- Provided private career colleges with flexibility in meeting administrative requirements and temporarily moving in-class learning online to continue operations.

The ministry has continued to engage with sector stakeholders and partners to gain input on how Ontario can remain a global leader in postsecondary education as the province continues to recover from the COVID-19 pandemic.

A key area of innovation and transformation for the postsecondary sector is virtual learning. That is why the government is building on its initial \$50 million investment by committing an additional \$21.4 million over two years (2021-22 and 2022-23) to support the ongoing implementation of the Virtual Learning Strategy, including:

- A second call for proposals by eCampusOntario to build on the initial investments made to expand the capacity and quality of virtual learning in Ontario's postsecondary education sector;
- The creation of laptop and internet loaner programs through Contact North | Nord to support students who do not have access to these resources at home; and
- Enhancements to the infrastructure at Contact North | Nord online learning centres to make it easier for students and postsecondary institutions to access their services.

To support students to continue their learning during the COVID-19 pandemic, the ministry made significant updates to the policies and processes for students receiving OSAP support while attending private postsecondary institutions for the 2021-22 academic year. These policies were made permanent, to enable broader access to virtual learning at OSAP-approved private institutions. The shift to virtual learning has ensured stability for both institutions and their students.

The ministry has worked closely with the Ministry of Health and the Chief Medical Officer of Health (OCMOH) to ensure the postsecondary sector has up-to-date guidance and advice needed to support a safe return to in-person learning:

- The ministry issued the Postsecondary Education Health Measures Framework for Fall 2021 to the sector on August 3, 2021, to provide guidance to institutions on reopening their campuses.
- On August 17, 2021, the Ontario government announced it would make COVID-19 vaccination policies mandatory for postsecondary education (PSE)

institutions. Per the instructions issued by the Office of the Chief Medical Officer of Health on August 30, 2021, and updated on October 5, 2021, all postsecondary education institutions, with the exception of Indigenous Institutes, were required to have COVID-19 vaccination policies in place. On March 1, 2022, the instructions issued by the OCMOH which made COVID-19 vaccination policies mandatory in postsecondary education institutions were revoked. While these policies are no longer required, PSE institutions have the discretion to maintain vaccination policies on their campuses.

- Amendments were also made to *O. Reg. 364/20: Rules for Areas at Step 3 and the Roadmap Exit Step*, which, effective September 7, 2021, removed physical distancing requirements and capacity limits for indoor instructional spaces at all PSE institutions, with the exception to Indigenous Institutes that did not have a COVID-19 vaccination policy.

Ministry Programs

Ontario's postsecondary education and research sectors play a crucial role in making the province the economic engine of Canada with a highly educated workforce, a knowledge-intensive economy and world-class postsecondary education institutions.

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, 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 these sectors more important than ever in Ontario's economic growth.

Helping students succeed

Extending Tuition Freeze

The Ontario government is extending the current tuition freeze for colleges and universities by an additional year, through 2022-2023, providing financial relief and predictability for students and families seeking access to affordable postsecondary education.

The one-year extended tuition freeze for Ontario residents builds on Ontario's historic 10 per cent reduction in tuition for the 2019-20 academic year, and the subsequent two-year freeze from 2020-22. These reductions represent the first of their kind in Ontario's

history. The government's action to reduce and freeze tuition has provided students with tuition relief of about \$450 million annually when compared to tuition costs in 2018-19.

Ontario Student Assistance Program (OSAP)

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. Ontario has also expanded OSAP to eligible students enrolled in over 1,600 ministry-approved, quality-assured micro-credentials offered by postsecondary institutions in Ontario.

Students with Disabilities

Students with disabilities experience greater challenges in successfully completing postsecondary programs than students without disabilities. Funding aims to reduce barriers and help students with disabilities succeed, improving student outcomes by lowering attrition rates and raising completion/graduation rates of a vulnerable population.

Increased rates of graduation among students with disabilities will help these students successfully integrate into the workforce and contribute to the post-pandemic economic recovery.

In March 2022, the Postsecondary Education Standards Development Committee (PSE SDC) and Technical Sub Committee (TSC) submitted their final recommendations to Minister Cho, Minister of Seniors and Accessibility. On April 22, 2022, the recommendations were published on the [ontario.ca](https://www.ontario.ca) website. The Ministry of Colleges and Universities will continue to work with partners to make a positive impact on the lives of students with disabilities in postsecondary education in Ontario and is working with the Ministry of Seniors and Accessibility to determine next steps.

Better Supports for Victims of Sexual Violence

On September 16, 2021, the Ontario government moved forward with regulatory amendments under the *Ministry of Training, Colleges and Universities Act* and the *Private Career Colleges Act, 2005*, to help create a safer environment for students attending all publicly-assisted colleges and universities, as well as private career colleges.

These changes, which came into effect on March 1, 2022, require institutions to update their sexual violence and harassment policies to shield students from irrelevant questions during sexual violence investigations at institutions and ensure that they can safely bring forward complaints without fear of disciplinary action.

Supports for Students Affected by the Conflict in Ukraine

In response to the Russian military invasion of Ukraine, on April 6, 2022, the province announced a \$1.9 million Ontario-Ukraine Solidarity Scholarship to support students attending Ontario's publicly-assisted colleges and universities. Each \$10,000 scholarship will be awarded to individual students through their college or university based on merit and financial need in the 2022-23 academic year.

Support for the Health Care Workforce

The COVID-19 pandemic has highlighted how vital health care professionals are to the health and long-term care of people in Ontario. Now more than ever, we must build up Ontario's health care workforce to strengthen the health care system and ensure Ontarians have access to the high-quality care they need and deserve.

The ministry is taking significant steps to bolster and support the health care workforce in Ontario, including:

- Supporting the Ministry of Health to strengthen the nursing workforce by adding over 5,000 new and upskilled registered nurses (RNs) and registered practical nurses (RPNs) as well as 8,000 personal support workers (PSWs) to critical areas of the health care system through an investment of \$342 million;
- Re-launching a \$54.7 million financial support program for up to 4,000 new students at private career colleges in Ontario, which will help address the shortage of PSWs in the province; and
- Increasing enrolment in nursing and personal support worker programs at six Indigenous Institutes by investing \$34 million over four years. Funding will support Indigenous Institutes to provide culturally responsive education and training pathways for learners to prepare for careers as RNs, RPNs or PSWs. The investment will help participating Indigenous Institutes expand existing programs or create new ones to support the training of approximately 340 RPNs, 60 RNs and 400 PSWs over four years.

Ontario Learn and Stay Grant

In March 2022, the Ontario government announced \$142 million to encourage students to "Learn and Stay" in underserved communities. The initiative will start with \$81 million over the next two years to expand the Community Commitment Program for Nurses to allow for up to 1,500 nurse graduates each year to receive full tuition reimbursement in exchange for committing to practice in an underserved community.

Starting in Spring 2023, applications for a new Ontario Learn and Stay Grant will open for up to 2,500 eligible students each year who enroll in eligible programs in priority

communities and commit to stay and work in an underserved community after graduating. Students will be able to apply online for the grant to be eligible to receive full upfront funding for tuition, books and other direct educational costs.

Standalone Nursing

Ontario's model of nursing degree education now includes standalone Bachelor of Science in Nursing programs offered at publicly-assisted universities and colleges, in addition to collaborative university-college partnership programs.

Maintaining excellence in nursing education continues to be a priority for Ontario, while also expanding choice for students and providing greater autonomy to institutions. The ministry continues to work with postsecondary education partners to provide students with the education and skills they need for rewarding careers that fuel a responsive and high-skilled labour market.

The Ministry of Colleges and Universities works closely with the Ministry of Health to support the delivery of nursing degree education by Ontario's postsecondary institutions.

Clinical Education Expansion

Starting in 2022, the government is investing \$124.2 million over three years (\$41.4 million annually) to support the clinical education component in nursing education programs. This investment will enable publicly-assisted colleges and universities to expand laboratory capacity supports and hands-on learning for students providing opportunities for learners to demonstrate their knowledge in practical settings.

Medical Schools

Announced in March 2022, the Ontario government is significantly expanding medical school education in Ontario, adding 160 undergraduate seats and 295 postgraduate positions over the next five years. This expansion will support all six medical schools across Ontario, including the University of Toronto's new Scarborough Academy of Medicine and Integrated Health, the Queen's-Lakeridge Health Campus, NOSM University, Western University, McMaster University and the University of Ottawa. Medical seats will also be allotted to the new Toronto Metropolitan University (formerly known as Ryerson University) School of Medicine in Brampton when it becomes operational.

The expansion aims to increase access to family and specialty physicians and other health care professionals in every corner of the province.

NOSM University is critical to ensuring the availability of human health resources in

northern Ontario. Establishing NOSM University as an independent, degree-granting institution demonstrates the Ontario government's commitment to postsecondary education in the North and recognizes the important role the institution plays in providing students access to medical training.

Strengthening Postsecondary Education

Virtual Learning

Ontario has undergone an unprecedented shift in the postsecondary sector in response to the COVID-19 pandemic that has seen virtual learning become essential for delivering services and ensuring learning continuity.

The impacts of COVID-19 demonstrated that virtual learning is now essential to deliver education, and Ontario is positioning itself as a global leader by investing in virtual learning to increase capacity and expand virtual postsecondary education supports.

The government has now committed over \$70 million (2020-23) to support Ontario's inaugural Virtual Learning Strategy. The 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 its digital footprint and builds the skilled workforce needed to 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 - which improve access and drive innovation in virtual teaching and learning.

Virtual learning can 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.

Micro-credentials

Ontario is expanding training partnerships with employers and industry and continues to focus on a Micro-credentials Strategy that will be flexible, train people faster and rapidly meet labour market needs.

Ontario's first Micro-credentials Strategy, announced in Fall 2020, will help people retrain and upgrade their skills to find new employment.

In addition to dedicated funding for the strategy, funding to colleges and universities to purchase and renew modern, state-of-the art equipment will support them in delivering relevant, high-quality hands-on education to ensure graduates meet the needs of

Ontario's labour markets, including through increased access to micro-credentials.

To date, Ontario has funded three initiatives to support the development of micro-credentials that respond to regional labour market needs and strengthen partnerships between postsecondary education institutions and training providers and employers in Ontario. These include RapidSkills, pilots funded through eCampusOntario and the Ontario Micro-credentials Challenge Fund.

On December 15, 2021, the ministry announced that it is supporting the development of up to 250 new rapid training programs that will be available for enrolment in 2022. These programs were selected from the call for proposals for the \$15 million Challenge Fund. This is significant progress on the province's commitment to create industry-relevant micro-credentials at colleges, universities, Indigenous Institutes and private career colleges.

To support growth in short-duration training opportunities that support the job-readiness of Ontarians, the province has worked with eCampusOntario to develop a centralized online portal for micro-credentials. The portal, launched December 15, 2021, currently lists OSAP-eligible micro-credentials offerings from publicly-assisted colleges, universities, Indigenous Institutes and private institutions. Over 1,600 micro-credentials offered by Ontario's postsecondary institutions are currently OSAP-eligible.

The ministry has also moved ahead with the development of the Virtual Skills Passport Pilot Project in partnership with the Ontario Digital Service, the Association of Registrars of the Universities and Colleges of Canada (ARUCC), and eCampusOntario.

The pilot project will support eligible Ontario postsecondary institutions to adopt ARUCC's MyCreds™ digital credentialing platform that enables learners to access, control, and share their earned micro-credentials. The pilot will also enable technical enhancements to the platform and fund user research related to digital micro-credentialing.

eSports Scholarship

The government is investing \$1 million over two years in a scholarship for postsecondary students in eSports and related programs. Video gaming is a rapidly growing industry in the province, that contributed more than \$5.5 billion to the Canadian economy in 2021.

The program will be available through eligible publicly-assisted colleges and universities and will offer financial assistance to students enrolled in programs related to the video-gaming industry that may lead to a career in the video-gaming or eSports fields. Students will be awarded scholarships in Fall 2022.

Performance-based Funding

The government has introduced a new, historic, 'made-in-Ontario' performance-based funding model that links a larger portion of provincial college and university operating funding to student and economic outcomes, making the province a national leader in performance-based funding.

COVID-19 has created challenges for all sectors, including postsecondary education. To provide stability and predictability to Ontario's publicly-assisted colleges and universities, the government delayed the activation of performance-based funding for three years (2020-21, 2021-22 and 2022-23).

Institutions will continue to measure and report annual outcomes as initially planned pre-pandemic, gathering valuable data to inform decision making and help drive future improvements in the postsecondary sector.

Capital Funding

In the 2021 Ontario Budget, the government announced an investment in critical maintenance, repairs, upgrades and renewal of \$493 million over three years, starting in 2021-22, for Ontario's universities and colleges.

For the 2021-22 year, the government invested \$178 million in capital funding to help colleges and universities ensure that their students, faculty and staff have modern and safe learning environments.

The Ontario government will also invest \$90 million over three years, starting in 2021-22, to help colleges and universities renew and purchase modern, state-of-the-art equipment that increases students' virtual access to postsecondary education programs.

Ontario's colleges will receive \$60 million through the College Equipment and Renewal Fund. The remaining \$30 million will be allocated to the newly established Training Equipment and Renewal Fund for universities.

For the 2021-22 year, Ontario's universities received \$10 million through the new Training and Equipment Renewal Fund, to help them renew and purchase equipment that supports the delivery of relevant, high-quality hands-on education, including increased access to micro-credentials.

The government's capital investments will allow institutions to address their deferred maintenance backlog, undertake critical repairs, modernize classrooms, upgrade technology and improve their environmental sustainability, while continuing to deliver a safe experience for students who were welcomed back to campus. A new Capital Grant

for Indigenous Institutes is also being introduced starting in 2022-23 to help address capital facilities maintenance and renewal needs to support stand-alone Indigenous Institutes serving Indigenous students.

College Degree Expansion

Introduced in April 2022 and echoed in Budget 2022, the government is expanding degree granting at publicly-assisted colleges. This includes introducing three-year college degrees in applied areas of study and increasing degree cap limits at colleges to offer greater flexibility to design and deliver programs that will provide more options for students to meet labour market needs.

Colleges will be encouraged to develop programs in areas where there are known workforce shortages, such as highly-skilled technology workers in the health care, digital, data, artificial intelligence, cybersecurity and process automation sectors. To support the growth and transformation of Ontario's auto sector, the government will also be looking for programs that help to prepare the talent needed to build the car of the future, as well as programs to support the development of workers who will help build the province's infrastructure, roads and transit.

Research and Innovation

Ontario is creating an ecosystem that attracts and retains the world's best researchers in Ontario and protects the value of their research for the benefit of Ontario. The province's research programs are important to the advancement of technologies and practices within education and business. That's why the government is working to make sure that the social and economic opportunities that result from discoveries made in Ontario benefit Ontarians and the Ontario economy.

The government encourages research and the commercialization of discovery in Ontario through:

- Supporting Ontario's research capacity in talent, infrastructure, and operations;
- Providing funding for basic, applied, and experimental research across disciplines; and
- Filling the gaps left by industry and the federal government, while leveraging maximum partner dollars.

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.

On January 14, 2022, the ministry announced an investment of more than \$240 million over three years to help advance research at five leading research institutes across the province. This investment includes funding for the Ontario Institute for Cancer Research, Ontario Genomics, Clinical Trials Ontario, the Fields Institute, and Compute Ontario.

Intellectual Property

Generating, protecting, managing, and commercializing intellectual property (IP) is critical for Ontario to create jobs, grow the province's innovation ecosystem, and support Ontario's competitive advantage in the intangibles economy.

The province launched its first Intellectual Property Action Plan to help strengthen the way Ontario generates, protects, manages, and commercializes intellectual property in the postsecondary education (PSE) and innovation sectors. A key component of this plan is a commitment to create a centralized provincial resource, Intellectual Property Ontario (IPON) to address critical gaps in the availability of intellectual property expertise and resources and to build IP capacity.

Intellectual Property Ontario is a new board-governed agency, established on January 4th, 2022, that will be the go-to resource for intellectual property knowledge, advice, and services to help individuals and organizations capitalize on their intellectual property and succeed in the global economy.

The government established Intellectual Property Ontario to increase access to intellectual property strategy advice, legal expertise, and educational resources across the province. IPON will also play an important role in supporting colleges and universities to maximize the commercial potential of Ontario-based research.

These initiatives will help drive long-term economic growth and ensure that Ontario taxpayers benefit from the Ontario-grown inventions and discoveries that result from publicly funded research and innovation.

2022-23 STRATEGIC PLAN

The Ministry of Colleges and Universities promotes excellence and equity in higher education, life-long learning and research.

Ontario's postsecondary system is a critical part of the economy, preparing students and job seekers with the high-quality education, skills and opportunities needed to get good jobs, and providing employers with a talented and skilled workforce to help them thrive and prosper.

Supporting research and innovation helps the province compete in the global economy and strengthens its intellectual property driving Ontario's COVID-19 recovery and growth.

A Plan for the Future

Ontario's plan for the future of higher education and advanced research will:

- Focus on meeting the needs of all students and equipping them to succeed in rewarding careers;
- Expand work-integrated learning through partnerships with employers and industry and continue to focus on a bold Micro-credentials Strategy that will be flexible, train people faster and rapidly meet labour market needs;
- Build a financially sustainable postsecondary education and research sector that is transparent and accountable;
- Build virtual learning capacity to set Ontario apart as a leader in the future of online learning and the knowledge economy;
- Invest in research, collaboration and innovation that will see Ontario expand the development and commercialization of intellectual property and help put Ontario back on the path to prosperity; and
- Create an ecosystem that attracts and retains the world's best researchers in Ontario and protect the value of their research for the benefit of Ontario.

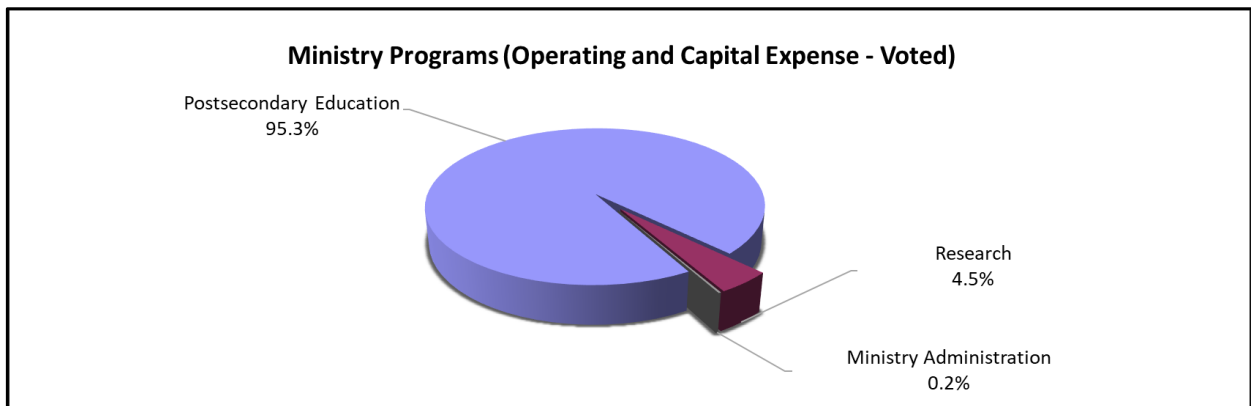


Table 1: Ministry Planned Expenditures 2022-23 (\$M)

Ministry Planned Expenditures 2022-23 (\$M)	
COVID-19 Approvals	10.7
Operating	10,162.7
Capital	609.7
TOTAL	10,783.1

Note: Total amount includes statutory appropriations and consolidations. Operating and Capital Assets are not included. Ministry is to provide up to \$10.7 million for Virtual Learning.

HIGHLIGHTS OF 2021-22 RESULTS

- Established the Northern Ontario School of Medicine University (NOSM) University and Université de Hearst (Hearst) as new, independent universities with degree-granting authority, effective April 1, 2022, acknowledging the critical role these institutions play in providing students with access to medical training and French-language studies in northern Ontario.
- Provided new pathways for nursing education with the launch of several new standalone four-year Bachelor of Science in Nursing degrees across the province, including: Canadore College, Cambrian College, Loyalist College, York University, Seneca College, St. Lawrence College, Sault College, Georgian College, Humber College, Nipissing University and Brock University.
- Committed to spending over \$200 million to train up to 16,200 personal support workers through publicly-assisted colleges, private career colleges and district school boards.
- Launched Intellectual Property Ontario (IPON), a new board-governed agency that will serve as a go-to resource for intellectual property (IP) expertise to help researchers and companies maximize the value of their IP, strengthen their capacity to grow and compete in the global market.
- Introduced the Commercial Mandate Policy Framework (CMPF) that will help publicly-assisted colleges and universities better commercialize their ideas and products generated through “Ontario made” research.
- Worked with the University of Toronto and Centre for International Governance and Innovation to update two foundational IP courses and make them available to the public for free. These courses will help innovators understand the value of protecting their ideas, ensure knowledge of essential building blocks and help them achieve better commercialization outcomes.
- Worked with eCampusOntario to launch a call for proposals for the development of an advanced curriculum that will address the complex learning needs of users looking to make informed strategic decision-making around IP generation and commercialization.
- In the 2021 Budget announced the government is investing over \$500 million over the next 10 years to support additional high-value research undertaken across Ontario’s universities, colleges, research institutes and research hospitals.
- Provided over \$70.4 million in research funding for 176 projects to help advance ‘Ontario made’ research and innovation at Ontario’s colleges, universities, research institutes and research hospitals through the latest rounds of the Early Researcher Awards program, Ontario Research Fund (ORF)-Research Excellence program, ORF-Small Infrastructure, ORF-College Industry Innovation Fund and ORF-Genomic Applications Partnership Program.
- In the 2021 Fall Economic Statement, the Province announced an investment of \$48 million over two years to support ground-breaking research initiatives at the Perimeter Institute, Sudbury Neutrino Observatory Laboratory (SNOLAB) and Advanced Research Computing facilities.

- Invested more than \$240 million over three years to help advance research at five leading research institutes across the province. This investment includes funding for the Ontario Institute for Cancer Research, Ontario Genomics, Clinical Trials Ontario, the Fields Institute, and Compute Ontario.
- Recognized leading researchers in the province for their contributions in the fields of chemistry, economic science, physics and physiology/medicine with annual John Charles Polanyi Prizes.
- Committed to spending up to \$34 million to help create nearly 9,000 paid innovative research internships and upskilling opportunities for postsecondary students and postdoctoral fellows.
- Supported the development and launch of Ontario's online micro-credentials portal that provides a comprehensive listing of all OSAP-eligible micro-credentials offerings from the province's publicly-assisted universities, colleges and Indigenous Institutes.
- Supported an accelerated, flexible French-language teacher education program through a partnership with the University of Ottawa that will address the critical shortage of French-language technological education teachers.
- Invested more than \$400,000 towards innovative training and hands-on learning opportunities for French-language nursing students in Ottawa so they can continue to receive world-class education during the COVID-19 pandemic.
- Supported nearly 900 postsecondary student internships to help businesses, start-ups and new entrepreneurial companies grow and protect "Ontario made" innovations, ideas and products.
- Provided \$15 million to accelerate the development of up to 250 rapid training programs and help people retrain and upgrade their skills to succeed in their current careers or find new employment through the Ontario Micro-credentials Challenge Fund.
- Implemented regulatory amendments that will help create a safer environment for students attending all publicly-assisted colleges and universities, as well as private career colleges, by ensuring 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.
- Ensured the continuation of important mental health and wellness programs and services at Indigenous Institutes with an additional one-time investment of \$700,000 in 2021-22.
- Supported the development of an Indigenous Self-Care in Indigenous Education and Resource Model by providing a one-time investment of \$250,000 in 2021-22 to the Indigenous Institutes Consortium.
- Invested \$583 million over three years to help colleges and universities provide a modern and safe learning environment for students, faculty and staff, both virtually and on campuses.
- Transformed virtual learning by supporting nearly 400 innovative projects at colleges, universities and Indigenous Institutes as part of the province's Virtual Learning Strategy that will provide students with more flexibility and access to high-

quality postsecondary education and retraining opportunities.

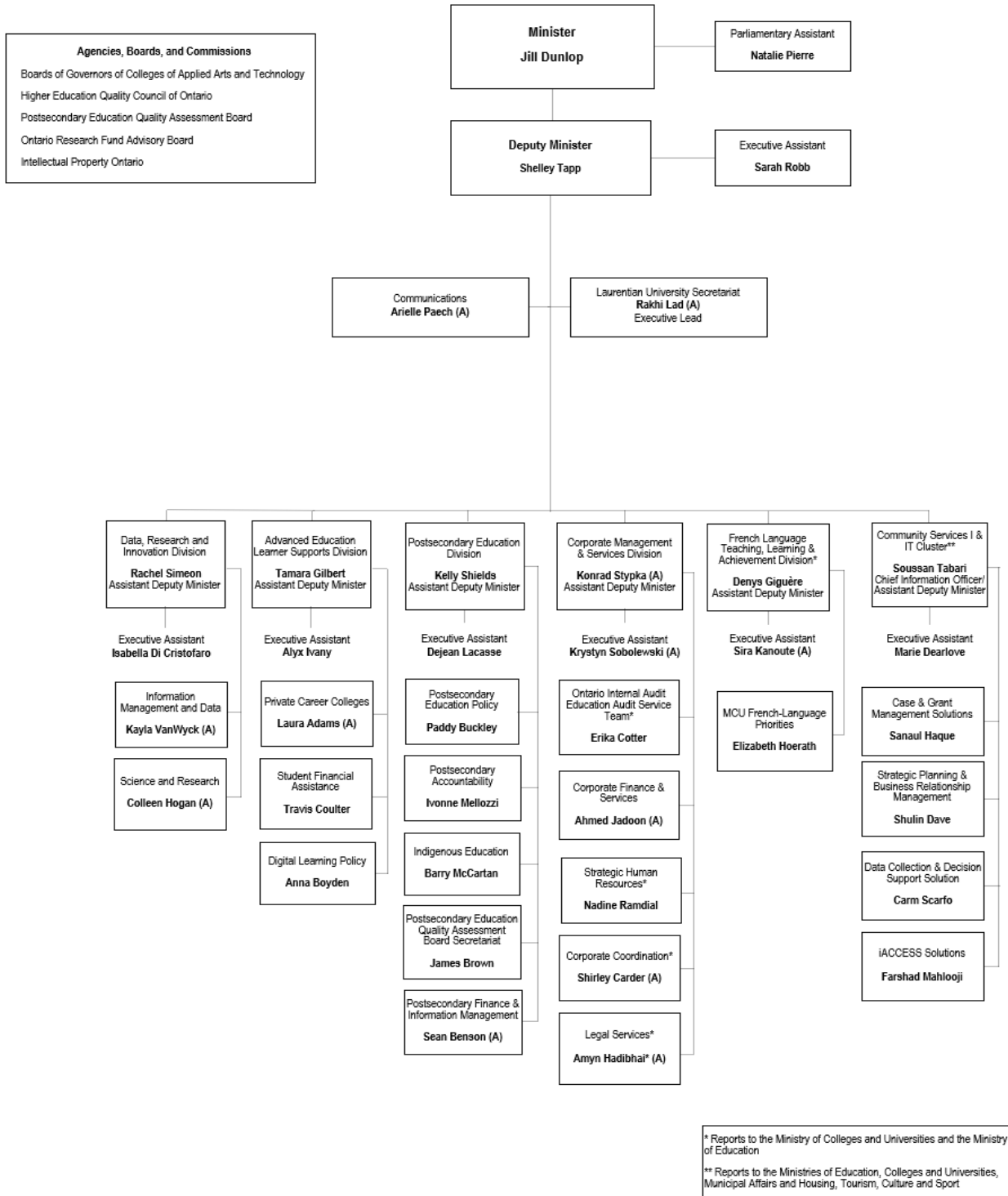
- Provided more flexible postsecondary education options for learners with \$10.7 million in funding to help provide access to and expand the suite of high-quality, market-responsive virtual learning programs and resources with support from Contact North | Nord and eCampusOntario.
- Extended the current one-year tuition freeze for colleges and universities by an additional year, providing more financial relief and predictability for families and students seeking access to affordable postsecondary education.
- Provided financial assistance through OSAP to approximately 420,000 students in 2021-22.
- Invested \$3 million over three years in the David C. Onley Initiative to build capacity of postsecondary institutions across Ontario to prepare students with disabilities to transition into the workforce.
- Updated program approval processes for publicly-assisted colleges and universities and made a commitment to more streamlined and transparent approvals.
- Announced that the government will be investing \$1 million over two years, in a scholarship for postsecondary students in programs that may lead to a career in video-gaming and/or eSports such as video-gaming, game development and game design.
- Recognized college graduates for contributing to the growth of the province's economy and improving lives through the Minister's Lifetime Achievement Award and the Premier's Awards for College Graduates.
- Provided Bursary funding to over 800 Indigenous students in 2021-22.

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

Name	Description	2022-23 Expenditure Estimates (\$)	2022-23 Revenue Estimates (\$)	2021-22 Expenditure Interim Actuals (\$)	2021-22 Revenue Interim Actuals (\$)	2020-21 Expenditure Actuals (\$)	2020-21 Revenue Actuals (\$)
Higher Education Quality Council of Ontario (HEQCO)	Through research and evaluation, HEQCO assists the Minister in improving all aspects of the postsecondary education sector, including improving the quality of education provided in the sector, access to postsecondary education and accountability of postsecondary educational institutions.	4,100,000	N/A	4,100,000	N/A	3,575,000	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	900,000	200,000	1,144,372	60,000
Intellectual Property Ontario (IPON)*	Intellectual Property Ontario provides expert IP advice and access to IP resources to help researchers and companies to maximize the value of IP, strengthen their capacity to grow, compete in the market, and enhance research and commercialization outcomes.	7,228,700	N/A	101,446	N/A	0	N/A
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	0	N/A	0	N/A

*Funding is also provided by the Ministry of Economic Development, Job Creation, and Trade.

MINISTRY ORGANIZATION CHART



September 12, 2022

DETAILED FINANCIAL INFORMATION

Table 2: Total Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
OPERATING EXPENSE						
Ministry Administration	15,021,000	(105,600)	(0.7)	15,126,600	15,126,600	15,697,648
Postsecondary Education	6,460,412,500	19,421,800	0.3	6,440,990,700	6,130,407,200	6,063,648,786
Research	210,688,900	19,677,200	10.3	191,011,700	190,917,700	185,347,832
Total Operating Expense to be Voted	6,686,122,400	38,993,400	0.6	6,647,129,000	6,336,451,500	6,264,694,266
Statutory Appropriations	55,106,014	-	-	55,106,014	58,606,014	56,862,002
Ministry Total Operating Expense	6,741,228,414	38,993,400	0.6	6,702,235,014	6,395,057,514	6,321,556,268
Consolidation & Other Adjustments - Colleges	3,490,626,700	(9,799,600)	(0.3)	3,500,426,300	3,121,210,600	3,020,564,239
Operating Expense Adjustment - Student Assistance Interest Expense Reclassification	(48,979,900)	-	-	(48,979,900)	(48,979,900)	(10,162,919)
Consolidation & Other Adjustments - Hospitals	(8,792,300)	3,142,000	-	(11,934,300)	(11,934,300)	(16,299,667)
Consolidation & Other Adjustments - General Real Estate Portfolio	(656,900)	(3,100)	-	(653,800)	(639,800)	-
Total Including Consolidation & Other Adjustments	10,173,426,014	32,332,700	0.3	10,141,093,314	9,454,714,114	9,315,657,921
OPERATING ASSETS						
Postsecondary Education	352,500,000	(70,000,000)	(17)	422,500,000	387,500,000	197,638,807
Total Operating Assets to be Voted	352,500,000	(70,000,000)	(16.6)	422,500,000	387,500,000	197,638,807
Ministry Total Operating Assets	352,500,000	(70,000,000)	(16.6)	422,500,000	387,500,000	197,638,807
CAPITAL EXPENSE						
Postsecondary Education	212,322,400	34,195,600	19.2	178,126,800	178,126,800	173,020,900
Research	101,185,200	1,585,200	1.6	99,600,000	99,600,000	61,238,555
Total Capital Expense to be Voted	313,507,600	35,780,800	12.9	277,726,800	277,726,800	234,259,455
Statutory Appropriations	6,700,100	(360,500)	(5.1)	7,060,600	7,060,500	6,769,400
Ministry Total Capital Expense	320,207,700	35,420,300	12.4	284,787,400	284,787,300	241,028,855
Consolidation & Other Adjustments - Colleges	312,790,000	27,733,100	9.7	285,056,900	290,031,600	280,178,058
Consolidation & Other Adjustments - Hospitals	(23,336,400)	9,692,200	-	(33,028,600)	(28,028,600)	(11,142,451)
Total Including Consolidation & Other Adjustments	609,661,300	72,845,600	13.6	536,815,700	546,790,300	510,064,462
CAPITAL ASSETS						
Postsecondary Education	1,000	-	-	1,000	1,000	1,000
Total Capital Assets to be Voted	1,000	-	-	1,000	1,000	1,000
Ministry Total Capital Assets	1,000	-	-	1,000	1,000	1,000
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	10,783,087,314	105,178,300	1.0	10,677,909,014	10,001,504,414	9,825,722,383

* 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 2022 Ontario Budget.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2019-20* \$	Actuals* 2020-21 \$	Estimates* 2021-22 \$	Estimates 2022-23 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	10,519,156,538	9,825,722,367	10,677,909,014	10,783,087,314
		-7%	9%	1%

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

Actuals 2019-20 vs. Actuals 2020-21

- Decrease in 2020-21 expenses in the postsecondary education sector primarily due to students receiving benefits from federal government programs in response to the COVID-19 pandemic.

Actuals 2020-21 vs. Estimates 2021-22

- Increase in 2021-22 expenses primarily due to capital equipment and renewal funding and the expectation that student financial assistance will return to pre-pandemic levels.

Estimates 2021-22 vs. Estimates 2022-23

- Increase in 2022-23 expenses primarily due to funding for health human resources, research and capital facilities renewal.

APPENDIX: 2021-22 ANNUAL REPORT

2021-22 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.

Supporting research in Ontario is foundational to commercialization and innovation and to attract and retain world-class talent 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

In 2021-22, the Ministry of Colleges and Universities delivered on many key government priorities that support driving Ontario's economic recovery and prosperity.

The postsecondary education and research sectors play a critical role in building a better and brighter future for families, workers and businesses in Ontario.

That is why the Ministry of Colleges and Universities has worked this past year to:

- Ensure the strength of the postsecondary sector by building capacity and supporting financial sustainability and accountability to achieve outcomes that benefit students and help build Ontario's economy;
- Through innovative and transformational programs and investments, make sure publicly-assisted colleges, universities, Indigenous Institutes and private career colleges in Ontario are forward-looking and ready for the future by responding to both student and labour market needs;
- Support postsecondary student access to and success in postsecondary education through targeted supports including financial aid and mental health services;
- Protect the health care system through programs that accelerate and expand training for human health care professionals to ensure we build the health care workforce needed to serve the people of Ontario;

- Take action to protect Ontario's intellectual property making sure that Ontario made ideas benefit the people of Ontario;
- Strengthen Ontario's research sector, supporting discovery and innovation;
- Support the postsecondary sector in dealing with the impacts of COVID-19, through guidance, ongoing engagement and policies that protect the safety of students, staff and faculty; and
- Ensure sound financial management of government resources and a commitment to continuous improvement to increase efficiency and effectiveness of programs.

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.

Nursing Education

In 2020, the Ontario government introduced a new pathway for nursing degree education, offering more choices for students.

Ontario's model of nursing degree education now includes stand-alone Bachelor of Science in Nursing programs offered at publicly-assisted universities and colleges, in addition to collaborative university-college partnership programs.

Maintaining excellence in nursing education continues to be a priority for Ontario, while also expanding choice for students and providing greater autonomy to institutions.

The ministry continues to work with postsecondary partners to provide students with the education and skills they need for rewarding careers that fuel a responsive and high-skilled labour market.

Funding for Personal Support Worker Training

The government knows the important role PSWs play in Ontario's healthcare system. In 2021, the government invested over \$200 million to train up to 16,200 PSWs in the health and long-term care sectors, including:

- Funding of up to \$107 million under the Canada-Ontario Workforce Development Agreement to offer an Accelerated PSW Training Program, in

collaboration with Colleges Ontario, supporting the training of up to 8,200 PSWs at Ontario's 24 publicly-assisted colleges; and

- Funding of up to \$86 million to train up to 8,000 PSWs through private career colleges and district school boards. The private career college program was renewed for Summer 2022 targeting to bring an additional 4,000 students into PSWs training.

In March 2022, the government also announced:

- An investment of \$34 million over four years to increase enrolment in nursing and personal support worker programs at six Indigenous Institutes. Funding will directly support the development of new programs or expansion of existing programs, as well as student subsidies for those enrolled in nursing or PSW programs at their Indigenous Institute.
- Up to \$54.7 million to train up to 4,000 additional PSWs through private career colleges.

The government continues to work closely with the Ministries of Health and Long-Term Care, and postsecondary institutions to ensure that PSWs receive the skills and education needed for a high-quality PSW workforce in Ontario.

Making Postsecondary Education Accessible and Affordable

Freezing Tuition

The government is committed to ensuring that all qualified Ontario students have affordable access to high-quality postsecondary education.

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

For the 2021-22 academic year, tuition fees remained frozen at the 2019-20 levels for Ontario residents.

Ontario Student Assistance Program

The program demonstrated consistent excellence in OSAP delivery, providing financial aid to approximately 420,000 students in 2021-22 and approximately 200,000 students accessing repayment supports.

The postsecondary options that OSAP supports have also expanded. Students in eligible, independently delivered programs at Indigenous Institutes were eligible to apply for OSAP for the first time in the 2020-21 academic year, and students can also now apply for OSAP for over 1,600 eligible micro-credentials programs at both public and private institutions.

Indigenous Learning

Indigenous Institutes

Indigenous Institutes are a vital pillar of Ontario's world-class postsecondary education system. Ontario supports a postsecondary system that is accessible, respectful and inclusive for Indigenous learners.

The ministry also supports the Indigenous Advanced Education and Skills Council, which is recognized under the *Indigenous Institutes Act, 2017* and has key roles under the Act, in particular quality assurance and student protection for the pillar.

In 2021-22, Ontario invested \$24.8 million in the Indigenous Institutes Operating Grant to support the nine Indigenous Institutes in Ontario that provide access for nearly 1,400 Indigenous learners who might otherwise not participate in postsecondary education and training, particularly in northern and remote locations.

Ontario also invested \$1.1 million in the First Nations Technical Institute's First Peoples' Aviation Technology – Flight Program, which is the only Indigenous aviation postsecondary program in Canada.

Indigenous Student Bursary

The ministry continued to provide supports for Indigenous students in financial need, through the \$1.5 million Indigenous Student Bursary grant to colleges, universities and Indigenous Institutes.

Through this Bursary, \$1.5 million is disbursed to Indigenous learners each year:

- \$710,200 to universities;
- \$660,300 to colleges; and
- \$129,500 to Indigenous Institutes.

Indigenous Student Success Fund

The Indigenous Student Success Fund (ISSF) continues to provide \$18.2 million in funding annually to colleges and universities. This funding assists institutions in developing and delivering programs and services for Indigenous students, reducing barriers that prevent Indigenous people from accessing postsecondary institutions and increasing Indigenous community involvement in institutional governance and program development.

While college and university operating budgets provide additional support for the cost of Indigenous education, services and programs through general operating and tuition revenues, the ISSF provides a stable core source of funding for key Indigenous supports.

French-language Education

The government provides approximately \$78 million to support over 30,000 PSE students enrolled in French-language and bilingual programs in Ontario.

The Université de l'Ontario français, Ontario's first French-language university that is governed by – and for – Francophones, opened in September 2021, when it welcomed its first cohort of students at a new Toronto campus.

Also, legislation that came into force on April 1, 2022, makes l'Université de Hearst a second university governed by – and for – Francophones.

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.

In 2021-22, the government provided approximately \$72.5 million to assist universities, colleges and Indigenous Institutes in meeting their legal requirements to provide academic accommodations and services to students with disabilities.

Healthy Campuses

Supporting Mental Health

Mental health and addictions support is a priority for the Ministry of Colleges and Universities. The ministry is a partner in the multi-year Mental Health and Addictions Strategy, Roadmap to Wellness, launched on March 3, 2020 and led by the Ministry of Health.

In 2021-22, Ministry of Colleges and Universities invested approximately \$35 million in mental health funding to support the goals of the Strategy, including \$8.7 million announced in the 2021 Fall Economic Statement (FES). This included one-time funding for the Indigenous Institutes and the Indigenous Institutes Consortium as part of the government's investment into Indigenous-focused mental health, addictions and trauma supports to directly support community needs.

The investments helped bolster mental health, wellness and trauma-specific supports at institutions supporting a range of pre-existing initiatives, including the Mental Health Services Grant, Mental Health Worker Grant, Indigenous Institutes Mental Health Grant, and for the first-time provided allocations for l'Université de l'Ontario français and NOSM University.

Leader in Online Education

Virtual Learning

Ontario has undergone an unprecedented shift in the postsecondary sector in response to the COVID-19 pandemic that has seen virtual learning become essential for delivering services and ensuring learning continuity.

The impacts of COVID-19 demonstrated that virtual learning is now essential to deliver education, and Ontario is positioning itself as a global leader by investing in virtual learning to increase capacity and expand virtual postsecondary education supports.

The government has now committed over \$70 million (2020-23) to support Ontario's inaugural Virtual Learning Strategy (VLS). The 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 its digital footprint, and builds the skilled workforce needed to support Ontario's economy as it recovers from the effects of COVID-19.

The VLS builds on and leverages Ontario's existing digital learning organizations - Contact North | Nord (CN) and eCampusOntario (eCO) - which improve access and drive innovation in virtual teaching and learning.

Virtual learning can 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.

Hands-on Training

Micro-credentials

Ontario's first Micro-credentials Strategy was announced in Fall 2020, announcing \$59.5 million of funding over three years to help people retrain and upgrade their skills to find new employment.

In another first for any jurisdiction in Canada, in March 2021, the government announced the launch of OSAP for micro-credentials for ministry-approved, quality assured micro-credentials at publicly-assisted postsecondary institutions in Ontario.

The ministry also launched Ontario's micro-credentials portal on December 15, 2021, which was developed in partnership with eCampusOntario. The portal lists OSAP-eligible micro-credentials offerings from the province's publicly-assisted institutions.

In March 2022, the Ministry launched its first phase to expanded eligibility for OSAP for micro-credentials to private institutions (including private career colleges). Currently, there are over 1,600 micro-credentials that are OSAP-eligible at both public and private institutions in Ontario.

Experiential / Work-Integrated Learning

Experiential and work-integrated learning opportunities at Ontario's postsecondary education institutions help give students the experience they need to get in-demand jobs after graduation.

Through partnerships with eCampusOntario and Contact North | Nord – organizations that support the growth and delivery of online learning in Ontario – the government has created opportunities for virtual or technology enhanced experiential learning.

The government is supporting postsecondary student internships to help businesses, start-ups and new entrepreneurial companies grow and protect “Ontario made” innovations, ideas and products.

Through partnerships with Mitacs – an organization that fosters growth and innovation in Canada by solving business challenges with research solutions from academic institutions – the government has supported the creation of thousands of research internships for undergraduate and graduate students, and postdoctoral fellows.

This support for hands-on learning, and the efforts of employers, students, and postsecondary education institutions to expand opportunities, has made Ontario a national leader in experiential learning.

Sector Sustainability and Accountability

Strategic Mandate Agreements and Performance-Based Funding

Through the 2020-25 Strategic Mandate Agreements (SMA3) with Ontario's colleges and universities, a ‘made-in-Ontario’ performance-based funding model has been designed with key elements from national and international jurisdictions to link a portion of postsecondary operating funding to outcomes.

The government is taking a consultative, measured approach to support the sustainability of the sector. Due to the impacts of the COVID-19 pandemic, and to support the sustainability of the sector, the government delayed the activation of performance-based funding for three years (2020-21, 2021-22 and 2022-23).

Institutions will continue to measure and report annual outcomes as initially planned pre-pandemic, gathering valuable data to inform decision making, and help drive future improvements in the postsecondary sector.

Capital Renewal Programs

In 2021-22, the government provided \$144 million in capital funding to Ontario's colleges and universities as part of the Facilities Renewal Program (FRP), to help address the ongoing need for maintenance, repair, renovation and modernization of existing facilities.

As announced in the 2021 Budget, the ministry will provide support to postsecondary institutions by investing \$90 million over three years, starting in 2021-22 to assist with renewing and modernizing state-of-the-art equipment. This includes the new Training Equipment and Renewal Fund of \$30 million over the next three years, starting in 2021-22 for universities.

New, proposal-based components for capital renewal programs for colleges and universities leverage private sector partnerships and funding.

Major Capacity Expansion

In July 2020, the ministry announced an updated Major Capacity Expansion Policy Framework. The updated framework is applicable to all publicly funded postsecondary institutions for major campus expansions, considering both domestic and international students, academic programming tied to local labour market needs, leveraging existing and planned local infrastructure, community partnerships and alignment with government priorities.

Under the updated framework, the ministry announced support for a new Markham Campus for York University opening in Fall 2023 and a new Milton campus for Wilfrid Laurier University and Conestoga College opening in Fall 2024.

Private Career Colleges

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, including in priority sectors such as health and long-term care.

One of the government's priorities is reducing the administrative burden for private career colleges and making sure they can continue to deliver this valuable training to students by cutting red tape.

- Examples of recent initiatives to cut red tape for the sector include:
 - Modernizing requirements for online or hybrid learning to give more flexibility to the sector in designing and delivering programs; and

- Streamlining the designation process under the International Student Program (ISP) to make it easier for private career colleges to welcome international students to Ontario.

These changes will allow private career colleges to concentrate on providing learners with the skills-focused education needed to enter Ontario's workforce.

The ministry will continue to work with the sector to identify ways to reduce burden while ensuring strong protection for students.

Private career colleges play a key role in supporting Ontario's economic recovery by offering short-term, flexible, career-focused training to prospective students to help them enter or re-enter the workforce, attracting international students who will also contribute to the province's economic recovery.

International Students

International students enrich the academic, social and cultural life of the province's postsecondary institutions and communities. The government recognizes the critical role that international postsecondary education plays in fostering the talent, skills and future prosperity of the province.

International education also increases Ontario's competitiveness and prosperity, with international students at all levels of education directly contributing approximately \$12.3 billion to the provincial economy in 2018 (Canmac Economics Limited for Global Affairs Canada, 2020).

That is why the government works with Ontario's postsecondary institutions and federal government partners to create conditions that make it easier for everyone to access a high-quality education in the province. This includes administering the federal government's International Student Program and approving designated learning institutions to admit international students, as well as working with partners to ensure ongoing access to education for international students throughout the COVID-19 pandemic.

Laurentian University

There has been ongoing work to support the financial sustainability of Laurentian University in response to the unprecedented situation of a PSE institution entering the Companies' Creditor Arrangers Act (CCAA) process. The ministry's approach balances the importance of Laurentian to the local economy and PSE in northern Ontario and the responsible use of public funds.

Laurentian University has made progress in restructuring under the CCAA process and the government has taken steps to support Laurentian as the university continues its work toward setting sustainable operations.

Key actions included appointing an expert special advisor, establishing the province as Debtor-in-Possession Lender, instituting board governance changes, instituting more robust and regular reporting requirements and developing legislative changes to support a more viable future for the university.

The CCAA process is ongoing, with more phases and milestones for the institution as it prepares its plan for sustainable operations. The ministry will continue to work with the institution to monitor the process.

The ministry also supported Laurentian students through the launch of the Support Fund for Laurentian Students in Certain Discontinued Programs. In total, over \$0.2 million was provided through this fund to support 69 students and seven institutions who administered funding to eligible students.

Public College – Private Partnership Policy Review

In December 2021, the ministry announced the launch of a review of its public college – private partnership review, two years after the policy first launched in 2019.

The review will provide an opportunity for the ministry to assess the impact of the Directive on the sector and consider necessary adjustments to ensure it continues to support student success, program quality, college financial health, and a responsible, sustainable approach to growth.

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 and research institutes help grow Ontario's economy by developing talent and fostering discovery. They provide opportunities to train top students and research talent on leading-edge techniques and technologies, creating the in-demand workforce of the knowledge economy. And they support the generation of new knowledge and discovery that form the pipeline of innovations that will drive economic prosperity into the future.

As announced in Ontario's Action Plan: Protecting People's Health and Our Economy – 2021 Ontario Budget, the government is investing over \$500 million over the next 10

years to support additional high-value research undertaken across Ontario's universities, colleges, research institutes and research hospitals.

In 2021-22, over \$70.4 million was provided to help advance 'Ontario made' research and innovation at Ontario's colleges, universities, research institutes and research hospitals. The funding is being delivered through the Ontario Research Fund and Early Researcher Awards programs and will support the development of homegrown ideas, products and technologies.

The ministry has invested up to \$2 million in funding to enhance collaboration across the research sector.

In the Fall Economic Statement 2021, the province announced an investment of \$48 million over two years to support ground-breaking research initiatives at the Perimeter Institute, Sudbury Neutrino Observatory Laboratory (SNOLAB) and Advanced Research Computing facilities.

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 left by industry and the federal government, while leveraging maximum partner dollars (institutional, federal, and industry).

Intellectual Property

In 2021-22, the province made significant progress toward the implementation of the Intellectual Property (IP) Action Plan:

Intellectual Property Ontario

The Ontario government is continuing to support the province's innovators through the launch of its new agency, Intellectual Property Ontario (IPON). The new board-governed agency, established on January 4, 2022, will serve as a go-to resource for Intellectual Property (IP) expertise to help researchers and companies maximize the

value of their IP, strengthen their capacity to grow and compete in the global market.

The IPON Board of Directors was appointed on March 4, 2022. The agency is now focused on establishing agency operational capacity and hiring the management team and staff to prepare the foundation required for the provision of IP services and supports to the province's research and innovation sectors.

Commercialization Mandate Policy Framework

The ministry launched a Commercialization Mandate Policy Framework for all publicly-assisted colleges and universities that will guide them in adopting and implementing policies and practices that will improve commercialization outcomes. Alongside the launch of new IP supports and services through Intellectual Property Ontario, this Policy Framework will help position Ontario to harness the full value of the intellectual property generated by the postsecondary sector to support researchers and innovators and ensure that the benefits of commercialization remain in Ontario.

IP Curriculum

The ministry has also made significant progress in strengthening intellectual property literacy. Two updated foundational online IP courses are available in English and French through the University of Toronto and the Centre for International Governance Innovation. In parallel, the ministry has also worked with eCampusOntario to launch a call for proposals for the development of an advanced IP curriculum designed to meet the complex learning needs for users wanting to sharpen their ability to generate, protect and leverage their IP in a global context.

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.

Remembrance Scholarship

In memory of the 57 Canadians who perished in the 2020 fatal Ukrainian International Airline crash (Flight PS752) in Iran, the government has renewed the scholarship fund created in their honour for another year.

Thirty-four of the victims were part of Ontario's postsecondary community, and as such, the fund will disburse additional scholarship funding of \$10,000 to 57 students, one in memory of each victim.

Table 3: Ministry Interim Actual Expenditures 2021-22 (\$M)

Ministry Interim Actual Expenditures 2021-22 * (\$M)	
COVID-19 Approvals	21.35
Other Operating	9,433.36
Capital	546.79
TOTAL	10,001.50
Staff Strength** (as of March 31, 2022)	384.52

*Interim actuals reflect the numbers presented in the 2022 Ontario Budget.

**Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2022-23

Ministry of Economic Development, Job
Creation and Trade

PART I: 2022-23 PUBLISHED PLAN

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MINISTRY OVERVIEW

Ministry's Vision

The Ministry of Economic Development, Job Creation and Trade (MEDJCT) is focused on fostering a more competitive Ontario through job creation, innovation and economic growth for all Ontarians. The ministry seeks to drive economic growth in Ontario across five priority areas:

- Growing Ontario businesses of all sizes, with a special focus on small businesses
- Facilitating economic and job growth across sectors and regions
- Driving innovation
- Unlocking trade and investment opportunities
- Ensuring Ontario remains a competitive place to do business

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

The ministry knows that small businesses, innovators and entrepreneurs are the backbone of our economy. The province has reduced the cost of doing business by \$7 billion annually by cutting red tape and keeping taxes low, while making strategic investments to ensure a stable and competitive economy that creates jobs, opportunity and growth.

Jobs and opportunities are being created in every corner of the province. Since May 2020, Ontario has helped create nearly 1.3 million jobs, including 135,000 in the manufacturing sector, while continuing to lead Canada in job creation.

By making bold and strategic investments in advanced manufacturing, automotive and battery and electric vehicle manufacturing, life sciences, technology, and critical minerals, Ontario will attract new, good-paying jobs. These actions will further position the province at the centre of new global industries that will continue to build a stronger, more sustainable Ontario today and for years to come.

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

1. Small Business Growth: Focus on supporting small businesses as they recover from challenges brought on by COVID-19. This includes business advisory and funding programs to help businesses start, grow and bolster productivity, and developing policies and strategies to reduce burdens on Ontario businesses.

2. Advanced Manufacturing:

- **Automotive Strategy:** Position Ontario as the North American hub for developing and building the cars of the future through emerging technologies and advanced manufacturing processes. In 2022-23, the ministry plans to work with companies looking at Ontario to set up shop for their next major investment, support the production of hybrid and fully battery electric vehicles, electric vehicle battery and component production, and increasing exports of Ontario-made auto parts and innovations.
- **Advanced Manufacturing Strategy:** Boost the long-term competitiveness and resiliency of the advanced manufacturing sector through establishing an Advanced Manufacturing Council as announced in the 2022 Budget to bring together a cross-section of industry, community and academic stakeholders on a range of key themes, including technology development and adoption, building a green economy, making further improvements to Ontario's business environment and workforce development.

3. Invest Ontario: As Ontario's investment attraction agency, Invest Ontario will further strengthen the province's ability to compete against other jurisdictions around the world for new, high-value strategic investments in key sectors.

4. Life Sciences: Establish Ontario as a global biomanufacturing and life sciences hub leading in the development, commercialization and early adoption of innovative health products and services. The next step in establishing this vision is the launch of Phase I of Life Sciences Strategy.

5. Innovation and Critical Technologies: Foster a growing innovation and technology ecosystem by accelerating the development and adoption of critical technologies across key sectors and enabling access to start-up and scale-up services (Venture Ontario (formally Ontario Capital Growth Corporation, OCGC), Regional Innovation Centres and Ontario Centre of Innovation).

The ministry will continue to help Ontario businesses of all sizes grow especially those in strategic sectors such as automotive, aerospace, advanced manufacturing, life sciences and technology.

COVID-19 Response

As Ontario recovers from the impacts of the COVID-19 pandemic, the ministry is focused on building a stronger, more resilient economy.

During the pandemic, the ministry led several programs aimed at providing direct support for businesses. These programs included but were not limited to:

- **Ontario Together Fund** was established to help manufacturers retool their operations to produce personal protective equipment, critical supplies and equipment, and develop technology-driven solutions and services for business to reopen safely and to protect frontline workers. Ontario extended the fund in 2022 to help Ontario continue to strengthen the province's domestic supply chains, expand its manufacturing capabilities, and reduce its dependence on foreign supply chains. This extension of the fund brings the government's commitment to \$100 million.
- **Enhanced Digital Mainstreet** was established to support businesses with their digital transformation by providing a variety of services through the adoption of digital tools and technology. The program, which builds on the original Digital Mainstreet program launched in 2020, is investing \$10 million in 2022-23 to help businesses expand their digital footprint and extend their reach into new markets.

Building Ontario

As Ontario recovers from the pandemic, the ministry's role has evolved from direct support to a strong emphasis on growth of strategic economic sectors. This emphasis includes the following programs and initiatives:

- **Invest Ontario** was established through the *Invest Ontario Act, 2021* as a board-governed provincial agency with a legislated objective to secure private sector strategic business and capital investments that support economic development, resiliency and job creation in Ontario. Positioning Ontario as a top-tier destination for investment and job creation to support long-term economic growth continues to be a priority as outlined in the government's *2022 Budget, Ontario's Plan to Build: Rebuilding Ontario's Economy*. The \$400 million Invest Ontario Fund was created to support investments that provide sustainable positive economic, sectoral and regional impacts and generates high and quantifiable return for investment.
- **Advanced Manufacturing Innovation Competitiveness (AMIC) Stream** was launched in January 2022 to support small and medium-sized advanced manufacturing companies across Ontario. The provincewide, two-year program

helps companies invest in the equipment, advanced technologies and skilled workers needed to improve competitiveness, support growth, and create and retain jobs in every region of the province.

- **Ontario Vehicle Innovation Network (OVIN)**, the Province will invest \$56.4 million over the next four years to create the OVIN, which builds on successful elements of the Autonomous Vehicle Innovation Network (AVIN). OVIN will continue to accelerate the development of next generation electric, connected and autonomous vehicle and mobility technologies that will contribute to both the growth of Ontario's automotive sector and to a future of less carbon-intensive transportation. OVIN will also support Ontario's role as the manufacturing hub of North America.
- **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 2,570 manufacturers have registered more than 11,680 products with the CME to obtain the Ontario Made designation. Ontario is investing \$1M per year until 2023-24 to support enhancements to the Ontario Made program to reach more retailers and manufacturers, encourage participation and build awareness and recognition among consumers of Ontario-made products.

Ministry Programs

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

The ministry's top priorities include the following:

1. Job Creation, Retention and Economic Competitiveness

Creating and protecting jobs is a key priority for the ministry. Continuing to foster a globally competitive business climate by reducing red tape and unnecessary regulations makes Ontario an attractive place to invest. The ministry provides several business support programs to help companies modernize and create jobs. The ministry also works directly with Ontario small businesses to understand their unique opportunities and challenges. In addition, the ministry helps support economic growth and job creation by helping companies to export goods and services and diversifying sales globally.

The ministry is continually assessing the economic competitiveness landscape both domestically and internationally. The ministry will continue to protect existing jobs,

create new well-paying employment opportunities, and foster a resilient competitive economy that is innovation driven. Specifically, MEDJCT is focused on supporting economic growth by concentrating on the growth of small businesses, facilitating growth across sectors and regions, driving innovation, unlocking trade and investment opportunities, and reducing red tape and burden on businesses.

COVID-19 Response:

The province is focused on continuing to build Ontario's economy and the ministry is playing a vital role in that success. The province met the challenges head on with significant investments in programs, including:

- **Regional Development Program:** the Province invested more than \$100 million over four years in eastern and southwestern Ontario businesses and communities, while taking a new approach to supporting economic growth in these areas.
- **Advanced Manufacturing and Innovation Competitiveness Stream:** the Province is providing financial support to advanced manufacturing companies with a focus on small and medium-sized enterprises across Ontario. The investment provides support for capital equipment, technology adoption and skills development.

2. Entrepreneurship and Business Growth

The ministry continues to accelerate the launch and growth of start-ups and support entrepreneurs as they expand and grow. Start-up programs position Ontario businesses to overcome challenges, help them attract talent, capital and customers to succeed in Ontario and international markets.

The ministry supports entrepreneurship and business growth through its 17 Regional Innovation Centres (RICs) located across the province. These centres focus on innovative entrepreneurs, providing them with access to educational programming and mentorship to develop their business ideas and products, determine their market and access financing programs. RICs provide regional access points to programs and services that include training and workshops, market intelligence and connection to resources and funding partners.

In addition to the RICs, the ministry provides support and oversight to the Ontario Centre of Innovation (OCI). The OCI works to encourage 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 assists small and medium-sized enterprises in adopting emerging technologies. Examples of current programs delivered by OCI include:

- The Voucher for Innovation and Productivity (VIP) program that 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.

Scaling up small and medium-sized enterprises 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. To support small business digital adoption, the ministry is also creating a new Digitization Competence Centre (DCC). The DCC will provide training and supports to help small businesses modernize and grow through the adoption of digital technologies.

Additionally, the ministry has entered into a partnership with Futurpreneur Canada to help for young entrepreneurs across Ontario access collateral-free loan capital.

The ministry is also implementing an Entrepreneurship Strategy to better position the province as the fastest and most attractive jurisdiction to start up and scale up a business.

As announced in the 2022 Budget, the government is creating an Entrepreneurship Council to focus on a range of key themes that will support the development of a dedicated Entrepreneurship Strategy. The new Entrepreneurship Council will include leaders from across diverse sectors to advise on the issues facing Ontario entrepreneurs and small businesses, and actions needed to set them up for success.

COVID-19 Response

The ministry developed and implemented a range of supports to help small businesses and entrepreneurs to adapt, recover and remain competitive.

The **Digital Main Street** program helped more than 44,000 small businesses create and increase their digital presence during the pandemic. The Digital Main Street program has also been extended for another two years (2022-24) to support an additional 36,000 small businesses with their digital transformations.

The **Small Business Enterprise Centres** network conducted over 28,000 one-on-one consultations in 2021-22, providing advisory services, workshops, microgrants and mentorship to help entrepreneurs and small businesses.

3. Investment Attraction

The ministry works to promote Ontario as a premier destination for investment attraction and expansion, cutting red tape and burden for businesses, and providing specialized services to companies looking to come to Ontario. 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 continues to generate, advance and secure investment opportunities across the province.

With the establishment of Invest Ontario in 2021 as the province's investment attraction agency, MEDJCT and the agency are at the forefront of Ontario's efforts to attract and retain new business investment to the province.

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

- **Automotive and Automotive Battery Sector:** Over the 20last two years, Ontario has attracted \$16 billion in automotive, electric vehicle (EV) and battery related investments. This includes more than \$12.5 billion in EV and EV battery-related manufacturing investments.

A partnership between LG Energy Solutions and Stellantis will bring the first large-scale, domestic, electric vehicle battery manufacturing plant to Ontario. This historic \$5 billion project is the largest automotive manufacturing investment in the province's history and is expected to create at least 2,500 jobs. The plant will be located in Windsor and will produce leading-edge lithium-ion battery cells and modules to meet a significant portion of Stellantis' vehicle production requirements in North America.

- **Life Sciences Sector:** The province is partnering with federal and municipal governments to support Sanofi's \$925 million state-of-the-art vaccine facility in Toronto. The project will expand the facility to meet the growing demand for flu vaccines and to boost Canada's preparedness for future pandemics.
- **Steel Sector:** ArcelorMittal Dofasco and the Ontario government have partnered on a once-in-a-generation investment to transform the province into a world-leading producer of green steel. In February 2022, the government announced up to \$500 million to support to the \$1.8 billion project in Hamilton. The project will eliminate coal from ArcelorMittal Dofasco's steelmaking process and reduce carbon dioxide emissions by about three million tonnes

annually, which is equivalent to nearly one million cars coming off the road. This investment will ensure Ontario's manufacturing sector will have access to high-quality, low carbon emission steel.

- **Aerospace and Defense Sector:** The province announced support for MDA's \$100 million Space Robotics Centre of Excellence, which will house the design, development and manufacturing of the Canadarm3. MDA will create more than 700 jobs at its Brampton headquarters. The new building will feature state-of-the-art labs, manufacturing, R&D, assembly, integration and test facilities.

COVID-19 Response

The ministry is working to continue to build a strong and competitive business environment in Ontario. The ministry's ongoing efforts to create a climate for economic growth at home, by lowering the costs of doing business and reducing red tape, has positioned Ontario as a top location for investment and trade.

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

4. International Representation

In global markets, the ministry develops and implements marketing strategies and tactics that favourably position the province's key economic strengths while promoting Ontario as the best place to invest, work and live. The ministry continues 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.

In addition to trade missions, the ministry continues to deliver its suite of export support services programs, including exporter preparation, export educational webinars, one-to-one export and market advisory services, business-to-business meetings and in-market buyer programs to prepare companies to do business in their target markets. The ministry also ensures that Agents-General are situated in strategic markets while promoting Ontario's business interests abroad.

Ontario's international network includes:

- 15 Trade and Investment Offices (TIOs) around the world that work to raise the commercial profile of Ontario and promote the province as the premier place to invest and grow 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 new and existing trade agreements.

COVID-19 Response

COVID-19 has had a significant impact on Ontario companies' interprovincial and international sales and operations. Trade shows and international business development events around the world have resumed in-person activities, which is expected to support economic recovery.

Ontario's economy relies heavily on the export of goods and services, which accounted for nearly one-third of our GDP in 2020. One in five jobs depend on trade and it is critical that the province continues to support exporters.

5. International and Interprovincial Trade Policy

The ministry ensures that Ontario's interests are well represented in all trade matters by:

- leading Ontario's engagement on 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.

The ministry continues to strengthen Ontario's trade diversification by implementing Ontario's trade strategies to increase exports and diversify markets by leveraging Canada's strategic international trade and investment agreements.

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. This includes working with other Canadian jurisdictions to reduce administrative burden for businesses and foster economic growth, regulatory harmonization and trade.

COVID-19 Response

Ontario continues to build bridges and not barriers to trade. The ministry is continuing to grow a strong and competitive business environment in Ontario.

6. Regional and Sector Support

The ministry supports regional and sector-specific growth through a variety of initiatives. The ministry leads engagement with regional economic development stakeholders to better understand priorities, issues and opportunities. Sector experts 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 and advanced manufacturing.

In addition, the ministry leads and develops strategies for priority industries and sectors in partnership with industry, ministries, and other key stakeholders, including the development and implementation of the Driving Prosperity Auto Plan and the Life Sciences Strategy. These strategies have been informed by extensive stakeholder engagement, including minister-led regional roundtables, and have led to the establishment of new ministry programming, such as the Ontario Automotive Modernization Program (O-AMP) to support the adoption of leading-edge manufacturing processes and lean manufacturing practices. O-AMP was originally a three-year, \$10 million initiative (2019-2022), however, in August 2021, a three-year, \$12 million funding extension to O-AMP beginning in fiscal 2022-23 was approved as part of Phase 2 of the Driving Prosperity Auto Plan.

Ontario Vehicle Innovation Network (OVIN) supports recent proposed investments in Ontario's auto sector 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 and General Motors creating Canada's first large-scale commercial electric vehicle manufacturing plant at its Ingersoll facility.

To ensure that businesses across Ontario have the talent they need to grow, the ministry is also working across government and with businesses to identify and address business talent needs. Through the TalentEdge Internship Program (TIP), OVIN provides support for college and university students, recent graduates and post-doctoral fellows to work on industry-driven research and development projects related to automotive and smart mobility technology. In its application of business supports throughout Ontario, the ministry is working to ensure that program design and selection criteria consider regions' differing strengths, needs, and opportunities. The ministry works across all levels of government and with local economic development organizations to ensure that support is aligned with and targeted to regional needs.

COVID-19 Response

COVID-19 has impacted the ability of many companies to deliver upon their investment and project plans. However, as we are investing in our economy and working to ensure a steadier road ahead, the ministry is working with companies to ensure that support is aligned to regional requirements.

7. Technology and Innovation

The province continues to create optimal 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. The ministry supports business partners such as Regional Innovation Centres, which offer business support services to companies, including market intelligence, sector specialists, mentorship, talent acquisition and introductions to capital providers.

Furthermore, the ministry is working to implement the Intellectual Property (IP) Action Plan. The Action Plan helps to ensure that IP generation, protection, management, and commercialization are central goals of provincially funded innovation partners. In collaboration with the Ministry of Colleges and Universities, the ministry supports Intellectual Property Ontario, a provincial agency established in 2022, that will provide expert advice and access to IP resources to help researchers and companies maximize the value of IP, strengthen their capacity to grow, compete in the market, and enhance research and commercialization outcomes.

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 (NGN), an ultra high-speed digital infrastructure that support uses cases in various sectors including mining, smart agriculture, and high-tech firefighting;
- OVIN; and
- the Advanced Manufacturing Consortium.

The 2022 Budget committed \$106.6 million over three years for critical technologies initiatives that will support Ontario's advanced manufacturing and technology ecosystem by creating new opportunities for commercialization, preparing businesses for the future and increasing productivity. These initiatives will build on previous investments in this important area and strengthen economy.

The ministry continues 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: information and

communication technologies, financial services/fintech, life sciences and biomanufacturing, aerospace, connected and autonomous vehicles, battery and green technologies, steel and advanced manufacturing, agriculture, mining and forestry.

To fuel the growth of Ontario's most promising technology companies, Venture Ontario (formerly the Ontario Capital Growth Corporation – OCGC) was created to invest venture capital into Ontario's most promising companies, and to promote and develop the venture capital industry. Venture Ontario's \$378 million in investments have leveraged more than \$4.5 billion of growth capital. In addition to Venture Ontario, the ministry provides access to capital through the administration and oversight of the MaRS Investment Accelerator Fund (IAF). The IAF invests directly into Ontario companies from the seed to early stage of their development.

COVID-19 Response

Ministry staff are working with our external partners in our innovation ecosystem, including the Regional Innovation Centres and the Ontario Centre of Innovation to move through the impact of the pandemic on their organizations to deliver on their funding schedules. The ministry continues to act as the voice for business for companies in technology and life sciences sectors. Activities included 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 moved through the Ontario Together Fund process.

8. Red Tape and Regulatory Burden Reduction

The ministry plays an important role in supporting one of the government's core commitments of reducing red tape and regulatory burden to lower the high cost of doing business in Ontario and make Ontario companies more competitive, while demonstrating that Ontario is open for business. Working closely with the newly formed Ministry of Red Tape Reduction, MEDJCT helps to attract, retain, and expedite business investment by working across government to reduce unnecessary regulatory impediments. The government established a target to reduce the annualized cost of doing business in Ontario by \$400 million and to reduce regulatory requirements by one per cent annually. Ministries have reduced the annualized cost of doing business by more than \$450 million and reduced regulatory requirements by 6.5 per cent, exceeding both targets for the period commencing June 29, 2018.

COVID-19 Response

The ministry plays an important role in 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.

This endeavour includes providing advice and analytical support on minimizing potential regulatory burdens on business from regulatory proposals, along with the development of regulatory agreements with other Canadian jurisdictions to reduce administrative burden for businesses and foster economic growth, regulatory harmonization, and trade across Canada.

The ministry has also worked to provide support to potential suppliers of critical personal protective equipment to determine business readiness along with overseeing the procurement process in collaboration with ministry partners. Further, the ministry delivered the Tackling the Barrier's website for Ontarians which recommended changes to the compliance framework that supported business operations under the re-opening of businesses. Upwards of 1500 submissions were triaged, and 450 issues addressed. Many of the issues that were addressed as temporary rule changes are now being made permanent.

9. Regulatory Modernization

The ministry leads cross-government regulatory innovation, to modernize compliance activities to better protect the public by streamlining inspection services. Also, the ministry advises partners on regulatory modernization approaches including alternatives to regulation; and advances risk-based approaches to prioritizing regulatory activities and decision-making, while driving a stronger customer service culture. Additionally, the ministry is implementing the Small Business Success Strategy to position Ontario small businesses to compete successfully, both within the province and globally. The objective is to make it easier for businesses to succeed and to foster a robust economic climate.

COVID-19 Response

The ministry oversees the development and implementation of Ontario's Small Business Success Strategy, which supports recovery from the economic challenges created by the pandemic.

The pandemic had a significant impact on small businesses and entrepreneurs across Ontario and the strategy pivoted to respond to the issues 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.

10. Pandemic Response

The ministry plays a leading role in providing targeted relief for eligible businesses and people impacted by public health measures put into effect during the pandemic.

The ministry is leveraging existing relationships with businesses 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.

COVID-19 Response

The ministry invested \$40 million over two years (2022-23 and 2023-24) in to Digital Mainstreet which is aimed at better positioning 36,000 Ontario small businesses to compete and improve the productivity of their workers.

In addition, the ministry invested \$100 million in the Ontario Together Fund to help manufacturers retool their operations to produce PPE, critical supplies and equipment, and develop technology-driven solutions and services for businesses to reopen safely.

Further, the ministry provided support to potential suppliers of critical personal protective equipment to determine business readiness and overseeing the procurement process in collaboration with ministry partners.

2022-23 STRATEGIC PLAN

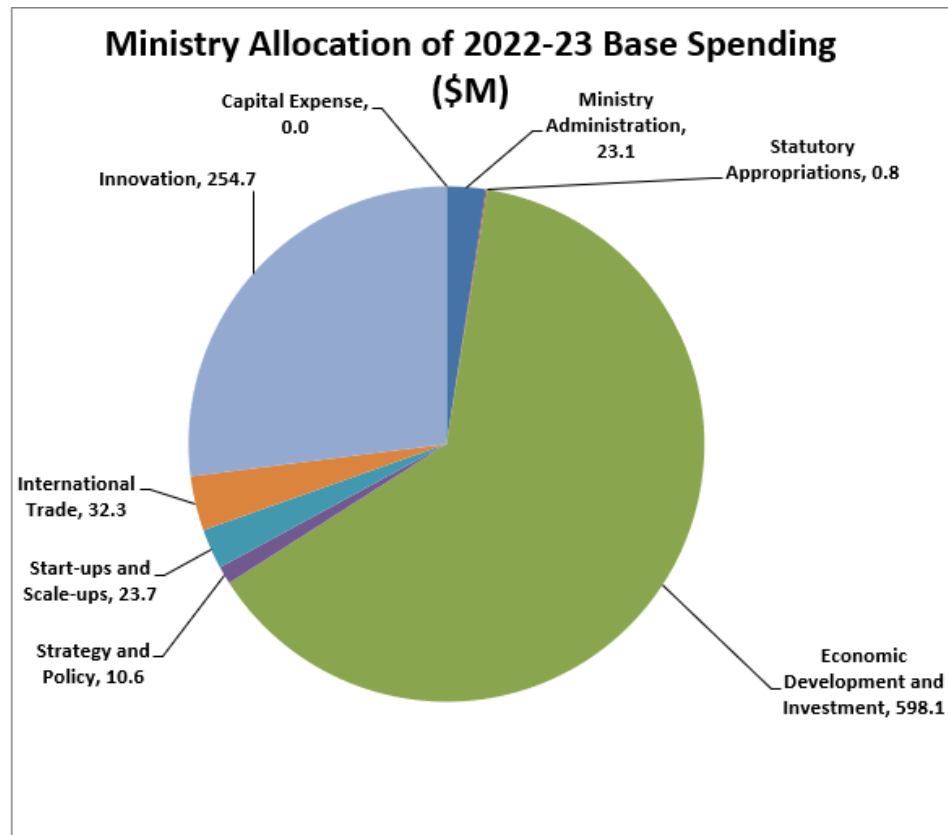
The Ministry of Economic Development, Job Creation and Trade will work with its partners in government and industry to build a strong and competitive business environment in Ontario. The ministry will continue foster a climate for economic growth at home, create well-paying jobs and position Ontario as a top location for investment and trade.

In addition to lowering the costs of doing business and reducing red tape, the ministry is working with business to ensure a stable and competitive economy that creates jobs, opportunity and growth. This includes business support programs like the Regional Development Program and strategic investments in key sectors such as automotive, advance manufacturing, life sciences and critical technology. Invest Ontario, the province's investment attraction agency, will also play a key role in furthering Ontario's economic growth.

The ministry is also modernizing its programs to ensure efficient delivery of services by streamlining outdated, overly complex and duplicative regulations and to improve regulatory compliance process. By reducing red tape and regulatory burden and creating a competitive environment where business can thrive, the ministry is focusing its efforts to support businesses and create good jobs for the people of Ontario.

A strong and innovative economy will provide jobs, opportunities and prosperity for all people across Ontario. That is why the ministry is working on province-wide strategies for automotive, advanced manufacturing, life sciences and critical technologies.

Table 1: Ministry Planned Expenditures 2022-23 (\$M)



Ministry Planned Expenditures 2022-23	
Operating Expense*	943,401,165
Capital Expense*	4,000
Total Expense	943,405,165
Operating Assets	10,001,000
Capital Assets	2,000

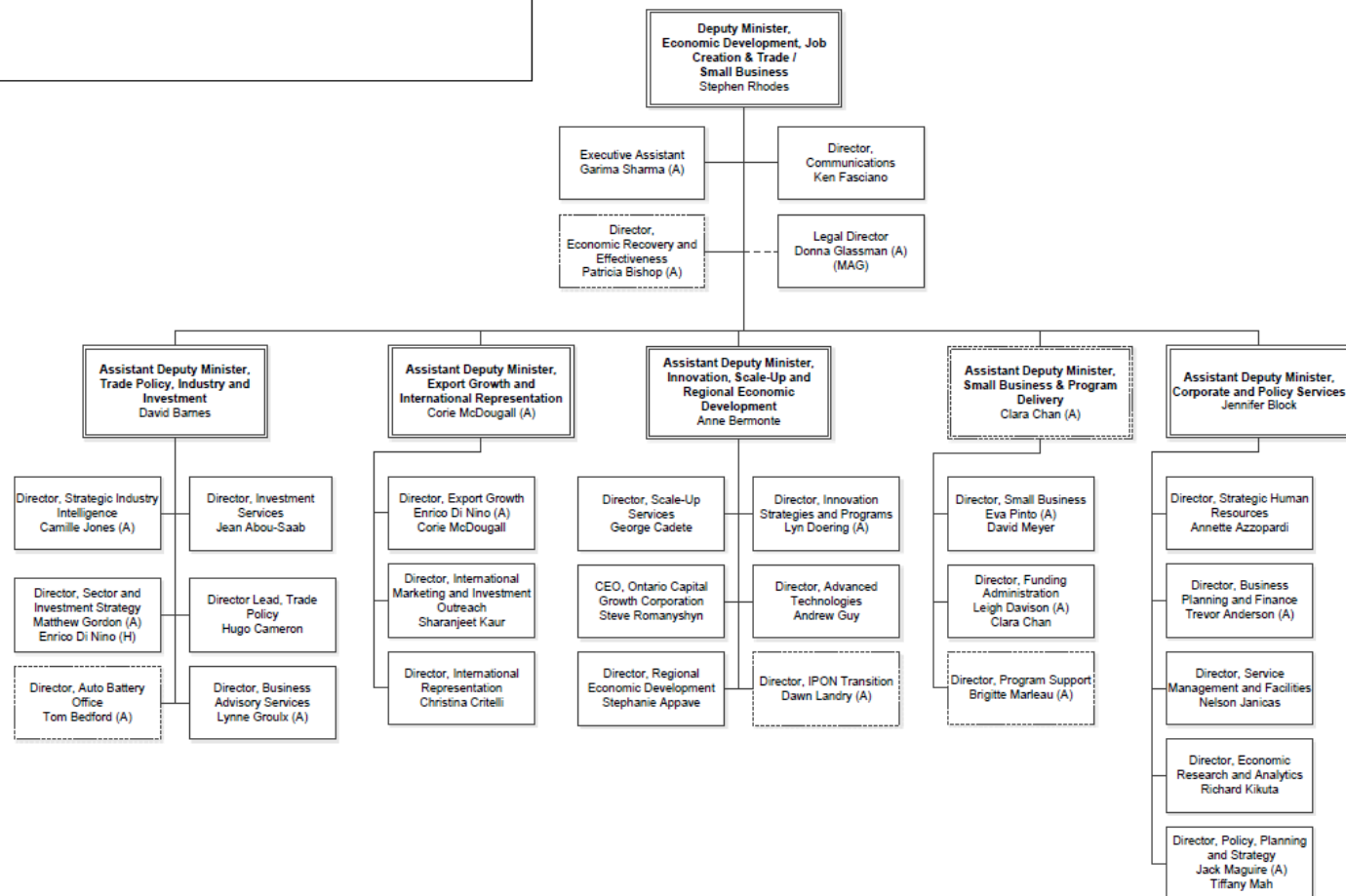
MINISTRY ORGANIZATION CHART

Ministry of Economic Development, Job Creation and Trade / Small Business Organizational Chart

October 2022

Legend:

Temporary
Position



AGENCIES, BOARDS AND COMMISSIONS (ABCS)

Venture Ontario

Venture Ontario, previously 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. In accordance with the legislation that established Venture Ontario, the agency:

- Makes investments in venture capital funds and technology companies;
- Provides advice to the province on venture capital matters; and
- Supports the development of Ontario's venture capital ecosystem and the implementation of the province's venture capital policies.

Venture Ontario's investments continue to perform well on all measures - returns on investment, leveraging additional funds and generating jobs and research and development. Through Venture Ontario, the province's \$378 million of investments in funds and companies have leveraged more than \$4.5 billion of growth capital. These high potential companies employ more than 7,300 people in Ontario and have cumulatively recorded approximately \$10.8 billion in revenues and approximately \$2.9 billion in R&D expenditures.

COVID-19 Response

The ministry continues to make and oversee venture capital investments into innovative companies including the Venture Ontario Fund and Venture Ontario Fund II:

- The \$100 million Venture Ontario Fund (VOF) managed by Venture Ontario strategically invests in select venture capital funds directed at key strategic sectors, such as life sciences, cleantech and information and communications technologies, and at funds directed at supporting companies at a mix of development from early to growth stages.
- In April 2022, Venture Ontario received approval for a \$200 million follow-on fund entitled the Venture Ontario Fund II (VOF II) that will continue to invest on the same terms as the VOF, once the VOF has committed the \$100 million. This initiative is capitalized from investment returns from past Venture Ontario investments.

Invest Ontario

Invest Ontario was established in April 2021 as 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.

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:

- Focuses on lead generation, structuring, and nurturing within selected sectors and clusters where Ontario sees globally competitive advantages.
- Operates with the flexibility to deploy highly skilled business teams operating at the pace of business.
- Customizes investment opportunity structuring, supported by sophisticated business development tools.

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.

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COVID-19 Response

Invest Ontario is supporting the Province's economic recovery and 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.

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

Intellectual Property Ontario

Intellectual Property Ontario (IPON) is a provincial agency that provides intellectual property (IP) resources and expertise to help researchers and companies innovate and maximize the value of their IP. The agency focuses on increasing access to services and resources that support the development, protection, and commercialization of IP to help advance economic growth and competitiveness in Ontario.

The ministry works with the Ministry of Colleges and Universities (the accountable ministry) to support successful service delivery. The agency will provide recommendations and support to the government, including the Minister of Colleges and Universities and the Minister of Economic Development, Job Creation and Trade.

COVID-19 Response

Through the pandemic we have seen how innovation drives technological advancements and health solutions. As we move forward with the economic, supporting innovative ideas and products, and leveraging them strategically, will be critical to Ontario's ability to create jobs and economic opportunities. Ontario is home to strong research and business talent; however, trends show that the province has been lagging in how we commercialize our IP.

Intellectual Property Ontario will address this challenge by providing sophisticated expert advice to help entrepreneurs and companies strategically manage their IP and harness their value. Strengthening our innovators' capacity to generate, protect and commercialize IP is key to driving innovation, and in ensuring Ontario benefits from our home-grown innovations.

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 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21* \$
OPERATING EXPENSE						
Ministry Administration Program	23,118,500	-	-	23,118,500	23,118,500	18,432,699
Economic Development, Job Creation and Trade Program	919,453,100	56,468,000	6.5	862,985,100	1,068,880,500	3,663,722,064
Less: Special Warrants						
Total Operating Expense to be Voted	942,571,600	56,468,000	6.4	886,103,600	1,091,999,000	3,682,154,763
Special Warrants						
Statutory Appropriations	829,565	300,000	56.7	529,565	529,565	211,324,236
Ministry Total Operating Expense	943,401,165	56,768,000	6.4	886,633,165	1,092,528,565	3,893,478,999
Consolidation Adjustment - Venture Ontario	(1,278,800)	56,200		(1,335,000)	(1,335,000)	2,162,915
Consolidation Adjustment - General Real Estate Portfolio	-	-				(116,388)
Total Including Consolidation & Other Adjustments	942,122,365	56,824,200	6.4	885,298,165	1,091,193,565	3,895,525,526
OPERATING ASSETS						
Economic Development, Job Creation and Trade Program	143,000,000	78,000,000	120.0	65,000,000	65,000,000	9,538,923
Less: Special Warrants						
Total Operating Assets to be Voted	143,000,000	78,000,000	120.0	65,000,000	65,000,000	9,538,923
Special Warrants						
Statutory Appropriations	-	-		-	-	-
Ministry Total Operating Assets	143,000,000	78,000,000	120.0	65,000,000	65,000,000	9,538,923
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)	942,126,365	56,824,200	6.4	885,302,165	1,091,197,565	3,895,525,526

* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2022 Ontario Budget.

Historic Trend Analysis Data	Actuals 2019-20* \$	Actuals* 2020-21 \$	Estimates* 2021-22 \$	Estimates 2022-23 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	578,773,760	3,895,525,526	885,298,165	942,122,365
		573%	-77%	6%
* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.				

For additional financial information, see:

<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:

Please contact:

Business Planning and Finance Branch

Ministry of Economic Development, Job Creation and Trade

Tel: (647) 289-4932

Fax: (416) 327-4239

LEGISLATION

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

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

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

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

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

Innovation Centre Governance Act, 2020, S.O. 2020, c. 36

Invest Ontario Act, 2021, S.O. 2021

Development Corporations Act, 1990., O. Reg. 4/22

GLOSSARY OF TERMS

AMC	Advanced Manufacturing Consortium
AMIC	Advanced Manufacturing and Innovation Competitiveness
C/AV	Connected and Autonomous Vehicle
CENGN	Centre of Excellence in Next Generation Networks
CLB	Canadian Language Benchmark
CPTPP	Comprehensive and Progressive Agreement for the Trans-Pacific Partnership
CUSMA	Canada-U.S.-Mexico Agreement
ENCQOR	Evolution of Networked Services through a Corridor in Quebec and Ontario for Research and Innovation
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
IvO	Invest Ontario
IP	Intellectual Property
IPON	Intellectual Property Ontario
KPI	Key Performance Indicators
MEDJCT	Ministry of Economic Development, Job Creation and Trade
MTO	Ministry of Transportation
NAFTA	North American Free Trade Agreement
O-AMP	Ontario Automotive Modernization Program
OCI	Ontario Centre 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
R&D	Research and Development
RIC	Regional Innovation Centres
RDP	Regional Development Program
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
TIO	Ontario's Trade and Investment Offices
VC	Venture Capital
VO	Venture Ontario

2021-22 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.

- In 2021-22 MEDJCT disbursed a total of \$193.2 million in business support program funding to the suite of Business Support Programs (Active and Legacy).
- MEDJCT's business support programs help build a more productive, innovative, competitive, and growth-oriented business environment, that supports job growth and upskilling. Through these supports, MEDJCT has built in many provisions and clawbacks to protect the province and to make sure the applicants are delivering on their promises. 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.
- As part of these efforts, the ministry is working closely with the ministries of Energy; Northern Development; Mines, as well as Ministry of Natural Resources and Forestry and Ministry of Agriculture, Food and Rural Affairs to serve businesses of all sizes across all sectors and regions of the province.

Regional Development Program

- Since the launch of the Regional Development Program in December 2019, the ministry has offered eight 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.

- Since November 2019, the Regional Development Program has announced Ontario support of over \$66 million, supporting total investment of \$716 million and helping to create 1,200 jobs through support for 60 projects.

Intellectual Property (IP) Action Plan

- As a component of the IP Action Plan, the ministry developed the IP Governance Framework that includes the following pillars:
 - o 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.
 - o 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.
 - o Processes and policies to ensure **IP is embedded in managements' key performance indicators (KPIs)**.
 - o **KPIs / Metrics to be reported through an 'Innovation Dashboard'**, which would ensure increased transparency.
 - o 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.
- Mandatory adoption of this framework has been built into the transfer payment agreements with the Regional Innovation Centres (RICs).
- As of March 31, 2022, all the RICs had fully implemented the requirements. Ongoing adherence to the framework will continue to be monitored and an annual 5% holdback of funding will be triggered based on continued compliance.
- In addition to the Regional Innovation Centres, this framework will apply to all of Ontario's innovation partners, including:
 - o Ontario Centre of Innovation
 - o Intellectual Property Ontario (IPON) research institutes, incubators and accelerators currently funded by MEDJCT or other ministries or those that will receive funding in the future.

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. 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.

Regional and Sector Support

- The ministry continues to support the development and implementation of priority sector strategies, this includes the launch of Phase Two of *Driving Prosperity* in November 2021, and the *Taking Life Sciences to the Next Level* in March 2022, as well of the upcoming establishment of an advanced manufacturing council and life sciences council.
- 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 Significant Employment Zones led by the Ministry of Municipal Affairs and Housing; Regional Transportation Strategies led by the Ministry of Transportation; and various funding programs led by the Ontario Ministry of Agriculture Food and Rural Affairs, Ministry of Energy, Ministry of Northern Development, Ministry of 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.
- 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.
 - o Over 30,000 submissions to the portal have been received for supplies, innovation challenges and ideas. As of March 15, 2021, 8,962 proposals to the innovation challenges and ideas streams have been evaluated, with 450 business cases requested.

Business Growth and Retention

- As a result of the ministry's work with over 4,000 established Ontario small and medium enterprises with tradeable goods and services, the Business Advisory Services branch facilitated more than \$660 million of new investment and over \$1.3 billion of economic activity in the province, which contributed to 5,660 jobs created and retained.
- The ministry continues to work with established firms to understand business needs and regional growth opportunities to build the capacity of SMEs to scale and grow. The ministry delivers comprehensive services tailored to business retention, expansion, recovery, and foreign direct investment (FDI) aftercare strategies to help individual businesses become more productive and competitive and to help address challenges and opportunities.
- Through this work with businesses, the ministry harnesses local and regional business intelligence that can inform policy and program design decisions that impact SME growth.

- o 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 manufacturers and stakeholders to support investment, including those funded through the Ministry's programs including the Regional Development Program (Southwestern Ontario Development Fund (SWODF), Eastern Ontario Development Fund (EODF), Advanced Manufacturing and Innovation Competitiveness (AMIC) stream), the Ontario Together Fund (OTF) and the Ontario Automotive Modernization Program (O-AMP);
 - 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) as well as to support business retention and expansion efforts including those related to local priorities, employee attraction, wealth creation, etc.

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.

- Through the Ministry of Francophone Affairs, MEDJCT 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

- The adoption of digital technology by Ontario's small businesses is necessary to remain competitive and recover during and after 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.
- Digital Main Street program helped more than 44,000 small businesses to create and increase their digital presence during the pandemic and generated over 1,800 jobs for new graduates, students, and youth. This includes:
 - o Over 18,000 independent businesses and artists who received support to create online stores through ShopHERE.
 - o Over 7,000 businesses received Digital Transformation Grants to help with costs of digital adoption.
- 64 Digital Service squads were funded in FY 2021-22 and this has now grown to 69 squads in FY 2022-23.
- The Digital Main Street program has also been extended for another two years (2022-24) to support an additional 36,000 small businesses with their digital transformations.

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.

Venture Ontario

VO's investments continued to perform well on all measures - returns on investment, leveraging additional funds, and generating jobs and R&D. Through Venture Ontario,

the province's \$378 million of investments in funds and companies have leveraged over \$4.5 billion of growth capital to venture capital funds a portfolio of promising companies.

These high potential companies employ over 7,300 people in Ontario and have cumulatively recorded approximately \$10.8 billion in revenues and around \$2.9 billion in R&D expenditures. As of December 31, 2021, the province's investments have a valuation of 1.58x multiple of capital

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.

Ontario Vehicle Innovation Network (OVIN) (formerly the Autonomous Vehicle Innovation Network (AVIN))

Also, under the Ontario government's *Driving Prosperity* plan and in partnership with the Ministry of Transportation (MTO), the government increased its investment in the Autonomous Vehicle 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.

In the 2021 Ontario Budget, the province announced its further investment of \$56.4 million over the next four years to create the Ontario Vehicle Innovation Network (OVIN), a key element of the province's Driving Prosperity Phase 2. Combined, Ontario's total investment in this flagship initiative is almost \$142 million.

OVIN builds on the success of AVIN, which has already supported 478 SMEs, attracted \$302.1 million in follow-on investment, \$147.6 million in co-investment, supported 77 commercialization partnerships, supported 419 internships and 54 year-long fellowships, and created or retained 2,980 jobs.

In 2021-2022, OVIN 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.

- Funding provided to support industry led R&D partnerships related to electric vehicles (EVs) and battery focused technologies resulted in 8 projects approved.
- 42 R&D partnership projects funded with a total project value of \$59 million, including \$21 million in provincial contributions, with 579 job placements facilitated through internships and fellowships.
- All seven Regional Technology Development Sites (Windsor-Essex, Waterloo, Hamilton, Toronto, Durham, Ottawa, and the Northern Development Site) are operational with 185 SMEs onboarded across all sites and with a total project value of \$32.2 million.
- 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.

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 (CENG N)

- ENCQOR and CENG N 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 has created a “first to market” advantage for more than 500 of Ontario’s SMEs and help them become global leaders in the 5G marketplace. As of May 2022, over 4,000 anchor-firm jobs and over 300 SME jobs have been created or retained, and the program has secured more than \$500 million in annual global research and development mandates for Ericsson and Ciena.

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), and Ontario Centre of Innovation (OCI)
 - o 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.

- o 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.
 - o 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.
 - o 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:
 - o Create new jobs
 - o Leverage investments
 - o Serve clients through training, expert advice and mentorship

MaRS Business Acceleration Program

- 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.

Ontario Centre of Innovation (OCI)

- 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 connector to link companies' technology development challenges to expertise and resources from academic institutions. It provides support and advice through:
 - o Pan-provincial reach and influence through a network with both public and private organizations
 - o Expertise in de-risking technology to accelerate commercialization

- o Company-centric approach to programs and supports
 - o Industry engagement and funding through project matching and attracting private investment
 - o On-the-ground, experienced business development and commercialization managers located across Ontario.
- OCI delivers two main commercialization programs on behalf of the ministry – Ready for Market Fund (R4M), formerly the Market Readiness (MR) program, and Collaborate to Commercialize (C2C), formerly the Voucher for Innovation and Productivity (VIP) program - designed to help early stage start-ups and SMEs advance the commercialization of their products and technologies and support their growth into scalable businesses.
 - A Soft Landing Program has been added to OCI's list of programs. It administers a program which is delivered by the Toronto Business Development Centre. (TBDC) that focuses efforts to bring entrepreneurs and their businesses 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 OVINA\, 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.

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. The ministry 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.

International and Interprovincial Trade Policy

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

- Launched negotiations with U.S. states 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 signed in December 2020.
- Advocated on behalf of Ontario's interests in Canada's ongoing international trade negotiations, including with the United Kingdom, India, Indonesia, the Association of Southeast Asian Nations (ASEAN) 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:
 - o 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
 - o Acting as Regulatory Reconciliation and Cooperation Table (RCT) Liaison to advance work on two items included on the RCT's 2020-21 work plan,

specifically the recently completed regulatory cooperation item to develop testing guidelines for automated and connected vehicles, and the regulatory reconciliation item related to implementing a federal mandate on electronic logging devices (ELDs) for interprovincial trucks (which is scheduled for completion in early 2023).

Investment Attraction

- The ministry provides a full suite of services and programs to help prospective clients at every stage of their investment journey, from lead generation to market entry and establishment, to retention and expansion. This includes offering discretionary, application-based funding programs to help land investments
- The ministry has assisted in landing 716 investment projects valued at \$18 billion, with 18,998 jobs created and 47,670 jobs retained. Top sectors of investment include Automotive, ICT, Life Sciences, Manufacturing and Steel. Additional new opportunities are currently being advanced. In 2021-22, the ministry provided site selection services and conducted more than 10 site searches for greenfield investment opportunities totalling \$3.9 billion in capital investment, and representing a potential of more than 3,700 jobs in the advanced manufacturing and life sciences sectors. To diversify its industrial site inventory for investment attraction, and complement the Investment Ready Certified Site Program, the ministry launched the Site Readiness Program, that will provide financial support to 12 industrial property owners to complete site preparatory work.
- Through the Job Site Challenge, a land development tool designed to increase Ontario's economic competitiveness by identifying large parcels of shovel-ready industrial lands across the province, 21 sites were evaluated, and three top sites selected.

11. Export Growth and International Representation

- In global markets, the ministry develops and implements marketing strategies and tactics that favourably position the province's key economic strengths while promoting Ontario as the best place to invest, work, live and succeed. Marketing positions the province as a place to grow a business and attract foreign investment, as well as to advance it as a global leader for exports while helping homegrown businesses flourish internationally.
- The marketing teams also assisted the Invest Ontario agency on key initiatives, including growing their presence on InvestOntario.ca, amplifying recruitment opportunities and related personnel announcements, and providing dedicated PR/communications support on their inaugural investment deal.
- 604 inquiries were triaged across various public inquiry channels of which 101 were investment-oriented; of those 22 entered the investment sales funnel and

could potentially create \$90 million in investment and 626 jobs.

- The ministry secured a new one-year transfer payment agreement (TPA) with the Waterloo Region Economic Development Corporation and continued to manage the multi-year TPA with Toronto Global. The goal of both TPAs is to support foreign direct investment attraction in the Toronto and Waterloo regions.
- The ministry has secured new trade and investment opportunities through the delivery of 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.

COVID-19 Response

- COVID-19 significantly impacted Ontario companies' international operations, including business development and sales. Throughout the pandemic, the ministry delivered its programs in a virtual format, working to maintain support for Ontario exporters.
- As economies around the world are now easing restrictions, we are seeing a return to in-person international business engagements. International trade shows and other business development events are once again taking place in person and the ministry is again welcoming international business delegations to Ontario.
- While some programming is still offered in a virtual or hybrid format where it makes sense to do so, the easing of travel and in-person event restrictions generally offer renewed opportunities for Ontario businesses.

Estimates Briefing Book 2022-23

Ministry of Education

Ce document est disponible en français.

Part I: Estimates Briefing Book 2022-23

Ministry of Education

Ce document est disponible en français.

PART I: 2022-23 PUBLISHED PLAN

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PART I: 2022-23 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry Vision

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 Ontario's child care and early years system. The ministry is committed to ensuring the province remains a leading education system, both in English and French.

Students are facing new, complex challenges as they continue their learning in a changing world. By ensuring Ontario's education system is modern, sustainable and responsive to emerging student needs, the ministry will ensure students are well prepared for success in school, work and life.

COVID-19 Response

The COVID-19 pandemic has caused significant disruption in the education sector in Ontario. Ensuring students have the supports needed to succeed as Ontario begins to emerge from the pandemic is a key ministry priority.

The ministry works 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 any emerging public health needs.

Key Performance Indicators

The ministry is committed to improving the results of all students across Ontario and focused on the following indicators to track our success.

Improving Math Scores

Increase the percentage of students who achieve at or above Level 3 on EQAO assessments of mathematics in Grades 3 and 6 and increase the percentage of students who achieve at or above Level 3 on EQAO assessments of mathematics in Grade 9. Following two years of learning disruption due to COVID-19, in August 2022, the ministry will have standardized assessment results for student achievement in literacy and math through the Education Quality and Accountability Office (EQAO). These results will inform new baselines in student performance with the opportunity to inform the agenda for student achievement moving forward.

Preparing Students for Post-Secondary Education & Employment

The ministry is committed to helping students develop and acquire the skills and knowledge needed to participate in Ontario's labour market and the changing economy by measuring targeted enrolment in job skills programs/courses. The ministry will maintain, and where possible, increase participation in the number of unique students enrolled in job skills programs, including Specialist High Skills Majors, Dual Credits, Ontario Youth Apprenticeship Program and in Technological Education and Cooperative Education courses.

The ministry issued Policy/Program Memorandum (PPM) 167 in February 2022, outlining a new graduation requirement that students must earn two online learning credits to obtain their Ontario Secondary School Diploma (OSSD). This new requirement will support the development of digital literacy and other important transferable skills that help prepare students for success after graduation and in all aspects of their lives, including postsecondary education and entering the workforce.

Equipping Students with the Skills they need for Science, Technology, Engineering and Mathematics (STEM)

The ministry is committed to promoting learning that will equip students with the skills they need to advance in the fields of Science, Technology, Engineering and Mathematics (STEM).

The ministry will track enrolment broken down by gender in both compulsory and elective courses that lead to preparedness for STEM success and increase the diversity and number of students enrolled in the program.

STEM courses include Math, Science, Computer Science, Engineering, Robotics, Computer Technology, and Automotive Technology.

2022-23 STRATEGIC PLAN

Ministry Programs

Kindergarten to Grade 12

The ministry provides policy and program direction, and financial support to district school boards, school authorities, and agencies. Ontario's annual [Grants for Student Needs \(GSN\) funding](#) is projected to be \$26.1 billion for the 2022-23 school year, while the average provincial per-pupil funding is projected to be \$13,059. This is the highest level of investment in education in the province's history.

The ministry will continue to oversee publicly funded elementary and secondary education, develop and publish curriculum, teaching and learning resources (including online learning courses and resources), set provincial standards and guidelines for assessment, evaluation and reporting for students who attend public or private schools in the province. The ministry will also develop and implement policies and programs that eliminate barriers to success and

support students in their education and career and career/life planning, including job skills programs such as Dual Credits and Specialist High Skills Major.

Ontario announced its Plan to Catch Up, which will help students catch up on learning, prepare for the jobs of the future and support their physical and mental health and well-being. This Plan is supported by significant investments, including investments for tutoring and other academic supports, and mental health supports. More details on these initiatives are included in the following sections.

Early Years and Child Care Programs

Ontario is committed to ensuring children and families have access to a range of high-quality early years and child care programs.

On March 28, 2022, Ontario and Canada signed a six-year, [\\$13.2 billion agreement](#) that will ensure that Ontario's families benefit from a high-quality child care system that is accessible, affordable, inclusive, and sustainable. In the upcoming year, the ministry will be working to implement the Canada-wide Early Learning and Child Care system and will be focussed on the immediate goals of lowering fees for parents of children six years of age and under, increasing child care spaces, and supporting the early years workforce. The government will support the reduction of child care fees, over four steps, to an average of \$10 a day per child under age six by September 2025. Beginning with a reduction of up to 25 per cent, to a minimum of \$12 per day, retroactive to April 1, 2022. In December 2022, parents will see another reduction. In total, fees for families will be reduced in 2022, on average, by 50 per cent, relieving parents of \$1.1 billion in child care costs.

In addition to licensed child care, the ministry funds 1,083 EarlyON child and family centres which deliver free, high-quality programs for families and children from birth to six years old.

Capital Programs

High quality, modern school buildings and learning spaces are an essential part of Ontario's education system. The ministry is committed to supporting healthy and safe learning environments that accommodate student needs.

For the upcoming school year, the ministry will continue to invest approximately \$1.4 billion to maintain and improve the condition of existing schools, including improvements for ventilation infrastructure.

To support the construction of 37 new school projects, including 23 with child care projects, the ministry will invest nearly [\\$500 million through the Capital Priorities program](#).

The ministry will continue to work in partnership with Infrastructure Ontario and several school boards selected from the 2021-22 round of Capital Priorities to explore innovative solutions for accelerated school construction. The Rapid Build pilot will leverage Infrastructure Ontario's rapid procurement and rapid delivery expertise to identify opportunities to deliver projects in

shorter periods of time so that students can take advantage of new and updated schools sooner.

Labour Relations

The current 2019-22 collective agreements with teacher federations and education worker unions will expire on August 31, 2022.

In 2022-23, the ministry will engage with labour partners to work together to enhance student achievement in a cost-effective and efficient manner.

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

COVID-19 Response

Since the start of the pandemic, the ministry has prioritized access to learning environments through licensed child care programs and schools, while protecting the health and safety of children, students, staff, and families.

To date the ministry has supported COVID-19 responses through a variety of comprehensive actions, including:

- directing remote or in-person learning as required to protect community health

- providing direction on health and safety measures to promote safe operation of licensed child care programs and in-person learning in schools, including guidance on masking, distancing and shared space
- supporting rollouts of COVID-19 testing and vaccination efforts
- allocating funding for comprehensive supports for schools and child care, where applicable, such as:
 - temporary staffing needs
 - school-focused nurses and testing
 - enhanced cleaning protocols
 - technology to support remote learning
 - mental health and special education supports
 - personal protective equipment
 - ventilation improvements for school spaces
- daily collection and publication of COVID-19 related data for schools and child care centres

More detailed highlights of the ministry's work to support the education sector through COVID-19 during the 2021-22 school year are included in the Annual Report section. Major highlights of critical COVID-19 related supports planned for the 2022-23 school year are outlined below.

As the province adapts our COVID-19 pandemic response to the evolving public health environment, the ministry continues to be committed to supporting a return to a more normal learning experience for students.

As of March 21, 2022, in alignment with community masking requirements, masks are no longer required for students, staff and visitors in schools, school board offices and on student transportation.

Given some students and staff may choose to continue to wear masks or eye protection, the government will continue to provide free masks for staff and students, and free eye protection for staff.

A number of protective measures will remain in place in schools for the rest of the 2021-22 school year, including rapid tests, ventilation improvements, screening and continued access to free PPE for students and staff.

Ontario's Plan to Catch Up

Ontario has announced its Plan to Catch Up, which will help students catch up on learning, prepare for the jobs of the future and support their physical and mental health and well-being. This Plan is supported by significant investments, including investments for tutoring and other academic supports, and mental health supports. The Plan includes five key components:

1. Getting kids back in classrooms in September, on time, with a full school experience that includes extra-curriculars like clubs, band, and field trips.

2. New tutoring supports to fill gaps in learning.
3. Preparing students for the jobs of tomorrow.
4. Providing more money to build schools and improve education.
5. Helping students with historic funding for mental health supports.

Tutoring Supports

Ontario is investing \$175 million to expand access to free publicly funded tutoring in small groups after school, during school, on weekends and over the summer.

The government is building on this program by committing an additional investment of \$225 million for direct payments to parents to help with the extra support their kids need to catch up.

Additionally, the ministry also expanded teacher-led, one-on-one digital tutoring through Mathify and Eurêka! so that more students can access these services.

More Money to Improve Education

To support high-quality education for our students, the ministry is providing \$304 million of time-limited funding to support the hiring of up to 3,000 more front-line staff.

Mental Health Supports

To support student mental health and well-being, in 2022-23, Ontario will be investing more than \$90 million for mental health promotion, prevention, and early intervention services. This includes \$10 million in new funding to be used to foster the resilience and mental well-being of all students and implement evidence-based mental health programs and resources.

Part of the 2022-23 funding will help to hire or retain the existing mental health workers in schools, including retaining the 180 mental health professionals that are providing critical supports directly to students in secondary schools across the province since 2018-19.

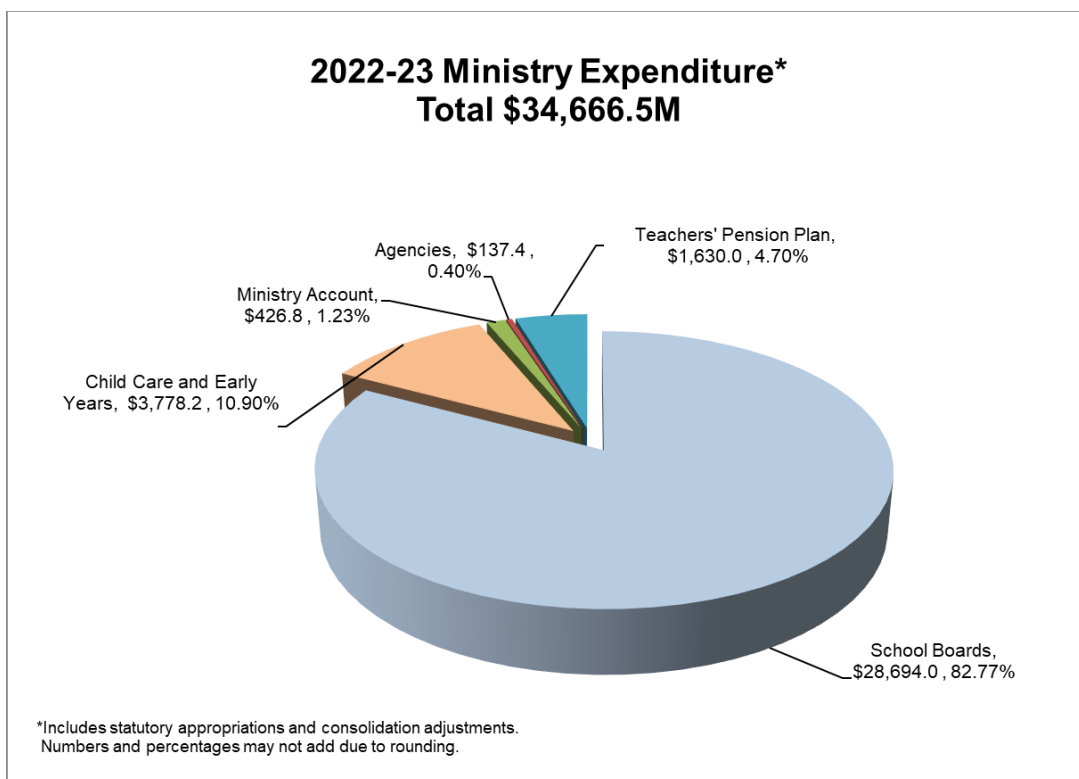
The ministry will continue to operate within the broader system of mental health care and work closely with the Ministry of Health and other external partners.

The ministry funds School Mental Health Ontario, the ministry's implementation partner for student mental health, to develop evidence-based and culturally responsive mental health resources, programs and training so there are consistent, high quality supports across all school boards.

In partnership with the Ministry of Health, the ministry will engage with a wide range of stakeholders to leverage the best available evidence on emerging student mental health needs.

MINISTRY FINANCIAL INFORMATION

The following chart depicts the ministry's investment in 2022-23 to provide Ontarians with an excellent and accountable child care and elementary/secondary education, so their futures and that of the province will be characterized by continued prosperity, stability and growth.



Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals*	597.5
Other Operating	32,325.0
Other Capital	1,744.0
TOTAL **	34,666.5

*The approvals for COVID-19 Time-Limited initiatives as per the 2022 Ontario Budget.

**Includes statutory appropriations and consolidation adjustments. This number is based on changes in ministry organization and/or program structure as approved in the 2022 Ontario Budget.

Total Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
OPERATING EXPENSE						
Ministry Administration Program	16,892,700	(4,200)	(0.0)	16,896,900	24,971,900	23,153,887
Elementary and Secondary Education Program	27,082,960,200	757,320,400	2.9	26,325,639,800	26,604,081,700	28,083,138,018
Community Services Information and Information Technology Cluster	53,051,200	3,492,500	7.0	49,558,700	49,142,300	47,703,606
Child Care and Early Years Programs	3,797,094,700	1,519,198,300	66.7	2,277,896,400	2,225,397,600	2,372,042,101
Total Operating Expense to be Voted	30,949,998,800	2,280,007,000	8.0	28,669,991,800	28,903,593,500	30,526,037,612
Statutory Appropriations	1,630,067,014	(877,300)	(0.1)	1,630,944,314	1,608,877,314	1,607,011,146
Ministry Total Operating Expense	32,580,065,814	2,279,129,700	7.5	30,300,936,114	30,512,470,814	32,133,048,758
Consolidation Adjustment - Office des télécommunications éducatives de langue française de l'Ontario (TFO)	4,571,700	2,354,100	106.2	2,217,600	4,806,100	(24,565,901)
Consolidation Adjustment - Ontario Science Centre	-	-	-	-	-	(1,121,090)
Consolidation Adjustment - Education Quality and Accountability Office	(1,283,200)	(2,294,500)	(226.9)	1,011,300	(1,511,700)	(2,079,203)
Consolidation Adjustment - Ontario Educational Communications Authority (TVO)	14,293,200	2,648,700	22.7	11,644,500	10,739,200	(22,308,086)
Consolidation Adjustment - School Board Trust Debt Payment Reclassification	(65,723,500)	-	-	(65,723,500)	(65,723,500)	(65,836,548)
Consolidation Adjustment - Schools	423,128,500	(706,304,600)	(62.5)	1,129,433,100	(175,420,700)	(598,599,731)
Consolidation Adjustment - Colleges	(22,065,100)	3,505,100	-	(25,570,200)	(22,065,100)	(27,630,412)
Consolidation Adjustment - Hospitals	(7,000,000)	639,900	-	(7,639,900)	(7,000,000)	(5,700,000)
Consolidation Adjustment - Science North	-	-	-	-	-	(2,800,000)
Consolidation Adjustment - General Real Estate Portfolio	(3,552,700)	1,275,000	-	(4,827,700)	(3,229,500)	(4,554,003)
Total Including Consolidation & Other Adjustments	32,922,434,714	1,580,953,400	5.0	31,341,481,314	30,253,065,614	31,377,853,784
OPERATING ASSETS						
Ministry Administration Program	-	(1,000)	(100.0)	1,000	1,000	-
Elementary and Secondary Education Program	1,000	-	-	1,000	1,100	584,853
Community Services Information and Information Technology Cluster	1,000	-	-	1,000	1,000	-
Total Operating Assets to be Voted	2,000	(1,000)	(33.3)	3,000	3,100	584,853
Ministry Total Operating Assets	2,000	(1,000)	(33.3)	3,000	3,100	584,853

* 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 2022 Ontario Budget. Interim Actuals reflect the numbers presented in the 2022 Ontario Budget.

Total Operating and Capital Summary by Vote (Continued)

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
CAPITAL EXPENSE						
Elementary and Secondary Education Program	2,153,871,800	(378,569,200)	(14.9)	2,532,441,000	2,001,955,300	1,206,284,599
Child Care and Early Years Programs	10,002,000	-	-	10,002,000	2,900,000	-
Total Capital Expense to be Voted	2,163,873,800	(378,569,200)	(14.9)	2,542,443,000	2,004,855,300	1,206,284,599
Statutory Appropriations	4,377,600	822,000	23.1	3,555,600	3,092,500	2,821,494
Ministry Total Capital Expense	2,168,251,400	(377,747,200)	(14.8)	2,545,998,600	2,007,947,800	1,209,106,093
Consolidation Adjustment - Office des télécommunications éducatives de langue française de l'Ontario (TFO)	1,278,500	205,900	19.2	1,072,600	955,500	892,714
Consolidation Adjustment - Ontario Educational Communications Authority (TVO)	1,768,000	(227,000)	(11.4)	1,995,000	1,899,700	2,283,673
Consolidation Adjustment - Education Quality and Accountability Office	364,400	41,000	12.7	323,400	323,400	204,224
Consolidation Adjustment - Schools	(263,118,500)	126,418,900	-	(389,537,400)	(52,417,600)	317,612,090
Consolidated Adjustment - Federal - Flow through Expense Reversal - Ministry	(155,900,000)	383,604,200	-	(539,504,200)	(357,511,600)	(26,564,850)
Consolidation Adjustment - General Real Estate Portfolio	(8,611,500)	-	-	(8,611,500)	(5,100,000)	(137,528)
Total Including Consolidation & Other Adjustments	1,744,032,300	132,295,800	8.2	1,611,736,500	1,596,097,200	1,503,396,416
CAPITAL ASSETS						
Elementary and Secondary Education Program	2,897,200	(2,561,500)	(46.9)	5,458,700	3,681,200	2,573,671
Child Care and Early Years Programs	1,000	-	-	1,000	-	-
Total Capital Assets to be Voted	2,898,200	(2,561,500)	(46.9)	5,459,700	3,681,200	2,573,671
Ministry Total Capital Assets	2,898,200	(2,561,500)	(46.9)	5,459,700	3,681,200	2,573,671
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	34,666,467,014	1,713,249,200	5.2	32,953,217,814	31,849,162,814	32,881,250,200

* 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 2022 Ontario Budget. Interim Actuals reflect the numbers presented in the 2022 Ontario Budget.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2019-20* \$	Actuals 2020-21* \$	Estimates 2021-22* \$	Estimates 2022-23 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	31,747,513,332	32,881,250,200	32,953,217,814	34,666,467,014
		4%	0%	5%

* Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure as approved in the 2022 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/2022/index.html>

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

AGENCIES, BOARDS AND COMMISSIONS*	2022-23 Expenditure Estimates \$	2021-22 Expenditure Interim Actuals \$	2020-21 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	28,294,400	23,690,900	19,770,921
Provincial Schools Authority	20,000	8,303	19,665
Minister's Advisory Council on Special Education	45,000	5,145	531

*Not including consolidation adjustments.

The ministry is responsible for the following classified agencies:

Operational Enterprise Agencies

Ontario Educational Communications Authority

The Ontario Educational Communications Authority (TVO) is Ontario's publicly funded English-language educational media organization. TVO provides high-quality educational programming and services through broadcasting, distance education, and interactive web resources. TVO Digital Learning provides a wide range of learning resources for students from Kindergarten to Grade 12 aligned with the Ontario curriculum. Distance education for secondary school credits is provided through the Independent Learning Centre (ILC). TVO is governed by the Ontario Educational Communications Authority Act, and its broadcast licence is governed by the federal Broadcasting Act and CRTC licensing.

Office des télécommunications éducatives de langue française de l'Ontario

The Ontario French-language Educational Communications Authority (TFO) provides high-quality educational and cultural multimedia services and content to the 12 French-language district school boards and the broader Franco-Ontarian community. The organization also provides French as a Second Language resources to Ontario's 60 English-language district 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, Online Learning, 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/Test provincial de compétences linguistiques (OSSLT/TPCL), 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

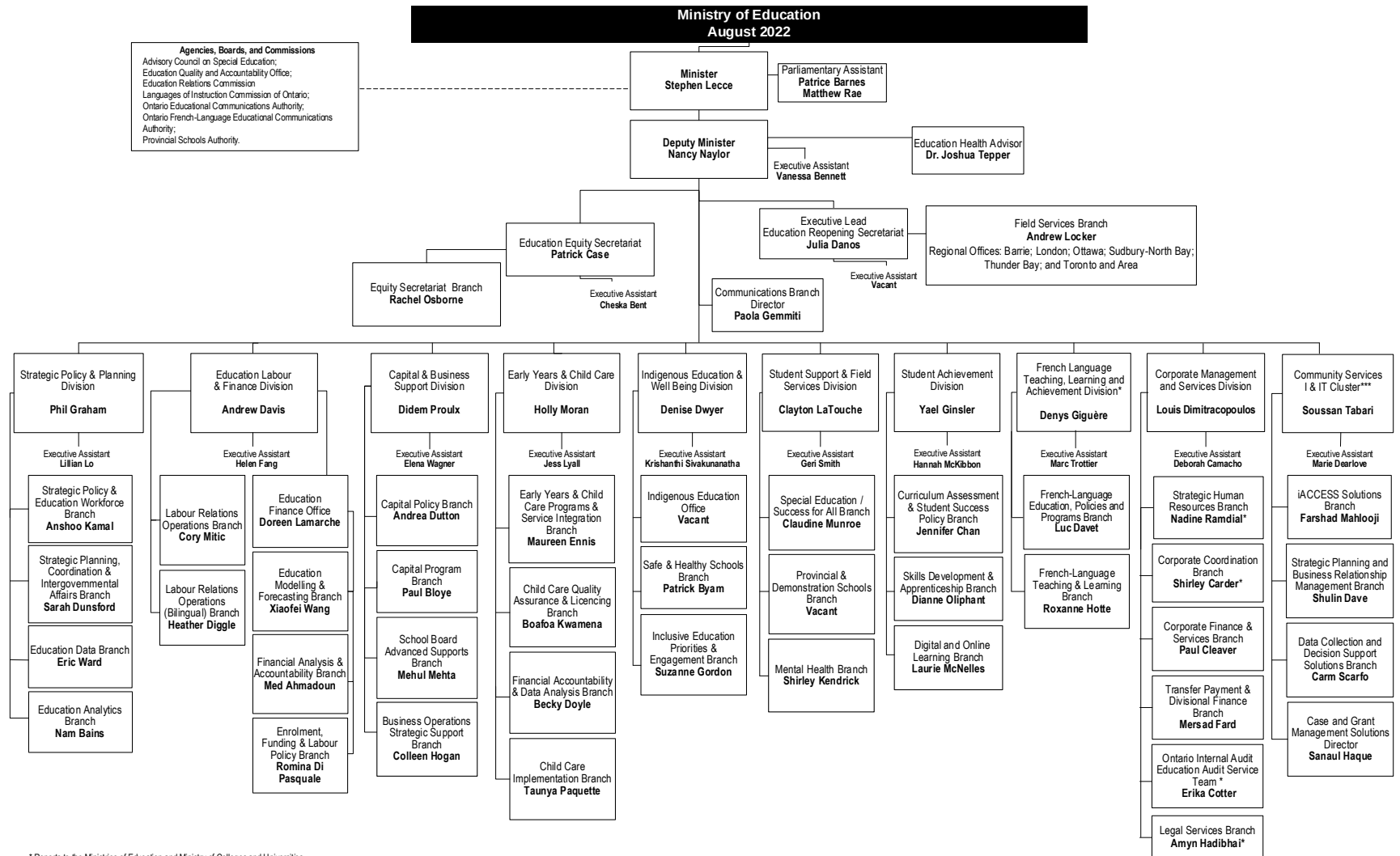
The Provincial Schools Authority (PSA) was established as an agency of the ministry in 1975 under the Provincial Schools Negotiations Act. The PSA is the employer of record for teachers employed in provincially operated schools. These employees are represented by the Provincial Schools Authority Teachers (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 decides on leave applications, hears grievances, provides input to the settlement of grievances and ratifies agreements reached between the parties at the central and local negotiations tables.

Advisory Agencies

Minister's Advisory Council on Special Education

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

ORGANIZATION CHART



* Reports to the Ministries of Education and Ministry of Colleges and Universities

*** Reports to 4 ministries: EDU, MCJ, MHSTCJ, MMAH



Appendix

Ministry of Education

2021-22 Annual Report
2021-22 Ministry Interim Actual Expenditures

Appendix A: 2021-22 Annual Report

Highlights of 2021-22 Achievements

In the 2021-22 Strategic Plan, the ministry committed to delivering a modern, sustainable and world class education system while continuing to respond to critical needs arising from the COVID-19 outbreak.

In May 2021, the ministry announced more than [\\$2 billion in supports](#) to advance and protect public education during the 2021-22 school year, with highlights including:

- \$59 million in continued special education, mental health, well-being and equity supports, which includes annual \$10 million investment as part of the GSN
- \$35 million in additional technology funding (including an annual \$15 million to support technology, such as devices for students, and \$20 million in connectivity supports for remote learning technology)
- \$20 million in new funding for re-engaging students and reading assessment supports
- \$29 million for increased costs related to school operations
- \$66 million for enhanced cleaning protocols and other health and safety measures in student transportation (e.g., additional routes, capacity and additional cleaning)
- \$86 million for school-focused nurses in public health units and testing
- \$384 million in temporary COVID-19 staffing supports
- Up to \$450 million in personal protective equipment (PPE) and critical supplies and equipment, (e.g., cleaning supplies provided through the Ministry of Government and Consumer Services and the pandemic stockpile)
- Up to \$508 million for school boards to access up to two per cent of reserves to support COVID-19 related expenses
- \$561 million increase to the 2021-22 GSN, bringing the total projected GSN investment to \$25.6 billion

In 2021-22, the ministry also announced over \$2 billion in early years and child care. This included:

- Over \$1.6 billion to support child care
- Approximately \$390 million invested annually to support the child care tax credit, with the government providing a 20 per cent one-time top-up for the 2021 tax year
- \$141.5 million for EarlyON programs

Additionally, as part of the early years and child care investment, in 2022, the ministry is providing \$26 million to support Indigenous-led child care and early years programs off-reserve, and \$12 million to support First Nation child and family programs in 2021-22.

Over the course of the year, the ministry made over 40 major announcements to support the above goals, while aligning with key government priorities.

Highlights of some of the major announcements are provided below, and additional announcements can be found on [Ontario Newsroom](#).

COVID-19 Response and Supports

The COVID-19 pandemic drove a continued prioritization of safety for children, students, staff and communities. Through collaborative work with the education, child care and early years sectors, Ontario's Chief Medical Officer of Health and local public health units, the ministry supported planning, guidance and implementation of a variety of supports in response to a rapidly evolving public health environment.

Vaccines and testing

In August 2021, the ministry worked with public health units and publicly funded school boards to [plan and host vaccination clinics](#) in or near schools to support accessible and convenient access to vaccines for eligible students and staff ahead of the fall return to class.

To help keep schools and licensed child care open and safe during the return to class in fall 2021, the ministry worked with partners to improve [access to local targeted rapid antigen screening](#) for students in public health units where the risk of transmission was high. The ministry also provided [take-home polymerase chain reaction \(PCR\) self-collection kits](#) for all publicly funded schools across the province.

In January 2022, the ministry announced additional measures and initiatives in response to the highly transmissible Omicron variant. This included [dedicated vaccine clinics for education and child care staff](#), [accelerated access to booster shots](#) for education and child care staff, [school-based clinics for students and staff](#), access to non-fit-tested N95 masks for education and child care staff, three-ply cloth masks for students, and a deployment of rapid antigen tests to support a return to in-person learning following the winter break.

In addition, beginning in late January 2022, the ministry made rapid antigen tests available on a bi-weekly basis for school boards and child care settings.

In-class safety measures

In April 2021, the ministry worked with Ontario's Chief Medical Officer of Health to [introduce new health and safety measures to protect schools against COVID-19](#). The additional measures included refresher training, enhanced cleaning and asymptomatic testing expansion. The additional precautions allowed schools to remain open for in-person learning during a four-week stay-at-home order as education workers became eligible for prioritized COVID-19 vaccination.

During the same month, Canada and Ontario announced [\\$656.5 million in Investing in Canada Infrastructure Plan funding](#) to provide critical infrastructure upgrades to protect students and staff from COVID-19 in schools.

Acting on the advice of medical and public health experts, including Public Health Ontario, Sick Kids Hospital, and Ontario's Science Advisory Table, the ministry continues to work collaboratively with school boards to support improvements to ventilation and filtration to ensure schools remain as safe as possible for all.

Since August 2020, the ministry has allocated over \$665 million in provincial and federal funding (including \$450 million as part of the above noted Investing in Canada Infrastructure Plan funding) resulting in improvements to existing ventilation systems, deployment of standalone HEPA filter units, upgrades to infrastructure and increased transparency through public reporting requirements. Over 73,000 standalone HEPA filter units and other ventilation devices are in schools, with up to 40,000 additional HEPA units being provided to school boards.

Parental supports

As set out in the 2021 Budget, the ministry announced direct support for parents as part of the [Ontario Covid-19 Child Benefit](#). Eligible parents received \$400 per child and \$500 per child with special needs to help offset additional learning costs incurred during the pandemic. The Ontario COVID-19 Child Benefit is now closed.

Emergency Child Care (ECC) has been a key ministry support program implemented at different times over the course of the COVID-19 pandemic to mitigate the impacts that child care and school closures have had on front-line workers. This program has been fully subsidized by the province, which ensured the provision of child care for front-line workers while they continued to perform critical functions for Ontarians.

In 2019, the government introduced the Childcare Access and Relief from Expenses (CARE) tax credit. This child care tax credit provides about 300,000 families with up to 75 per cent of their eligible expenses for child care in centres, home-based care, camps, and other settings. For the 2021 taxation year, the government provided an automatic top-up of 20 per cent of the credit entitlement.

High quality, modern system

In addition to significant investments in COVID-19 related measures, the ministry continued to support the sector in essential functions outside of those directly related to the pandemic.

Access to child care

Throughout the COVID-19 pandemic, child care has remained largely open to support children and families. The ministry fully funded four rounds of Emergency Child Care during

periods of closure or remote learning in schools, at no cost for eligible parents, to allow frontline workers to continue to perform critical duties in their communities.

In March 2022, the ministry signed the Canada-wide Early Learning and Child Care (CWELCC) Agreement with Canada that will lower fees for families, through a phased approach, and deliver an average of \$10 a day child care for children under the age of 6 (or turning 6 before June 30) by September 2025.

The Agreement will also support the creation of 86,000 new licensed child care spaces, including more than 15,000 licensed child care spaces created since 2019, to address increased demand and support inclusion priorities. To maintain the province's high quality of child care, the agreement will support the recruitment and retention of Registered Early Childhood Educators (RECEs). Additionally, support will be provided to improve compensation for eligible RECEs working for child care operators that opt in the [CEWLCC system](#).

Modern learning

On February 1, 2022, the ministry announced [expanded access to high-quality online learning courses](#) for secondary students through partnerships with school boards, TVO and TFO. The announcement was supported by the launch of an online preview site, allowing students to make informed decisions about their course selections for the 2022-23 school year. Expanded online course options will provide students with greater choice and flexibility, while augmenting the learning experience and building digital literacy.

To ensure students are well prepared for success in their future careers and lives, the ministry issued a new Grade 9 mathematics course and Grade 10 mathematics addenda as part of the province's four-year math strategy. Intended to equip students with valuable learning opportunities that will support their success in the workforce, the Grade 9 course includes mandatory new learning on coding, data literacy, mathematical modelling and an emphasis on financial literacy.

In addition, STEM learning is a key component of the government's ongoing effort to modernize education and ensure Ontario's students have the foundational, transferable, and entrepreneurial skills they need to be successful in a rapidly changing world. Beginning in September 2022, a revised elementary Science and Technology curriculum and a new de-streamed Grade 9 Science course will be implemented in all schools in Ontario.

To ensure every student in Ontario – no matter where they live in the province – has access to reliable, fast and secure internet services at school, the ministry has implemented the Broadband Modernization Program. As of March 31, 2022, all publicly funded schools have met the program objective of the target connectivity speed of 1 megabit per second (Mbps) per student or educator. The network positively impacts about 2 million students, is secure and scalable, and can adapt to future needs.

Modern Schools

Building and maintaining modern learning spaces is an essential part of Ontario's high quality education system. In addition to allocating significant funding for ventilation improvements referenced in the COVID-19 Response and Support section, the ministry also announced \$600 million in funding for [new schools and child care spaces](#) across the province. The funding will create 19,700 new student spaces and 1,525 new licensed child care spaces across the province. In addition, the ministry provided school boards with \$1.4 billion in funding to renew and maintain existing schools in the 2021-22 school year.

Safe Students

In February 2022, the ministry [announced a suite of measures](#) aimed at providing improved safety and security for children, and delivering greater transparency for families. Ontario is becoming the first Canadian jurisdiction to publicly disclose and make parents and guardians aware of educators who have been involved in sexual abuse and other serious criminal proceedings. New requirements will also provide funding for therapy and counselling to children who are victims of sexual abuse, and mandate comprehensive sexual abuse prevention training.

Equity

To help students across diverse communities recover from the disruptions of COVID-19, a focus on equity initiatives were an essential part of the ministry's pandemic response in 2021-22.

Through the Priorities and Partnerships Funding (PPF) COVID-19 Equity Supports, the ministry provided funding to support various English and French language initiatives that help promote a positive and supportive school climate, support healthy relationships, and address bullying and cyberbullying.

Over the course of the year, the ministry supported announcements on diverse initiatives intended to build safe, inclusive learning environments for all students. Some highlights are included below:

- addressing and combatting Islamophobia
- acting to combat Antisemitism in schools
- taking action against anti-Asian racism
- taking action against anti-Black racism, including providing culturally relevant supports to families
- working with parents and families to address hate and experiences of discrimination
- providing mental wellness services to youth affected by racism
- supporting immigrant families through culturally relevant resources and services

Throughout 2021, the ministry also announced multiple intensive, [culturally responsive supports for Black students](#), such as an additional \$566,000 for the 2021-22 Graduation Coach Program for Black Students. The ministry also provided \$1.1 million through PPF funding for multiple community partners to support initiatives, such as the development of [Black history learning resources](#), and social, athletic, academic, and cultural programming.

Similarly, on September 29, 2021, the ministry announced an investment of almost [\\$24 million in targeted supports for First Nation, Métis and Inuit students](#), which supported multiple programs, including 15 alternative secondary school sites with urban Friendship Centres to support Indigenous students completing their Ontario Secondary School Diploma (OSSD), and an expansion of the Indigenous Graduation Coach program, bringing the total number of school boards participating in the program to 27. On December 17, 2021, the ministry also announced the signing of a [three-year agreement with the Kinoomaadziwin Education Body \(KEB\)](#) to support the achievement and well-being of Anishinabek students in the 23 participating First Nations of the Anishinabek Education System.

In July 2021, the ministry released [Keeping Students Safe – Policy Framework for School Board Anti-Sex Trafficking Protocols](#). The first of its kind in Canada, this framework was created to help keep children and youth safe from sexual exploitation and recognizes the critical role schools can play in combatting sex-trafficking.

In September 2021, the ministry announced a plan to [expand First Nation, Métis and Inuit content and learning in the elementary curriculum](#). Working with Indigenous partners, Elders, Knowledge Holders and education stakeholders, the changes will further strengthen mandatory learning on residential schools and foster greater understanding within the province's education system of the intergenerational legacy borne by Indigenous families. This work builds on Ontario's first phase of curriculum revisions in response to the [Truth and Reconciliation Commission's Calls to Action](#).

In October 2021, the ministry announced that [six million free menstrual products per year would be distributed to school boards](#) in partnership with Shoppers Drug Mart to improve access to menstrual products. The three-year project will provide the products to help alleviate the issue of period poverty in Ontario schools.

Supporting equity in school boards

In the fall 2021, the ministry introduced a draft Board Improvement and Equity Plan (BIEP) framework, a planning tool which increases accountability and standardizes commitments for advancing human rights and equity across the education system. The BIEP framework is currently undergoing further engagement and refinement. The forthcoming BIEP template and guide will provide instructions for school boards to focus improvement action plans on eliminating disproportionalities in student experiences and outcomes, and outline requirements such as engaging with local communities on actions to dismantle systemic barriers and publicizing school board plans.

The ministry provided funding supports to all school boards to build their capacity to collect and analyze voluntary student demographic data. In 2021-22, there were at least 17 school boards that collected or were in the process of conducting a student census.

The ministry provided funding to support Human Rights and Equity Advisors (HREAs) in 18 school boards across the province. HREAs work proactively to foster cultures of respect for human rights and equity.

The ministry provided funding to support identified school boards to implement Culturally Responsive and Relevant Pedagogy (CRRP) in schools across the province. CRRP enhances conditions for all students and builds strong parent and community connections. High-quality instruction, student affirming classroom environments, and opportunities for critical engagement with issues of equity are the foundation of CRRP.

A program entitled “Intensive Human Rights Program for School Board Leaders” was developed and offered to all trustees and senior school board administrators in the Winter-Spring 2021. Offered through Osgoode Professional Development—over two half day sessions—the program focused on anti-Black racism (Part 1 - Human Rights Law and Anti-Black Racism) and Indigeneity and reconciliation (Part 2 - Truth, Rights and Reconciliation).

In collaboration with the Peel District School Board (PDSB), the ministry continues to support the PDSB as it works to implement the Minister’s 27 binding directions issued in March 2020 to address long-standing concerns regarding accountable governance, anti-Black racism, and other forms of discrimination.

Labour relations

In January 2022, the ministry approved [an agreement on the employment terms and conditions](#) for Ontario’s 8,000 full-time equivalent (FTE) principals and vice-principals in publicly funded schools.

Ministry Interim Actual Expenditures 2021-22 (\$M)

COVID-19 Approvals*	753.5
Other Operating	29,499.5
Other Capital	1,596.1
TOTAL **	31,849.2
Staff Strength*** (As of March 31, 2022)	1,548.7

*The approvals for COVID-19 Time-Limited initiatives as per the 2022 Ontario Budget.

**Includes statutory appropriations and 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 2022 Ontario Budget, and final actual expenditures will be stated in the 2021-22 Public Accounts.

***This number excludes seasonal staff, students, and employees on leave.

Estimates Briefing Book 2022-23

MINISTRY OF ENERGY

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PART I: 2022-23 PUBLISHED PLAN

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MINISTRY OVERVIEW

Ministry's Vision Statement

The Ministry of Energy (ENERGY) is responsible for the provincial energy sector, striving to make Ontario strong, healthy, prosperous, and open for business.

Ministry Core Commitments and Key Deliverables

ENERGY sets the legislative and policy framework to ensure all Ontarians have a safe, reliable, clean and affordable energy supply, distribution and transmission, and choices in their energy use. ENERGY develops and advises on all aspects of energy policy for Ontario, including electricity, natural gas, petroleum products and low-carbon fuels.

A top priority of the government is to reduce electricity bills for families, farms and small businesses. As part of this commitment, ENERGY provides electricity rate mitigation which provides direct relief on eligible residential, farm, and small business electricity bills, in addition to removing a portion of the cost of renewable energy contracts.

ENERGY 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.

ENERGY is responsible for Government Business Enterprises whose incomes contribute to the fiscal plan. This reflects contributions from Hydro One Limited (Hydro One) and the wholly owned Ontario Power Generation (OPG). It also oversees the Ontario Energy Board (OEB) and the Independent Electricity System Operator (IESO).

COVID-19 Response

ENERGY has continued 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

As part of the province's response to the COVID-19 outbreak and public health measures put in place, ENERGY has acted quickly to provide direct rate relief for those billed through the Regulated Price Plan (RPP), which includes residential, small business and farm customers.

ENERGY's support to RPP customers also included the continued offering of customer choice of price plans, allowing RPP customers to choose to be billed at tiered or time-of-use (TOU) rates.

Extensions to energy efficiency project deadlines in response to supply chain disruptions.

ENERGY and the IESO have helped to mitigate COVID-19-related impacts on businesses and institutions who have been put at risk of not receiving energy-efficiency incentives, by extending the completion deadlines for projects contracted under legacy electricity conservation and demand management (CDM) program frameworks (the 2015-2019 Conservation First Framework and the 2019-2020 Interim Framework).

Ministry Programs

ENERGY carries out its mandate under three activities: Ministry Administration, 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.

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

Energy conservation helps to cost-effectively meet energy system needs and to make energy bills affordable for Ontarians. The ministry provides policy guidance or direction and oversees a suite of cost-effective conservation and energy efficiency programs – funded by electricity and natural gas ratepayers – which have evolved in the province over the last 30 years.

Electricity conservation and demand management (CDM) programs are delivered by the IESO and funded through the electricity rate base through the Global Adjustment. Natural gas conservation demand side management (DSM) programs are delivered by Enbridge Gas Inc., with oversight of the OEB, and funded through the respective electricity and natural gas ratepayers.

A 2021-2024 electricity CDM Framework is in place with funding of up to \$692M over four years, 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 features increased competitive procurements and calls for proposals in order to improve cost-effectiveness and solicit consumer-based solutions.

As of Q2 2022, the IESO is in the midst of a Mid-Term Review (MTR) of the 2021-2024 CDM Framework that is considering the alignment of the CDM program offerings with energy system and consumer needs in Ontario. As part of the MTR, IESO will make recommendations to inform changes for the last two years of the Framework (i.e., 2023 and 2024).

The IESO is also reviewing the results of its Energy Efficiency Auction pilot as part of the MTR, which will help inform future competitive procurement approaches for CDM.

ENERGY is working with the IESO to leverage the province's world-class clean electricity grid by developing a voluntary clean energy credit (CEC) registry. A CEC registry in Ontario could help businesses meet their environmental and sustainability goals, support ratepayers by enabling proceeds from CEC sales to flow to the rate base and help our efforts to further decarbonize by supporting investment in new clean or renewable generation.

Separately, the OEB has approved Enbridge's delivery of its suite of DSM programs offered from 2015-2021 into 2022, with a 2022 budget of \$132M, while reviewing Enbridge's application for 2023-2027 programming.

Conservation Programs for Residential Low-Income and First Nation Customers

- Electricity
 - o IESO's Energy Affordability Program (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. 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.
 - o First Nation Conservation Programs are distinct from province-wide CDM programs, as they are customized to assist on-reserve First Nation communities to provide building energy efficiency measures. During the term of the 2021-2024 CDM Framework, the IESO extended programs that were offered under the previous Interim Framework, to allow services which had been disrupted by the COVID-19 pandemic to be completed: The First Nation Conservation Program, Conservation on the Coast, and the Remote First Nation Pilot Program (for soon-to-be-connected First Nation communities) provide free home energy efficiency assessments and energy savings measures. Going forward, First Nation communities continue to have access to the EAP.
- Natural Gas Conservation Programs
 - o Delivered by Enbridge Gas, the Home Efficiency Rebate and Residential Adaptive Thermostats programs provide financial incentives to residential natural gas customers for making energy efficient home upgrades.
 - o The Home Winterproofing program, delivered by Enbridge Gas, provides income-eligible customers with free home improvements such as insulation and draft proofing and is coordinated with the IESO's EAP. This program is also delivered to on-reserve First Nation communities connected to Enbridge services.
- Business Programs
 - o Electricity conservation programs, delivered by the IESO, provide financial incentives and training to help businesses reduce their electricity use and manage costs through energy audits, retrofits, and process and system improvements, and is also transitioning to include greater opportunities for competitive procurements and calls for proposals to solicit customer-based solutions.

- o The Small Business program offers small business customers turn-key solutions that identify and install standardized lighting and Heating, Ventilation, and Air Conditioning (HVAC) measures.
 - o Through the Local Initiatives Program, the IESO is working with LDCs in four target areas in the province to help demonstrate the use of targeted CDM as a cost-effective resource to help address known regional and/or local system needs.
 - o The Industrial Energy Efficiency Program is a new customer-focused program launched in April 2022 for large transmission and distribution connected industrial consumers with an emphasis on process improvements and system optimization projects.
 - o A new First Nation Community Buildings Retrofit Program (CBRP) was launched in July 2022, and targets Band-owned commercial and institutional buildings located on-reserve.
- 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 energy conservation and demand response initiatives
 - o 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 second capacity auction in December 2021, resulting in a summer clearing price (\$264.99/MW-day) that was higher than the first capacity auction (\$197.58/MW-day) but lower than any of the IESO demand-response auctions held since December 2015. The winter clearing price (\$60.00/MW-day) was significantly lower than any of the previous IESO auctions. Demand-response providers represented the majority of capacity procured.

On April 1, 2022, the government approved changes to the Industrial Consultation Initiative (ICI) that came into effect May 1, 2022. The changes reduced the regulatory burden for participants of the program and address other concerns raised by stakeholders during the 2019 Consultation on Industrial Prices. The most notable change to the program is the use of real-time Ontario demand as the basis for determining the five peak hours under ICI, which is aimed at improving cost visibility for ICI participants.

Green Button

On August 26, 2021, ENERGY brought forward, and the government passed a regulation requiring electricity and natural gas distribution companies in Ontario to provide people and businesses with their energy consumption data through the Green Button energy data standard by November 1, 2023.

Green Button lets customers download their natural gas and hourly electricity data in a standardized format from their utility and authorize the secure transfer of this data to applications of their choice. This data can then be accessed on their smartphone or computer. These apps can also analyze the energy data and provide customers with helpful energy-saving tips to reduce their energy bills and personalized retrofit options to achieve long-lasting savings.

An Affordable, Reliable Energy Supply

Over 90 per cent of the electricity generated in Ontario in 2021 was emissions-free. Nuclear energy provided approximately 55 per cent of Ontario's electricity generation, and hydroelectric stations provided approximately 23 per cent of Ontario's electricity generation. Nuclear and hydropower are Ontario's reliable sources of round-the-clock "baseload" power. The remainder of the electricity supply comes from a mix of natural gas, wind, solar and bioenergy.

According to the IESO, Ontario is forecasted to have an emerging supply need in 2025/26, that grows through the latter part of the decade. This is a result of the upcoming closure of the Pickering Nuclear Generating Station, refurbishment schedules of other nuclear facilities, expanding electrification and increasing business investment in the province.

In order to fill this forecasted supply gap, the IESO will need to procure electricity products and services from existing and new resources.

The Ministry is committed to a procurement framework that ensures Ontario has an affordable, reliable, and clean electricity system. This is achieved when resources are procured largely through competitive processes and in a transparent and cost-effective manner. On January 27, 2022, a directive to the IESO was issued to design and undertake multiple procurement mechanisms to meet the supply requirements forecasted by the IESO. These include procuring existing resources through the first Medium-Term Request for Proposals (MT RFP 1) and future MT RFPs, re-contracting Calstock Generating Station, designing the first Long Term RFP (LT RFP) to procure

new build resources, designing a program for existing small hydroelectric facilities, and assessing the suitability of a program for existing larger hydroelectric facilities.

On March 31, 2022, the IESO published the 2022 Annual Acquisition Report (AAR), which showed that capacity needs will be met through procurement plans, including those from the January 27th directive.

Incentives for early in-service dates for the first LT RFP, a forward capacity auction, an expedited process for same-technology expansions at existing facilities that can enter into service in 2025, an expedited procurement for new-build facilities able to enter service in 2025, and additional Conservation and Demand Management (CDM) programming will also support the province in meeting the electricity capacity need.

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 12 years. In 2020 the province announced it was supporting Ontario Power Generation's (OPG) plan to safely extend the life of the Pickering Nuclear Generating Station, to help meet electricity system needs and provide clean and reliable power during the Darlington and initial Bruce refurbishments during the mid-2020s.

In addition, Ontario is leading the way on the development of next-generation small modular reactors (SMRs) in collaboration with partner provinces (i.e., Saskatchewan, New Brunswick and Alberta). SMRs could provide clean energy and economic opportunities for Ontario's nuclear supply chain. OPG has selected GE Hitachi as its SMR technology partner and is currently progressing with detailed planning and preparation to deploy Canada's first grid-scale SMR at the Darlington new nuclear site by 2028, pending government and regulatory approvals.

Ontario is committed to keeping the cost of fuels such as gasoline, diesel and natural gas 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. Since 2019, the Government of Michigan has taken several legal actions 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.

In April 2022, Ontario released its Low-Carbon Hydrogen Strategy which sets out a vision to accelerate the development of a low-carbon hydrogen economy in the province that will create jobs and reduce emissions. The strategy leverages the province's strengths, including a highly skilled workforce, clean and affordable electricity, existing storage and pipeline infrastructure, and an innovative industrial sector that is poised to collaborate on hydrogen. The strategy showcases immediate actions and future areas of work to continue collaborating with the private sector, the federal government, Indigenous communities, academic institutions and other stakeholders to support the development of Ontario's low-carbon hydrogen economy.

Electricity Price Mitigation

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.

The government has reduced the frequency of rate setting for consumers charged under the Regulated Price Plan (RPP). As of January 1, 2022, RPP rates are now set once per year, on November 1st, as opposed to twice per year, subject to certain limited exceptions, to provide RPP consumers greater rate stability.

As of January 1, 2021, large and mid-sized industrial and commercial consumers are automatically benefitting from lower electricity bills. Through the Comprehensive Electricity Plan (CEP), the government is funding a portion of non-hydro renewable energy contract costs, so they are no longer being paid by electricity consumers. In 2022, industrial consumers are forecast to see savings of about 15% on their bills, while mid-sized commercial consumers could see savings of about 17% on their bills. Actual savings depend on location and consumption.

Effective January 1, 2022, government is also funding the above-market costs of re-contracted existing biomass electricity generators in northern Ontario through the EP, as announced in the 2021 Fall Economic Statement.

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 certain prescribed 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 2022 benefit year, qualifying individuals can receive up to \$162 annually and qualifying families (including single parents) can receive up to \$249 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.

Conservation and Demand Management Programs

In-person delivery of electricity and natural gas conservation programs were paused in Spring 2020 in accordance with local and provincial public health policies as a result of the COVID-19 outbreak and associated physical distancing policies and resumed in June 2021. Program intake and back-office functions continued

ENERGY 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.

Extensions to in-service deadlines of CDM projects contracted under the Conservation First Framework (in place from January 2015 – March 2019) have been implemented three times to date through the issuance of Ministerial Directives (on July 22, 2020, June 10, 2021, and December 09, 2021). The most recent extended deadline for these projects is August 31, 2022, with possibility of another four months of extension to December 31, 2022, that would be available to the projects that meet prescribed set of criteria. CDM projects under the Retrofit and the Process and Systems Upgrade streams of the Interim Framework (2019-2020) have also had in-service deadline extensions December 31, 2022, and June 30, 2023, respectively.

The intent of these extensions has been to help mitigate the effect of COVID-19 disruptions on commercial, institutional, and industrial customers by allowing projects more time to complete.

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. ENERGY 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, ENERGY convened sector leaders in a Ministerial Advisory Council and contributed to cross-government recovery planning through the Electricity Sector Strategy.

2022-23 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 is supporting Ontario's Action Plan through the following programs and initiatives.

Long-Term Energy Planning Reform

The Ministry is reviewing 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.

- As part of this process ENERGY invited individuals, organizations, and Indigenous partners to share their ideas and perspectives on how to best to achieve these goals. In general, stakeholders expressed support for undertaking reforms to Ontario's long-term energy planning process in line with the stated principles. Key themes present across submissions included: The need for clear, high-level government policy direction;

- The importance of integrated, coordinated planning across energy sectors;
- A focus on independent, agency-led planning;
- The importance of independent planning oversight, with an emphasis on the role of the OEB as independent regulator; and
- The need for enhanced stakeholder and public participation.

In response to the advice received, the Ministry is moving forward with two key initiatives in support of integrated long-term planning:

1. Establishment of an Electrification and Energy Transition Panel that will provide essential expertise and advice to the Minister on how to coordinate long-term energy planning, considering growing energy demand, emerging technologies, environmental considerations and affordability.
2. Commissioning of an independent, cost-effective pathways study to better understand how to optimize technology and prepare the energy system for electrification.

Together, the Panel and Study will provide an effective pathway to improved long-term planning and the electrification of energy services. Integrated planning will benefit both ratepayers and energy companies by creating a more predictable investment environment, making life more affordable and Ontario more competitive.

Natural gas expansion

In December 2018, the government passed the *Access to Natural Gas Act, 2018*. This legislation facilitates expansion of natural gas by charging existing gas customers \$1 per month to help improve the economic viability of prescribed natural gas projects that would otherwise be uneconomic to build.

Ontario announced that the OEB would be accepting proposals for Phase 2 projects starting March 5, 2020. The OEB ultimately 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 applied a selection methodology that resulted in a portfolio of 28 projects that best advance the objectives of the program, and which will ultimately provide natural gas to 43 communities across the province. These projects were prescribed in regulation in June 2021. Design, permitting, and construction of a number of projects is well underway, and all are required to have applied for leave to construct (where necessary) no later than December 31, 2025. Funds for the program are collected from existing natural gas ratepayers and do not impact the province's finances.

In response to continued demand for more affordable energy in rural Ontario, a third phase of the program was announced in the 2022 provincial budget. Scoping is underway and will be informed by stakeholder consultations anticipated to be launched in fall 2022.

Ontario's Energy Transition and Electrification

Clean Home Heating Initiative

Pending final approvals of the 2022 Ontario Budget, ENERGY has allocated up to \$4.5 million to fund a Clean Home Heating Initiative, in partnership with Enbridge Gas Inc., that would help families in London, St. Catharines, Peterborough, and Sault Ste. Marie keep costs down. This provincial initiative would build on a 100-home Hybrid Heating Pilot Program which was launched last summer in the City of London, to reach up to 1,000 homes.

Electric heat pumps operate like an air conditioner in the summer but can also operate in reverse in cooler seasons to provide home heating. With the addition of smart controls, a hybrid heating system automatically switches between the heat pump and a home's existing natural gas furnace, depending on which source is least expensive while also achieving greenhouse gas emission reductions.

Today, buildings remain the third largest source of emissions in Ontario, after transportation and industry. This initiative would be expected to reduce a household's energy bills by up to \$80 per year, and their greenhouse gas emissions by up to 30%.

Ultra-Low Overnight Time-of-Use (TOU) Price Plan

In November 2021, the Minister of Energy requested that the OEB examine and provide advice by April 1, 2022, on the design of a new optional enhanced TOU price plan to further incentivize demand-shifting away from peak periods to lower-demand periods. The objectives established in the Minister's letter were to provide more customer choice, prepare the electricity system for electrification, and support decarbonization.

The new price plan would include an ultra-low overnight rate. Shifting electricity use to overnight hours would make better use of Ontario's clean electricity supply when province-wide demand is low, increasing grid efficiency, and generating value for all Ontario ratepayers. An ultra-low overnight rate could also further support

decarbonization by using more nighttime electricity, which is typically generated from non-emitting resources.

The government will consider the OEB's report along with stakeholder feedback received through the ministry's recent proposal on the Environmental Registry of Ontario and the OEB's consultation held earlier this year, with the intent of enabling distributors to make the new price plan available to their customers beginning May 1, 2023, or as soon as possible thereafter. All LDCs will be required to offer the new price plan by November 1, 2023.

Keeping energy costs low for families, small businesses and farmers

As provincial efforts turn to recovering from COVID-19, ENERGY is focused on supporting Ontarians by helping to keep the cost of energy low for families, small businesses and farmers. ENERGY's suite of electricity rate mitigation programs are integral in keeping electricity rates stable.

ENERGY continues to deliver the Ontario Electricity Rebate (OER) program, which provides direct relief on eligible residential, farm and small business electricity bills. Additionally, as part of the CEP, the government is removing a portion of the cost of renewable energy contracts from consumers' electricity bills.

ENERGY and the IESO are looking for opportunities to expand and enhance CDM programming in the province to contribute to addressing emerging electricity system needs, including responding to the needs of growing greenhouses sector as identified in the 2022 Annual Acquisition Report and as part of the IESO's Mid-Term Review (MTR) of the 2021-2024 CDM Framework, now underway.

Ontario also recently made changes to expand the net metering framework to provide further opportunities for consumers to save on their electricity bills and achieve their sustainability goals. Net metering is a billing arrangement between an electricity customer and their local distribution company (LDC) that allows the customer to generate electricity for their own use using renewable generation systems. When the customer generates more than what they need at any given time, that electricity is sent to the grid for a credit on their electricity bill.

As of July 1, 2022, regulatory amendments came into effect that clarify the eligibility of third-party ownership arrangements, including leasing, financing and power purchase agreements with third party generators. These changes broaden access to net

metering for more Ontarians by allowing third-party energy service providers to finance the upfront capital costs of renewable generation systems.

Table 1: Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals	0.0
Other Operating	6,575.2
Other Capital	26.1
TOTAL	6,601.3

Detailed Financial Information

Table 2: Combined Operating and Capital Summary by Vote

MINISTRY OF ENERGY
Table A1: Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
OPERATING EXPENSE						
2901-01 Ministry Administration	12,983,400	22,400	0.2	12,961,000	12,090,600	12,567,636
2902-01 Energy Development and Management	28,877,100	(30,486,600)	(51.4)	59,363,700	313,458,200	919,781,349
2905-01 Electricity Price Mitigation	6,273,650,600	(217,531,000)	(3.4)	6,491,181,600	6,316,583,700	5,538,651,914
Total Operating Expense to be Voted	6,315,511,100	(247,995,200)	(3.8)	6,563,506,300	6,642,132,500	6,471,000,899
Statutory Appropriations	66,014	(22,378)	(25.3)	88,392	88,414	88,346
Ministry Total Operating Expense	6,315,577,114	(248,017,578)	(3.8)	6,563,594,692	6,642,220,914	6,471,089,245
Consolidation - Independent Electricity System Operator	211,696,500	3,865,400	1.9	207,831,100	207,485,600	200,777,016
Consolidation - Ontario Energy Board	47,575,100	(1,153,100)	(2.4)	48,728,200	46,316,900	40,949,469
Consolidation - Fair Hydro Trust	1,000	-	-	1,000	1,000	(63,711,400)
Consolidation - General Real Estate Portfolio	360,600	-	-	360,600	(572,400)	-
Total Including Consolidation & Other Adjustments	6,575,210,314	(245,305,278)	(3.6)	6,820,515,592	6,895,452,014	6,649,104,330
OPERATING ASSETS						
2902-03 Energy Development and Management	270,751,000	(236,249,000)	(46.6)	507,000,000	342,800,000	234,800,000
Total Operating Assets to be Voted	270,751,000	(236,249,000)	(46.6)	507,000,000	342,800,000	234,800,000
Ministry Total Operating Assets	270,751,000	(236,249,000)	(46.6)	507,000,000	342,800,000	234,800,000
CAPITAL EXPENSE						
2902-04 Energy Development and Management	1,000	-	-	1,000	1,000	-
Total Capital Expense to be Voted	1,000	-	-	1,000	1,000	-
Statutory Appropriations	1,000	-	-	1,000	1,000	-
Ministry Total Capital Expense	2,000	-	-	2,000	2,000	-
Consolidation - Independent Electricity System Operator	24,643,000	571,500	2.4	24,071,500	21,896,221	23,603,138
Consolidation - Ontario Energy Board	1,412,300	184,300	15.0	1,228,000	1,145,800	915,000
Total Including Consolidation & Other Adjustments	26,057,300	755,800	3.0	25,301,500	23,044,021	24,518,138
CAPITAL ASSETS						
2902-05 Energy Development and Management	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)	6,601,267,614	(244,549,478)	(3.6)	6,845,817,092	6,918,496,035	6,673,622,468

* 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 2022 Ontario Budget.

Historic Trend Analysis Data	Actuals 2019-20* \$	Actuals* 2020-21 \$	Estimates* 2021-22 \$	Estimates 2022-23 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	416,371,364	6,673,622,468	6,845,817,092	6,601,267,614
		1503%	3%	-4%

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

For additional financial information, see:

Expenditure Estimates:

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

Ontario Budget:

<https://budget.ontario.ca/>

Public Accounts:

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

Ministry of Energy:

<https://www.ontario.ca/page/ministry-energy>

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
Independent Electricity System Operator (IESO)						
Operating Expense	211,696,500	3,865,400	1.9	207,831,100	207,485,600	200,777,016
Capital Expense	24,643,000	571,500	2.4	24,071,500	21,896,221	23,603,138
Total IESO Consolidation Adjustments	236,339,500	4,436,900	1.9	231,902,600	229,381,821	224,380,154
Ontario Energy Board (OEB)						
Operating Expense	47,575,100	(1,153,100)	(2.4)	48,728,200	46,316,900	40,949,469
Capital Expense	1,412,300	184,300	15.0	1,228,000	1,145,800	915,000
Total OEB Consolidation Adjustments	48,987,400	(968,800)	(1.9)	49,956,200	47,462,700	41,864,469
OTHER ADJUSTMENTS						
Operating Expense Adjustment – Fair Hydro Trust (FHT)	1,000	-	-	1,000	1,000	(63,711,400)
Operating Expense Adjustment – General Real Estate Portfolio (GREP)	360,600	-	-	360,600	(572,400)	-
Total Other Adjustments	361,600	-	-	361,600	(571,400)	(63,711,400)

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 was 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 Chair and Board of Directors, Chief Executive Officer, and a Chief Commissioner. There were also several newly appointed Commissioners to execute the OEB's adjudicative functions. The OEB Modernization initiative included a two-year transition period, which concludes in fall 2022. The new governance structure is in place and the organization has advanced many key policy initiatives.

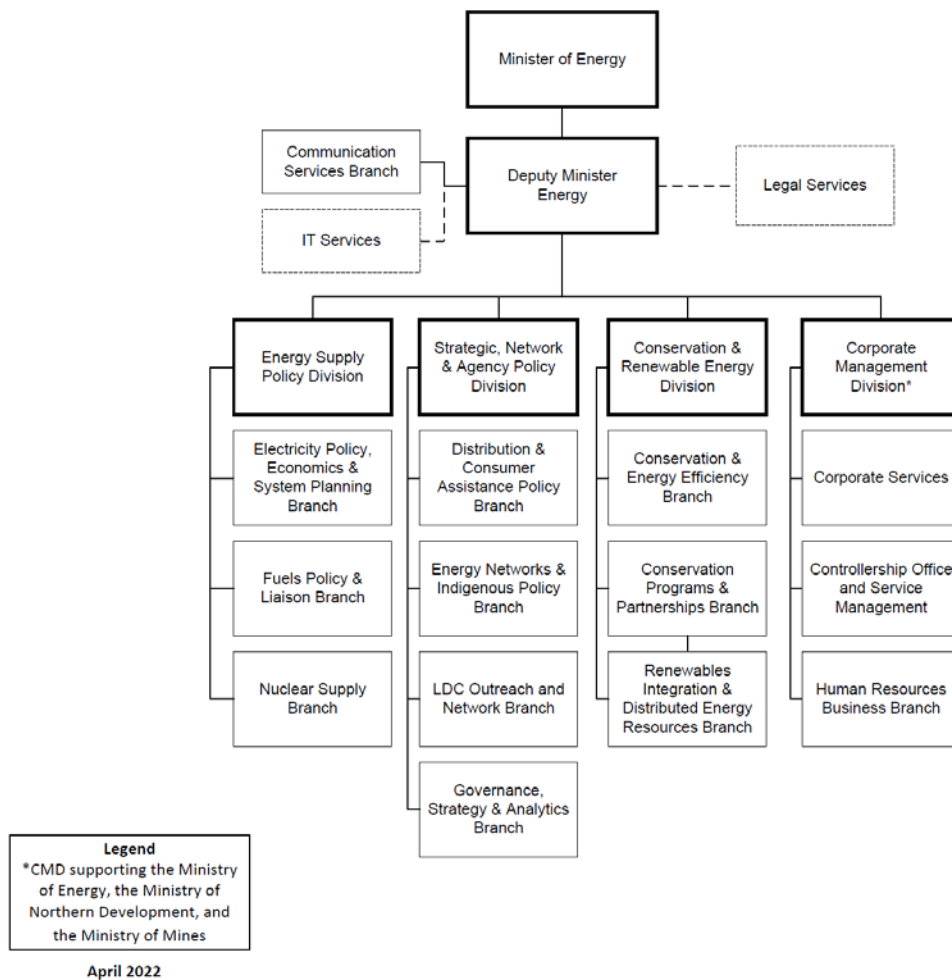
The OEB's annual operating expenses are consolidated onto the ministry's financial records. Its operations and activities are fully funded by its regulated stakeholders in the gas and electricity sectors, under the cost-assessment authority in Ontario Regulation 16/08 (Assessment of Expenses and Expenditures) 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.

To support its stakeholders during the pandemic the OEB pivoted to a completely virtual format for technical conferences, settlement conferences, and oral hearings. Furthermore, in June 2020 the OEB moved to an entirely electronic record for all its regulatory proceedings, permanently eliminating its previous requirement of submitting hard copies of all documents submitted in a proceeding.

MINISTRY ORGANIZATION CHART



2021-22 ANNUAL REPORT

1. COVID-19 Response: Supporting people and businesses with energy costs

Pricing Changes for Regulated Price Plan Customers

Emergency pricing relief for Regulated Price Plan (RPP) consumers has been put in place on three occasions to respond to various public health measures put in place during the COVID-19 outbreak, providing rate relief to eligible residential, farm, and small business consumers while they were asked to stay home or change how they operated their business.

- From March 24 to May 31, 2020, the government applied the off-peak electricity rate for consumers on Time-of-Use (TOU) pricing for all hours of each day.
- From January 1 to February 22, 2021, the government applied the off-peak electricity rate for all RPP consumers (TOU and tiered) for all hours of each day.
- On January 18, 2022, ENERGY announced that in response to modified Step Two public health measures, the off-peak TOU rate would be implemented for all RPP consumers (including those paying tiered rates) from January 18 to February 7, 2022. This rate change was enabled through amendments to O. Reg. 95/05: Classes of Consumers and Determination of Rates.

The key metric of success for all instances was that relief was effectively and efficiently delivered by LDCs and unit sub-metering providers (USMPs) to most (i.e., all eligible) of the province's more than 5 million residential, small business, and farm consumers. The pricing change was transparently and automatically applied (i.e., on the bill, no application) to all eligible RPP consumers effective on the start date of each off-peak TOU instance, or retroactively on customer bills where it was not operationally feasible for LDCs to apply the pricing change proactively.

A typical residential consumer paying TOU prices would be expected to see a bill reduction of approximately 13% for the days that this rate was most recently in place in January/February 2022. Individual customer benefits depend on their total consumption, consumption behaviours, and service territory.

2022 RPP Off-Peak Initiative

*Estimated bill savings over 21 days
(January 18-February 7)*

Customer	Savings	as %	Notes
Residential TOU	\$10.63	13%	700 kWh Customer
Residential Tiered	\$7.90	10%	700 kWh Customer
Small Business TOU	\$149.12	15%	10,000 kWh Customer
Small Business Tiered	\$220.86	21%	10,000 kWh Customer

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 were recovered in full 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. In March 2021, the program was extended into fiscal year 2021-22 as the ongoing pandemic created a continuing need for this type of assistance. In FY 21-22 CEAP offered \$17 million of assistance to residential and small business consumers who had overdue amounts on their electricity and/or natural gas owing due to bills incurred since March 17, 2020.

- Eligible consumers could receive an on-bill credit of up to \$750 for residential customers, and up to \$1,500 for small businesses and registered charities, on each of their electricity and/or natural gas bills.

Keeping Ontario Safe and Open: Energy Cost Rebate Grant (ECRG)

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 covered the length of time that a business was required to temporarily close or significantly restrict services as a result of COVID-19 restrictions. Applications for the program closed June 30, 2021, with the grant assisted in over 27,250 unique businesses assisted with their energy costs.

ENERGY Ontario Business Costs Rebate Program (OBCRP)

The OBCRP was announced on December 22, 2021, to provide support for property tax and energy costs to businesses that were most impacted by public health measures in response to the Omicron variant of COVID-19. The program supported eligible businesses that were required to close or reduce capacity to 50% or lower (including a requirement to temporarily close). The rebate amount was provided at 50% or 100% of these costs depending on the degree to which the business was subject to public health restrictions.

Applications for the program closed on March 14, 2022, and over 16,200 unique businesses received energy financial support through the grant.

2. Supporting Ontario families and businesses looking to make upgrades to lower electricity and natural gas costs

In 2019, ENERGY 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, ENERGY 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.

On April 4, 2021, the Minister of Energy asked the IESO to report back by July 29, 2022, with options for additional or expanded CDM programs to address urgent system needs as identified in the 2022 Annual Acquisition Report (AAR) as well as to respond to needs of the growing greenhouse sector.

On May 3, 2021, Enbridge Gas submitted its 2022–2027 DSM plan to the OEB. Enbridge Gas had taken direction from the OEB on having modest budget increases to balance short-term bill impacts with long-term savings opportunities for ratepayers. Considering the need to fully review the Enbridge Gas multi-year DSM proposal, OEB extended the currently approved 2021 DSM budget of \$132,106,917 for the duration of 2022. The budget includes programming for residential, affordable housing, commercial, and industrial market sectors. The multi-year DSM term from 2023–2027 will be subject to a full review.

3. Ensuring there is a reliable source of energy for all Ontarians

Upcoming Procurements to Meet System Needs

The IESO is responsible for planning for the province's future energy needs, while paying close attention to how the sector is evolving. However, ENERGY is responsible for providing the policy oversight for supply procurement and planning.

According to the IESO, Ontario is forecasted to have an emerging supply need in 2025/26, that grows through the latter part of the decade. This is a result of the upcoming closure of the Pickering Nuclear Generating Station, refurbishment schedules of other nuclear facilities, expanding electrification and increasing business investment in the province. In order to fill this forecasted supply requirement, the IESO will need to procure electricity products and services from existing and new resources. January 27, 2022, a directive to the IESO was issued to design and undertake multiple procurement mechanisms to meet the supply gap forecasted by the IESO.

These include procuring existing resources through the first Medium-Term Request for Proposals (MT RFP 1) and future MT RFPs, re-contracting Calstock Generating Station, contracting the Oneida Energy Storage Project, designing the first Long Term RFP (LT RFP) to procure new build resources, designing a program for existing small hydroelectric facilities, and assessing the suitability of a program for existing larger hydroelectric facilities. March 31, 2022, the IESO published the 2022 Annual Acquisition Report (AAR), which showed that capacity needs in the years up to and including 2024 are expected to be met through acquisition plans already underway through the January 27 directive. However, additional needs are expected to emerge as early as 2025, which would require additional actions.

The additional needs are due to a combination of higher than forecasted electricity demand and the IESO's updated estimate of capacity contributions from existing procurement plans being lower than previously forecasted.

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 12 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 progressing within budget and schedule, and work is currently underway on the replacement of key reactor components. In February 2022, OPG commenced the third Darlington refurbishment (i.e., Unit 1), marking the first time that two Darlington units are undergoing refurbishment at the same time. The final Darlington unit (i.e., Unit 4) is expected to commence refurbishment in September 2023. Overall, the four-unit project is on track to be complete on time and on budget.

The IESO continued to oversee implementation of the 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. The second Bruce unit refurbishment (i.e., Unit 3) is expected to commence in February 2023.

Pickering is currently authorized to operate until 2024 by the Canadian Nuclear Safety Commission (CNSC). In 2020 the province announced it was supporting Ontario Power Generation's (OPG) plan to safely extend the life of the Pickering Nuclear Generating Station, subject to CNSC regulatory approval. Continued operation of Pickering during the mid-2020s would help meet electricity system needs and provide clean and reliable power during the Darlington and initial Bruce refurbishments. It will also sustain thousands of jobs in Durham region for longer and allow OPG to better manage the transition to the end of Pickering commercial operations.

Small Modular Reactors (SMRs)

The Ministry is responsible for developing and implementing Ontario's SMR policies, programs and initiatives. As the representative of OPG's sole shareholder (i.e., Ontario government), the Ministry is also responsible for providing policy oversight of OPG's Darlington SMR Project.

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 SMRs and welcomed Alberta as the latest signatory to the SMR MOU. In March 2022, Ontario along with its SMR MOU partner provinces released a Strategic Plan to build on the Feasibility Study and outline the path forward on SMRs. The Strategic Plan highlights how SMRs can provide safe, reliable and zero-emissions energy while creating new economic opportunities. The report identifies five key priority areas for SMR development and deployment.

In December 2021, following government approval, OPG announced the selection of GE Hitachi's BWRX-300 SMR technology for the Darlington SMR project. OPG is currently proceeding with detailed planning and preparation work with GE Hitachi (e.g., undertaking site preparation work, obtaining a construction licence from the CNSC) in order to deploy the first Darlington SMR by 2028.

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 in state court to shut down Line 5 under the Straits of Mackinac by revoking an easement granted in 1953, effective in May 2021. In November 2021, Governor Whitmer voluntarily dismissed her suit against Enbridge that was ordered to stay in federal court.

In June 2019, Michigan's Attorney General filed a separate lawsuit in Michigan state court against Enbridge to shut down Line 5. The lawsuit was held in abeyance while other lawsuits between Michigan and Enbridge were reviewed. As of December 2021, the lawsuit has been reactivated. Legal proceedings are ongoing.

In October 2021, the Government of Canada invoked a 1977 Treaty with the United States on Transit Pipelines to dispute Michigan's efforts to shut down Line 5. Negotiations under the Treaty are ongoing.

Ontario's Low-Carbon Hydrogen Strategy

In November 2020, the Ministry of the Environment, Conservation and Parks (MECP) launched a consultation process to develop the province's first-ever low carbon hydrogen strategy. MECP conducted extensive consultations throughout 2021-22 with industry, academia, environmental groups, Indigenous communities and the public. The Ministry of Energy was tasked with preparing the strategy for release.

Northern transmission expansion

ENERGY 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 was recently completed and added 450 km of new line between Thunder Bay and Wawa; and the Wataynikaneyap Power Project which is currently under construction will add 1800 km of new line from Dinorwec to Pickle Lake and further north to connect 16 First Nation communities to the grid.

ENERGY 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, ENERGY issues advance requests to fund the project and works to protect the provincial interest under the funding agreements.

As of May 2022, the Wataynikaneyap Project has made substantial construction progress. This includes the clearing of 1,348 km of transmission corridor, installation of 2,089 transmission stower .and 587 km of transmission line has been strung. Community connections are scheduled to occur through 2022 and 4, with the energization of the Line to Pickle Lake and connection of two First Nation Communities occurring in the summer and fall of 2022 2023. Wataynikaneyap Project is transformational because it is majority-owned by a partnership of 22 First Nations who have the goal of 100% First Nation ownership as the project builds revenues over time.

NextBridge announced the completion of the East West Tie in April 2022. This project has been a priority to Ontario as it is required to provide reliable and adequate supply of electricity to northern Ontario to support economic growth. The East West Tie is also an example of a successful transmission project that partnered with local Indigenous communities to partially own and assist in the construction of the line.

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 for people and businesses and keep Ontario open for business by making

electricity prices more competitive. In 2022, industrial consumers could see savings of about 15% on their bills, while mid-sized commercial consumers could see savings of about 17% on their bills. Actual savings depend on location and consumption.

In addition, the government approved changes to the Industrial Conservation Initiative (ICI) that took effect May 1, 2022, to enhance fairness and improve transparency in billing for participants. The changes are aimed at addressing concerns raised by stakeholders during the 2019 industrial pricing consultation specific to the challenges of identifying and responding to peak demand events, as well as reducing regulatory burden. The changes include:

- Using real-time Ontario demand as the basis for determining the five peak hours under ICI to improve cost visibility for ICI participants;
- Updating the ICI eligibility provision related to Conservation and Demand Management (CDM) programs to ensure consumers in CDM programs can continue to participate in ICI; and
- Allowing the IESO or local distribution companies to administer transfers of ownership of ICI facilities for their customers, to streamline the transfer process.

5. Continuing efforts to bring accountability to the energy sector

Building off profound efforts to improve transparency and accountability to 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.

In December 2021, further amendments to the *Ontario Energy Board Act, 1998* gave the OEB additional tools to ensure it could attract and retain the highly qualified Commissioners who carry out the OEB's adjudicative function.

OEB modernization is enhancing the performance of energy sector; increasing transparency, accountability, and confidence in the OEB; and facilitating innovation. 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, to the benefit of Ontario ratepayers.

7. Empowering Ontarians to reduce their energy bills

Green Button

On August 26, 2021, the government passed a new Green Button regulation that will give Ontario families and businesses more control over their electricity and natural gas bills. The Green Button standard will allow energy consumers to track their energy use, reduce bills and save money. Studies have found that easy access to energy data, which Green Button can help provide, can help consumers make informed decisions and achieve energy savings. Ontario is the first jurisdiction in Canada to mandate the standard.

Under the Green Button regulation, all regulated Ontario electricity and natural gas utilities are required to provide Green Button to their customers by November 1, 2023. This builds on progress made by London Hydro and Festival Hydro, which voluntarily offered Green Button to their customers, giving the families and businesses in their regions the first opportunity to find additional bill savings. Since passage of the regulation, two utilities in Ontario – Essex Power and Westario Power – have already announced Green Button solutions for their customers.

Green Button lets customers download their natural gas and hourly electricity data in a standardized format from their utility and authorize the secure transfer of this data to applications of their choice. This real time data can then be accessed on their smartphone or computer. These apps can also analyze the energy data and provide customers with helpful energy-saving tips to reduce their energy bills and personalized retrofit options to achieve long-lasting savings.

Ontario's energy reporting regulations for broader public sector organizations and the owners of large buildings gives them the tools and data they need to understand the

energy usage patterns of their buildings. Building owners can use this information to manage their usage and costs and identify opportunities to improve building energy performance.

The energy use information submitted by those organizations and businesses is posted on Ontario's Data Catalogue. Making information publicly available demonstrates government leadership in energy conservation and enables private sector market actors to make smarter investments (e.g., building upgrades, buying, selling and leasing).

Through its Municipal Energy Plan program Ontario provides municipalities with funding to map how energy is used across their community. This information helps municipalities integrate energy use with land use planning, economic development and climate change action plans. To date Ontario has approved 39 applications for funding, representing 58 municipalities across Ontario.

Community Net Metering (CNM)

Ontario's Net Metering and Community Net Metering (CNM) regulations provide opportunities for consumers to save on their electricity bills and achieve their sustainability goals. The net metering regulation (O. Reg. 541/05: Net Metering) requires local distribution companies (LDCs) to offer net metering to eligible customers. A customer who is billed on a net-metered basis can lower their electricity bill by generating electricity for their own use using a renewable generation system to offset their consumption from the grid, and they can also receive a credit on their electricity bill for electricity they send to the grid when they are generating more than what they need at any given time.

On September 28, 2021, the government introduced a new regulation (O. Reg. 679/21: Community Net Metering Projects) authorizing the demonstration of CNM, which is a model that would allow communities to work together to generate renewable energy and lower their electricity bills. The regulation provides a framework for arrangements involving a central customer who manages and operates several load facilities, renewable generation facilities and any energy storage facilities participating in a CNM demonstration project. At this time, there is only one authorized demonstration project, the West Five development in London, Ontario. Learnings from the demonstration project will inform government policy and regulatory design, should the model be considered for broader implementation in the future.

White Pines Decommissioning

The *White Pines Wind Project Termination Act, 2018* requires the decommissioning of the White Pines Wind Project and, to ensure a safe and complete decommissioning of the project. The Ministry worked with the developer, wpd White Pines Wind Incorporated (wpd) and with the Ministry of the Environment, Conservation and Parks (MECP) to ensure the project was decommissioned in accordance with MECP's Closure of the White Pines Wind Facility regulation (O. Reg. 237/19) and that the project site was maintained in a clean and safe condition throughout this process. Decommissioning of the project was completed in December 2019. All components of the windfarm (including access roads and turbine foundations) have been removed as directed by the landowners. The site is now in a 12-month period of environmental monitoring under the direction of MECP.

Table 3: Ministry Interim Actual Expenditures 2021-22

	Ministry Interim Actual Expenditures (\$M)
	2021-22 *
COVID-19 Approvals	290.8
Other Operating	6,600.9
Other Capital	23.0
Staff Strength ** (as of March 31, 2022)	191.25

* Interim actuals reflect the numbers presented in the *2022 Ontario Budget*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2022-23

Ministry of the Environment, Conservation
and Parks

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PART I: 2022-23 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 provincial parks and conservation reserves now and for future generations of Ontarians.

The ministry is 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.

In 2022-23, we will continue to work to find practical, sensible and affordable solutions to some of our most pressing environmental concerns, including climate change, which meet the needs of our diverse communities while encouraging all Ontarians to take meaningful action to protect and preserve our natural environment. We will support the plan to build Ontario in a responsible and sustainable way that will continue to ensure Ontario's strong environmental protections are maintained and improved.

Ministry Programs

Our 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 how we are 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 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 our industry partners and the federal government to create the Ontario-made Emissions Performance Standards program for the 2023-2030 period. We will develop a program that encourages businesses to invest in innovation, infrastructure, technology and people, while also reducing emissions to meet our 2030 target.
- complete Ontario's first ever provincial-level, multi-sector climate change impact assessment to identify where the province is vulnerable to climate change. Understanding the impacts of climate change and identifying potential future impacts will help the province, municipalities, Indigenous communities and others make more informed decisions that can help prepare and protect communities and people.
- continue to look at ways we can support the clean technology sector as part of our broader economic growth and recovery efforts.

Reducing the amount of waste that goes to landfill

We are keeping our neighbourhoods, parks, and waterways clean and free of litter and waste.

We will:

- work with producers and the Resource Productivity and Recovery Authority to ensure smooth implementation of Ontario's new extended producer responsibility framework, including the transition of the blue box program to producer responsibility which starts on July 1, 2023.
- continue to promote and educate, through the Day of Action on Litter and Waste Reduction Week, the impacts of litter and waste in the natural environment
- continue to monitor the work of the Resource Productivity and Recovery Authority as they develop, and implement on January 1, 2023, the new digital service to support hazardous waste program stakeholders to report their activities, which will help hold polluters accountable for the wastes they generate

Keeping our water safe and clean

We are ensuring our drinking water is safe to drink and that our lakes and waterways are protected.

We will:

- continue implementing the Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health, 2021 (COA) with a focus on building climate resilience, managing nutrients, reducing plastic pollution and excess road salt, improving wastewater and stormwater management, strengthening First Nations and Métis engagement in implementation, and completing all environmental clean-up actions in six degraded Areas of Concern.
- launch the projects under the Great Lakes Program Integrated Workplan to undertake projects that meet commitments outlined in COA, Ontario's Great Lakes Strategy and the *Great Lakes Protection Act, 2015*.
- complete the review and update of Ontario's Great Lakes Strategy, considering input from members of the Great Lakes community.
- facilitate and co-chair the seventh Great Lakes Guardians' Council meeting to encourage collaboration and coordination among Great Lakes partners and identify priorities for actions, share information and develop initiatives.
- continue implementing enhancements to Ontario's water taking program and making water quantity data and easy-to-understand and science-based content available online to help improve water quantity management in Ontario.
- expand the Bypass and Overflow Portal of the Environmental Compliance Hub Ontario system to more municipalities to make reporting sewage bypass and overflow incidents faster and to enable safe and effective management of stormwater and wastewater.
- finalize results of the 10-year review of the Lake Simcoe Protection Plan and determine if the plan needs to be amended as we continue to protect and restore the lake.
- launch projects under the Lake Simcoe Program workplan to undertake projects that implement actions in the Lake Simcoe Protection Plan.
- review our Provincial Water Quality Objectives to ensure consistent protective benchmarks are used across the province.
- support the work to develop and complete the implementation plan to remediate contaminated sediments in the St. Clair River.
- invest in the delivery of water and wastewater services by the Ontario Clean Water Agency, as it continues to provide emergency and operational support to municipalities, First Nation communities, institutions and private sector companies.
- continue to provide in-kind technical support to on-reserve First Nation communities to help resolve Long-Term Drinking Water Advisories (LTDWAs), in collaboration with the Walkerton Clean Water Centre and the Ontario Clean

Water Agency, and promote the long-term sustainability of water and wastewater systems.

- consider approaches, including exploring use of best management practices to reduce excessive application of salt on private roads, sidewalks and parking lots to protect human health and the environment.
- sustain the COVID-19 Wastewater Surveillance Initiative by continuing wastewater tests and samples in communities across the province.
- continue to deliver on the innovative wastewater and stormwater programs, including:
 - Total of \$15 million to support municipalities to improve the management of Lake Ontario wastewater and stormwater discharges.
 - Total of \$10 million 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.
- invest in a new phosphorus recycling facility in the Holland Marsh, which will help reduce phosphorus discharges from the Holland River into Lake Simcoe.
- Update policies related to municipal wastewater and stormwater management.

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.
- invest in state-of-the-art air monitoring equipment that will improve local air monitoring and inform compliance efforts
- publish the next Air Quality in Ontario Report (2020 data). The 2020 report marks 50 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.
- finalize integration and transfer of the heavy diesel vehicle emissions inspection with the Ministry of Transportation's safety inspection program into a single digital program, called DriveON.

Protecting natural spaces and species

Supporting conservation efforts and preserving Ontario's rich biodiversity is a key pillar of our environment plan.

We will:

- explore the creation of the first new operating provincial park in 40 years. The new park would provide visitors with more camping and other overnight accommodations, as well as a variety of improved recreational opportunities.
- 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.
- provide up to \$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 and their habitat through local projects.
- develop an online system to speed up and digitize the *Endangered Species Act, 2007* permit applications and authorization process.
- support additional wetland enhancement and restoration projects in priority areas of Ontario through the Wetlands Conservation Partner Program with new partners, as part of a \$30 million investment over 5 years.
- continue to invest in 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, as part of a \$20 million investment over 4 years.
- contribute \$4 million to the Nature Conservancy of Canada's Hastings Wildlife Junction project to protect 8,000 hectares of land in Hastings.
- work with the Government of Canada to undertake actions that support the maintenance and recovery of self-sustaining local populations of boreal caribou in Ontario, as part of the conservation agreement for boreal caribou.
- reinvest in the Ontario Community Environment Fund (OCEF) by making available more than \$1.5 million 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 provincial park expansion initiatives, 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, as well as a proposal to designate the Alfred Bog as a new approximately 3,000 hectare provincial park to ensure the long-term protection of a key wetland and the health of local wildlife.

Holding polluters accountable

We are working to strengthen the province's compliance and 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 assess legal requirements and emerging issues and continue to address non-compliance using compliance and enforcement tools to ensure the protection of the environment and human health.

- continue work on compliance initiatives, including proposed odour guideline, proposed expansion of administrative penalties and proposed updates to the ministry's compliance policy.

Supporting infrastructure development while ensuring environmental protection

Our government is balancing strong environmental oversight with modernizing review processes, ensuring priority projects are built faster.

We will:

- review comments on a draft regulation that sets out projects that will be subject to the comprehensive environmental assessment requirements in the revised *Environmental Assessment Act* and identifies the types of projects that would be subject to the streamlined environmental assessment provisions of the amended Act for certain sectors including electricity, waste and transit/rail. The project list approach is a key component of the transformational change required to modernize the environmental assessment program.
- extend the expiry date for *Environmental Assessment Act* approvals for several infrastructure projects by 10 years. By providing an extension for these projects, we are allowing important infrastructure projects to be built without delay to support our province's growing communities and economic recovery.
- release updated brownfields guidance documents 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.
- finalize changes to the Municipal Class Environmental Assessment (EA) to conditionally exempt low-risk, routine municipal projects including road, water and wastewater projects from requiring an environmental assessment, which will better align assessment requirements with potential environmental impact. These exemptions will also reduce duplication and streamline the process for municipal projects, while maintaining strong environmental oversight and protection.
- develop and consult on a proposal for a streamlined assessment regulation for municipal infrastructure that will eventually replace the Class EA for Municipal Infrastructure.
- develop and consult on amendments to the Deadlines Regulation (O. Reg. 616/98) to improve timelines for Comprehensive Environmental Assessments and increase transparency and accountability for meeting them.
- incorporate thresholds in the environmental assessment regulation for waste projects that will be used for determining the environmental assessment requirements for advanced recycling facilities.

- issue the first Consolidated Linear Infrastructure approvals to municipalities, eliminating the need for individual “pipe-by-pipe” approvals. This will save them time and allow infrastructure projects to begin sooner.

2022-23 STRATEGIC PLAN

Through commitments in the 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 2022-23 Strategic Plan focuses on three main objectives:

- Continuing to protect, restore and enhance our environment based on the actions and commitments in our 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 2022-23 (\$M)

MECP COVID-19 Approvals	24.7
MECP Other Operating	321.6
MECP Capital	51.2
MECP TOTAL	397.5
Ontario Clean Water Agency Operating	233.8

Special Purpose Account for Ontario Parks	116.0
Ontario Infrastructure and Lands Corporation	(1.2)
General Real Estate Portfolio	(14.1)
Ontario Clean Water Agency Capital	4.7
CONSOLIDATED TOTAL*	736.6**

* Including statutory appropriations, consolidation, and other adjustments (not including assets)

** Numbers may not add due to rounding

Detailed Financial Information

MINISTRY OF THE ENVIRONMENT, CONSERVATION AND PARKS

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
OPERATING EXPENSE						
Ministry Administration Program	55,068,400	5,106,100	10.2	49,962,300	57,181,900	54,935,548
Environmental Policy	26,132,400	(4,858,400)	(15.7)	30,990,800	29,417,800	29,154,305
Environmental Sciences and Standards	42,421,700	(1,943,800)	(4.4)	44,365,500	41,141,000	40,491,987
Environmental Compliance and Operations	117,577,500	15,359,200	15.0	102,218,300	105,892,700	90,158,922
Environmental Assessment and Permissions	29,997,600	1,426,200	5.0	28,571,400	29,167,200	29,127,939
Climate Change and Resiliency	14,848,900	(919,600)	(5.8)	15,768,500	14,241,900	12,049,070
Land and Water	60,207,800	156,800	0.3	60,051,000	65,894,600	55,366,611
Total Operating Expense to be Voted	346,254,300	14,326,500	4.3	331,927,800	342,937,100	311,284,382
Statutory Appropriations	68,314	-	-	68,314	149,614	65,968
Ministry Total Operating Expense	346,322,614	14,326,500	4.3	331,996,114	343,086,714	311,350,350
Consolidation Adjustments – Ontario Clean Water Agency	233,761,400	14,030,200	6.4	219,731,200	218,185,600	207,942,271
Consolidation Adjustment – Special Purpose Account for Ontario Parks	116,030,400	17,392,700	17.6	98,637,700	114,006,600	93,768,406
Consolidation Adjustment – Ontario Infrastructure and Lands Corporation	(1,241,900)	(24,300)	2.0	(1,217,600)	(1,217,600)	-
Consolidation Adjustment – Algonquin Forest Authority	-	-	-	-	-	(302,469)
Consolidation Adjustment – General Real Estate Portfolio	(14,142,600)	(3,486,100)	32.7	(10,656,500)	(10,949,500)	(13,216,787)
Total Including Consolidation & Other Adjustments	680,729,914	42,239,000	6.6	638,490,914	663,111,814	599,541,771
OPERATING ASSETS						
Ministry Administration Program	1,000	-	-	1,000	135,000	-
Total Operating Assets to be Voted	1,000	-	-	1,000	135,000	-
Ministry Total Operating Assets	1,000	-	-	1,000	135,000	-
CAPITAL EXPENSE						
Ministry Administration Program	1,000	-	-	1,000	1,000	-
Environmental Policy	1,000	-	-	1,000	1,000	5,250,000
Environmental Sciences and Standards	1,636,000	-	-	1,636,000	1,975,000	2,251,737
Environmental Compliance and Operations	492,000	488,000	12,200.0	4,000	1,431,600	-
Environmental Assessment and Permissions	801,500	800,500	80,050.0	1,000	290,500	-
Climate Change and Resiliency	1,000	-	-	1,000	1,000	-
Land and Water	34,262,900	5,115,200	17.5	29,147,700	29,255,700	15,912,168
Total Capital Expense to be Voted	37,195,400	6,403,700	20.8	30,791,700	32,955,800	23,413,905
Statutory Appropriations	13,988,300	489,800	3.6	13,498,500	11,919,800	10,640,116
Ministry Total Capital Expense	51,183,700	6,893,500	15.6	44,290,200	44,875,600	34,054,021
Consolidation Adjustments – Ontario Clean Water Agency	4,666,800	95,300	2.1	4,571,500	4,667,700	3,403,185
Consolidation Adjustment – General Real Estate Portfolio	-	1,000,000	(100)	(1,000,000)	(661,000)	(1,050,418)
Total Including Consolidation & Other Adjustments	55,850,500	7,988,800	16.7	47,861,700	48,882,300	36,406,788

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
CAPITAL ASSETS						
Ministry Administration Program	504,000	503,000	50,300.0	1,000	1,000	-
Environmental Sciences and Standards	11,365,000	-	-	11,365,000	1,365,000	1,542,719
Environmental Compliance and Operations	451,000	450,000	45,000.0	1,000	14,900	5,174,567
Environmental Assessment and Permissions	1,000	-	-	1,000	1,000	-
Land and Water	16,551,800	3,067,300	22.7	13,484,500	8,618,900	9,911,889
Total Capital Assets to be Voted	28,872,800	4,020,300	16.2	24,852,500	10,000,800	16,629,175
Statutory Appropriations	-	-	-	-	-	-
Ministry Total Capital Assets	28,872,800	4,020,300	16.2	24,852,500	10,000,800	16,629,175
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	736,580,414	50,227,800	7.3	686,352,614	711,994,114	635,948,559

* 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 2022 Ontario Budget.

Historic Trend Analysis Data	Actuals 2019-20*	Actuals 2020-21*	Estimates 2021-22 *	Estimates 2022-23
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	614,030,852	635,948,559	686,352,614	736,580,414
		4%	8%	7%

* 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/>

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

Agencies, Boards and Commissions	Description	ESTIMATES 2022-23 \$	INTERIM ACTUALS 2021-22 \$	ACTUALS 2020-21 \$
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	12,611	21,066
Committee on the Status of Species at Risk in Ontario	An independent committee of experts considers which plants and animals should be listed as at risk.	30,000	24,708	21,623
Lake Simcoe Science & Coordinating Committees	Provide advice on issues related to the Lake Simcoe watershed, and implementation of the Lake Simcoe Protection Plan.	7,000	3,100	1,975
Ontario Parks Board of Directors	Provides advice to the Minister about planning, managing and developing the provincial park and conservation reserves system.	3,000	0	0
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.	6,000	0	0
York Region Wastewater Advisory Panel	Provides confidential advice to the Government on options to address wastewater servicing capacity needs in the upper parts of York Region, for a period not exceeding twelve (12) months.	427,900*	130,000	0
Note: Detailed financial information for Ontario Clean Water Agency and Walkerton Clean Water Centre is provided in their Business Plans. Note: The Species Conservation Action Agency is expected to be operational later in 2022-23, detailed financials forthcoming in their annual business case expected in 2023. *The ministry was directed to manage panel expenses from within its existing allocation				

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	2021-22 Status/ Achievement
Achievement of greenhouse gas emissions targets ¹	30% below 2005 baseline year - by 2030	21% below 2005 (based on 2016 data from 2022 NIR)	22% below 2005 (based on 2017 data from 2022 NIR)	18% below 2005 (based on 2018 data from 2022 NIR)	19% below 2005 (based on 2019 data from 2022 NIR)	27% below 2005 (based on 2020 data from 2022 NIR)	Data not available at time of publication
Decreased amount of waste disposed per capita ²	Decrease in amount of waste disposed per capita each year	586 kg of waste per person in Ontario ³	579 kg of waste per person in Ontario ³	594 kg of waste per person in Ontario ³	586 kg of waste per person in Ontario ³	587 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	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	4.0 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%	99.87%	Data not available at time of publication.

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 2022 National Inventory Report (NIR), 1990-2020, which provides historical GHG emissions from 1990 to 2020. 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 2021 residential data is expected to be released by Resource Productivity and Recovery Authority later this year. 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 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 which has generally improved. 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	2021-22 Status/Achievement
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). By 2025-2026, complete key actions to re-designate 20 Beneficial Uses from 'impaired' to 'not impaired'.	67	75	79	81	84	86
Modernized requirements to increase efficiencies for businesses ^{7,8}	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%	7%	6%
Cost savings for businesses ^{7,8}	\$400M savings across all ministries by March 31, 2022	N/A	N/A	3.4M	31.4M	46.6M	15.1M
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%	23.35%	19.90%
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	12.44M
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%	89%
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	9,794,641.85
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%	100.00%

⁷Rolled up into their respective reducing red tape and burden reduction KPIs reported at enterprise level

⁸Stated saving amounts are MECP only

⁹Data 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)

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 Northern Development, Mines, Natural Resources and Forestry)

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

Keeping Polystyrene out of Ontario's Lakes and Rivers Act, 2021

Ministry of the Environment Act

Ministry of Natural Resources Act (together with the Ministry of Northern Development, Mines, 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

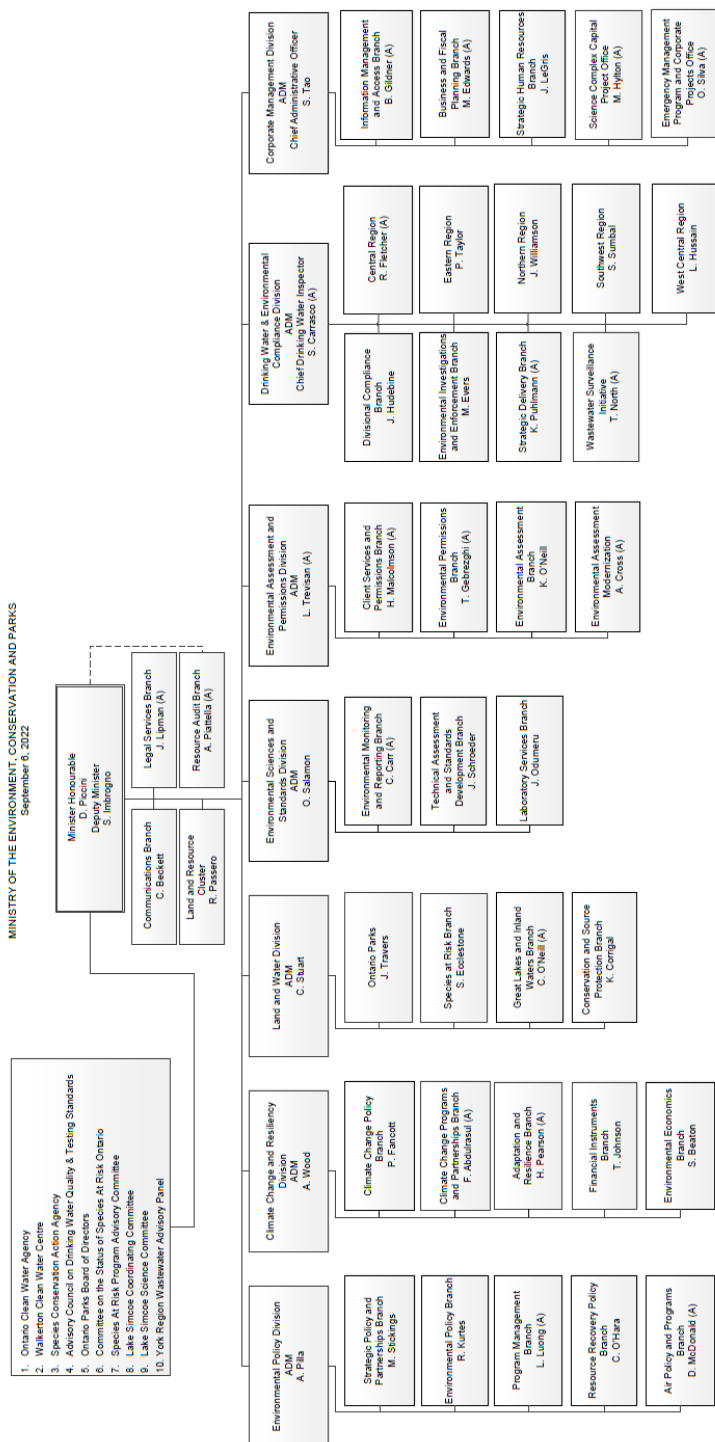
Safe Drinking Water Act, 2002

Waste Diversion Transition Act, 2016

Water Opportunities Act, 2010 (except for Part II)

York Region Wastewater Act, 2021

MINISTRY ORGANIZATION CHART



APPENDIX: 2021-2022 ANNUAL REPORT

2021-22 Results

In 2021, our government marked the third anniversary of the 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 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. As a result, we continued to evolve our plan to address the environmental priorities of Ontarians as new information, ideas and innovations emerge.

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 for future generations.

COVID-19 response

Since first learning of COVID-19, Ontario has taken decisive action to contain the spread of this virus.

To support government actions to keep Ontarians safe during this time and ensure continuity of operations, in 2021-22 the ministry quickly responded with a number of measures, such as:

- Testing wastewater for COVID-19 at more locations, including municipal wastewater treatment plants as well as in some long-term care and retirement homes, shelters, hospitals, correctional facilities and post-secondary residences, as part of the Wastewater Surveillance Initiative (WSI). Together with clinical and public health data, wastewater monitoring has helped local public health units across the province identify the virus in communities, to enable more timely decisions about how and where to mobilize resources in response. A Data and Visualization Hub has also been established to house the wastewater analytical data collection and visualization products. Data access, subject to Terms of Use, are provided to Public Health Units, municipalities, provincial and federal decision-makers in order to make informed public health decisions.
- Streamlining hazardous waste regulatory requirements for the handling and management of waste generated from Antigen Screening Testing to encourage businesses to participate in the Provincial Antigen Screening Program to ensure businesses can open in a safe manner.

- Developing guidance materials to support businesses on the safe handling and management of the waste generated. The guidance provides best management practices for businesses who typically do not manage hazardous waste to ensure clear expectations are communicated to those businesses.
- 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 2021.
- Enacted regulatory changes to give the ministry and drinking water systems the tools they need to act quickly to help ensure the province's drinking water and waterways are protected during an emergency, such as providing systems with temporary staffing options, and operators with temporary relief from training and certification requirements.
- The various provincial and regional orders or restrictions by implementing safety measures at provincial parks, including limiting camping and recreational activities available as appropriate to keep visitors and staff safe, and support compliance with the restrictions.
- Assessing the impacts of the COVID-19 pandemic on air quality in Ontario using data collected at our comprehensive network of air monitoring stations across the province.

These temporary actions were taken to support physical distancing and ensure operations could continue and goods and services could be delivered to the people of Ontario, without compromising health, safety or the environment.

PROGRESS TO DATE

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:

- Launched Ontario's Emissions Performance Standards for 2022 to ensure large, industrial emitters are accountable for their greenhouse gas emissions.
- Worked with industries to support their efforts to cut their greenhouse gas emissions by reducing and phasing out the use of coal in their operations. For example, together with our partners at the Ministry of Economic Development, Job Creation and Trade, the province committed to investing up to \$500 million in ArcelorMittal Dofasco to help the company replace its coal-fed coke ovens

and blast furnaces with Ontario's first low-emission hydrogen-ready Direct Reduced Iron-fed and Electric Arc Furnace. This will result in significant CO₂ emission reductions; about three million tonnes a year – the same as taking almost 1 million cars off the road.

- Worked with the Ministry of Northern Development, Mines, Natural Resources and Forestry and Ministry of Energy to secure a major investment in clean steelmaking technology in Sault Ste. Marie, which will lead to substantial reduction in greenhouse gases – removing an additional three million tonnes of greenhouse gas emissions.
- Contributed to the development, with the Ministry of Energy, of Ontario's first-ever low-carbon hydrogen strategy, which will create jobs and support economic recovery while reducing our greenhouse gas emissions.
- Created a working group to provide advice and recommendations to inform the development of Ontario's hydrogen strategy.
- Changed Ontario's alternative low-carbon fuels regulation to simplify the approvals process for manufacturers of cement, lime, iron and steel, to make it easier to substitute the use of coal and petroleum coke with fuels derived from materials that would otherwise be disposed in landfills.
- As part of the ninth Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health, committed to working with communities around the Great Lakes to promote the use of adaptive management tools and to identify best practices to enhance their resilience to climate change impacts, as well as increasing their ability to implement these tools.
- Continued to support the first-ever provincial level, multi-sector climate change impact assessment to identify where the province is vulnerable to the impacts of climate change.
- Provided secretariat support for an advisory panel on climate change that provided 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.
- Issued \$9.45 billion in green bonds to help finance public transit initiatives, extreme-weather resistant infrastructure, and energy efficiency and conservation projects.
- Selected 12 youth from across the province to join Ontario's Youth Environment Council, which provided members the opportunity to share their insights and ideas on how to address climate change and other environmental issues.

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:
 - Reinvented our Blue Box program to make producers of products and packaging fully responsible for managing the life-cycle of their products.
 - Finalized a new regulation to make producers of hazardous and special products environmentally accountable and financially responsible for their products at end of life. The changes will help ensure that hazardous and special products such as paints, solvents, pesticides, oil filters, antifreeze, oil containers, and pressurized containers are properly and safely collected and managed by producers.
 - Consulted on an administrative penalties regulation to help ensure compliance with all the producer responsibility regulations.
 - Consulted on amendments to existing producer responsibility regulations for tires, batteries and electrical and electronic equipment to reduce burden, correct market issues, increase transparency, align administrative and technical provisions between the regulations and remove outdated provisions.
 - Worked with Ontario Ministry of Agriculture, Food and Rural Affairs to make changes to a regulation under the *Nutrient Management Act, 2002*, and create a new revenue stream for the agriculture sector to make renewable natural gas from farm waste right at the source. The changes allow for larger on-farm, anaerobic digestion projects that generate biogas used to produce renewable natural gas, to be approved more easily and with less cost to ensure that Ontario continues to be a Canadian leader in the biogas sector.
 - Consulted on hazardous waste regulations that would transition the delivery of hazardous waste digital reporting services to the Resource Productivity and Recovery Authority. These changes would make reporting easier for the regulated community, while providing more timely, accurate information to the ministry, which will hold polluters accountable for the wastes they generate.
- Continued to engage stakeholders about actions they can take to reduce and encourage innovation in the processing and management of compostable products.
- 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 encouraged participation in safe cleanups during Day of Action on Litter, Waste Free Wednesdays and Waste Reduction Week with members of your household.

Keeping our water safe and clean

Our lakes, rivers, streams and groundwater are the foundation of Ontario's economic prosperity and wellbeing. We have:

- Continued to protect Ontario's drinking water:
 - The 2020-21 Chief Drinking Water Inspector's Annual Report confirmed that Ontario's drinking water systems continue to provide high-quality drinking water. The 2020-21 data shows that 99.9 per cent of more than 505,000 drinking water tests from municipal residential drinking water systems met Ontario's strict, health-based drinking water standards.
 - The ministry and its agencies, the Walkerton Clean Water Centre and the Ontario Clean Water Agency, continued to provide First Nation communities across Ontario with access to provincial technical expertise and training upon request. As of March 31, 2022, 63 water and 17 wastewater assessments have been conducted at 59 First Nations communities.
 - During the pandemic the ministry's Indigenous Drinking Water Programs Office has offered virtual guidance and support to communities on existing and new drinking water infrastructure.
 - The Ontario Clean Water Agency moved forward with the creation of a First Nation Advisory Circle to help government better understand the needs and priorities of First Nations communities.
 - To date, the Walkerton Clean Water Centre has trained 165 First Nation operators with their Entry-Level Course for Drinking Water Operators for First Nations; as well as 110 Chiefs, band councilors and leaders on their responsibilities in managing those systems.
- Consulted on the draft low-impact development stormwater management 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.
- Consulted on a municipal wastewater and stormwater discussion paper that includes potential opportunities and approaches to improve municipal wastewater and stormwater management and promote water reuse in Ontario.
- Sought input on a proposed subwatershed planning guide to help municipalities and other planning authorities with land use and infrastructure planning.
- Advanced how water quantity and quality is managed in Ontario to make sure we have sustainable water resources now and in the future:
 - Moved forward with enhancements to Ontario's water taking program on April 1, 2021, including requiring water bottling companies to have the

support of their host municipalities for new or increased groundwater takings in their communities.

- Continued actions to protect source water, including:
 - Finalized amendments to the technical rules for source protection plans under the *Clean Water Act, 2006* to ensure the quality of Ontario's drinking water continues to be protected and supported by current science.
 - Published best practices for source water protection, to help ensure communities and landowners in areas not covered by provincially approved source protection plans have the tools they need to protect their 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.
 - 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:
 - Continued to invest in Great Lakes projects run by conservation authorities, communities, organizations, universities and Indigenous peoples that are working to address commitments in the Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health (COA), Ontario's Great Lakes Strategy and the *Great Lakes Protection Act, 2015*. These projects built on progress made as part of Ontario's previous investment of \$10.9 million in multi-year Great Lakes project funding from 2020-21.
 - Completed 44 projects under the Great Lakes Local Action Fund and launched the second round, which would make an additional \$1.9 million available to projects that demonstrate environmental benefits to the Great Lakes and their communities.
- Continued federal-provincial collaboration in areas such as protecting and restoring the Great Lakes and Ontario's inland waterways:
 - Signed the ninth COA, which marks the 50th anniversary of the signing of the first agreement in 1971 and sets out specific actions that each government will take as they work together to restore, protect and conserve the Great Lakes. Worked with Canada to implement 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 working with municipalities to better manage wastewater and stormwater impacts, working with the agriculture sector on reducing phosphorus run-off, supporting wetland restoration in the Lake Erie watershed, and continuing to monitor and improve science.
 - Co-chaired the sixth Great Lakes Guardians' Council meeting on April 22, 2021, with then Grand Council Chief Glen Hare of Anishinabek Nation. The meeting included productive dialogues with First Nations, Métis, conservation and environmental stakeholders, academia and industry representatives about how to collectively protect the Great Lakes and tackle the challenges facing our water resources.
 - 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 lakes, rivers and streams:
 - Concluded the ministry's 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.
 - Invested over \$1.79 million in multi-year funding for 12 new projects starting in March 2021 to improve our understanding of the complex stressors facing the Lake Simcoe watershed, and improve the ecological health of the lake, followed by approximately \$273,000 in four additional projects by the end of 2021-22.
 - Participated on the English and Wabigoon Rivers Remediation Panel with Indigenous communities to fund pre-remediation and scientific assessment work to inform future remediation related to the 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*. As of March 31, 2022, the Panel has approved \$31.5 million in funding, and of this, \$25.9 million has been disbursed from the trust. This \$25.9 million includes \$10.9 million for panel participation and capacity building, \$14.2 million for pre-remediation scientific assessment and \$850,000 for other remediation-related activities.
 - Complete the implementation of the engineering and design plan to remediate contaminated sediments in the St. Clair River.
 - As part of the Muskoka Watershed Initiative, invested approximately \$5 million to further protect the health of the Muskoka River Watershed, including support for 19 projects that will help safeguard the region from new pressures such as increased development and flooding.

- 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.
- Continued consultations as part of the review of Ontario's Great Lakes Strategy and preparation for the upcoming release of the second Great Lakes Strategy Progress Report.
- Continued to work with Conservation Authorities and Environment and Climate Change Canada to collect year-round water quality samples at the mouths of western Lake Ontario rivers to better understand water quality and nutrient levels in the rivers and along the shoreline that can be used as a benchmark to evaluate future change over this growing urban area.
- Improved the ministry's Inland Lakes Monitoring and Assessment Program to continue to protect vulnerable inland waters by working to understand environmental impacts to inland lakes such as road salt application and improving our understanding of how climate change will impact Ontario ecosystems.
- Held workshops to seek feedback to inform the development of road salt best management practices to help reduce the impacts of excessive salting on our natural environment and water resources.
- Introduced changes that reduce regulatory burden for regulated industrial wastewater facilities, while maintaining the strong current level of oversight of the release of wastewater from these facilities to Ontario's waterways. The changes provide these facilities with greater flexibility to make operational improvements by transferring regulatory requirements into existing Environmental Compliance Approvals to remove duplication and overlap.

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:

- Released the 2019 Air Quality Report which showed that overall, air quality in Ontario has improved over time as both ambient concentrations of common air pollutants and emissions to air have decreased.
- Continued to implement a strategy to address industrial emissions (such as the Sarnia Air Action Plan and the Hamilton Air Action Plan) which includes enhanced oversight of industrial facilities, including:
 - enhanced inspections
 - reactive incident response

- monitoring
 - communication with local stakeholders.
- Continued with the Sarnia Area Environmental Health Project to help address community concerns about air pollution and other environmental stressors in the Sarnia area, including meeting with local communities to share updates and answer questions about the project.
- Made a regulation to ensure nickel smelting and refining facilities in Sudbury plan to:
 - reduce their sulphur dioxide emissions
 - improve air quality management within their plants.
- Made a regulation for petroleum facilities that will hold heavy emitters accountable and reduce sulphur dioxide emissions.
- Worked with Michigan, the U.S. Environmental Protection Agency, and the Canadian government on a collaborative study to improve our understanding of ozone formation (a key ingredient in smog) in southern Ontario and the transboundary flow of ozone from the United States into Ontario (and vice versa).
- Continued to deliver our Air Quality Health Index (AQHI) with Environment and Climate Change Canada through a network of 38 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.
- 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.
- Continued to take action to reduce industrial benzene emissions with the implementation of best available technology and practices in the Petroleum Refining and Petrochemical technical standards. The technical standards aim to reduce health and environmental risks and exposure to emissions in local communities by requiring registered facilities to implement best available technologies and practices to reduce benzene air emissions and improve air quality over time.

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:

- Provided free day-use at over 110 provincial parks where fees are collected from Mondays to Thursdays throughout summer 2021, making it easier for Ontarians to get outdoors and enjoy nature.

- Launched the advance daily vehicle permit service at 17 select provincial parks across the province, giving visitors greater certainty when planning park visits by offering guaranteed access to those parks.
- Expanded provincial parks and conserved land, including Turkey Point Provincial Park and Beaver River Conservation Area, to help protect the province's biodiversity and provide new opportunities for Ontarians to enjoy the great outdoors.
- Rolled out the new Ontario Parks online store, which will make popular Ontario Parks branded merchandise like toques, hoodies and stickers available for sale year-round.
- 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 and their habitat through local projects.
- Consulted on and finalized a series of regulatory proposals to implement recent legislative changes to 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.
- Provided online tools to extend the reach of Ontario Parks Discovery Education programs.
- Supported the Earth Rangers, a youth-focused conservation organization dedicated to educating children and their families about biodiversity, protecting animals and their habitats.
- Established 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.
- Established the new Species Conservation Action Agency and Species at Risk Conservation Fund as part of our continued effort to make our species at risk program more effective. This agency will have expertise to invest the fund in strategic, large-scale, and coordinated actions that will support more positive outcomes for select species at risk.
- Expanded certain existing conditional exemptions as part of our continued effort to make our species at risk program more effective, while increasing certainty and streamlining authorizations for businesses, municipalities and individuals.
- 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.

- Launched a new user friendly and accessible online reporting tool for Ontarians to report and track instances of pollution in the province. The new digital solution means photos and videos can be uploaded immediately so staff can respond quickly and effectively to keep communities safe.
- Engaged with stakeholders on the regulatory approach for the new administrative penalties framework and development of the draft regulations and guidance.
- Reinvested nearly \$900,000 in penalties paid by harmful polluters through the Ontario Community Environment Fund to support 17 community projects across the province that help protect and restore the environment.
- Posted a decision notice for a sulphur dioxide (SO₂) regulatory approach that will require petroleum facilities to reduce emissions. It will also lead to enhanced monitoring and reporting requirements and enable the ministry to impose environmental penalties for certain contraventions (e.g. for each contravention of an emission limit) to hold heavy emitters to account.
- Issuing environmental penalties to encourage companies to prevent spills from happening and to clean them up quickly if they occur. In 2021-22, Ontario issued 16 environmental penalty orders for 31 violations, which total over \$779,000.
- Implemented measures to limit emissions from commercial trucks and buses through a new enhanced emissions testing program. The new integrated vehicle safety and emissions inspection program for heavy diesel vehicles, which will be delivered by the Ministry of Transportation, will reduce criteria air contaminants by tightening emissions standards (opacity), introducing on-board diagnostic inspections, and expanding on-road enforcement to eliminate tampering of emission components on heavy diesel vehicles.

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:

- Finalized changes to Class Environmental Assessment for Waterpower Projects to build low-risk waterpower projects faster, such as expansions or changes to an existing facility. The changes will streamline new waterpower opportunities that can further contribute to the province's clean, reliable and affordable energy future.
- Updated the environmental assessment requirements for certain transmission line projects, under the *Environmental Assessment Act*. These changes align with thresholds used by the Federal government for international electrical transmission lines. They also support transmission system expansions and access to lower carbon energy sources, facilitate economic growth and job creation in a variety of sectors and streamline the process for off-grid communities in the Far North to connect to the transmission network.

- Removed the need to obtain an Environmental Compliance Approval for certain low risk sewage works, such as foundation drainage from buildings, which are regulated under other municipal or provincial permissions. This reduces regulatory process duplications, supports efforts to create much needed housing supply in Ontario, boosts the province's economy and supports job creation.
- Implemented the Consolidated Linear Infrastructure approach for municipal sewage and stormwater infrastructure projects, which will eliminate the need for municipalities to submit individual "pipe-by-pipe" applications. Under this new approach simple, routine low-risk changes, like extensions and replacements, can be pre-authorized to begin construction provided they maintain strong environmental oversight and protection.
- Consulted on the environmental assessment requirements for advanced recycling facilities under the *Environmental Assessment Act* to better support the use of innovative processes which reduces the need to use new natural resources and diverts waste from landfill.
- Finalized 70 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.
- Filed 487 Record of Site Conditions to the Brownfields Environmental Site Registry to support brownfields redevelopment.

Table 3: Ministry Interim Actual Expenditures 2021-22

	Ministry Interim Actual Expenditures (\$M)
	2021-22 *
COVID-19 Approvals	8.8
Other Operating	654.5
Other Capital	48.7
Staff Strength ** (as of March 31, 2022)	
Ministry	2066.9
Ontario Clean Water Agency	901.29

* Interim actuals reflect the numbers presented in the *2022 Ontario Budget*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2022–23

Ministry of Finance

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Part I: 2022–23 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. It also leads efforts to create a modern, digitally enabled government. Activities are undertaken across six core lines of business:

- Fiscal, tax, economic and statistics policy.
- Revenue generation.
- Debt management.
- Intergovernmental fiscal relations.
- Financial services regulation.
- Digital delivery and transformation.

The Ministry ensures 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 also ensures tax legislation and regulations such as the *Taxation Act, 2007* are amended and maintained as required through the legislative process.

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 to address the underground economy.

The Ministry is creating a modern and digitally enabled government by delivering simpler, faster and better services for people and businesses in Ontario. This is achieved by improving the quality, value and offering of government services and making them more broadly available online. The Ministry is transforming internal processes and improving customer service by:

- Promoting safe and equitable access to information and data.
- Creating high quality digital products and services that put people first.
- Enabling adoption of digital practices across government.

The Ministry also plays an integral role in the government's response to COVID-19 and will continue to support post-pandemic economic recovery efforts.

COVID-19 Response Highlights

The Ministry of Finance continues to play a leadership role in planning for economic recovery, including implementing certain measures announced in the *2022 Budget*. It also facilitates the development of tools and the modernization of government services to support the government's overall COVID-19 response.

As first announced in the *2021–22 First Quarter Finances* in August 2021, a \$2.2 billion Time-Limited COVID-19 Fund (later increased to \$2.7 billion in the *2021 Ontario Economic Outlook and Fiscal Review*) was created within the Ministry of Finance in

2021–22. Funding previously tracked in the *2021 Budget* under the Pandemic Fund and the Support for People and Jobs Fund in 2022–23 has been reallocated towards the Time-Limited COVID-19 Fund. With the release of the *2022 Budget*, the Time-Limited COVID-19 Fund has been fully allocated for the 2021–22 and 2022–23 fiscal years.

This funding is supporting initiatives administered by Finance and partner ministries to support the people of Ontario in light of the ongoing uncertainty related to the pandemic and the future pace of economic recovery. Offsets from the Time-Limited COVID-19 Fund to date include:

- Part of a \$1.3 billion investment in additional funding to support hospitals during the COVID-19 pandemic.
- \$345 million to ensure municipalities can continue to support their transit systems.
- \$300 million for the Ontario Business Costs Rebate Program to help businesses affected by public health restrictions in response to the Omicron variant.
- \$293 million for the new Ontario COVID-19 Small Business Relief Grant.
- \$78 million for the education sector to support the safe reopening of schools.
- \$61 million for the expansion of home care initiatives.

To support the delivery of the *2021 Ontario Economic Outlook and Fiscal Review*, the Ministry organized a virtual lockup for 59 media attendees, 59 opposition MPPs and staff, 62 caucus members and 337 stakeholders. The Ministry hosted technical briefings for media and stakeholders, and leveraged a secure platform to share products with media, opposition and caucus to ensure safety without compromising security.

To increase awareness and take-up of initiatives to support pandemic recovery and relief for both people and businesses, the Ministry led and successfully executed major marketing campaigns, employing a mix of media channels, including social media, digital display advertisements, television, radio and search engine marketing.

The Ontario Financing Authority (OFA) used its banking expertise to closely manage the issuance of 7.5 million cheques as a part of the Province's initiative to refund license plate renewal fees. The OFA strategically included cheque printing services when it contracted for co-led banking services in 2021–22, allowing the agency to eliminate a time-consuming procurement in issuing refunds to the people of Ontario. The OFA also continued to work with ministries to support their agencies and other public bodies by providing financing under its Loans to Public Bodies program to help manage liquidity requirements, or recovery from the pandemic, and support continued delivery of critical programs and services. Examples of this support included loan advances to the Niagara Parks Commission and an extension of an expanded \$2 billion credit facility for the Financial Services Regulatory Authority of Ontario (FSRA) in support of the credit unions and caisses populaires sector.

In support of the public health measures introduced during the pandemic, ministry inspections and investigations staff participated in a multi-ministry enforcement strategy. The Ministry's contribution includes 13 staff to support this initiative, visiting more than 250 businesses across 12 different health units.

The Ministry of Finance led policy development and/or implemented a number of tax and other relief and recovery measures, including:

- Provided 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.
- Introduced an additional six-month interest and penalty-free period, from January 1 to July 1, 2022, for all Ontario businesses to file their returns and remit select provincial taxes.
- Introduced the Ontario Business Costs Rebate Program, which provided support for fixed property tax and energy costs to businesses most impacted by public health measures in response to the Omicron variant. Eligible businesses that were required to close or reduce capacity received rebate payments for a portion of the property tax and energy costs they incurred while subject to these measures.
- Starting with the 2021 tax year, doubled the Employer Health Tax instalment threshold from \$600,000 to \$1.2 million.
- Temporarily doubling of the Regional Opportunities Investment Tax Credit rate to increase support for regional investment. The enhanced credit rate is available for property that becomes available for use on or after March 24, 2021, and before January 1, 2023. In the *2022 Budget*, the government proposed to extend the rate enhancement until the end of 2023.
- Continuing to offer extended timelines and amended requirements for the cultural media tax credits. This will help companies remain eligible despite delays due to COVID-19, and extended the reporting period to claim the Ontario Research and Development Tax Credit.
- Extending the Ontario Jobs Training Tax Credit to 2022 to make it easier for people to get the training they need.
- Introducing a new, temporary Ontario Staycation Tax Credit for the 2022 tax year to encourage Ontario families to explore the Province, while helping the tourism and hospitality sectors recover from the financial impacts of the COVID-19 pandemic.
- Extending the Seniors' Home Safety Tax Credit to 2022. This tax credit supports seniors who stay in their homes by assisting with improvements that make their homes safer and more accessible.
- Introduced the Ontario Small Business Support Grant to help small businesses that were required to close or significantly restrict services under the Province-wide shutdown effective December 26, 2020. The grant provided support of \$20,000 to \$40,000 to eligible small businesses.
- Provided property tax and energy cost rebates to eligible businesses that were required to close or significantly restrict services as a result of provincial public health measures between October 2020 and July 2021.
- Deferred quarterly remittances of education property tax to school boards by 90 days, which provided municipalities with the flexibility to provide property tax deferrals of over \$1.8 billion to local residents and businesses.
- Postponed property tax reassessments for 2021 to 2023 to provide stability for Ontario's property taxpayers and municipalities, and to help municipal

governments focus their resources on public health initiatives and other local efforts to manage COVID-19.

- Cut high Business Education Tax rates, which created more than \$450 million in annual savings for more than 200,000 business properties or approximately 95 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 OFA's Loans to Public Bodies program.

The Ministry also facilitated engagement with the federal government on a number of measures to respond to the COVID-19 crisis. This includes:

- Securing two unconditional federal payments in 2021–22: *Helping Health Care Systems Recover* (\$1,551 million) and Canada's COVID-19 Immunization Plan (\$388 million).
- Securing an additional unconditional federal payment in 2022–23 of \$775.5 million to support the health care system.
- Championing, then securing, more than \$300 million in federal funds in 2022-23 for the support of critical municipal services impacted by the pandemic, including transit services and shelters. The Province is matching this commitment, dollar-for-dollar, for a total of \$632 million in joint provincial and federal funding.

In collaboration with client ministries, the Ontario Digital Service (ODS) developed, launched and managed a series of high-impact digital tools that made a concrete difference in helping Ontarians navigate the pandemic, as follows:

- Timely launch of Ontario's [vaccine eligibility screener](#) to align with the vaccine roll-out. The tool, which was used 50.3 million times in 2021, was adapted as vaccine availability and eligibility rules changed through 33 code releases.
- Building and [delivering the Verify Ontario app](#), the Province's official mobile application for businesses to scan COVID-19 proof of vaccination, ahead of schedule and in under 40 days. To date, more than 37 million scans have been completed through Verify Ontario. To deliver on this critical public health tool, the ODS collaborated with the Information and Privacy Commissioner on an approach to privacy and worked with other provinces to ensure alignment and usability across Canadian jurisdictions.
- Collaborating with the Ministry of Health to keep the COVID-19 website, [self-assessment](#) tool, and four separate public screening tools (i.e., [school and childcare screening](#); customer screening for businesses and public places; [work and employee screening](#); [courthouse screening](#)) up-to-date in lock step with the Chief Medical Officer of Health's guidance and provincial regulations. COVID screening tools were used more than 44 million times in 2021 alone.
- 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 was viewed 218.2 million times in 2021.

- Created the COVID-19 testing locations and clinical assessment centres finding tool, which enabled Ontarians to easily find locations to get a test or clinical assessment. The tool has been used more than 21.3 million times.
- Released more than 35 different COVID-19 open data sets on the Ontario Data Catalogue, crucial to understanding and responding to the pandemic. This data has been used to create influential insights by journalists, epidemiologists and Ontario communities. In 2021, this COVID-19 data was viewed 19.7 million times (excluding Application Programming Interfaces).
- 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 a dashboard of key economic indicators and pandemic support program statistics to aid decision makers responding to the pandemic.
- Developed the Ontario Together site, which led to the procurement of \$187 million in critical supplies to support the fight against COVID-19.
- Ensured service on Ontario.ca was 99.99 per cent available during a period of record setting traffic. Ontario.ca has seen an increase in traffic from 82.9 million in 2019 to 374 million in 2021.

Other Advancements

In collaboration with client ministries, the Ministry of Finance continued to make advancements towards making the Province a world-leading digital jurisdiction. Initiatives include:

- [Development and launch of the Ontario Long-Term Care Homefinder](#), a new website that provides an easier, more convenient way for prospective residents and their families to search and compare long-term care homes. Launched in February 2022, the site features more than 630 long-term care homes.
- In January 2022, released [beta principles for the ethical use of artificial intelligence \(AI\) and data enhanced technologies in Ontario](#). These six principles apply to data enhanced technologies in government processes, programs and services and will ensure they are aligned with Ontario's ethical considerations and values.
- In April 2021, [released Ontario's first digital and data strategy](#). The strategy emphasizes online privacy and security, and supports economic recovery to help people and businesses prosper in a digital world.
- Launched Notify, a service currently being leveraged by ServiceOntario to send email, text message, or phone call reminders to renew licence plate stickers, driver's licences, or health cards – a service that was [announced in July 2021](#). To date, more than 2 million notifications have been sent through Notify.
- Conducted more than 250 user research sessions and 141 [Digital First Assessments](#) in 2021. Digital First Assessments play a critical role in ensuring government projects that involve creating or improving a digital service meet Ontario's [Digital Service Standard](#) throughout their development.

- Maintained Ontario's [Open Data Catalogue](#), which houses thousands of datasets. To date, data files have been downloaded or previewed nearly 1 million times.
- Consulted and continued work towards [Ontario's Digital Identity \(DI\) Program](#), which will introduce a new, convenient way to prove who you are that will make accessing online and in-person services simpler, safer and more secure. Work has included publishing technology standards and developing a Closed Environment for Developers (Beta), to help developers and technical architects in select companies learn more about accepting Ontario's future Digital ID program.

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*, *Taxation Transparency Report*, Quarterly Finances and *Ontario Economic Accounts*.

Revenue Administration and Oversight

The Ministry oversees more than \$179 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, and provides support across ministries and central agencies to advance Ontario's intergovernmental strategy and priorities for federal-provincial transfers.

Financial Services Regulation

The Ministry ensures efficient, effective regulation of the financial services sector, including insurers, pension plans, credit unions, mortgage brokerages, title protection and capital markets, and oversees related regulatory agencies (e.g., Ontario Securities Commission, Financial Services Regulatory Authority of Ontario).

Ontario Digital Service

The Ministry is helping to create a modern, digitally enabled government that equips all Ontarians to thrive in the digital age and supports the vision of a modern, digitally enabled government. It is helping to improve the quality, value and offering of government services by making them more efficient and more broadly available online. 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.

2022–23 Strategic Plan

Ministry Priorities

The Ministry of Finance will continue to work with its partners to support government priorities while recovering from the pandemic, and to support 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, *Ontario Economic Outlook and Fiscal Review*, *Taxation Transparency Report*, Quarterly Finances, and *Ontario Economic Accounts*.
- Monitoring Canada Revenue Agency measures in response to COVID-19 and analyzing how these measures may impact Ontario, including digitization of services, benefits program uptake, data management, and changes to compliance activities.

Working for Workers

- Leading initiatives that create efficiency and improve the delivery of income-based benefit programs by advancing the use of client-centered digital services and the Ministry's automated income verification system.
- Continuing to offer extended timelines and amended requirements for the cultural media tax credits, and extended the reporting period to claim the Ontario Research and Development Tax Credit to help companies remain eligible despite delays due to COVID-19.
- Proposing to modernize the cultural media tax credits to support online film and television productions and electronic books, examine ways to simplify the computer animation tax credit, and review opportunities to support regional activity.

Building Ontario

- Continuing to offer the Regional Opportunities Investment Tax Credit including temporarily doubling the rate from 10 per cent to 20 per cent until the end of 2022 and proposing to extend this enhancement until the end of 2023. The credit helps encourage business investment in areas of the Province where employment growth lagged the provincial average in the past.
- 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 (OSC), 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.
- Lowering business costs to support small business through cutting the small business corporate income tax rate from 3.5 per cent to 3.2 per cent starting in 2020.
- Continuing to support business investment by allowing business to accelerate write-offs of capital investments for tax purposes.
- Cutting the gasoline tax by 5.7 cents per litre and the fuel tax by 5.3 cents per litre for six months beginning July 1, 2022.

Supporting Modernization and Protecting Our Progress

- Continuing to provide taxpayers with the option of filing with electronic signatures and fax/e-copies during the pandemic recovery, to reduce the need for in-person interactions.
- Where feasible, continuing to provide clients with the option of applying for benefit programs with electronic signatures during the pandemic recovery, to reduce the need for in-person interactions and paper-based transactions.
- 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 continued modernization of the legal framework for beverage alcohol.
- Consulting with stakeholders to develop a consumer-focused strategy for legal online gambling that reflects consumer preferences while ensuring appropriate protections are in place.

Supporting Digital Delivery and Transformation

The Ontario Digital Service helps enable the adoption of digital practices that advance digital maturity across government and provide better services for Ontarians, unlocking high-value data to increase innovation and economic growth. These efforts include:

- Advancing digital policies and practices, including IT and digital governance, capacity building and measurement.
- Building user-centered products and platforms that accelerate the government's technology and service modernization, such as Notify, to send email, text message, or phone call reminders to renew license plate stickers, driver's licenses, or health cards.
- Helping ministries redesign their programs and services using innovative technologies and methods. This includes helping ministries:
 - Align with the [Digital Service Standard](#), which sets out 13 points to build and deliver simpler, faster, better government services and products for the people who live and do business in Ontario.
 - Understand our [digital assessment process](#), which helps evaluate digital services against Ontario's Digital Service Standard.
- 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, expand access to broadband, and support the government's commitment to achieve a modern, efficient and customer-focused government.
- Supporting the implementation of [Building a Digital Ontario](#), the government's strategy for building a world-leading digital economy that puts people first and delivers a more prosperous future for everyone.
- Continuing work on [Ontario's Digital Identity Program](#), which introduces a new, convenient way to prove who you are, and will make accessing online and in-person services simpler, safer and more secure.

COVID-19 Response

The Ministry is committed to supporting the Province's economic recovery efforts, in part through activities announced in the *2022 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 2019*, and support transparency and accountability through timely reporting through key fiscal and economic documents. The release of the *2022 Budget* was the ninth financial update since the pandemic began. It will also implement tax relief measures for businesses, workers and families.

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, tax relief, and changes to compliance activities. The ministry will continue to provide taxpayers with service offerings that reduce the need for in-person interactions.

The Treasury Program ensures 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.

The Ontario Digital Service will continue to work with partner ministries that are developing COVID-19 response tools and programs to ensure new digital products and services adhere to the [Digital Service Standard](#). In addition to the [Digital First Assessment process](#), the Ontario Digital Service will continue to support the development of digital tool through training, capacity-building, its User Research Lab, its Prototyping Lab, and other direct collaboration.

Key Performance Indicators

The Ministry continues to demonstrate progress to achieve strategic outcomes and priorities that are tracked utilizing a robust accountability measurement framework. In 2021–22, the Ministry met or exceeded Key Performance Indicators related to its fiscal sustainability, policy, and operational functions. Key Performance Indicators that demonstrate a commitment to delivering on government priorities include:

- Drive fiscal sustainability by reducing the related ratios of provincial net debt-to-GDP, net debt-to-Revenue, Interest on Debt-to-Revenue and debt maturities to net debt as published in the *2022 Budget*.
- Service excellence through meeting published service standards.
- Ensure Canada Revenue Agency targets high-risk audits effectively.
- Growth in sales in the legal cannabis market.
- Reduce maximum Business Education Tax (BET) rates.
- Support the provision of high-quality, user-centered and convenient digital government programs, services and tools.

The Ministry recalibrated certain Key Performance Indicators in 2022–23 to reflect the impact of the pandemic on borrowing and agency operations. Fiscal sustainability targets are driven by external factors beyond the Ministry's control such as economic performance (e.g., gross domestic product growth, inflation) and government decision-making, and must be reviewed annually. Digital and Data Key Performance Indicators for Ontario are laid out in the Province's [Digital and Data Strategy](#).

Ministry of Finance Organizational Structure

1. The Minister of Finance
 - 1.1. Parliamentary Assistants
 - 1.2. Chief of Staff
 - 1.3. Chair, 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

Ontario Digital Service Organizational Structure**1. The Minister of Finance**

- 1.1 Associate Minister of Digital Government
- 1.2 Deputy Minister, Chief Digital & Data Officer
 - 1.2.1 Executive Assistant
 - 1.2.2 Director, Communications (also reports to Deputy Minister, Communications, Cabinet Office)
 - 1.2.3 Assistant Deputy Minister, Digital
 - 1.2.4 Assistant Deputy Minister, Platforms
 - 1.2.5 Chief Administrative Officer and Assistant Deputy Minister, Corporate and Quality Service Division

Agencies, Boards and Commissions (ABCs)

Financial Services Regulatory Authority of Ontario (FSRA) regulates the financial services sectors to strengthen consumer and pension plan beneficiaries' protection, improve regulatory efficiency and reduce burden for businesses.

FSRA is working closely with its regulated entities and the Ministry of Finance to monitor COVID-19 impacts on Ontario's financial services sectors, and is encouraging sectors to engage FSRA on ways to better support consumers and businesses during the COVID-19 recovery.

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 predecessor, the Superintendent of the Financial Services Commission of Ontario.

The FST continues to function effectively and has made adjustments to its operations to respond to the COVID-19 recovery.

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 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 COVID-19 recovery.

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 670 retail stores, and more than 390 agency stores as well as online sales through [LCBO.com](https://www.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 of recreational cannabis to authorized (private) cannabis retail stores in Ontario and provides for socially responsible sales of cannabis and related products through its website.

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](https://www.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 continued 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 Province, including the OEFC and Infrastructure Ontario, and provides loans to public bodies.

The OFA continued to function effectively during the pandemic and continues to ensure essential payments to the Province’s broader public sector partners, including health care providers, as well as individual entitlements, are funded on a timely basis.

Ontario Lottery and Gaming Corporation (OLG) conducts and manages gaming on behalf of the Province of Ontario, including casinos, lottery, charitable gaming and internet gaming through [OLG.ca](https://www.olg.ca). Private service providers manage daily casino operations. OLG also administers horse racing funding.

OLG’s lottery and internet gaming lines of business have continued to function effectively throughout the pandemic and OLG reopened land-based gaming facilities in accordance with public health measures.

Ontario Securities Commission (OSC) regulates the Province’s capital markets, including equities, fixed-income and derivatives markets.

The OSC continued to function effectively during the pandemic, including continuing to implement ongoing modernization initiatives as well as burden-reduction initiatives from its 2019 Burden Reduction Report that will lower regulatory burden on market participants.

Detailed Financial Information

Table 1: Ministry Planned Expenditures 2022-23

(\$M)	Ministry Planned Expenditures 2022-23
COVID-19 Approvals	0.0
Other Operating	15,181.0
Capital	8.6
TOTAL	15,189.6

Table 2: Combined Operating and Capital Summary by Vote

VOTES / PROGRAMS	Estimates 2022-23 \$	Change from 2021-22 Estimates \$ %	Estimates * 2021-22 \$	Interim Actuals * 2021-22 \$	Actual * 2020-21 \$
OPERATING EXPENSE					
Ministry Administration	34,161,100	(305,800) (0.9)	34,466,900	53,007,000	53,482,112
Regulatory Policy and Agency Relations	21,795,600	(33,200) (0.2)	21,828,800	16,150,000	13,781,899
Economic, Fiscal and Financial Policy	427,617,700	411,527,700	16,090,000	506,692,100	442,290,698
Tax, Benefits and Local Finance	987,858,400	(16,097,600) (1.6)	1,003,956,000	1,299,234,700	1,071,469,464
Time-Limited COVID-19 Fund	-	(2,700,000,000) (100.0)	2,700,000,000	-	241,200,000
Ontario Digital Service	51,925,800	39,754,300	12,171,500	24,888,800	14,643,420
Total Operating Expense to be Voted	1,523,358,600	(2,265,154,600) (59.8)	3,788,513,200	1,899,972,600	1,836,867,593
<i>Statutory Appropriations:</i>					
Treasury Program	12,988,223,200	568,999,300 4.6	12,419,223,900	12,205,831,600	11,305,216,526
Other Statutory Appropriations	50,821,465	37,551 0.1	50,783,914	50,600,101	64,688,154
Total Operating Expense	14,562,403,265	(1,696,117,749) (10.4)	16,258,521,014	14,156,404,301	13,206,772,273
Consolidation Adjustment - Investment Management Corporation of Ontario	220,137,000	35,365,500 19.1	184,771,500	184,806,000	127,587,585
Consolidation Adjustment - Ontario Financing Authority	27,211,300	-	27,211,300	27,211,300	23,577,246
Consolidation Adjustment - Ontario Securities Commission	136,427,600	14,887,700 12.2	121,539,900	137,146,700	117,332,451
Consolidation Adjustment - Ontario Electricity Financial Corporation	(362,305,600)	(470,760,200)	108,454,600	(415,900,900)	(339,061,071)
Consolidation Adjustment - General Real Estate Portfolio	-	-	-	-	(1,463,284)
Consolidation Adjustment - General Real Estate Portfolio for Ontario Financing Authority	(1,580,100)	632,800 28.60	(2,212,900)	(2,088,100)	-
Consolidation Adjustment - Financial Services Regulatory Authority of Ontario	101,919,500	6,985,300 7.4	94,934,200	91,278,700	89,797,975
Consolidation Adjustment - Treasury Program	794,844,800	(91,128,400) (10.3)	885,973,200	954,408,400	1,088,156,184
Consolidation Adjustment - Treasury Program - Interest Capitalization for Other Sectors	(298,068,000)	(122,937,700) (70.2)	(175,130,300)	(168,240,000)	(119,562,635)
Total Operating Expense Including Consolidation & Other Adjustments	15,180,989,765	(2,323,072,749) (13.3)	17,504,062,514	14,965,026,401	14,193,136,724
OPERATING ASSETS					
Ministry Administration	-	(1,000) (100.0)	1,000	-	-
Regulatory Policy and Agency Relations	20,000,000	-	20,000,000	-	-
Tax, Benefits and Local Finance	1,500,000	850,000	650,000	1,050,000	1,199,976
Total Operating Assets to be Voted	21,500,000	849,000 4.1	20,651,000	1,050,000	1,199,976
Statutory Appropriations	32,700,000	(3,000,000) (8.4)	35,700,000	33,737,500	34,528,901
Total Operating Assets	54,200,000	(2,151,000) (3.8)	56,351,000	34,787,500	35,728,877

Table 2: Combined Operating and Capital Summary by Vote (Continued)

VOTES / PROGRAMS	Estimates 2022-23 \$	Change from 2021-22 Estimates \$ %	Estimates * 2021-22 \$	Interim Actuals * 2021-22 \$	Actual * 2020-21 \$
CAPITAL EXPENSE					
Tax, Benefits and Local Finance	1,000	-	1,000	-	-
Ontario Digital Service	1,000	-	1,000	1,000	-
Total Capital Expense to be Voted	2,000	-	2,000	1,000	-
Statutory Appropriations	1,000	(1,000) (50.0)	2,000	1,000	-
Ministry Total Capital Expense	3,000	(1,000) (25.0)	4,000	2,000	-
Consolidation Adjustment - Investment Management Corporation of Ontario	1,765,200	1,090,200	675,000	1,203,900	167,000
Consolidation Adjustment - Ontario Financing Authority	1,059,800	360,800 51.6	699,000	634,600	572,000
Consolidation Adjustment - Ontario Securities Commission	2,399,100	(6,381,900) (72.7)	8,781,000	2,444,100	2,231,005
Consolidation Adjustment - Financial Services Regulatory Authority of Ontario	3,340,000	(82,000) (2.4)	3,422,000	3,069,500	1,917,376
Total Capital Expense Including Consolidation & Other Adjustments	8,567,100	(5,013,900) (36.9)	13,581,000	7,354,100	4,887,381
CAPITAL ASSETS					
Tax, Benefits and Local Finance	1,000	-	1,000	-	-
Ontario Digital Service	1,000	-	1,000	1,000	-
Ministry Total Capital Assets to be Voted	2,000	-	2,000	1,000	-
Ministry Total Operating & Capital Including Consolidation and Other Adjustments (not including assets)	15,189,556,865	(2,328,086,649) (13.3)	17,517,643,514	14,972,380,501	14,198,024,105

* 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 2022 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:

Telephone 1.866.668.8297 or 1.800.263.7776 (for teletypewriter)

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Appendix: 2021–22 Annual Report

Ministry of Finance

2021–2022 Results

Managing Ontario's Finances Responsibly

- Released the *2021 Budget*, *2021–22 First Quarter Finances* and *2021–22 Third Quarter Finances*, the *Ontario Economic Accounts*, *2021 Ontario Economic Outlook and Fiscal Review*, and the *Taxation Transparency Report 2021*. In the *2022 Budget*, the government projected a deficit of \$13.5 billion in 2021–22, \$19.6 billion lower than the outlook presented in the *2021 Budget*.
- In the *2021 Budget* and the *2022 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 (e.g., securing additional new funding to support critical municipal services).
- Advanced Ontario's priorities in the federation, including developing consensus positions and approaches with other provinces on fiscal arrangements (e.g., Canada Health Transfer, Canada Wide Early Learning and Child Care and fiscal stabilization).
- Issued \$2.75 billion in Green Bonds on July 27, 2021, and \$1.75 billion on February 2, 2022 (Ontario is currently the largest issuer of Canadian dollar Green Bonds).
- Completed the Province's 2021–22 borrowing program, borrowing \$41.1 billion as of March 31, 2022, including pre-borrowing of \$10.1 billion for 2022–23 and maintaining its cash reserves to fund the government's programs as well as upcoming large maturities.
- Issued \$10.4 billion in debt with maturities of 30 years or longer in fiscal year 2021–22, to provide greater certainty with respect to interest payments over the longer term.
- Recovered over \$2.1 billion targeting unreported or underreported income cumulatively since 2013–14 through an agreement with the Canada Revenue Agency (a 4.6:1 return on investment as of December 31, 2021).
- As of March 31, 2022, collected an estimated \$1.58 billion in outstanding tax and non-tax debts owed to the Province, and as of March 31, 2022, assessed more than \$146 million via audit and inspection activities.
- As of March 31, 2022, seized more than 58 million grams of unregulated tobacco products, with an approximate tax value of \$10.7 million.
- In light of the shift to modern hybrid work, the Ministry proceeded with its plans to vacate a lease at 777 Bay Street and integrate its Provincial-Local Finance Division into the Frost Complex.

- Strengthened education property tax revenue integrity by ensuring Province-wide data is available and accessible for detailed analysis.

Supporting Workers and Families

- Led the development of the COVID-19 microsite, which saw traffic increase from 31.7 million in 2020 to 218.2 million in 2021, largely driven by vaccine roll-out. Notwithstanding this increase in traffic, the Ontario Digital Service undertook a major platform upgrade for Ontario.ca, with no disruption to availability (up-time for 2021 was 99.98% up from 99.93% in 2020).
- The pandemic accelerated the need for more reliable, accessible and convenient government services. The Future State Modernization Committee's Digital Results Unit, run by the Ontario Digital Service, was a critical partner in driving this change, supporting 30 digital initiatives that resulted in over 50 public-facing citizen wins.
- Built and [delivered the Verify Ontario app](#), the Province's official mobile application for businesses to scan COVID-19 proof of vaccination, ahead of schedule and in under 40 days. To date, over 37 million scans have been completed through Verify Ontario.
- Collaborated with the Ministry of Health to keep the COVID-19 [self-assessment tool](#), and four separate public screening tools (i.e., [school and childcare screening](#); customer screening for businesses and public places; [work and employee screening](#); [courthouse screening](#)) up-to-date in lock step with Chief Medical Officer of Health's guidance and provincial regulations. COVID screening tools were used over 44 million times in 2021 alone.
- Implemented the temporary Seniors' Home Safety Tax Credit for 2021 and 2022 which supports seniors who make their homes safer and more accessible.
- Delivered temporary top-up to the Childcare Access and Relief from Expenses (CARE) tax credit for 2021.
- Introduced a new, temporary Ontario Staycation Tax Credit for the 2022 tax year.
- Implemented the new temporary Ontario Jobs Training Tax Credit for 2021 and 2022 to make it easier for people to get the training they need.
- Froze beer tax rates until March 1, 2023.
- Maintained the program structure and envelope of the Ontario Municipal Partnership Fund for the 2022 municipal budget year to provide stability and certainty to municipalities. Maintaining the program funding envelope allowed for the Rural Communities Grant of the program to be enhanced by \$2 million to further support rural municipalities with the highest levels of farmland.
- Postponed property tax reassessments for 2021 - 2023 to provide stability for property taxpayers and municipalities, and to enable municipal governments to focus on responding to the challenges posed by the COVID-19 pandemic.

- Allowed automobile 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. Further changes were also made to enable insurance companies to provide rebating and incentives on a permanent basis.
- Continued to explore opportunities to improve access to income-based programs by taking a citizen-focused approach while ensuring programs are administered efficiently.
- Amended the application process for the Canada-Ontario Housing Benefit program, including electronic signature and online applications, and other measures implemented in response to the COVID-19 pandemic to enable a fully electronic submission of applications.
- Amended the application process for the Healthy Smiles Ontario benefit program, including electronic signature in response to the COVID-19 pandemic to enable a fully electronic submission of applications.
- Increased the Non-Resident Speculation Tax rate to 20 per cent, expanded its application Province-wide and closed loopholes, effective March 30, 2022.

Supporting the Economy

- The Ontario Financing Authority (OFA) used its banking expertise to closely manage the issuance of 7.5 million cheques as a part of the Province's initiative to refund license plate renewal fees. The OFA strategically included cheque printing services when it contracted for co-lead banking services in 2021–22, allowing the agency to eliminate a time consuming procurement in issuing refunds to the people of Ontario.
- The OFA also continued to work with ministries to support their agencies and other public bodies by providing financing under its Loans to Public Bodies program to help manage liquidity requirements and support continued delivery of critical programs and services. Examples of this support included loan advances to the Niagara Parks Commission and an extension of an expanded \$2 billion credit facility for the Financial Services Regulatory Authority of Ontario in support of the credit unions and caisses populaires sector.
- In support of the public health measures introduced during the pandemic, ministry inspections and investigations staff participated in a multi-ministry enforcement strategy. The Ministry's contribution included 13 staff to support this initiative, visiting more than 250 businesses across 12 different health units.
- The Ministry implemented a new legislative framework for credit unions and caisses populaires in the *Credit Unions and Caisses Populaires Act, 2020*, as well as legislative amendments to the *Mortgage Brokerages, Lenders and Administrators Act, 2006*, further to a recent review of that statute.
- Published a draft Capital Markets Act for stakeholder consultation, fulfilling a key 2021 Budget commitment and that, if introduced and proclaimed, would

represent a new legislative regime impacting the entirety of the Province's capital markets.

- Increased the Employer Health Tax exemption from \$490,000 to \$1 million starting in 2020, helping employers weather the pandemic and to build a stronger foundation for future business growth and hiring.
- Cut high Business Education Tax rates starting in 2021, which is creating more than \$450 million in annual savings for over 200,000 business properties or approximately 95 per cent of all business properties in Ontario.
- Provided municipalities with the flexibility to target tax relief for small businesses through the adoption of the new optional small business property subclass.
- Provided a six-month interest and penalty-free period from January 1, 2022 to July 1, 2022 for businesses to make payments for most provincially-administered taxes.
- Continued to offer extended timelines and amended requirements for the cultural media tax credits helping companies remain eligible despite delays due to COVID-19.
- Extended the reporting period for claiming the Ontario Research and Development Tax Credit.
- Continued to offer the Regional Opportunities Investment Tax Credit including temporarily doubling the rate from 10 per cent to 20 per cent until the end of 2022 to help encourage business investment in areas of the Province where employment growth between 2009 and 2019 was slower than the provincial average.
- Lowered business costs to support small business through cutting the small business corporate income tax rate from 3.5 per cent to 3.2 per cent starting in 2020.
- Continued supporting business investment by allowing businesses to accelerate write-offs of capital investments for tax purposes.
- 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.
- Continued to modernize the *Pension Benefits Act* regulatory framework and reduce burden for business by removing unnecessary reporting requirements and reducing administrative costs for certain types of plans.
- Continued to implement the current 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 proclamation 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 the proclamation of the *Financial Professionals Title Protection Act, 2019* to enable the implementation of a new title protection framework requiring individuals to meet minimum requirements to use the Financial Planner or Financial Advisor titles.
- Expanded the Aboriginal Loan Guarantee Program to support Indigenous participation in electricity infrastructure projects. Entered into a loan guarantee to support an Indigenous investment in a wind project.
- 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.

Supporting Modernization

- Made changes to enable fully digital automobile insurers to operate in Ontario by allowing electronic communications and terminations between insurers and consumers, with consumer consent.
- Developed an automobile 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 FSRA to rescind the legacy Financial Services Commission of Ontario’s automobile 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.
- Conducted 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.
- Completed stakeholder consultations and First Nations engagement on unregulated tobacco to inform a future approach for Ontario.
- Worked with the Ministry of the Attorney General, and with guidance from the Ministry of Indigenous Affairs, to launch an internet gaming (igaming) scheme in Ontario on April 4, 2022 that is both competitive and protects consumers.
- Continued to work with the Ministry of the Attorney General to support a tightly regulated private cannabis retail store model with rules aimed at protecting children and youth, safeguarding communities and combatting the illegal market.

- Implemented a modernized legal framework for alcohol in concert with the Ministry of the Attorney General. These changes were proclaimed in November 2021 and represent the first comprehensive update in more than 40 years.
- Cut the wholesale prices bars, restaurants and other licensed consumption premises pay to the Liquor Control Board of Ontario for the alcohol they purchase and allow grocery stores to offer curbside pickup of beer, wine and cider, and permanently extended the retail sales hours for alcohol to 7 am to 11 pm.
- Released Ontario's first Digital and Data Strategy. The strategy emphasizes online privacy and security, and supports economic recovery to help people and businesses prosper in a digital world.
- Launched the Notify platform, a service to send email, text message, or phone call reminders and other notifications – a service that was announced in July 2021. To date, more than 2 million notifications have been sent through Notify.
- Released beta principles for the ethical use of Artificial Intelligence (AI) in Ontario. These six principles apply to data enhanced technologies in government processes, programs and services and will ensure they are aligned with Ontario's ethical considerations and values.
- Throughout the pandemic, the Ontario Digital Service conducted more than 90 remote digital training workshops, sessions and courses for ministries that transitioned to hybrid work models.
- In collaboration with partner ministries, the Ontario Digital Service developed, launched and managed a series of high-impact digital tools, including the Ontario Long-Term Care Home finder.
- The Future State Modernization Committee's Digital Results Unit, run by the Ontario Digital Service, was a critical partner in driving this change, supporting 30 digital initiatives that resulted in over 50 public-facing citizen wins.
 - Ontario Digital Service led the Digital First Assessment process, a governance mechanism to ensure all ministries are delivering high-quality services. More than 140 assessments were conducted in 2021, along with the implementation of updates to support the new Digital and Data Directive.
- Traffic to government websites has increased from 126 million visits in 2019 to over 410 million in 2021 – a more than three-fold increase. The COVID-19 microsite saw the largest increase from 31.7 million in 2020 to 218.2 million in 2021, largely driven by vaccine roll-out. Notwithstanding, the Ontario Digital Service undertook a major platform upgrade for Ontario.ca, with no disruption to availability (up-time for 2021 was 99.98% up from 99.93% in 2020).

COVID-19 Response

COVID-19 Time-Limited Funding was made available to protect Ontario's progress against the pandemic.

The Ministry of Finance led policy development and/or implementation of a number of tax and other relief and recovery measures, including:

- Provided a six-month interest and penalty-free period from January 1, 2022 to July 1, 2022 for businesses to make payments for most provincially-administered taxes which will provide \$7.5 billion in potential cash flow available to Ontario businesses.
- Introduced the Ontario Business Costs Rebate Program, which provided support for fixed property tax and energy costs to businesses that were most impacted by public health measures in response to the Omicron variant. Eligible businesses that were required to close or reduce capacity received rebate payments for a portion of the property tax and energy costs they incurred while subject to these measures.
- 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.
- Increase in the Employer Health Tax exemption, from \$490,000 to \$1 million and doubled the instalment threshold.
- Continued to offer the Regional Opportunities Investment Tax Credit including temporarily doubling the rate from 10 per cent to 20 per cent until the end of 2022, to help encourage business investment in areas of the Province where employment growth between 2009 and 2019 was slower than the provincial average.
- Introduced the temporary Seniors' Home Safety Tax Credit for 2021 and 2022, which supports seniors who make their homes safer and more accessible.
- Introduced the temporary Staycation Tax Credit for 2022, to encourage Ontarians to explore and rediscover their province.
- Introduced a new temporary Ontario Jobs Training Tax Credit for 2021 to make it easier for people to get the training they need to succeed (and subsequently extended the tax credit for 2022).
- Amended the application process for the Canada-Ontario Housing benefit program, including electronic signature and online applications, and other measures implemented in response to the COVID-19 pandemic to enable a fully electronic submission of applications.
- Amended the application process for the Healthy Smiles Ontario benefit program, including electronic signature in response to the COVID-19 pandemic to enable a fully electronic submission of applications.
- Continued to offer extended timelines and amended requirements for the cultural media tax credits, helping companies remain eligible despite delays due to COVID-19, and extended the reporting period for claiming the Ontario Research and Development Tax Credit.
- Introduced the Ontario Small Business Support Grant to help small businesses that were required to close or significantly restrict services under the Province-

wide shutdown, effective December 26, 2020. The grant provided support of \$20,000 to \$40,000 to eligible small businesses.

- Provided property tax and energy cost rebates to eligible businesses that were required to close or significantly restrict services as a result of provincial public health measures between October 2020 and July 2021.
- Postponed property tax reassessments for 2021 - 2023 to provide stability for Ontario's property taxpayers and municipalities, and to help municipal governments focus their resources on public health initiatives and other local efforts to manage COVID-19.
- Cut high Business Education Tax rates, which created over \$450 million in annual savings for more than 200,000 business properties or 95 per cent of all business properties in Ontario.
- Provided liquidity support through the Ontario Financing Authority's Loans to Public Bodies program.

The Ministry also facilitated engagement with the federal government on a number of measures to respond to the COVID-19 crisis. This includes:

- Securing two unconditional federal payments in 2021–22: *Helping Health Care Systems Recover* (\$1,551 million) and Canada's COVID-19 Immunization Plan (\$388 million).
- Securing an additional unconditional federal payment in 2022–23 of \$775.5 million to support the health care system.
- Championing, then securing more than \$300 million in federal funds for the support of critical municipal services impacted by the pandemic, including public transit and shelters. The Province is matching this commitment, dollar-for-dollar, for a total of \$632 million in joint provincial and federal funding.

In collaboration with partner ministries, the Ontario Digital Service developed, launched and managed a series of high-impact digital tools that made a concrete difference in helping Ontarians navigate the pandemic. They include:

- Launch of Ontario's [vaccine eligibility screener](#) to align with the vaccine roll-out.
- Building and [delivering the Verify Ontario app](#), the Province's official mobile application for businesses to scan COVID-19 proof of vaccination.
- Collaborating with the Ministry of Health to keep the COVID-19 website, [self-assessment](#) tool, and four separate public screening tools (i.e., [school and childcare screening](#); customer screening for businesses and public places; [work and employee screening](#); [courthouse screening](#)) up-to-date in lock step with Chief Medical Officer of Health's guidance and provincial regulations.
- 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.

- Created the COVID-19 testing locations and clinical assessment centres finding tool, which enabled Ontarians to easily find locations to get a test or clinical assessment.
- Released more than 35 different COVID-19 open data sets on the Ontario Data Catalogue, crucial to understanding and responding to the pandemic.
- 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.
- Developed the Ontario Together site, which led to the procurement of critical supplies in supporting the fight against COVID-19.
- Ensured service on Ontario.ca was 99.99 per cent available during a period of record setting traffic.
- Supported the work of the Central Coordination Table, including a dashboard and publication of COVID-19 data and data visualizations. Over the course of the year, the team worked with 13 data partners daily to produce more than 250 dashboards that supported the timely and accurate presentation of more than 40 pandemic-related datasets to help inform pandemic response and recovery discussions.

The Ministry of Finance continues to play a leadership role in planning for economic recovery, including implementing measures announced in the *2022 Budget*.

Table 3: Ministry Interim Actual Expenditures 2021–22*

	Ministry Interim Actual Expenditures* 2021-22 (\$ Millions except Staff Strength)
Operating and Capital	846
Investment Management Corporation of Ontario ¹	186
Ontario Municipal Partnership Fund	502
Power Supply Contract Costs	68
Time-Limited COVID-19 Fund	0
COVID-19 Time-Limited Funding	378
Interest on Debt	12,992
Staff Strength as of March 31**	1,402.2

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 2022 Ontario Budget.

**Ontario Public Service Full-Time Equivalent positions

Estimates Briefing Book 2022-23

Ministry of Francophone Affairs

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PART I: 2022-23 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

Ontario's Francophonie is an integral part of the economic, social and cultural fabric of the province. The Ministry of Francophone Affairs (MFA), as the steward of the French Language Services Act (FLSA) and main advisor of the government on Francophone affairs and French language services, works with ministries and agencies to ensure that Francophones receive government services in French in designated areas of the province so they can participate in the social, economic and political life of the province while maintaining their linguistic and cultural heritage.

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:

- Oversees the administration of the FLSA and works with provincial government ministries and classified agencies to ensure that legislative obligations are met, and French language services are available in designated areas of the province.
- 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 FLSA.
- Provides expert advice to provincial government ministries and classified agencies and develops resources to support their efforts in delivering high-quality French language services and ensure policies and programs meet the needs of Francophones.
- Engages with the Francophone community to identify their interests and service needs, and to facilitate government initiatives that support the well-being and improve the lives of Francophone citizens to contribute fully to Ontario's prosperity.
- Promotes Francophone affairs inside government and partners with key ministries on policy and program initiatives to contribute to a stronger Francophone community, including Francophone economic development.

- Collaborates with other jurisdictions to promote Ontario's Francophonie and to enhance the province's profile at both 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 government press conferences and the Chief Medical Officer of Health updates.
- Ensuring that the content of the Government's awareness campaigns is available in French and is distributed through key Francophone print, web, radio, and TV outlets.

Ministry Programs

The Ministry of Francophone Affairs oversees the administration of the French Language Services Act, works with provincial government ministries and classified 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 provincial government ministries and classified 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 Minister's Council on the Canadian Francophonie and the Organisation internationale 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 Québec under the *Ontario-Québec Cooperation and Exchange Agreement with Respect to the Francophonie*.

2022-23 STRATEGIC PLAN

The Ministry of Francophone Affairs supports the government's plan to protect the progress made against the pandemic and to build Ontario. The government recognizes that Francophone entrepreneurs and businesses are important contributors to Ontario's prosperity and to the economy as well as the importance of a strong Francophone and bilingual workforce. 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 2022-23 the ministry will focus on the following key activities:

- Committing to increasing the Francophone economic footprint, promoting the Ontario's Francophone workforce and stimulating job creation by supporting the innovative know-how and growth of Francophone private businesses and social enterprises.
- Implementing a French Language Services Strategy to improve access to French-language services and increase quality and accountability, including

proclaiming additional amendments to the modernizing FLSA, building up Ontario's francophone and bilingual workforce, and improving effective planning and reporting of French-language services.

- Making it easier for organizations to seek a designation under the FLSA to provide services in French by enhancing the digital platform that will enable the ministry to monitor the quality of French-language services and to onboard, support, and evaluate currently designated agencies.
- Investing \$2 million 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.
- Dedicating \$0.3M annually 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-owned and operated businesses 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 2022-23 (\$M)

COVID-19 Approvals	\$0.00
Other Operating	\$7.95
Other Capital	\$0.00
TOTAL	\$7.95

Detailed Financial Information

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
OPERATING EXPENSE						
Francophone Affairs Program	7,928,300	(828,300)	(9.5)	8,756,600	9,256,600	6,298,727
Total Operating Expense to be Voted	7,928,300	(828,300)	(9.5)	8,756,600	9,256,600	6,298,727
Statutory Appropriations	16,173	-	-	16,173	16,173	16,667
Ministry Total Operating Expense	7,944,473	(828,300)	(9.4)	8,772,773	9,272,773	6,315,394
Total Including Consolidation & Other Adjustments	7,944,473	(828,300)	(9.4)	8,772,773	9,272,773	6,315,394
OPERATING ASSETS						
Francophone Affairs Program	-	(1,000)	(100.0)	1,000	1,000	-
Total Operating Assets to be Voted	-	(1,000)	(100.0)	1,000	1,000	-
Statutory Appropriations	-	-	-	-	-	-
Ministry Total Operating Assets	-	(1,000)	(100.0)	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)	7,945,473	(828,300)	(9.4)	8,773,773	9,273,773	6,315,394

* 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 2022 Ontario Budget.

Historic Trend Analysis Data	Actuals 2019-20*	Actuals 2020-21*	Estimates 2021-22 *	Estimates 2022-23
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	4,982,543	6,315,394	8,773,773	7,945,473
		27%	39%	-9%

* 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/2022/index.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.

Legislation

Legislation administered by the ministry:

French Language Services Act, 1990

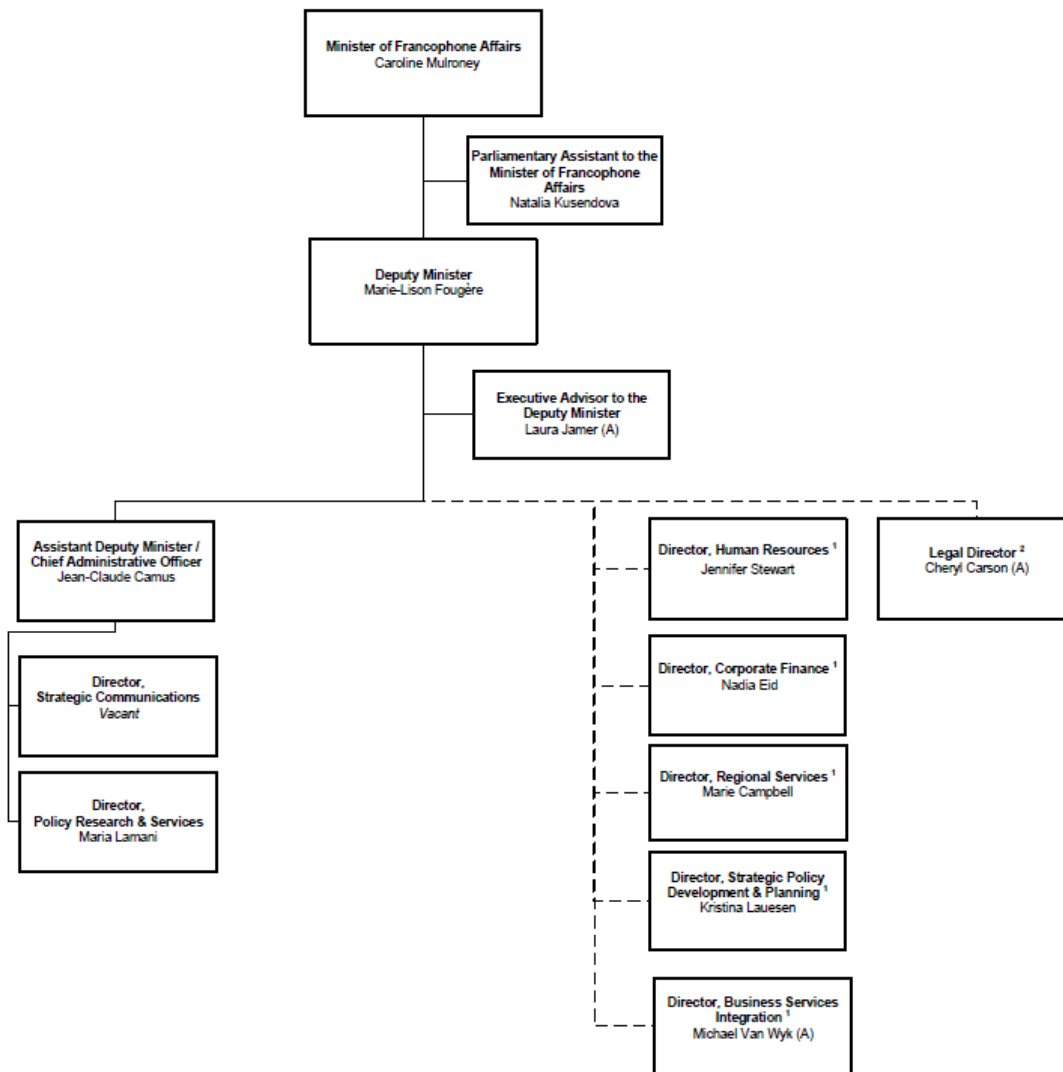
The French Language Services Act, which was modernized in 2021, protects the rights of Franco-Ontarians to have access to French language services provided by or on behalf of the provincial government, notably in designated areas of the province.

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

August 2022



¹ Administratively reports to ADM/CAO, Regional and Corporate Services Division, Ministry of Tourism, Culture and Sport. Provides services to the Ministry of Francophone Affairs and ADM/CAO of Ministry of Francophone Affairs.

² Also reports to DMs of Ministry of Tourism, Culture and Sport, Ministry for Seniors and Accessibility, and ADAG, Ministry of the Attorney General.

(A) Denotes "Acting"

ANNUAL REPORT

In 2021-22, the Ministry of Francophone Affairs supported the government's plan 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 continued to help Francophone communities across Ontario promote their culture, grow their businesses, and encourage greater community engagement.

The following outlines the Ministry of Francophone Affairs' major accomplishments in delivering on key priorities during 2021-22:

- Modernized the French Language Services Act to improve access to quality services in French for Ontario's growing Francophone community. This was the first substantial review of the legislation since its introduction in 1986 and incorporated input from extensive public and stakeholder consultations across the province.
- Delivered on the government's commitment to the Ontario's Francophone community to improve the delivery of the French-language services by streamlining the requirements, establishing a shorter processing timeframe, and digitizing the process for service providers seeking a designation as a public service agency under the FLSA.
- Confirmed the designation of the City of Sarnia under the French Language Services Act which will take effect in November 2024 after a three-year period to enable government offices and agencies to build the French-language service capacity necessary to meet the requirements under the Act.
- Launched a Francophone Economic Development Strategy to increase the Francophone economic footprint, strengthen and promote the Francophone workforce, stimulate job creation and facilitate the development of new markets for Ontario's Francophone and bilingual businesses and organizations.
- Provided \$500,000 to the Fédération des gens d'affaires francophones de l'Ontario (FGA) to ensure the continuity and growth of its activities and to develop a francophone business ecosystem to enable entrepreneurs to connect to francophone organizations that support them in the business pre-incubation, incubation, implementation, and acceleration phases.

- Provided \$2 million in project-based funding to 51 organizations serving the francophone community through the Francophone Community Grants Program, which is twice the investment of prior years. The projects selected reflect several key sectors such as business and entrepreneurship, arts and culture, community services, education and training, health and wellness, and tourism that promote and further empower Ontario's francophone community.
- Provided \$2 million as part of the COVID-19 Relief Fund to support the network of Francophone non-profit organizations impacted by the pandemic with their operating costs and to continue contributing to the vitality of Ontario's Francophone community. The total available funding envelope for the Fund was \$3M over two years supporting 117 Francophone NPOs, maintaining over 600 jobs, and creating over 200 jobs.
- Invested over \$250,000 through the Cooperation and Exchange Agreement between the Government of Ontario and the Government of Québec with respect to the Francophonie to support 18 joint projects that encourage the development of Francophone culture, capitalize on economic opportunities, and enhance mutual understanding between the Quebec and Franco-Ontarian populations. The majority of these projects are in prioritized areas such as economic development, education, culture, tourism, youth, and diversity and inclusion.
- Declared intention to build cooperation between Ontario and the Government of the French Community of Belgium to promote cultural, educational and economic exchange; share information and best practices; and enhance collaboration in the areas of higher education, culture, digital media, youth and promotion of the French language.

Table 3: Ministry Interim Actual Expenditures 2021-22

	Ministry Interim Actual Expenditures (\$M) 2021-22 *
COVID-19 Approvals	\$2.75
Other Operating	\$6.02
Other Capital	\$0.00
Staff Strength ** (as of March 31, 2022)	17.0

* Interim actuals reflect the numbers presented in the *2022 Ontario Budget*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2022-23

Ministry of Government and Consumer
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Ministry of Government and
Consumer Services

PART I: 2022-23 PUBLISHED PLAN

MINISTRY OVERVIEW

The Ministry of Government and Consumer Services (MGCS) delivers vital programs, services, and products to the people and businesses of Ontario, as well as to ministries across the Ontario Public Service (OPS), provincial agencies, and the Broader Public Sector (BPS). Services are managed and delivered through MGCS' business lines: Information, Privacy and Archives, Ontario Shared Services, ServiceOntario, Consumer Services, Government Services Integration Cluster, Government Infrastructure Projects, and Enterprise Information Technology Services.

Ministry's Vision

Our vision is to deliver simpler, faster, better services for the people and businesses of Ontario and to drive meaningful change across the enterprise that improves program outcomes and protects critical services.

The ministry delivers vital public programs, services, and products — ranging from the provision of health cards, driver's licences, and birth certificates to consumer protection and public safety — to help individuals, families, and businesses. The ministry is delivering on its vision through its diverse range of portfolios:

- Delivering vital services for the people and businesses of Ontario related to birth, adoption, marriage, death, organ donation, driver's licences, vehicle registration, health cards, and accessible parking permits.
- Enhancing consumer protection and public safety legislative frameworks, providing advice and assistance to consumers, taking action to ensure business compliance with consumer protection and safety laws, and creating a prosperous business climate by updating and simplifying business laws.
- Providing stewardship of Ontario's information and documentary heritage and managing public requests for information.
- Supporting the centralization of supply chain management by working across government ministries to help Ontarians get the best value for money.
- Managing the second largest public real estate portfolio in Canada and providing a safe workplace for OPS employees.

Enterprise-wide, we deliver internal infrastructure and support over 65,000 employees by:

- Running, operating, and modernizing the OPS' information technology assets and resources, while enabling digital service delivery for Ontarians and Ontario businesses.

- Delivering over 50 services related to procurement, finance, human resources, pay and benefits, and a range of enterprise business services.
- Implementing a broader OPS-wide office optimization strategy.

COVID-19 Response

In response to the COVID-19 pandemic, the ministry continues to focus on improving government services to the public, supporting businesses, and making government function efficiently. We continue to procure necessary personal protective equipment and other products to meet the demand from various public sectors. We are modernizing frontline services to allow for more digital access to government services and programs, with online appointment bookings, digital reminders, online chatbots to answer questions 24/7, and faster registration services for businesses.

Ministry Programs

Information, Privacy and Archives

The Information, Privacy and Archives Division is responsible for providing enterprise strategic leadership for recordkeeping, access to information, and privacy protection for the OPS, agencies, and parts of the BPS. It oversees the Archives of Ontario (the largest provincial archives in Canada), that collects, preserves, and provides access to and encourages the public use of records of provincial and historical significance.

COVID-19 Response

The Information, Privacy and Archives Division has taken the following measures to adapt its services in response to the COVID-19 pandemic:

- Continued growth of online initiatives due to reduced in-person services at the Archives of Ontario. These online initiatives include virtual tours, new web-based education resources, and expanded access to archival collections through a GLAM (galleries, libraries, archives, and museums) Wikipedia page. Onsite access to the Archives of Ontario collections for research purposes is by appointment only.
- Through remote access and virtual channels, the Information, Privacy and Archives Division continues to:
 - o Offer online collections, resources, and services to the public through the Archives of Ontario website, by telephone and by email.
 - o Provide agile and rapid advice to programs across government to support the ongoing COVID-19 response and delivery of critical services.

Ontario Shared Services

Ontario Shared Services provides centralized internal services for all Ontario government ministries and employees, select agencies, and procurement services for BPS partners.

Ontario Shared Services enables efficient and effective delivery of the government's core internal business functions, including whole-of-government procurement, financial processing, transfer payment administration, human resources, pay and benefits, and enterprise business services. This work is carried out across multiple channels, including digitally through cloud-based services.

Ontario Shared Services provides public facing services to Ontarians including insurance services under the Motor Vehicle Accident Claims Fund and the General Road Liability Protection Program. Document authentication service is provided to the public by the Official Document Services program. Ontario Shared Services is responsible for the on-line publishing of the Ontario Gazette as well as the sales and distribution of select Ontario products to the public via its on-line e-commerce gateway.

COVID-19 Response

Ontario Shared Services has played a central role in the government's COVID-19 pandemic response. This involved internally redeploying employees to coordinate procurements and supply chain management for public sector entities, including ministries, municipalities, the BPS and government agencies. Specific steps taken to support the public-sector supply chain included:

- Maintaining 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, critical supplies and equipment procured by the government; and
- Supporting and overseeing the implementation of Supply Ontario to transform Ontario's public sector supply chain.

Through the Transfer Payment Ontario system, Ontario Shared Services played an essential role in supporting the successful delivery of more than 30 COVID-19 pandemic response initiatives, with funding totalling over \$3.4 billion as of January 2022. In addition, Ontario Shared Services ensured the continued delivery of key business programs and services such as the processing of salary and benefits for over 65,000 OPS employees.

ServiceOntario

ServiceOntario provides Ontarians with fast, friendly, and easy access to a wide array of government information and services – online, in person, by mail, and phone. People and businesses can find the help they need with Vital Events, Driver and Vehicle Services, Health

Cards and Ontario Photo Cards, Land and Business Registration, and Outdoors and Occupational Licensing.

ServiceOntario puts people at the centre of everything it does, delivering a consistent and inclusive customer experience. ServiceOntario offers a hybrid model of user-centred and secure digital-first access to the highest-volume transactions, while continuing to guarantee stable access to in-person options. Enhanced customer and business services, with updated back-office supports including modernized platforms and online help, ensure a superior customer experience. Offering services in various formats ensures inclusivity and choice for all Ontarians.

COVID-19 Response

ServiceOntario has taken several steps to continue to make it easy 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:

- Allowing most government-operated offices to remain open throughout the COVID-19 pandemic by implementing public health protocols, including installing plexiglass at public and private retail, land registry, and back offices, screening, enhanced cleaning measures, and personal protective equipment requirements.
- Implementing online appointment bookings at high-volume offices to reduce wait times for customers and promote health and safety by limiting in-person line-ups.
- Amending regulations under the Vital Statistics Act, to permit the electronic transmission of death registration documents and improve the process for sharing death registration data. These changes also enabled the launch of the electronic Medical Certificate of Death which digitizes paper-based processes and modernizes the way the province registers, approves, and stores, death information, and informs third-parties when a death occurs.
- Improving online services to help customers get what they need from the safety of their home including:
 - Further extending the validity of accessible parking permits to promote public safety. Also launched an accessible parking permit fillable online application form that provides a secure and encrypted electronic intake submission channel for approximately 123,000 eligible customers.
 - Introducing changes to the ministry's 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.
 - Launching the Queue-it virtual waiting room to manage online volumes and improve the user experience.

- Setting up contact centres, including the Stop the Spread Information Line, Ontario Together program, and the Provincial Vaccine Contact Centre, while also delivering services for other key programs.

Consumer Services

Consumer Services delivers the policies, programs and services that respond to the needs of the people and businesses of Ontario. As a modern regulator, Consumer Services implements policy on a wide range of consumer and public safety issues, and supports business law renewal in Ontario.

The ministry plays an important role in informing consumers about their rights and protections under its various consumer protection and public safety statutes and regulations, including the Consumer Protection Act, 2002. The ministry is a recognized, trusted, and knowledgeable resource of information and essential tools for consumers and businesses. 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, protecting consumers' interests through proportionate and risk-based compliance tools, and taking enforcement action against non-compliant businesses.

The ministry regulates and licenses businesses in several sectors, including payday loans, bailiffs, collection agencies, and consumer reporting agencies. It also oversees 11 arm's-length administrative authorities and one statutory corporation¹ in the areas of consumer protection and public safety.

The ministry also administers the burial site provisions of the Funeral, Burial and Cremation Services Act, 2002, which set out a process for dealing with human remains that may be found outside cemeteries, including those of Indigenous peoples, with dignity and respect. The ministry is bringing its expertise in this area to support the development and implementation of the government's strategy to work with Indigenous communities in respect of unidentified burials associated with the former Indian Residential Schools.

COVID-19 Response

Consumer Services continues to provide services to the public through its Consumer Protection Ontario contact centre, compliance, and enforcement work, and supported the

¹ Administrative authorities assume complete financial, operational, and legal responsibility for administering legislation, which includes delivering day-to-day regulatory services such as licensing, inspection, prosecution, and fee setting. Statutory corporations are a corporate body created by law - MGCS is also responsible for Ontario One Call, a statutory not-for-profit corporation with a legislated mandate as a mandatory one-call-to-dig system provider in the province.

development and implementation of Emergency Orders, including an order to prohibit unconscionable pricing on necessary goods during the COVID-19 pandemic, and legislative changes to consumer protection statutes:

- As of December 29, 2021, Consumer Protection Ontario received over 32,700 online complaints under the Emergency Order prohibiting price gouging. The ministry also has provided advice and assistance to consumers about consumer transactions that were affected by the COVID-19 pandemic, including cancelled theatrical performances and contracts, venue rentals, wedding services, and fitness memberships.
- Supporting businesses and consumers by extending:
 - Legislative amendments to key corporate statutes including the Business Corporations Act; Corporations Act; Condominium Act, 1998; and Co-Operative Corporations Act, which helped businesses conduct corporate meetings virtually when in-person meetings were no longer a possibility.
 - Two of the temporary measures that were put in place in 2020 and set to expire in 2022, under the Travel Industry Act, 2002, that reduced burden on travel agents and wholesalers (registrants) and helped travellers impacted by the COVID-19 pandemic. This includes extending both the temporary provision that allows registrants to issue vouchers to consumers in certain circumstances, for a one-year period to March 31, 2023, and the temporary provision that lessens reporting requirements for medium- and large-sized registrants, which saves 437 registrants from the burden and cost of retaining a licensed public accountant to prepare a review engagement report or audit opinion, for a two-year period to November 30, 2024.
- Supporting the travel agent and wholesaler, and amusement park and ski sectors in Ontario, providing them with financial relief by:
 - Dispensing additional funding in 2021-22 to the Travel Industry Council of Ontario to help temporarily waive registration renewal fees and Travel Industry Compensation Fund payments. The ministry is also working to provide funding for 2022-23; and
 - Waiving oversight payments of the Technical Standards and Safety Authority and the Electrical Safety Authority, which are being used to waive licensing payments from amusement park and ski businesses.
- Issuing a Minister's Order that gave the Technical Standards and Safety Authority the authority to provide safety-related inspection, enforcement, and administrative services to the provincial government or to any of its agencies, boards, commissions, or administrative authorities. This enabled the Ministry of Labour, Training and Skills Development to contract with the Technical Standards and Safety Authority to help address COVID-19 related complaints, and provide 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 telephone, email, and online chat.

COVID-19 Response

In response to the COVID-19 pandemic, the Government Services Integration Cluster enabled many initiatives including:

- Enhancing and expanding the Personal Protective Equipment Supply Portal, an end-to-end order management solution, from Ontario manufacturers through warehouse fulfilment to the customer, that enables non-health government entities to order personal protective equipment and critical supplies through an online e-commerce experience. In 2021, the cluster:
 - Expanded access to ministries and government organizations including fire services, police services, courts, colleges and universities, indigenous infrastructure services, childcare centres, and
 - Integrated with other systems over a two-week period to allow approved essential businesses and industries to order Rapid Antigen test kits. This enabled these organizations to continue to operate safely throughout the pandemic.
- Increasing capacity to support operations throughout the COVID-19 pandemic by:
 - Supporting multiple programs and rolling out critical technology that enables remote work for up to 5,000 OPS contact centre staff to continue delivering services through the contact centre channel while promoting safe work environments.
 - Launching new capabilities such as the first 'chatbot' enabled through the Engagement Platform (formerly known as Enterprise Contact Centre Service) to help ServiceOntario answer online driver and vehicle questions from the public, and the first cloud 'outbound campaign' capabilities to support outreach efforts and facilitate the Ministry of Health's provincial vaccine rollout.

Government Infrastructure Projects

Government Infrastructure Projects is responsible for managing the government's General Real Estate Portfolio. This is done through the development of policy, legislation, and program delivery. The program oversees the real estate management activities of the Ontario

Infrastructure and Lands Corporation (Infrastructure Ontario) and implements 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.

This program is also responsible for optimizing the government's office real estate and driving workplace transformation to reduce costs and improve effectiveness of the OPS workforce. It achieves this through efficient management of realty assets and service delivery, by reducing costly third-party leased office space, and re-shaping how and where the OPS works to deliver the best outcomes and services for Ontarians. Major realty projects are delivered through this program, including the Macdonald Block Reconstruction Project, Whitney Block Rehabilitation Project, and Regional Office Optimization Plans. Adopting approaches, including more flexible and collaborative workspaces to support hybrid workspace utilization, will help to improve the reconstructed Macdonald Block Complex.

COVID-19 Response

The ministry is coordinating with the OPS to address real estate challenges and opportunities as part of its COVID-19 response. In addition, work on government infrastructure projects has continued, with careful management to ensure sites meet health and safety work environment guidelines.

Enterprise Information Technology Services Program

The **Enterprise Information Technology Services Program** provides strategic leadership in the use of Information and information technology to modernize Ontario's programs and services and to meet the changing needs of Ontarians and the OPS, ministries, agencies, and the BPS.

The program is responsible for developing plans that focus on evolving information technology capabilities to transform public service delivery, providing user-centred, digital solutions that create positive outcomes and provide value for the people of Ontario. This includes an enterprise technology roadmap to realize the benefits of strategically managed technology, products, and services, as well as to coordinate technology investments across ministries.

The program, which champions and enables digital government, also ensures the ongoing security of systems and data; the implementation of common infrastructure, governance and accountability; the development and maintenance of OPS information technology operating policies, technical standards, and guidelines; and the delivery of common services across the OPS, such as hosting services, service management, and network capabilities.

COVID-19 Response

The ministry played a critical role in enabling the delivery of information technology business solutions for government programs as well as new digital services to Ontarians, while expanding remote work capabilities for OPS employees. This included:

- Providing remote work tools and services to OPS staff to deliver time-critical services.
- Introducing an alternate, secure connectivity method that allows OPS employees to connect to internal applications from any device, without having to connect to the OPS information technology network.
- Continued technology readiness and support for the COVID-19 vaccine rollout and ensuring vaccine certificate services are accessible to Ontarians 24/7.
- Supporting pandemic-related contact centres with technology support (for example, the Ontario Together portal, vaccine booking, and information telephone lines).

2022-23 STRATEGIC PLAN

The Ministry of Government and Consumer Services is focused on improving government services to the public, supporting businesses, and making government function efficiently— all critical to fuel Ontario's restart post COVID-19. The ministry is taking a customer-focused approach to build simpler, faster, better access to services, saving Ontarians and businesses time and money.

MGCS Primary Goals

The ministry has five primary goals to fulfill its mandate and achieve government priorities: Service Delivery Excellence; Digital Transformation; Driving Efficiencies; Supporting Businesses; and People and Culture. Details of specific accomplishments can be found in the 2021-22 ANNUAL REPORT.

1. **Service Delivery Excellence:** Driving operational excellence and continuous improvement in service delivery, and transforming and streamlining delivery models across government.
 - Continue to deliver information and high-volume transactions, while making it easier for individuals and businesses to access services. Continuous improvements to services address key issues such as language changes, user-experience design, improved usability, and legislative/regulatory changes.
 - Continue to strive to be a leader in the transfer payment digital space by improving the user experience through digital enhancements to the enterprise Transfer Payment Ontario system. The system enables service and program delivery partners to interact more seamlessly and efficiently with the Ontario government.
 - The Consumer Services Operations Division is developing a multi-year awareness and education strategy, Business Education Support Tools, that will provide businesses with access to 24/7 online tools at no cost and help consumers to better understand and more easily comply with consumer protection laws. Improved business compliance will also benefit consumers and help to create a fairer marketplace.

- Continue to implement the technology roadmap which is an enabler to expedite government service modernization by creating seamless and user-friendly online services for Ontarians.
 - Through Contact Centre Modernization, conduct multiple lean assessments to identify areas of improvement, such as updating online content, introducing new digital capabilities to support self-serve options (e.g., live-chat) and updating telephone menu design and messaging to better support the customer experience and delivery of government services.
- 2. Digital Transformation:** Transforming service delivery through a digital first — but not digital only — approach to lower costs and deliver services simpler, faster and better for the people and businesses of Ontario.
- Continue to focus on ServiceOntario improvements, and increased ease of access to its digital services, including high-volume online driver, vehicle, and health services. For instance, Digital Dealership Registration will enable automobile dealers to complete new individual passenger vehicle registrations electronically and have vehicle permits and licence plates available, resulting in a simpler, faster, and better vehicle registration process, so that Ontarians can enjoy their new vehicle purchases almost immediately.
 - Continue to offer businesses and not-for-profit corporations direct access to government services with digital self-service access to over 90 services, 24 hours a day.
 - Enable a modern digital workplace by driving OPS-wide adoption of new productivity, communications, and collaboration tools to ensure OPS employees have the knowledge and tools they need to do their best work.
 - Co-lead the effort to modernize and digitize fax services, implement strategies to lay the foundation for a cloud-based future, and partner with ministries to explore opportunities to address accessible, affordable broadband services for underserved and vulnerable populations. Implement modern services to improve digital interactions with the public, BPS entities and within the OPS, as part of the Ontario Public Service Cyber Security Strategy.
 - Continue focusing on maximizing the value and use of government information while ensuring Ontarians benefit from best-in-class recordkeeping, access to information, and privacy protections.
 - Through the development of the Archives and Information Management System, the ministry is building an integrated collections and management system to improve management of, and both online and in-person access to the Archives of Ontario's archival, library and art collections.
 - Continue to implement the technology roadmap to create a future-ready workforce with tools and services that support remote productivity and recovery planning work across the OPS.

3. Driving Efficiencies: Making critical services and back-office functions more efficient.

- Work with Infrastructure Ontario to improve the management of the General Real Estate Portfolio to lower costs, generate revenue, optimize office space, and reduce red tape for businesses.
- Deliver critical services efficiently, including pay and benefits, procurement and supply chain administration, transfer payment administration, frontline human resources service delivery, and financial processing.
- Continue to implement a whole-of-government approach to purchasing goods and services across the government, BPS, and health sector entities through Supply Ontario.
- Continue to enable government-wide transfer payment modernization through commitments to Transfer Payment Consolidation, 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.
- Use Robotic Process Automation and Machine Learning solutions to increase efficiencies and streamline back-office processing for invoice submission and processing, and Central Agency Cluster Purchase Order Requisition Automation.
- Through Vendor Modernization, the ministry will transform the way vendors do business with the Government of Ontario. A self-serve portal will improve the overall end-to-end experience, reduce the time between invoice submission and payment, and enable payment tracking – making it simpler, faster, and better for vendors.
- The ministry will continue its efforts to reduce administrative burden for OPS employees and managers through lean, digital, and paperless human resources and payroll service delivery processes, and case management tools to support critical human resource functions, including the Workplace Discrimination and Harassment Prevention program.
- Deliver the Digital Reminders service for driver's licences and health card renewals — allowing customers to subscribe to receive reminders for renewals by email, text, and phone.
- Implement improvements at public and private retail locations for quicker service and to reduce wait times.

4. Supporting Businesses: Simplifying Ontario's regulatory framework and reducing the administrative burden on businesses to make it easier to engage with the Government of Ontario.

- Implement the Rebuilding Consumer Confidence strategy, which continues to transform many key regulatory frameworks including the Condominium Act, 1998, and the Ontario New Home Warranties Plan Act. The ministry is also undertaking a comprehensive review of the Consumer Protection Act, 2002 – the first such review in over 15 years.

- Continue to demonstrate action and strengthen consumer protection by overhauling Ontario's new home warranty program and building on the implementation of Ontario's new regulator of new home builders, the Home Construction Regulatory Authority launched in February 2021.
 - Reduce burden on business to improve Ontario's competitive advantage and continue to support the government's commitment to improve 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 key business law improvements, including, but not limited to amendments to the Business Corporations Act.
 - Continue the launch of the new Ontario Business Registry, making it easier, simpler, and more affordable for millions of businesses and not-for-profit corporations to access government services, while offering direct access to online transactions to save time and money.
- 5. People and Culture:** Fostering talent, leveraging our skills and knowledge, and assigning accountability to show quick, iterative progress on the delivery of commitments:
- Advance work in support of the commitments in the Leadership Pledge (enhance and expand services of the Workplace Harassment and Discrimination Prevention Program, streamline employment accommodation processes, and expand mental health resources and services) to transform inclusive policies and programs.
 - Improve mental wellbeing and developing resilience by promoting mental health awareness and understanding racial trauma and the importance of psychological safety in the workplace.
 - Enable leading with authenticity and respect by training and empowering all OPS managers to efficiently lead with a people-first approach, interrupt bias in recruitment, hold courageous conversations, and create a psychologically safe work environment.
 - Deliver executive outreach programs that build connections and community by connecting staff to senior leadership and the leadership team to each other.
 - Provide leadership and support to the OPS 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.

Key Performance Indicators

The Ministry of Government and Consumer Services has several key performance indicators that it uses to measure ministry priorities, such as customer satisfaction rates and service standards/guarantees. Monitoring customer satisfaction rates helps determine the level of

customer satisfaction with the services we provide, while service standards/guarantees tell us whether we are meeting our commitment to clients in a timely manner.

Ministry

Key Performance Indicator	2019-20	2020-21	2021-22
	Target = 90%		
% Customer Satisfaction with MGCS service delivery	89.1%	88.7%	84.0%
% MGCS Service Standards / Guarantees Met or Exceeded	94.4%	89.8%	91.4%

Customer satisfaction levels are currently measured for programs in Enterprise Information Technology Services, Ontario Shared Services, and ServiceOntario (online only).

Service standards/guarantees are measured for programs in Enterprise Information Technology Services, Information, Privacy and Archives, Ontario Shared Services, and ServiceOntario.

Ministry results are an aggregation of program area results, some of which are highlighted below:

Information, Privacy and Archives

Program/Service	Service Standard	Actuals		
		2019-20	2020-21	2021-22
		Target = 90%		
Archives – Information Requests ²	Correspondence enquiries will be completed to standard within 15 business days.	97.0%	81.0% ³	93.3%
Archives – Reproduction Orders	Reproduction orders will be completed to standard within 15 business days.	98.0%	100.0%	87.3%

² The Information Requests service standard “Requests for Information will be processed and completed within 30 days or authorized extension”, as well as other statistics on Freedom of Information requests, are now published annually by the Information and Privacy Commission of Ontario and are available at <http://www.ipc.on.ca> in the Annual Report section, under Full Statistics.

³ 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 Shared Services

Program/Service	Service Standard	Actuals		
		2019-20	2020-21	2021-22
		Target = 95%		
Official Documents Services – Issue Documents	Clients will be satisfied with the service provided.	96.0%	95.3%	95.7%

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 2021-22. 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 54 includes the seven services that have a money-back service guarantee.

Category	Number of Service Standards	Standards that Achieved Target* ⁴
Customer Service	3	100%
Information	3	100%
Permits, Licences, Certificates, and Registrations	45	95.6%
Approvals and Decisions	3	100%
TOTAL	54	96.3%

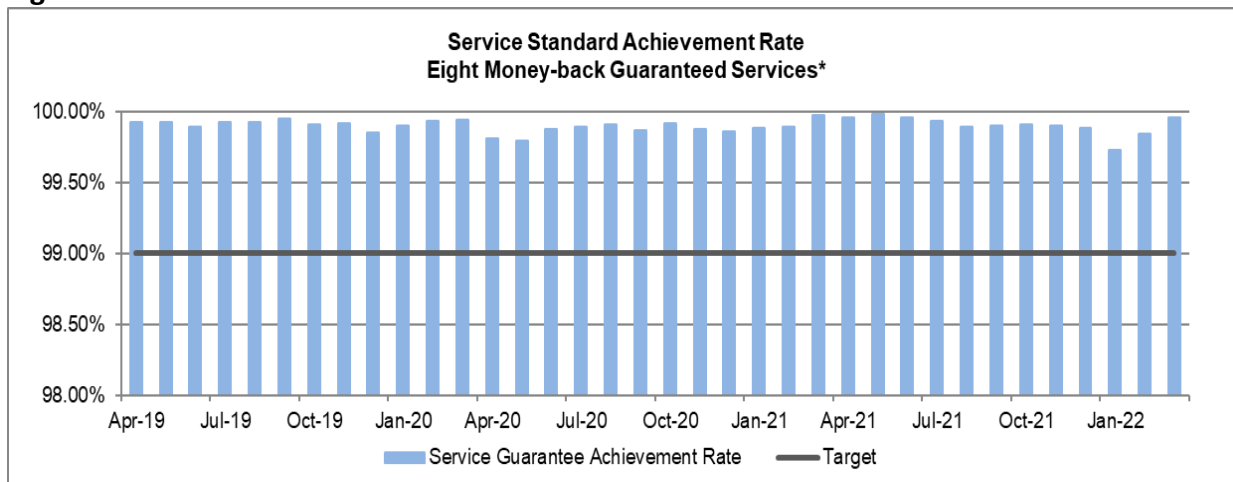
ServiceOntario is accountable for seven money-back service guarantees including online birth, marriage, and death certificates; premium online birth, marriage, and death certificates; and online personalized licence plate orders. Note: from March 2020 onwards, service guarantees for personalized licence plates and online birth, marriage, and death certificate requests were suspended due to operational impacts caused by the COVID-19 pandemic; 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 2022. The goal for 2022-23 is to maintain a service

⁴ Results for Standards that Achieved Target are to March 2022 except for results associated with the Companies line of business, which are Year-to-Date (YTD) to September. Data collection for service standard achievement reporting has not yet been re-established for Companies services following implementation of the new Ontario Business Registry in October 2021. Companies service standards are included in the following Categories: Customer Service (1), Information Referral (1), Permit, Licences, Certificates and Registrations (7).

standard achievement rate above 99 per cent through strict process control and continuous improvement.

Figure 1: Service Standard Achievement Rate



* As of October 2021, ServiceOntario is accountable for seven money-back service guarantees. The money-back guarantee associated with the electronic master business licence service was discontinued in October 2021 with the implementation of the new Ontario Business Registry. The online electronic master business service is instant fulfillment.

Enterprise Information Technology Services Program

Program/Service	Service Standard	Actuals		
		2019-20	2020-21	2021-22
		Target = 95%		
ITS Customer Satisfaction	% Clients satisfied with the service provided.	94.7%	95.6%	93.0%

DETAILED FINANCIAL INFORMATION

Table 1: Ministry Planned Expenditures 2022-23 (\$M)

Type	Ministry Planned Expenditures (\$M)
COVID-19 Approvals	89.2
Other Operating	1,677.4
Other Capital	342.9
TOTAL	2,109.6

Note: Numbers may not add due to rounding.

Table 2: Combined Operating and Capital Summary by Vote

Vote/Program	Estimates 2022-23 \$	Change from 2021-22 Estimates \$	%	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
OPERATING EXPENSE						
Ministry Administration	33,311,300	765,200	2.4%	32,546,100	33,485,300	30,007,428
Information, Privacy and Archives	16,643,700	(100)	(0.0%)	16,643,800	16,184,000	15,163,641
Ontario Shared Services	324,661,500	86,002,400	36.0%	238,659,100	228,574,900	525,045,796
ServiceOntario	238,769,000	1,988,200	0.8%	236,780,800	274,473,200	215,563,901
Consumer Services	18,153,900	1,223,500	7.2%	16,930,400	21,748,700	25,517,840
Government Services Integration Cluster	82,099,300	9,736,500	13.5%	72,362,800	73,788,100	65,194,340
Government Infrastructure Projects	345,579,100	(28,299,800)	(7.6%)	373,878,900	383,000,400	327,404,870
Enterprise Information Technology Services Program	156,114,200	17,489,600	12.6%	138,624,600	156,108,600	116,888,435
Total Operating Expense to be Voted	1,215,332,000	88,905,500	7.9%	1,126,426,500	1,187,363,200	1,320,786,251
Statutory Appropriations	18,871,014	2,000	0.0%	18,869,014	10,567,014	17,227,220
Total Operating Expense	1,234,203,014	88,907,500	7.8%	1,145,295,514	1,197,930,214	1,338,013,471
Consolidation Adjustments - General Real Estate Portfolio	564,666,900	82,221,000	17.0%	482,445,900	545,218,000	538,871,287
Consolidation Adjustments - Transmission Corridor Program	(32,180,800)	(15,127,000)	88.7%	(17,053,800)	(45,705,400)	(16,775,303)
Consolidation Adjustments - Ontario Infrastructure and Lands Corporation	-	-	-	-	-	(3,135,940)
Consolidation Adjustments - Financial Services Regulatory Authority of Ontario	-	-	-	-	-	(720,062)
Total Operating Expense including consolidation & other adjustments	1,766,689,114	156,001,500	9.7%	1,610,687,614	1,697,442,814	1,856,253,453

Vote/Program	Estimates 2022-23 \$	Change from 2021-22 Estimates \$	%	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
OPERATING ASSETS						
Ministry Administration	-	(1,000)	(100.0%)	1,000	1,000	-
Ontario Shared Services	250,002,000	250,001,000	25000100.0%	1,000	226,501,000	-
Consumer Services	1,000	-	-	1,000	1,000	-
Government Services Integration Cluster	1,224,000	24,000	2.0%	1,200,000	1,200,000	837,005
Enterprise Information Technology Services Program	30,000,000	5,000,000	20.0%	25,000,000	36,000,000	29,901,589
Total Operating Assets to be Voted	281,227,000	255,024,000	973.3%	26,203,000	263,703,000	30,738,594

Vote/Program	Estimates 2022-23 \$	Change from 2021-22 Estimates \$	%	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
CAPITAL EXPENSE						
Ministry Administration	1,000	-	-	1,000	1,000	-
Information, Privacy and Archives	2,962,200	(98,500)	(3.2%)	3,060,700	3,060,700	3,155,089
Ontario Shared Services	4,000	2,000	100.0%	2,000	2,000	-
ServiceOntario	1,000	-	-	1,000	1,000	553,686
Consumer Services	2,000	-	-	2,000	2,000	-
Government Services Integration Cluster	2,000	-	-	2,000	2,000	-
Government Infrastructure Projects	98,068,200	680,400	0.7%	97,387,800	100,235,300	95,467,229
Enterprise Information Technology Services Program	9,447,600	264,100	2.9%	9,183,500	9,183,500	9,554,298
Total Capital Expense to be Voted	110,488,000	848,000	0.8%	109,640,000	112,487,500	108,730,302
Statutory Appropriations	24,027,500	4,324,800	22.0%	19,702,700	17,162,500	14,599,103
Total Capital Expense	134,515,500	5,172,800	4.0%	129,342,700	129,650,000	123,329,405
Consolidation Adjustments - General Real Estate Portfolio	208,365,900	468,400	0.2%	207,897,500	183,213,400	165,940,635
Consolidation Adjustments - Ontario Infrastructure and Lands Corporation	-	-	-	-	-	(126,975)
Total Capital Expense including consolidation & other adjustments	342,881,400	5,641,200	1.7%	337,240,200	312,863,400	289,143,065

Vote/Program	Estimates 2022-23 \$	Change from 2021-22 Estimates \$	%	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
CAPITAL ASSETS						
Ontario Shared Services	2,104,000	2,101,000	70033.3%	3,000	3,834,100	3,830,643
ServiceOntario	6,608,400	(325,900)	(4.7%)	6,934,300	11,318,400	7,813,762
Consumer Services	1,000	-	-	1,000	1,000	-
Government Services Integration Cluster	1,000	-	-	1,000	1,000	-
Government Infrastructure Projects	360,743,700	(76,103,700)	(17.4%)	436,847,400	277,624,300	219,598,426
Enterprise Information Technology Services Program	53,214,000	(10,314,100)	(16.2%)	63,528,100	61,028,100	54,010,201
Total Capital Assets to be Voted	422,672,100	(84,642,700)	(16.7%)	507,314,800	353,806,900	285,253,032
Ministry Total Operating and Capital Expense Including Consolidation and Other Adjustments (not including Assets)	2,109,570,514	161,642,700	8.3%	1,947,927,814	2,010,306,214	2,145,396,518

* 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 2022 Ontario Budget.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2019-20* \$	Actuals 2020-21* \$	Estimates 2021-22* \$	Estimates 2022-23 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,600,845,119	2,145,396,518	1,947,927,814	2,109,570,514
<i>Year-over-Year change</i>		34%	(9%)	8%

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

For additional financial information, see:

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

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

<https://www.ontario.ca/page/ontario-budget-past-editions>

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. It aims to accelerate Ontario government efforts to centralize and transform public sector supply chains by harnessing Ontario's buying power to enable economic development, province-wide resilience and optimize value for Ontarians. Supply Ontario will enable a whole-of-government approach to purchasing goods and services for the government, Broader Public Sector, and health sector entities, ensuring consistent access to high-quality products and services.

COVID-19 Response

Supply Ontario will continue to contribute to the government's response to the COVID-19 pandemic by developing a clinical supply chain management model.

Financial Summary

Item	2022-23 Estimates	2021-22 Interim Actuals	2020-21 Actuals
Expenditure – Operating Expense	\$38,000,000	\$16,887,400	\$357,048
Expenditure – Capital Expense	\$1,000	-	-

ADMINISTRATIVE AUTHORITIES

The ministry's administrative authorities are governed by several pieces of legislation; they are self-funded through the fees they charge their respective sectors. The Safety and

Consumer Statutes Administration Act, 1996, 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; regulation of 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.

These individual statutes and the Safety and Consumer Statutes Administration Act, 1996, 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 created consistency between the individual statutes and the Safety and Consumer Statutes Administration Act, 1996. The ministry has continued to implement and proclaim remaining sections of the Rebuilding Consumer Confidence Act, 2020.

The **Bereavement Authority of Ontario** administers most provisions under the Funeral, Burial and Cremation Services Act, 2002. The Bereavement Authority of Ontario is responsible for licensing and regulating (e.g., conducting inspections and investigations) 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, 2002, 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, 1998. The Condominium Authority of Ontario provides easy-to-use information to help owners and residents understand their rights and responsibilities, mandatory training for condominium (condo) directors, resources to help condo owners and residents resolve common issues associated with condo living, and 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 that helps to resolve prescribed disputes under the Condominium Act, 1998.

The **Condominium Management Regulatory Authority of Ontario** administers the Condominium Management Services Act, 2015. This includes administering licensing for all condo managers and condo management providers, establishing and delivering the required education program for condo managers, maintaining a list of all licences in the province, dealing with complaints, administering the discipline committee and appeals committee, and enforcement.

The **Electrical Safety Authority** is responsible for administering Part VIII of the Electricity Act, 1998, enforcing the Ontario Electrical Safety Code, the licensing of electrical contractors and master electricians, overseeing 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, 2017. It also maintains the Ontario Builder Directory, which provides consumers with information about licensed new home builders and vendors. In addition, it holds new home builders and vendors to account for violations of the Code of Ethics.

The **Ontario Motor Vehicle Industry Council** administers the Motor Vehicle Dealers Act, 2002, and the Motor Vehicle Dealers Compensation Fund — 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, 2002, 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; investigates 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 enrolls 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, 2000. This includes enforcement of public safety laws in industry sectors such as amusement devices, elevating devices, ski lifts, fuels, boilers and pressure vessels, and operating engineers.

The **Travel Industry Council of Ontario** administers the Travel Industry Act, 2002. It registers travel agents and travel wholesalers, monitors their financial performance to identify financial risk, inspects their operations to ensure compliance with the act, and manages Ontario's Travel Industry Compensation Fund. Customers with eligible claims for travel services paid to or through a registered travel agent, but not provided, may be reimbursed from the fund up to certain amounts.

The **Vintners Quality Alliance Ontario (operating as the Ontario Wine Appellation Authority)** is responsible for administering an appellation of origin system governing the production and quality standards of Ontario wines under the Vintners Quality Alliance label in accordance with the Vintners Quality Alliance Act, 1999.

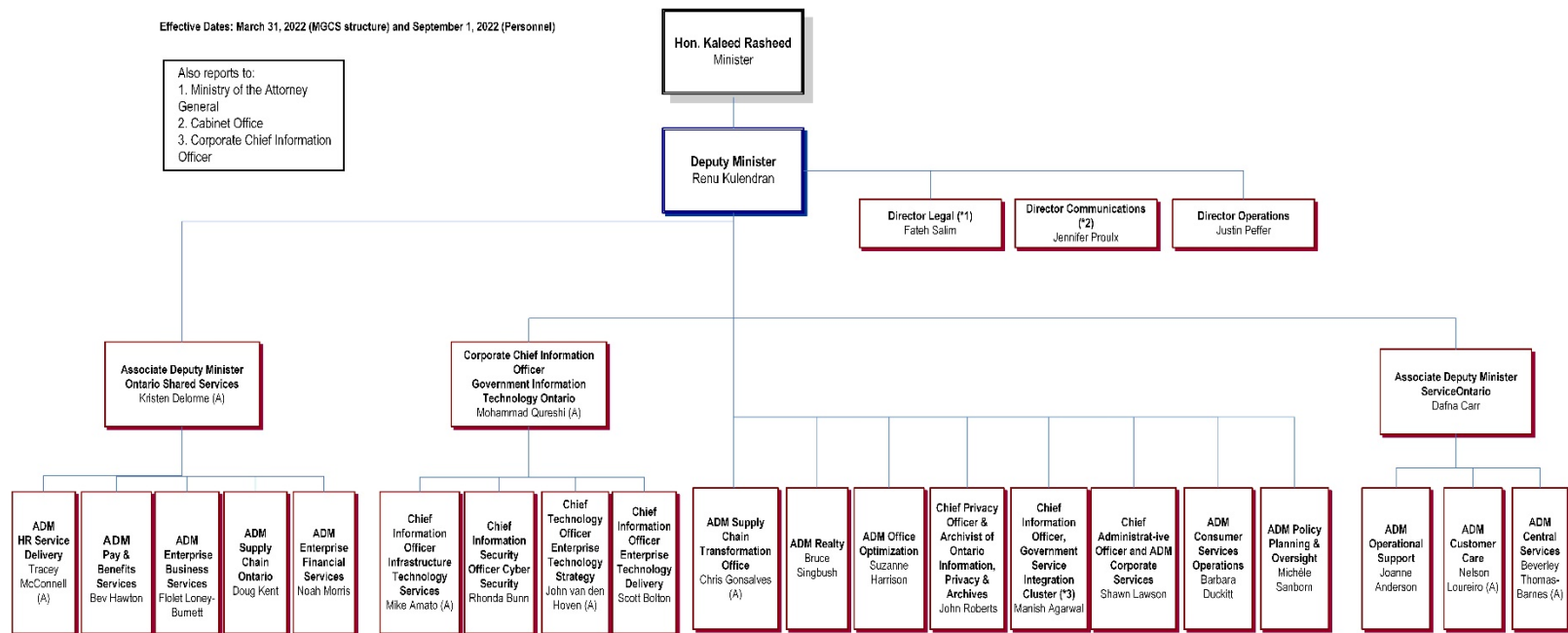
STATUTORY CORPORATION

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, 2012. 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.

MINISTRY ORGANIZATION CHART

MINISTRY OF GOVERNMENT AND CONSUMER SERVICES (MGCS)

Effective Dates: March 31, 2022 (MGCS structure) and September 1, 2022 (Personnel)



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. A

Arthur Wishart Act (Franchise Disclosure), 2000, S.O. 2000, c. 3

Assignments and Preferences Act, R.S.O. 1990, c. A.33

Bailiffs Act, R.S.O. 1990, c. B.2

Boundaries Act, R.S.O. 1990, c. B.10

Building Ontario Businesses Initiative Act, 2022

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 Content Information Act, 2020

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

2021-22 ANNUAL REPORT

HIGHLIGHTS OF 2021-22 RESULTS

The Ministry of Government and Consumer Services is transforming services in a way that puts people at the centre of everything we do. The ministry is committed to helping the government fulfill its promise to find efficiencies and reduce burden for consumers and businesses.

Some of the ministry's achievements include:

Service Delivery Excellence:

- Delivered more than 50 million ServiceOntario interactions (transactions and information and referrals) through its network of centres, online, by telephone and mail:
 - Processed over 16 million transactions, including 6.71 million deferred transactions, as part of the resumption of services – over a period of six months. During this time, ServiceOntario utilized lean and modest technical improvements to increase productivity and responsiveness. Online uptake targets were consistently met or exceeded, with a more than 50 per cent increase in driver's licence, licence plate stickers, and health card online renewals. Retail locations handled the surge of in-person visits (two million in the peak month) while contact centres handled an additional 500,000 calls;
 - Made it easier for people to renew their driver's licences online by temporarily waiving requirements for people to renew their driver's licences in-person, including those for senior drivers. Eligible drivers were able to renew their driver's licences online at ServiceOntario.ca, including those aged 80 and over; and
 - Ensured convenience for Ontarians by offering more than 40 services online 24/7 – enabling customers to skip the lines by renewing their documents using ServiceOntario's easy-to-use and secure online services, right from the comfort and safety of their home.
- Successfully implemented, in partnership with the Ministry of Transportation, a program to eliminate licence plate stickers and introduce free licence plate validation for passenger vehicles, light-duty trucks, motorcycles, and mopeds, making life more affordable and convenient for more than 7.5 million Ontario vehicle owners. As the designated service provider, the ministry is handling all logistics related to customer refunds, address change requests, and ongoing licence plate renewals. As of March 2022, the ministry has begun to process refund cheques for eligible vehicle owners.
- Successfully procured and delivered supplies to support the safe re-opening and ongoing operation of over 4,800 schools and over 5,000 childcare facilities. Leveraged our collective buying power in critical supplies, equipment, and personal protective

equipment marketplaces, and introduced new domestic sources of supply to ensure a consistent and reliable supply chain.

- Enabled, in partnership with the Ministry of the Attorney General, the appointment of paralegals as notary publics as part of Government Modernization of the Notaries Act. Since the launch of the act, Official Document Services continues to see a 45 per cent increase of notary public applications processed under a newly revamped digital intake process, increasing access to legal services for Ontarians across the province.
- Redesigned the online Newborn Registration Service to simplify and streamline the flow of the application, leading to fewer instances of user errors, faster turnaround times, and increased customer satisfaction. The service has been made fully web responsive and mobile device compliant.
- Enabled new online payment options for driver and vehicle transactions in response to user feedback including Co-branded debit card payments to provide more options to customers who make payments online.
- Supported consumers through mediation efforts, assisting in resolving complaints in collaboration with Pro Bono Ontario, and conducting inspections:
 - o Actively suspended and/or limited mediation efforts through Consumer Protection Ontario due to the closure of non-essential businesses on a regional or province-wide basis. The ministry recognized these closures caused business owners and/or management significant challenges. During this period, ministry staff focused on responding to public inquiries through its 1-800 number, providing referrals to other regulatory authorities and/or the ministry's investigations unit, and processing correspondence.
 - o Leveraged the continued collaboration with Pro Bono Ontario throughout the COVID-19 pandemic, referring complaints, where appropriate, to ensure that consumers have access to information and assistance with civil claims. Up to March 2023, the ministry can refer certain consumer complaints to Pro Bono Ontario. The joint agreement benefits consumers by helping them seek free legal advice; cancel or rescind agreements; obtain refunds, repairs, warranties; negotiate settlements; or use the justice system to secure court awards.
 - o Adapted its consumer protection measures to focus on desktop inspections, along with alternative methods (i.e., virtual meeting technology) to investigate consumer complaints while respecting public health restrictions. Between January 1 and December 31, 2021, the ministry received 27,479 consumer complaints, incidents, and inquiries; negotiated \$605,312 in resolution amounts for consumers; laid 358 charges under the Consumer Protection Act, 2002 and other enforced legislation; and conducted over 150 desktop inspections, focusing on the sectors that posed risks to consumers including payday loans, collection agencies, auto repair, moving and storage, home construction, maintenance, and renovations.

- Provided critical and timely subject-matter expertise, advice, and guidance related to client ministry's efforts to create COVID-19 related line-of-business specific processes, policies, or guidelines, and help with managing the shift to remote work.
- Continued to provide integrated services and advice to ministries, agencies, the BPS, 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 inquiries from Members of Provincial Parliament, institutions, and municipalities. In addition, this included public inquiries on access, privacy, and application of legislation, such as the Freedom of Information and Protection of Privacy Act and Municipal Freedom of Information and Protection of Privacy Act.
- Continued to champion the Trillium Gift of Life program by adding over 112,000 Ontarians to the Organ Donor Registry between April 1, 2021, and December 31, 2021.
- The Cyber Security Centre of Excellence continued to help ministries and BPS service delivery partners to improve digital resilience with education and awareness activities, and cyber threat knowledge and intelligence-sharing. For example, during 2021-22, the Cyber Security Centre of Excellence hosted a virtual cyber security conference for the Broader Public Sector called, "Building Cyber Resilience: Securing Ontario's Public Sector" that brought together nearly 700 cyber security practitioners from across Ontario.
- The **Alvin D. McCurdy collection** has been inscribed on the Canadian Commission for The United Nations Educational, Scientific and Cultural Organization's (UNESCO) **Canada Memory of the World Register**. This is a 'first' for one of the Archives of Ontario's collections and demonstrates the importance of the McCurdy fonds to the collective history of Canada. The records document the development of some of the oldest Black communities in Ontario, many of which were terminals of the Underground Railroad. It is also one of the pre-eminent collections that aids in understanding the history and stories of Black Canadians' journeys and contributions to Canada.

Digital Transformation:

- Implemented simpler, more convenient digital options for customers and stakeholders to interact with ServiceOntario. Transitioned traditional fax lines across several business lines to digital enterprise alternatives, such as faxOPS, as well as a first of its kind integrated solution using eForms, online payment, and OPSDocs storage. The integrated solution allows for the secure submission of high-sensitivity vital events documents and payment. These secure digital options allow customers to correspond or submit documents using their preferred method, whether by email or fax.
- Launched a new Ontario Photo Card online renewal service, in partnership with the Ministry of Transportation. Since its launch in June 2021 through to the end of February 2022, 27,801 renewals were conducted online, representing 33 per cent of all renewals completed, including in-person, over the same period.

- Implemented a modernized voice services strategy for unified communications and collaboration to replace end-of life telephone systems with modern technology that allows people to communicate and collaborate in a conversational-style workspace across any digital device.
- 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 Information and Information Technology Directive and a companion Digital and Data Directive.
- The Archives of Ontario is preparing for the launch of a new unified Archives and Information Management System to manage and provide access to the Archives of Ontario's archival, library and art collections. The new system will improve efficiency by removing duplication and integrating processes, enhance the customer experience, improve management of physical and digital holdings, and align with the government's digital mindset.
- The Archives of Ontario led a major public consultation on the evolution of privacy protection for the digital age, informing ongoing work under the Safe and Secure pillar of Ontario's Digital and Data Strategy.
- OSS enabled online learning across government ministries through the provision of digital learning design and course development services.

Driving Efficiencies:

- Accelerated the centralization of over 80 transfer payment programs across 10 ministries in the human and social services sectors onto the enterprise-wide Transfer Payment Ontario platform to standardize the administration of these programs.
- Onboarded over 940 programs onto the Transfer Payment Ontario platform and delivered over \$27 billion in funding since 2016-17, to support the government's Transfer Payment Consolidation initiative that reduces administrative burden and increases value-for-money for vital programs.
- Achieved a digital approach to payments by decreasing the use of manual cheques by 43 per cent since 2017-18 and increased the adoption of low-cost electronic fund transfers.
- Expanded the Digital Corporate Employee File to store more human resource and payroll records, streamlining access to documents, while improving security and accountability and reducing the amount of office space needed for hard-copy file storage.
- Increased efficiencies and streamlined back-office processing significantly through Robotic Process Automation and Machine Learning solutions.
- 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 with \$235 million in transactions in 2021-22.

- As of March 1, 2022, a total of 115 properties have been sold, generating over \$161.7 million in net revenue and realizing approximately \$3.7 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. Reduced the province's liability by approximately \$40 million since April 2018 through the Contaminated Sites Program. The clean-up of contaminated sites protects the environment and reduces liability of the province.
- Generated about \$59 million in revenue from secondary land use in 2021-22, through the Transmission Corridor Program. A total revenue of about \$40 million is forecasted in 2022-23 for the program. After deducting operating expenses, approximately \$15 million was remitted to the Ontario Electricity Financial Corporation in 2021-22 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, eliminating the need for \$400 million in deferred maintenance expenditures.
- Continued work to implement the government's budget commitment of 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, health and safety needs, planned repairs, maintenance and ministry realty requests.

Supporting Businesses:

- Launched the modern Ontario Business Registry on October 19, 2021. As of December 31, 2021, over 261,000 transactions have been successfully completed through the new business registry by business owners and not-for-profit corporations/operators that can now better focus their efforts on growing our economy and serving our communities.
- Continued work on legislative and regulatory amendments, and conducting consultations:
 - Implemented regulatory changes to authorize the Technical Standards and Safety Authority to collect and publish elevator outage data in residential and long-term care homes. These changes took effect on July 1, 2022, in response to the Justice Cunningham report on elevator availability and the Auditor General of Ontario's safety recommendations.
 - In July 2021, regulatory changes in response to recommendations of the Auditor General of Ontario's 2020 Value-for-Money Audit of the Bereavement Authority of

Ontario came into effect, in relation to licence display, price lists, and the consumer information guide requirements, to reduce burden on business and improve transparency for consumers of bereavement services.

- o In July 2021, new regulations introduced the first ever Code of Ethics for builders and vendors of new homes in Ontario. The Code of Ethics is administered by the Discipline Committee of the Home Construction Regulatory Authority.
- o Between June 25, 2021, and August 9, 2021, the ministry posted a consultation paper on Ontario's Regulatory Registry to seek feedback on additional potential proposals for changes to the Funeral, Burial and Cremation Services Act and/or its regulations to address recommendations made by the Auditor General of Ontario on the Bereavement Authority of Ontario, as well as concerns raised by stakeholders.
- o Updated rules came into force on January 1, 2022, for the care and maintenance fund or accounts 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, 2002.
- o To support the implementation of additional provisions in the Trust in Real Estate Services Act, 2020, the ministry consulted on a new principle-based Code of Ethics in summer 2021. It posted a comprehensive package of draft regulations in December 2021 for public feedback, which included enhancing disclosure requirements and other registrant obligations to better protect consumers of real estate services, improving consumer choice, and updating the Real Estate Council of Ontario's powers and tools.
- o To reduce costs and red tape to help businesses operate more efficiently in today's competitive film industry, the Film Content Information Act, 2020 came into effect, better reflecting current consumer behaviour in a growing digital marketplace.
- o Wine standards under the Vintners Quality Alliance Act, 1999 were updated to reflect current wine making processes.
- o In response to a recommendation made by the Auditor General of Ontario, Part VIII of the Electricity Act, 1998 was amended to enable the Electrical Safety Authority to issue administrative penalties to address illegal electrical installations in the province.
- o The Ministry has responded to a number of value-for-money audits performed by the Auditor General of Ontario on administrative authorities overseen by the Ministry, with a focus on improved services delivery, strengthening public safety, and enhancing consumer protection.
- o To support the government's commitment to expand broadband access across the province, the ministry made amendments to the Ontario Underground Infrastructure Notification System Act, 2012 to ensure underground infrastructure location information is provided within 10 business days for specific broadband projects.

- o Launched a consultation on potential proposals for changes to the Motor Vehicle Dealers Act, 2002, and its regulations to reduce burden, improve regulatory efficiency, and protect consumers, the first consultation on these rules in over a decade. In addition, the ministry is responding to the recommendations stemming from the Auditor General of Ontario's 2021 Value-For-Money Audit of the Ontario Motor Vehicle Industry Council and the ministry's oversight of the council.

People and Culture:

- Provided OPS employees and their family members with access to mental health services and resources, including counselling and programs for help with common life challenges and resources, AbilitiCBT, an internet-based cognitive behavioural therapy program to assist those dealing with mild to moderate symptoms of anxiety and depression, and Culturally Responsive Counselling Services to pair counsellors who have self-identified to share experiences and/or specializations to meet individual needs of Indigenous, Black and Racialized employees and others with individual needs (e.g., specific spiritual, cultural, race, gender, sexual orientation and/or age).
- Continued to maintain 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.
- Continued to lead a multi-year effort to modernize the OPS classification system.
- Developed, finalized, and executed a data-sharing agreement with the National Centre for Truth and Reconciliation to enable the transfer of copies of death registrations of Indigenous school-aged children to be included in the centre's National Student Memorial Register.

Table 3: Ministry Interim Actual Expenditures 2021-22

	Ministry Interim Actual Expenditures 2021-22⁵
COVID-19 Approvals	\$128.2M
Other Operating	\$1,569.3M
Other Capital	\$312.9M
Staff Strength⁶	5,144.17

Note: Numbers may not add due to rounding.

⁵ Interim actuals reflect the breakdown presented in the 2022 Ontario Budget. Other Operating and Capital combined consist of Government and Consumer Services (Base) \$739.0M and Realty \$1,143.2M.

⁶ Ontario Public Service Full-Time Equivalent Positions, as of March 31, 2022.

Estimates Briefing Book 2022-2023

Ministry of Health

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Part I: 2022-23 Published Plan

Ministry of Health

MINISTRY OF HEALTH OVERVIEW

Purpose

The Ministry of Health's (the "ministry") mandate is to:

- Establish the strategic direction and provincial priorities for the health care system;
- Develop legislation, regulations, standards, policies, and directives to support strategic directions;
- Monitor and report on the performance of the health care system and the health of Ontarians;
- Plan for and establish funding models and funding levels for the health care system; and
- Manage key provincial programs, including the Ontario Health Insurance Program, Assistive Devices Program, Drug Programs, Emergency Health Services, Independent Health Facilities and Laboratory Services.

Ministry Contribution to Priorities and Results

The Ministry of Health is committed to delivering Ontario's plan to end hallway health care and build more capacity for a connected and integrated health care system centred around the needs of patients. The ministry is working to expand hospital infrastructure, improve access and create more service options for patients, strengthen home and community care, and establish a comprehensive and connected system of mental health and addictions services that better connects community, primary and acute care to serve people with mental health and addictions issues. The ministry continues to make progress towards tracking ministry-level Key Performance Indicators (KPIs) that are representative and reflective of the ministry's strategic priorities and vision for an equitable, integrated, sustainable and modernized health care system. To this end, the ministry monitors progress on metrics related to hallway healthcare, virtual visits, infrastructure conditions, mental health and addictions access, and other priority areas.

The health and well-being of all Ontarians has been the government's top priority throughout the COVID-19 pandemic and the ministry has continued to work with its health partners to stop the spread of the virus, implement the province's vaccination roll-out plan and support health care recovery. The 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, especially for priority populations

who were hard hit during the pandemic. Health transformation initiatives have helped support the health system in responding to COVID-19.

MINISTRY PROGRAMS AND ACTIVITIES

The ministry has played a leading role in supporting Ontario's response to the COVID-19 pandemic. The province has continued to use every resource at its disposal to fight COVID-19 and keep Ontarians safe. This includes establishing a clear plan to ease public health and workplace safety measures and reopen the province in a careful and gradual manner, and continuing to closely assess key public health and health system indicators. The provincial response to COVID-19 has accelerated progress on a number of ministry-level KPIs including improved access to online/digital services and Ontario's population serviced by an Ontario Health Team (OHT).

The COVID-19 pandemic has highlighted the importance and benefits of the ministry's ongoing work to transform Ontario's public health care system to improve more integrated, patient-focused care and strengthen local services.

The government's comprehensive plan to end hallway health care will continue to focus 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, ensuring they receive it in the most appropriate setting, which is not always in a hospital.
3. **Integration and improved patient flow:** better integrating care providers to ensure patients spend less time waiting in hospitals when they are ready to be discharged. Ontario Health Teams are a model of integrated, population health-based care delivery, where health and community care providers work together as one team for their patients, even if they are not in the same organization or physical location. Part of this includes ensuring that patients experience more seamless transitions between different providers and settings, including having improved access to system navigation services.
4. **Building capacity:** investing in new hospitals and long-term care beds while increasing community-based services across Ontario.

As Ontario continues to respond to and recover from the COVID-19 pandemic, the province will continue to focus on protecting the health and well-being of Ontarians and ensuring the health system provides effective, high-quality care for patients.

COVID-19 Vaccine Rollout

Ontario continued to implement its COVID-19 vaccine distribution plan, based on advice from the Chief Medical Officer of Health, the Ministers' COVID-19 Vaccine Distribution Task Force and also ensuring alignment with the National Advisory Committee on Immunization. Populations were provided with access to vaccines according to an ethical framework, focusing on those who were highest at risk of severe outcomes from COVID-19. Additional resources were devoted to providing vaccines to targeted "hot spot" communities where COVID-19 was disproportionately impacting low income and highly diverse neighbourhoods, including equitable and community driven efforts through the High Priority Communities Strategy, which contributed to increased vaccination and testing.

The Ministry of Health continued to track progress on program-specific KPIs through monitoring the number of vaccines administered and vaccine coverage rate by working very closely with public health units to provide timely access to vaccines across the province, and public health units worked collaboratively with their community partners, including Ontario Health Teams, to support local vaccination rollouts. Ontario continued to fund 17 partners in at-risk regions through the High Priority Communities Strategy to increase vaccine uptake through community-driven approaches. Ontario continued to increase capacity to administer vaccines by expanding access to vaccines to pharmacy locations, primary care providers and other trained health professionals, and community and employer-led clinics.

In addition to systematically expanding the eligibility for vaccines throughout 2021-22, Ontario was a leader in accelerating second and booster doses, particularly to provide additional protection to higher-risk populations. In response to evolving data and to protect Ontarians, particularly the most vulnerable, the province mandated certain employers and settings to have vaccine policies and implemented time-limited proof of vaccination requirements for patrons to access certain businesses or settings.

Reopening Ontario and Managing COVID-19

Due to the threat of COVID-19, including the Delta and Omicron variants, the province implemented public health and workplace safety measures at different times throughout 2021-22, in consultation with the Chief Medical Officer of Health and other health experts, in order to protect the health of Ontarians.

These measures were intended to be temporary and were based on the evolving evidence and scientific data of the pandemic situation at the time.

Due to improvements in trends of key public health and health system indicators, the Ontario government released the Roadmap to Reopen in May 2021 and A Plan to Safely Reopen Ontario and Manage COVID-19 for the Long-Term in October 2021, to

guide how the province would cautiously and gradually lift public health and workplace safety measures and reopen the province.

As key indicators continued to improve, the province removed the vast majority of public health and workplace safety measures by March 28, 2022, including the lifting of social gathering and organized event limits, capacity limits, physical distancing requirements, and proof of vaccination requirements. Masking/face covering requirements were also removed, on March 21, 2022, in most settings (except on public transit, health care settings, long-term care homes, retirement homes, and congregate care settings).

COVID-19 Testing & Case and Contact Management

Throughout 2021-22, Ontario's COVID-19 testing strategy has ensured Ontarians have reliable access to appropriate testing, supported health care, education and workplaces and was critical to the province's response to COVID-19. This includes lab-based PCR and rapid molecular tests, as well as rapid antigen tests (RATs), and genomic sequencing to monitor for new variants. More recently, timely access to testing has facilitated access to antiviral treatment for COVID-19.

In response to Omicron and unprecedented demand for testing, Ontario's testing strategy evolved to maximize access to the full range of testing tools, including prioritizing lab-based PCR and rapid molecular tests for vulnerable populations and highest-risk settings, such as long-term care homes, patient-facing health care workers, shelters, pregnant individuals, individuals who are from a First Nation, Inuit, Métis community, and/or who self-identify as First Nation, Inuit, and Métis, and their household members.

The province has also significantly expanded free access to RATs since they were first deployed, including making them available to every business and organization that was open and operating in person through the Provincial Antigen Screening Program (PASP) as of May 2021. This includes long-term care homes, retirement homes, schools and childcare settings, congregate living settings, and small and medium-sized businesses. Since February of 2022, the province has also provided widespread access to free RATs for the general public through the Rapid Antigen Test Distribution Program with distribution through more than 3200 grocery and pharmacy locations and targeted distribution through High Priority Community Lead agencies, primary care hubs and existing local partnerships to support testing access for communities that have been disproportionately impacted by COVID-19 and face barriers to testing.

Ontario continues to be a national leader in providing COVID-19 testing. Progress on output and outcome measures related to COVID-19 testing continues to be monitored through quarterly report backs, including monitoring such metrics as volume of RATs distributed and accessibility of PCRs testing by various target groups.

High vaccination rates across the province provide significant protection to the population, and Ontario continues to evolve isolation guidance accordingly. Since August 2022, Ontarians are encouraged to protect one another by respecting public health guidance, including staying home and taking precautions, such as masking, when sick. Since the program's inception in November of 2020, the Provincial Case and Contact Management (CCM) Workforce has supported public health units by following-up with over 700,000 cases to collect information of close contacts (until January 2022), provide isolation guidance, and screen for exposures in high-risk settings. The workforce continues to support health units with data entry and outbreak management as regular public health activities resume across the province.

Hospitals

The province is targeting hospital investments particularly in areas where there are high growth needs and to address significant demands for services, while ensuring all communities have access to high-quality health care. This has contributed to the province's progress towards its intended strategic outcomes related to addressing capacity challenges in ending hallway health care and the alternate level of care (ALC) rate.

Ontario has invested \$3.3 billion in additional investments for hospitals in 2022-2023 through the 2022 Ontario Budget. This investment helps to build more hospital capacity across the province and supports the recovery of the sector from the COVID-19 pandemic, including by providing \$1.5 billion to support more than 3,500 additional hospital beds. It also supports an increase of \$827 million in operational funding, representing a four per cent increase from the previous year, to ensure public hospitals are able to meet patients' needs and increase access to high-quality care, increase access to specialized lifesaving treatments and help end hallway health care, \$300 million to address surgical and diagnostic imaging recovery and \$250 million to support health human resources.

Health Human Resources

Since Winter 2020, Ontario has launched emergency programs that supported the health system in hiring over 11,000 staff. This included 2,300 staff to bolster critical care capacity within our most in-need hospitals. Our COVID-19 based programs support the hiring of staff in regions of need, deployment of medical residents and the optimal use of nursing students.

The ministry is investing over \$342 million through the Fall Economic Statement to support the addition of over 5,000 new and upskilled nurses by 2025/26.

This is in addition to the 2,000 nursing spots that were added to the system over the course of this year and over \$201 million to add over 16,200 PSW education spots.

Ontario continued to prioritize nursing initiatives and support a strong nursing workforce, focusing on recruitment for acute care and long-term care, among other settings, investing in nursing education, deploying internationally educated nurses, and making historic investments related to nursing retention payments of \$763 million.

As part of the 2021 Ontario Economic Outlook and Fiscal Review: Build Ontario, the province also supported immediate and longer-term recruitment initiatives which would add over 13,000 nurses and personal support workers to Ontario's health care system. Ontario continued to invest in training thousands of additional personal support workers and provided wage enhancement for support workers to ensure vulnerable Ontarians could receive the assistance and care they need during the COVID-19 pandemic.

Health care providers must be available and appropriately trained in order to continue to effectively respond to the health needs of Ontarians, and to continue to provide safe and high-quality care for patients. Results from investments in health human resources are monitored through program-level metrics, including outputs, and also indirectly contribute to various intended ministry-level outcomes including reducing the ALC rate.

Modernization

The province continued to implement its comprehensive plan to build a modernized, integrated and connected health care system, centred on the needs of patients and families. In 2019, Ontario Health (OH) was created through the Connecting Care Act, 2019 to oversee Ontario's health care delivery to ensure better quality for Ontarians. OH is a single, centralized point of governance, accountability and oversight for the planning and delivery of patient care. The agency supports better care for all by connecting and coordinating Ontario's health system, and centralizing performance measurement and quality improvement.

In 2021-22, the Trillium Gift of Life Network (TGLN) and non-patient care functions from the Local Health Integration Networks (LHINs) were transferred to Ontario Health. CorHealth Ontario was also transferred into Ontario Health to provide strategic leadership to improve cardiac, stroke and vascular care for Ontarians.

Since 2019, the ministry and Ontario Health have partnered to transfer and integrate over 22 government agencies and organizations into Ontario Health. The ministry has also successfully assigned and transferred to Ontario Health over 22 transfer payment agreements (TPAs) and three ministry programs.

Ontario Health Teams have continued to expand across the province, with a total of 51 teams established across the province. At maturity, these teams will provide care for 95

per cent of the province's population. This progress is monitored through a ministry-level KPI that tracks the proportion of Ontario's population served by an Ontario Health Team. The province continues to work with Ontario Health Teams to advance the health care system's ability to deliver better integrated, patient-focused care. This includes building on early Ontario Health Team success with integrated COVID-19 response efforts. The strong partnerships helped Ontario Health Teams respond quickly and effectively to COVID-19, including the planning and delivery of vaccinations across the province.

Ontario has also modernized the legislative framework for home and community care to support more connected care delivery through Ontario Health Teams. On May 1, 2022, the *Connecting People to Home and Community Care Act, 2020* was proclaimed into force, old legislation was repealed, and the new Home and Community Care Services Regulation of the *Connecting Care Act, 2019* came into effect. The new framework will provide the tools required to support the delivery of integrated and responsive models of care so patients can receive services in their homes and communities that better meet their changing needs and keep them connected with their other care providers.

Innovative models of care are also helping to protect hospital capacity and support the goal of more integrated care that provides patients with the care they need in the right place.

Supply Chain Modernization

The Ministry of Health has continued to work with the Ministry of Government and Consumer Services to support supply chain transformation across the health sector. In collaboration with its partners, the Ministry of Health supports the ongoing development of a clinically informed, integrated supply chain and other actions to support supply chain modernization goals.

Mental Health and Addictions

In 2021-22, Ontario continued to implement Roadmap to Wellness, its plan to build a comprehensive and connected mental health and addictions service system that will offer Ontarians high-quality, consistent, and coordinated care. The ministry continues to monitor ministry-level KPIs related to mental health and addictions treatment including through metrics related to access to care for mental health patients in crisis. Through Roadmap investments, the government has addressed urgent gaps in care, created new and innovative evidence-based services and enhanced supports in priority areas. The province invested \$175 million this year under the plan, and since 2019, has invested \$525 million in net new annualized funding for mental health and addictions services and supports.

With Roadmap funding, and additional targeted investments such as through the new Addictions Recovery Fund, Ontario has supported important services in many key areas such as children and youth mental health, addictions treatment, harm reduction, supportive housing, mental health and justice services, eating disorders, culturally safe supports for Indigenous peoples, in-patient hospital beds for people living with serious mental health issues, and more addictions treatment beds in the community addictions sector.

Home and Community Care

Ontario continued to prioritize and make additional investments in home and community care, which has helped to reduce the burden on hospitals and hallway healthcare, while ensuring patients' needs are addressed in the community or in their homes, particularly those with complex conditions. The additional investments in home care starting in 2022-23 includes up to \$1 billion over the next three years to stabilize and expand home care delivery. This investment is on top of targeted investments in the workforce, including personal support workers and nurses. The province has continued to track progress on a ministry-level KPI that focuses on the transition between hospital and home care (i.e., wait time from hospital discharge to first home care service) to support integrated care across sectors and ending hallway healthcare.

With a growing and aging population, creating a better, integrated approach to home and community care is essential to supporting a patient-centred health care system. As the province continues to move forward with transforming health care to be more collaborative and patient-focused, home and community care will be a vital part of an integrated health care system and not a standalone service.

Digital Health

The province has continued to implement its Digital First for Health strategy, which is supporting improved access to better and more connected services. Digital health and information management have been key to the ministry's response to the pandemic. Ontario Health Teams, which are instrumental in delivering integrated care to larger and more diverse populations, are helping advance digital health. They are doing this by improving patient and provider access to secure digital tools and implementing virtual care initiatives that are focused on improving patient access and experiences.

Over the last year, the ministry has accelerated progress on a number of ministry-level KPIs, in particular, on improved access to online/digital services and the utilization of virtual care and provided more virtual care options to patients. Online booking appointments continue to expand, and patient records are more easily accessible to patient and providers. Remote care management and virtual care initiatives have

enabled effective and safe care to be provided outside of hospitals and emergency departments, and helped reduce face-to-face contact during the COVID-19 pandemic.

Support for French Language Services

The Ministry of Health has continued to provide funding to the following programs through transfer payments and in agreements with ministry partners.

- The regional translation network assists identified and designated transfer payment recipient agencies, boards, commissions, a number of and Public Health Units in the provision of high-quality written material in French to provide direct care to their French-speaking clientele.
- The Medical Interpretation Program delivers medical interpretation services in French by certified interpreters, to communicate medical information on behalf of participants, in a confidential manner.
- The French Language Training Program is an initiative to increase French language capacity of designated and identified Health Service Providers, members of boards, commissions and professional bodies serving designated areas across the province.
- The Canada-Ontario Agreement on French Language Services (COAFLS) is a multi-year collaboration which provides funding to ensure the continued development, enhancement, and accessibility of French language services for Ontario's Francophone community, in accordance with the *Official Languages Act* and Ontario's obligations under the *French Language Services Act*. The federal government funds up to 50% of the budget of approved projects.

Ontario Health Insurance Plan

To support health system stability and recovery by ensuring patients have continued access to the health care they need throughout the COVID-19 pandemic, the ministry has extended many of the temporary physician-based initiatives previously introduced.

For physicians on the frontlines, the temporary sessional fee codes established to remunerate physician services rendered at eligible COVID-19 assessment centres (including long-term care homes, congregate care settings, and vaccination clinics under prescribed conditions) continue to be available and will remain in place until March 31, 2023.

Hospital-based funding to facilitate the recruitment and flexible deployment of physicians' skills and various premiums to help support surgical recovery will also continue into the spring.

The COVID-19 vaccination fee code enabled the physician vaccine administration channel to ramp up vaccination delivery in primary care settings and community locations in support of Ontario's vaccination strategy. This fee code will remain in place until at least March 31, 2024.

Interprofessional primary care teams mobilized 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 and vaccination clinics, sharing resources and supporting their communities where these services are needed.

A new virtual care funding framework has been agreed to by the ministry and the Ontario Medical Association as part of the 2021 Physician Services Agreement. The temporary virtual care codes will remain in place until the new virtual care funding framework is implemented.

MINISTRY 2022-23 STRATEGIC PLAN

Ontario's Plan to Stay Open includes concrete measures to build Ontario's health care workforce, shore up domestic production of critical supplies, like personal protective equipment and vaccines, and invest in hospitals, long-term care homes and home care. These measures will add nurses, doctors and personal support workers, build hospitals and long-term care beds, and support seniors so they can receive care and stay in the comfort of their own homes longer.

As part of Ontario's commitment to build a stronger health care workforce, the province will invest in programs to recruit and retain health care workers to practice in underserved communities. This will include expanding the Community Commitment Program for Nurses for up to 1,500 nurse graduates each year. The government is also making it easier and quicker for foreign-credentialled health workers to begin practising in Ontario by reducing barriers to registering with and being recognized by health regulatory colleges.

Retaining and hiring more nurses is another strategy Ontario is using to strengthen the health care workforce. The province will provide a lump-sum retention incentive for nurses of up to \$5,000 per person and make investments to modernize clinical education for nurses, which will enable publicly assisted colleges and universities to expand laboratory capacity supports and hands-on learning for students.

The Ontario government has introduced a permanent compensation enhancement for personal support workers and direct support workers providing publicly funded services

in hospitals, long-term care, home and community care and social services. The permanent compensation enhancement will help to continue these important supports in the long-term recovery from the pandemic and to build a stronger and more resilient health care system.

Ontario's dedicated health care workers are the foundation of the province's health care system. To build on the 11,000 health care workers who joined the system since March 2020, Ontario is accelerating its efforts to expand hospital capacity and build up the province's health care workforce by making investments in 2022-23 to enhance health care capacity including critical care in hospitals.

The Ontario government is also investing more than \$40 billion over the next 10 years in hospital infrastructure, including about \$27 billion in capital grants, to create more capacity and address long-standing bed shortages. This includes supporting 52 major hospital projects that will add 3,000 new beds over 10 years.

Additional investments will also support the continuation of over 3,500 acute and post-acute beds in hospitals and alternate health care facilities, as well as hundreds of new adult, pediatric and neonatal critical care beds.

Funding in 2022–23 also includes a four per cent increase from the previous year to ensure public hospitals are able to meet patients' needs and increase access to high-quality care and investments to address surgical and diagnostic imaging recovery and support health human resources. Investment in the province's Surgical Recovery Strategy will increase scheduled surgeries, procedures and appropriate diagnostic imaging services with a focus on areas with the greatest reduction in services due to the pandemic. This strategy will also provide funding to hospitals for innovative solutions to address local needs and increase surgeries across the province.

Ontario will continue to work with key stakeholders, subject matter experts and federal, provincial and territorial partners to identify additional initiatives to achieve long-term sustainability of public drug programs. This work will help the people of Ontario access the treatments they need, when they need them. The government is also committed to bringing together an advisory table to explore improvements to access to take-home cancer drugs.

Ontario is investing in additional cancer procedures and drugs, including supporting the specialized Chimeric Antigen Receptor T-cell (CAR T) therapy to treat patients with different types of leukemia and lymphoma. To further support cancer patients, the government is investing in the Pediatric Oncology Group of Ontario's programs to enhance pediatric cancer care and the Ontario Lung Screening Program to increase lung cancer screening. The province is also making investments to support additional organ and tissue donations, so the people of Ontario spend less time waiting for lifesaving transplant procedures.

Home care supports prevent unnecessary hospital and long-term care admissions and shorten hospital stays. The province is stabilizing and expanding home care over the next three years with additional funding. In 2022-23, the funding is intended to support home care providers to address rising costs and worker retention and recruitment, as well as expand services. Additional funding in community support services will also stabilize and expand community care programs such as adult day programs, meal services, transportation, assisted living services and caregiver supports.

The province is also continuing to invest in community paramedicine to support programs across the province that complement supports for seniors in the comfort of their own homes.

To support individuals with dementia and their caregivers, Ontario will make investments to support an additional 6,500 people in Ontario each year to live independently within their homes and be engaged in their community.

To build on investments and achievements to date, the Ontario government is making additional investments to continue moving forward with expanding existing mental health and addictions services, implementing innovative solutions and improving access to services. These investments are filling critical gaps and enhancing services in a range of areas, including online behavioural therapy support, child and youth mental health, addictions services, supportive housing, mental health, justice and Indigenous mental health and addictions.

To this end, for 2022-23, the ministry will continue to make progress towards tracking ministry-level KPIs that are representative and reflective of the ministry's strategic priorities and vision for an equitable, integrated, sustainable and modernized health care system, including on the priority areas mentioned above.

MINISTRY FINANCIAL INFORMATION

Table 1: Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals	4,386,023,200
Other Operating	62,249,091,192
Capital	1,754,246,400
Total Ministry (Pre-Consolidation)	68,389,360,792
Consolidation Adjustments	9,154,782,100
TOTAL	77,544,142,892

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
OPERATING EXPENSE						
1401 - Ministry Administration Program	98,967,100	(102,100)	(0.1)	99,069,200	87,809,100	92,671,398
1402 - Health Policy and Research Program	1,347,400,800	170,450,000	14.5	1,176,950,800	1,201,422,500	751,764,397
1403 - Digital Health and Information Management Program	302,341,300	32,373,900	12.0	269,967,400	258,519,300	231,810,243
1405 - Ontario Health Insurance Program	24,196,593,600	766,777,800	3.3	23,429,815,800	23,119,743,900	20,930,781,290
1406 - Population and Public Health Program	3,415,310,700	(1,771,184,800)	(34.1)	5,186,495,500	4,637,179,100	1,739,141,398
1412 - Provincial Programs and Stewardship	2,976,103,900	343,342,900	13.0	2,632,761,000	2,692,602,900	2,472,007,389
1413 - Information Systems	243,894,000	75,147,100	44.5	168,746,900	246,501,400	161,891,429
1416 - Health Services and Programs	34,054,413,600	2,263,369,200	7.1	31,791,044,400	33,080,457,700	34,862,973,539
Total Operating Expense to be Voted	66,635,025,000	1,880,174,000	2.9	64,754,851,000	65,324,235,900	61,243,041,083
Statutory Appropriations	89,392	-	-	89,392	112,592	178,346
Ministry Total Operating Expense	66,635,114,392	1,880,174,000	2.9	64,754,940,392	65,324,348,492	61,243,219,429
Consolidation Adjustment - Hospitals	4,089,709,100	(145,810,400)	(3.4)	4,235,519,500	5,062,936,300	326,630,267
Consolidation Adjustment - Home and Community Care Support Services	22,645,500	(3,084,300)	(12.0)	25,729,800	24,309,600	78,764,828
Consolidation Adjustment - ORNGE	(21,388,100)	1,761,400		(23,149,500)	(20,251,300)	(52,776,573)
Consolidation Adjustment - Funding to Colleges	(6,430,900)	(3,536,100)		(2,894,800)	(7,620,300)	(5,724,335)
Consolidation Adjustment - Ontario Agency for Health Protection and Promotion	(14,576,600)	(1,170,400)		(13,406,200)	(16,024,600)	(75,030,473)
Consolidation Adjustment - Ontario Health	4,656,556,200	(647,074,300)	(12.2)	5,303,630,500	4,165,810,500	3,860,583,987
Consolidation Adjustment - School Boards	-	-		-	-	(28,000,000)
Consolidation Adjustment - Other	-	-		-	-	441,507,438
Consolidation Adjustment - General Real Estate Portfolio	(6,326,200)	1,010,200		(7,336,400)	(8,215,600)	(6,991,097)
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	-	-		-	-	(538,360)
Consolidation Adjustments	8,720,189,000	(797,903,900)	(8.4)	9,518,092,900	9,200,944,600	4,538,425,682
Total Including Consolidation & Other Adjustments	75,355,303,392	1,082,270,100	1.5	74,273,033,292	74,525,293,092	65,781,645,111
OPERATING ASSETS						
1401 - Ministry Administration Program	1,000	(1,000)	(50.0)	2,000	-	-
1402 - Health Policy and Research Program	4,500,000	-	-	4,500,000	-	-
1405 - Ontario Health Insurance Program	13,000,000	-	-	13,000,000	13,000,000	779,710,854
1406 - Population and Public Health Program	750,000	-	-	750,000	809,138,400	10,750,000
1412 - Provincial Programs and Stewardship	5,729,400	-	-	5,729,400	5,729,400	5,729,400
1416 - Health Services and Programs	38,107,600	-	-	38,107,600	38,107,600	38,106,600
Total Operating Assets to be Voted	62,088,000	(1,000)	(0.0)	62,089,000	865,975,400	834,296,854
Ministry Total Operating Assets	62,088,000	(1,000)	(0.0)	62,089,000	865,975,400	834,296,854

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
CAPITAL EXPENSE						
1413 - Information Systems	1,000	-	-	1,000	1,000	-
1416 - Health Services and Programs	23,066,100	3,850,000	20.0	19,216,100	5,001,000	9,548,498
1407 - Health Capital Program	1,711,194,000	107,042,600	6.7	1,604,151,400	1,625,451,400	1,695,770,630
Total Capital Expense to be Voted	1,734,261,100	110,892,600	6.8	1,623,368,500	1,630,453,400	1,705,319,128
Statutory Appropriations	19,985,300	3,736,200	23.0	16,249,100	16,043,500	15,399,892
Ministry Total Capital Expense	1,754,246,400	114,628,800	7.0	1,639,617,600	1,646,496,900	1,720,719,020
Consolidation Adjustment - Hospitals	414,886,600	58,031,000	16.3	356,855,600	397,326,400	221,605,883
Consolidation Adjustment - Home and Community Care Support Services	2,396,200	(485,500)	(16.8)	2,881,700	2,493,000	3,024,818
Consolidation Adjustment - ORNGE	15,472,400	(874,600)	(5.4)	16,347,000	12,348,900	11,697,207
Consolidation Adjustment - Ontario Agency for Health Protection and Promotion	9,872,100	15,973,600		(6,101,500)	10,919,500	(562,574)
Consolidation Adjustment - Ontario Health	(4,845,200)	(7,130,500)	(312.0)	2,285,300	17,029,600	24,295,235
Ontario Infrastructure and Lands Corporation (IO)	-	-		-	-	(372,859)
Consolidation Adjustment - General Real Estate Portfolio	(3,189,000)	-		(3,189,000)	(3,189,000)	7,177
Consolidation Adjustments	434,593,100	65,514,000	17.8	369,079,100	436,928,400	259,694,887
Total Including Consolidation & Other Adjustments	2,188,839,500	180,142,800	9.0	2,008,696,700	2,083,425,300	1,980,413,907
CAPITAL ASSETS						
1413 - Information Systems	18,121,400	(9,912,900)	(35.4)	28,034,300	10,826,500	9,484,170
Total Capital Assets to be Voted	18,121,400	(9,912,900)	(35.4)	28,034,300	10,826,500	9,484,170
Ministry Total Capital Assets	18,121,400	(9,912,900)	(35.4)	28,034,300	10,826,500	9,484,170
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	77,544,142,892	1,262,412,900	1.7	76,281,729,992	76,608,718,392	67,762,059,018

* 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 2022 Ontario Budget.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2019-20*	Actuals 2020-21*	Estimates 2021-22 *	Estimates 2022-23
	\$	\$	\$	\$
Ministry Operating and Capital (Pre Consolidation)	55,420,167,928	62,963,938,449	66,394,557,992	68,389,360,792
Consolidation and Other Adjustments (Operating and Capital)	7,914,363,881	4,798,120,569	9,887,172,000	9,154,782,100
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	63,334,531,809	67,762,059,018	76,281,729,992	77,544,142,892
		7%	13%	2%

* 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 2022 Ontario Budget.

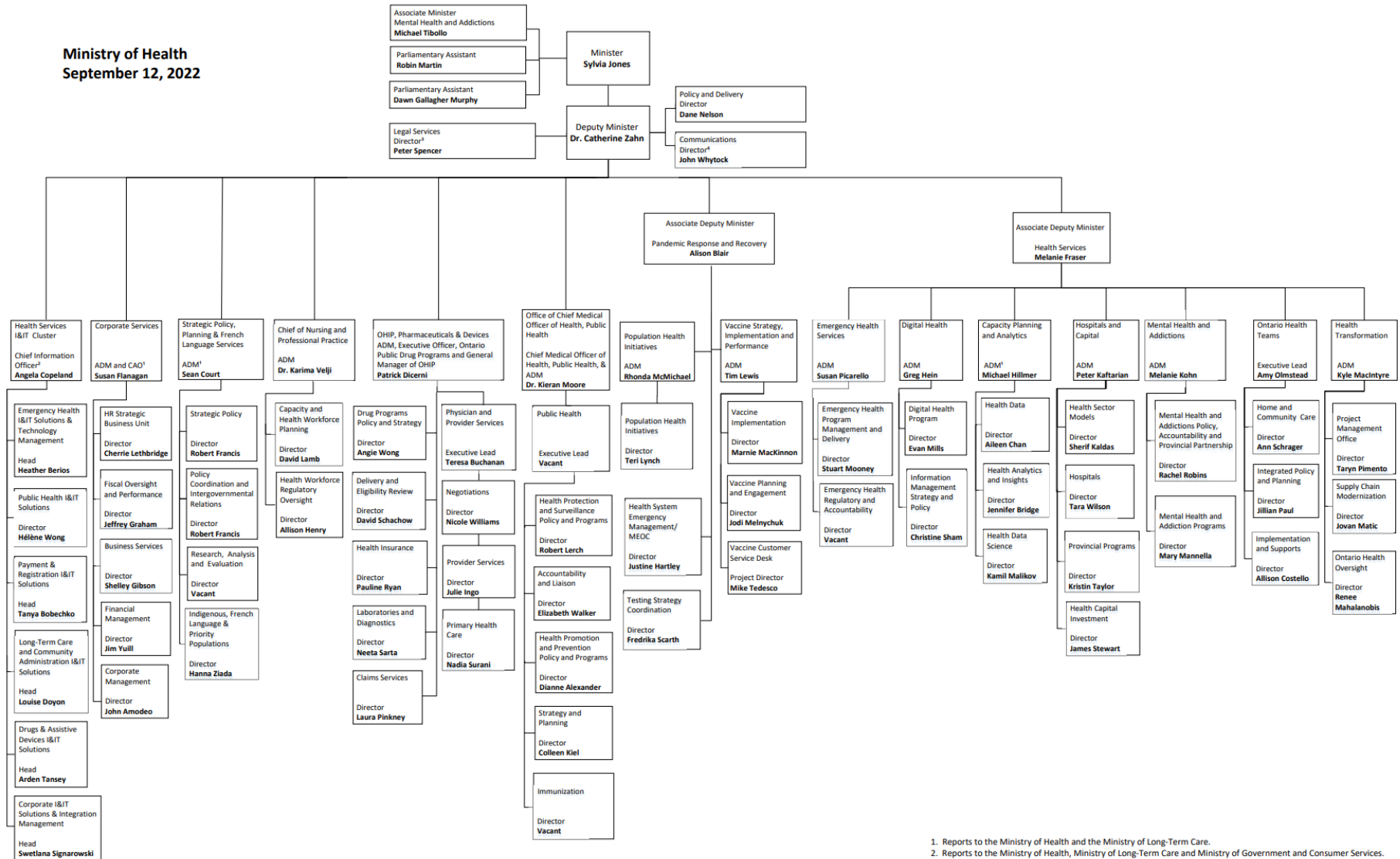
Agencies, Boards and Commissions (ABCs)

Agencies Boards and Commissions	Expenses		
	Estimates 2022-23	Interim Actuals 2021-22	Expenditure Actuals 2020-21
Committee to Evaluate Drugs	886,000	360,000	314,914
Consent and Capacity Board	9,583,091	9,824,524	8,764,327
Health Boards Secretariat			
Health Boards Secretariat	4,624,209	4,102,078	3,961,629
Regulatory Boards:			
- Colleges (26)	1,570,212	1,508,955	1,578,202
Physician Payment Review Board	-	2,737	2,863
Health Professions Appeal and Review Board	2,556,264	2,456,539	2,569,272
Health Services Appeal and Review Board	315,050	288,769	302,020
Ontario Hepatitis C Assistance Plan	80	76	80
Medical Eligibility Committee	-	11,254	11,771
Home and Community Care Support Services	3,905,573,572	3,438,475,072	3,244,650,700
Ontario Agency for Health Protection and Promotion	300,517,900	318,969,900	300,561,384
Ontario Health*	36,135,975,638	35,310,869,958	36,083,477,980
Ontario Review Board	7,112,700	5,644,300	5,961,529

* Ontario Health includes funding flowed from the Ministry of Long-Term Care. In 22-23, the estimated amount to be flowed to Ontario Health from the Ministry of Long-Term Care is \$4,743,762,400.

Ministry Organization Chart

Ministry of Health
September 12, 2022



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.

Ministry of Health Organizational Chart – Accessible Version
September 12, 2022

1. Sylvia Jones, Minister
 - 1.1. Michael Tibollo, Associate Minister, Mental Health and Addictions
 - 1.2. Robin Martin, Parliamentary Assistant
 - 1.3. Dawn Gallagher Murphy, Parliamentary Assistant
2. Dr. Catherine Zahn, Deputy Minister
 - 2.1. Peter Spencer, Director, Legal Services
 - 2.2. Dane Nelson, Director, Policy and Delivery
 - 2.3. John Whytock, Director, Communications
 - 2.4. Angela Copeland, Chief Information Officer, Health Services I&IT Cluster
 - 2.4.1. Heather Berios, Head, Emergency Health I&IT Solutions & Technology Management
 - 2.4.2. Hélène Wong, Director, Public Health I&IT Solutions
 - 2.4.3. Tanya Bobechko, Head, Payment & Registration I&IT Solutions
 - 2.4.4. Louise Doyon, Head, Long-Term Care and Community Administration 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. Susan Flanagan, 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
 - 2.5.4. Jim Yuill, Director, Financial Management
 - 2.5.5. John Amodio, Director, Corporate Management
 - 2.6. Sean Court, Assistant Deputy Minister, Strategic Policy Planning and French Language Services
 - 2.6.1. Robert Francis, Director, Strategic Policy
 - 2.6.2. Robert Francis, Director, Policy Coordination and Intergovernmental Relations
 - 2.6.3. Director, Research, Analysis and Evaluation (vacant)
 - 2.6.4. Hanna Ziada, Director, Indigenous, French Language and Priority Populations
 - 2.7. Dr. Karima Velji, ADM, Chief of Nursing and Professional Practice
 - 2.7.1. David Lamb, Director, Capacity and Health Workforce Planning
 - 2.7.2. Allison Henry, Director, Health Workforce Regulatory Oversight
 - 2.8. Patrick Dicerni, ADM, Executive Officer, Ontario Public Drug Programs and General Manager of OHIP, OHIP, Pharmaceuticals & Devices
 - 2.8.1. Angie Wong, Director, Drug Programs Policy and Strategy
 - 2.8.2. David Schachow, Director, Delivery and Eligibility Review
 - 2.8.3. Pauline Ryan, Director, Health Insurance
 - 2.8.4. Neeta Sarta, Director, Laboratories and Diagnostics
 - 2.8.5. Laura Pinkney, Director, Claims Services
 - 2.8.6. Teresa Buchanan, Executive Lead, Physician and Provider Services

- 2.8.7. Nicole Williams, Director, Negotiations
- 2.8.8. Julie Ingo, Director, Provider Services
- 2.8.9. Nadia Surani, Director, Primary Health Care
- 2.9. Dr. Kieran Moore, Chief Medical Officer of Health, Public Health, Office of Chief Medical Officer of Health, Public Health, & ADM
 - 2.9.1. Executive Lead, Public Health (vacant)
 - 2.9.1.1. Robert Lerch, Director, Health Protection and Surveillance Policy and Programs
 - 2.9.1.2. Elizabeth Walker, Director, Accountability and Liaison
 - 2.9.1.3. Dianne Alexander, Director, Health Promotion and Prevention Policy and Programs
 - 2.9.1.4. Colleen Kiel, Director, Strategy and Planning
 - 2.9.1.5. Director, Immunization (vacant)
- 2.10. Alison Blair, Associate Deputy Minister, Pandemic Response and Recovery
 - 2.10.1. Rhonda McMichael, Assistant Deputy Minister, Population Health Initiatives
 - 2.10.1.1. Teri Lynch, Director, Population Health Initiatives
 - 2.10.1.2. Justine Hartley, Director, Health System Emergency Management/MEOC
 - 2.10.1.3. Fredrika Scarth, Director, Testing Strategy Coordination
 - 2.10.2. Tim Lewis, ADM, Vaccine Strategy, Implementation and Performance
 - 2.10.2.1. Marnie MacKinnon, Director, Vaccine Implementation
 - 2.10.2.2. Jodi Melnychuk, Director, Vaccine Planning and Engagement
 - 2.10.2.3. Mike Tedesco, Project Director, Vaccine Customer Service Desk
- 2.11. Melanie Fraser, Associate Deputy Minister, Health Services
 - 2.11.1. Susan Picarello, Assistant Deputy Minister, Emergency Health Services
 - 2.11.1.1. Stuart Mooney, Director, Emergency Health Program Management and Delivery
 - 2.11.1.2. Director, Emergency Health Regulatory and Accountability, vacant
 - 2.11.2. Greig Hein, Assistant Deputy Minister, Digital Health
 - 2.11.2.1. Evan Mills, Director, Digital Health Program
 - 2.11.2.2. Christine Sham, Director, Information Management Strategy and Policy
 - 2.11.3. Michael Hillmer, Assistant Deputy Minister, Capacity Planning and Analytics
 - 2.11.3.1. Aileen Chan, Director, Health Data
 - 2.11.3.2. Jennifer Bridge, Director, Health Analytics and Insights
 - 2.11.3.3. Kamil Malikov, Director, Health Data Science
 - 2.11.4. Peter Kaftarian, Assistant Deputy Minister, Hospitals and Capital
 - 2.11.4.1. Sherif Kaldas, Director, Health Sector Models
 - 2.11.4.2. Tara Wilson, Director, Hospitals
 - 2.11.4.3. Kristin Taylor, Director, Provincial Programs
 - 2.11.4.4. James Stewart, Director, Health Capital Investment
 - 2.11.5. Melanie Kohn, Assistant Deputy Minister, Mental Health and Addictions
 - 2.11.5.1. Rachel Robins, Director, Mental Health and Addictions Policy, Accountability and Provincial Partnership
 - 2.11.5.2. Mary Mannella, Director, Mental Health and Addiction Programs

- 2.11.6. Amy Olmstead, Executive Lead, Ontario Health Teams
 - 2.11.6.1. Ann Schrager, Director, Home and Community Care
 - 2.11.6.2. Jillian Paul, Director, Integrated Policy and Planning
 - 2.11.6.3. Allison Costello, Director, Implementation and Supports
- 2.11.7. Kyle MacIntyre, Assistant Deputy Minister, Health Transformation
 - 2.11.7.1. Taryn Pimento, Director, Project Management Office
 - 2.11.7.2. Jovan Matic, Director, Supply Chain Modernization
 - 2.11.7.3. Renee Mahalanobis, Director, Ontario Health Agency Oversight

Appendix

Annual Report

OVERVIEW

Throughout 2021-22, the Ministry of Health has actively supported the government's priority to protect the health and well-being of Ontarians during the global COVID-19 pandemic.

Supported by the advice of the Chief Medical Officer of Health and other public health experts, Ontario has made significant strides in its efforts to fight COVID-19 by continuing to implement a comprehensive and responsive vaccine distribution plan, which enabled Ontario to achieve one of the highest vaccination rates in the world. By March 2022, more than 90 per cent of Ontarians aged 12 and over had received at least two doses of the vaccine.

The province also took decisive action to respond to the Delta and Omicron variants, implemented a robust and responsive testing strategy, and developed comprehensive plans to gradually reopen the province and manage COVID-19 for the long-term.

The ministry has also continued to move forward with building a connected and integrated health system, addressing hallway health care, improving the patient and caregiver experience, improving the health of all Ontarians, and supporting health care providers.

The ministry's health care modernization efforts have resulted in the creation of new Ontario Health Teams, the ongoing transition of agencies into Ontario Health, the building of more hospital capacity, improvements to home and community care, and the implementation of *Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addictions System*.

COVID-19 VACCINATION

COVID-19 Vaccine Distribution Plan

In 2021-22, Ontario made more than \$1 billion available to implement a province-wide COVID-19 vaccination plan, which included prioritizing populations in accordance with an ethical framework, advice from the Chief Medical Officer of Health and recommendations from the National Advisory Committee on Immunization (NACI).

In April 2021, Ontario expanded the populations that were eligible to be vaccinated, with an additional focus on reaching individuals in "hot spot" communities (i.e., where COVID-19 was spreading disproportionately) and prioritizing individuals with the highest-risk health conditions. Other priority groups who became eligible early included some primary caregivers, people who lived and worked in congregate settings and certain workers who could not work from home such as elementary / secondary school staff, food manufacturing workers, and high-risk and critical retail workers. Equitable vaccine distribution was supported by community driven efforts through the High Priority Communities Strategy and a provincial mobile vaccine strategy which contributed to increased vaccination for hardest hit populations.

To further support hot spot communities, Ontario dedicated a percentage of ongoing vaccine allocations specifically for hot spot communities. For example, in May 2021, 50 per cent of vaccine allocations were allocated to hot spots through mobile teams, pop-up clinics, mass immunization clinics, hospitals, primary care, and pharmacies. Ontario also worked with public health units, business groups and large employers to establish employer-operated onsite vaccination clinics.

Accelerated Vaccine Doses

With a stable and increased vaccine supply, Ontario extended eligibility for first doses of the vaccine to all those aged 12 and older by late May 2021. As a result of this progress and to help stop the spread of the Delta variant, by the end of May 2021, Ontario also began to expand the eligibility for accelerated second dose appointments, prioritizing second doses by age, date of first dose, and to those living in Delta hot spots.

Vaccinating Youth 12+

In May 2021, Ontario's COVID-19 vaccine rollout continued with vaccine booking expanded for first doses to include youth aged 12 and older ahead of schedule. In July 2021, Ontario accelerated second dose eligibility to all children and youth aged 12 to 17 to provide them with a strong level of protection against COVID-19, including the Delta variant, and support a safe return to school in September. In February 2022, Ontario

expanded booster dose eligibility to youth aged 12 to 17, with appointments to be booked at an interval of six months (168 days) after a second dose.

Operation Remote Immunity

Adults in First Nations, Métis, and Inuit populations, including those living in remote or isolated areas where infection can have severe consequences, were among the first to receive the COVID-19 vaccine. The ministry provided Ornge with one-time funding throughout the pandemic to lead and support the three phases of Operation Remote Immunity.

Operation Remote Immunity (ORI) 1.0, 2.0, and 3.0 were the plans to administer the COVID-19 vaccine in northern and remote First Nation communities and Moosonee. These plans were developed in collaboration between the Ministry of Health, Ornge, the Ministries of Indigenous Affairs, Solicitor General and Natural Resources and Forestry, federal government partners, northern public health units, First Nation health authorities as well as Nishnawbe Aski Nation (NAN). The most recent phase, ORI 3.0, was the plan to support Sioux Lookout First Nations Health Authority and Weeneebayko Area Health Authority in leading COVID-19 vaccination clinics to administer third doses and pediatric doses in northern First Nation communities. Operation Remote Immunity was completed in February 2022 and in total, ORI COVID-19 vaccine clinics have administered over 42,000 doses.

Last Mile Strategy

In August 2021, with over 82 per cent of eligible Ontarians aged 12 and over having received one dose of the vaccine and 75 per cent having received both doses, the government implemented a last mile strategy to reach eligible individuals who had yet to receive a first or second dose.

The province and public health units also focused on smaller, community-based, and easy-to-access settings for vaccinations, including mobile clinics, community-based pop-ups, dedicated clinic days for families with people with disabilities, GO-VAXX bus clinics, and townhall meetings in multiple languages. In addition, the province worked with public health units to target areas with low vaccination rates, identified by postal codes, to support localized vaccination strategies and targeted marketing by the province in these areas. The Provincial Vaccine Contact Centre also called Ontarians to encourage them to book vaccination appointments.

Vaccinating Children Aged 5-11

Following Health Canada's authorization of the pediatric Pfizer COVID-19 vaccine, children aged five to 11 were eligible to receive the vaccine beginning November 23, 2021. Ontario worked closely with public health units, children's hospitals, children's services, and other health experts, to ensure access to vaccines for children aged five to 11, including partnering with the Hospital for Sick Children (SickKids) to develop a confidential, convenient, and accessible vaccine consultation service for children, youth, and their families.

Third Doses and Booster Doses

Based on the recommendation of the Chief Medical Officer of Health and other health experts, in August 2021, the province began offering third doses of the COVID-19 vaccine to immunocompromised individuals, to complete an extended three-dose primary series and booster doses to seniors in congregate living settings to provide them with an extra layer of protection against the Delta variant.

Ontario continued to gradually expand eligibility for booster doses to all Ontarians aged 12 and over in the following months, prioritizing individuals at the highest risk of severe outcomes from COVID-19.

In December 2021, in response to the threat posed by the Omicron variant, Ontario rapidly accelerated its booster dose rollout by expanding eligibility to all individuals aged 18 and over, as well as shortening the interval from six months to three months following an individual's second dose. Quickly accelerating booster doses was a cornerstone of Ontario's response to protect the province's hospitals and intensive-care units. Ontario took further action to provide additional protection to high-risk settings and continue to safeguard hospitals and ICU capacity by offering second booster (fourth) doses to residents of long-term care homes, retirement homes, Elder Care Lodges, and other congregate care settings by the end of December.

Mandatory COVID-19 Vaccination Policies

In August 2021, in response to evolving data around transmissibility and to protect vulnerable patients and staff in settings where the risk of contracting and transmitting COVID-19 and the Delta variant was higher, the Chief Medical Officer of Health, issued a directive requiring high-risk settings (hospitals, home and community care service providers, and paramedics) to have a COVID-19 vaccination policy for employees, staff, contractors, students and volunteers.

The Office of Chief Medical Officer of Health also issued instructions requiring other settings to have a COVID-19 vaccination policy, including schools (public and private) and licensed child care operators, licensed retirement homes, women's shelters, certain

congregate group homes and day programs for adults with developmental disabilities, children's treatment centres and other services for children with special needs, licensed children's residential settings, the Ontario Public Service and postsecondary institutions.

On September 22, 2021, based on the latest evidence and in consultation with the Chief Medical Officer of Health, Ontario required people to be fully vaccinated and provide proof of their vaccination status to access certain businesses and settings, to further protect Ontarians and support businesses with the tools they needed to keep customers safe, stay open, and minimize disruptions.

On March 1, 2022, in alignment with Ontario's Roadmap to Reopen, provincially mandated vaccine policies in certain workplaces and settings and proof of vaccination requirements were lifted.

Between March 14 and March 28, 2022, the Office of the Chief Medical Officer of Health lifted the COVID-19 vaccination policy requirements for all remaining settings.

Roadmap to Reopen

The Ontario government, in consultation with the Chief Medical Officer of Health, released its Roadmap to Reopen in May 2021, a three-step plan to safely and cautiously reopen the province and gradually lift public health and workplace safety measures based on the provincewide vaccination rate and improvements in key public health and health care indicators.

As key public health and health system indicators continued to improve, including COVID-19 related hospitalizations, COVID-19 related critical illness patients in ICU, and the weekly cases incidence rates, and on the recommendation of the Chief Medical Officer of Health, Ontario moved into Step One of its Roadmap to Reopen on June 11, 2021, and then to Step Two on June 30, 2021, and then to Step Three on July 16, 2021.

With public health and health system indicators stable and proof of vaccination requirements in effect starting on September 22, 2021, in select settings and places, the province, based on the advice of the Chief Medical Officer of Health, cautiously eased capacity limits for several indoor and outdoor settings on September 25, 2021, and again on October 9, 2021, and October 25, 2021.

Managing COVID-19 For the Long-Term

On October 22, 2021, the Ontario government, in consultation with the Chief Medical Officer of Health, released *A Plan to Safely Reopen Ontario and Manage COVID-19 for the Long-Term*, which outlined the province's gradual approach to lifting remaining public health and workplace safety measures by March 2022. The plan was guided by the

ongoing assessment of key public health and health system indicators and supported by local or regional tailored responses to COVID-19.

This plan outlined how Ontario would slowly and incrementally lift all remaining public health and workplace safety measures, over six months. This phased approach was guided by the ongoing assessment and monitoring of key public health and health system indicators.

On November 10, 2021, the Ontario government, in consultation with the Chief Medical Officer of Health, paused the lifting of capacity limits in remaining higher-risk settings as outlined in *A Plan to Safely Reopen Ontario and Manage COVID-19 for the Long-Term*. This was done out of an abundance of caution as the province monitored public health trends.

Responding to the Omicron Variant

In late November 2021, Ontario confirmed its first case of the Omicron variant of COVID-19. In order to rapidly identify, trace and isolate COVID-19 and its variants, Ontario temporarily expanded eligibility for provincially-funded COVID-19 PCR testing at all testing centres to ensure individuals returning from or having travelled in countries initially identified as sources of the Omicron variant were tested upon arrival in Ontario.

In line with Ontario's cautious approach, on December 7, 2021, the province extended its pause on the lifting of capacity limits in remaining higher-risk settings where proof of vaccination was required, in order to continue to monitor trends in public health and health system indicators and learn more about the Omicron variant. On December 10, 2021, in light of evolving global evidence around the Omicron variant, the province adjusted its COVID-19 response to delay the proposed lifting of the province's proof of vaccination requirements and strengthen measures, including, but not limited to, continuing to roll out booster doses, enabling symptomatic individuals to use RATs to increase access to testing and rapid diagnosis, enhancing Infection Prevention and Control, and advising Ontarians to limit social gatherings and employers to allow employees to work from home when possible.

Throughout December, Ontario continued to strengthen its response to the Omicron variant of concern by further restricting capacity limits and social gatherings and organized public event limits to reduce growing transmission across the province. Updated personal protective equipment guidance also required N95 respirators for health care workers providing direct care to or interacting with a suspected, probable, or confirmed case of COVID-19.

On January 5, 2022, in response to recent trends that showed an alarming increase in COVID-19 hospitalizations, the Ontario government, in consultation with the Chief Medical Officer of Health, temporarily moved the province into a modified Step Two of its Roadmap to Reopen. Time-limited measures such as further reducing social gathering

and capacity limits in certain settings, were implemented to help blunt transmission and prevent hospitals from becoming overwhelmed as the province continued to accelerate its booster dose rollout. As part of the province's response to the Omicron variant, starting January 5, students pivoted to remote learning with free emergency child care planned for school-aged children of health care and other eligible frontline workers.

With key public health and health system indicators starting to show signs of improvement, the Ontario government, in consultation with the Chief Medical Officer of Health, began to cautiously and gradually ease public health measures, starting on January 31, 2022.

As key public health and health care indicators improved or remained stable, the province was able to safely accelerate its reopening timelines in February and March 2022, which led to a gradual removal of most public health and workplace safety measures, including, all social gathering and organized public event limits, capacity limits in all settings, physical distancing requirements, proof of vaccination requirements in order to access certain settings, screening, and mask/face covering requirements in most indoor public places (with exceptions for select settings such as public transit, health care settings, long-term care homes, retirement homes, and other congregate care settings where a face covering or mask would continue to be required). With high vaccination rates and Ontario's COVID-19 situation continuing to improve, most of the province's remaining masking requirements expired as of June 11, 2022.

As the COVID-19 pandemic continues to evolve, the government will move away from an emergency response to manage the COVID-19 situation, to one that is part of day-to-day operations. In addition, public health units can deploy local and regional responses based on local context and conditions.

Testing

In 2021-22, Ontario maintained its comprehensive COVID-19 testing strategy. These testing strategies include: prioritizing lab-based PCR and molecular testing for vulnerable populations and highest-risk settings; providing access to publicly funded COVID-19 PCR specimen collection in select pharmacies and community laboratory specimen collection centres, including take-home PCR self-collection kits; and expanding rapid molecular testing to select assessment centres and pharmacies across Northern Ontario.

As we transition to a more stable testing infrastructure, laboratory testing and genome sequencing capacities have transitioned to ensure continued appropriateness to the needs of the pandemic, including ensuring timely access to therapeutics. COVID-19 testing is now available at over 800 locations and 25.4 million lab-based PCR tests have been completed as of Sep 2022.

The province has also been widely distributing rapid antigen tests (RATs) since January 2021 through the Provincial Antigen Screening Program (PASP), which is a provincially-

scaled program enabling access to free rapid antigen tests for all organizations, businesses, and workplaces that are open in Ontario. As of August 2022, over 147 million RATs had been distributed across Ontario through the PASP.

In December 2021 and January 2022, global supply chain challenges constrained RAT supply in Ontario. The province quickly moved to temporarily prioritize the available RAT supply for our most vulnerable populations living and working in the highest risk settings, including hospitals, long-term care homes, First Nation, Inuit and Metis communities, and public health units to ensure continued access to testing through the Omicron wave. The use case for RATs was also expanded to include use by symptomatic individuals and to support return to work, to reduce staffing shortages in the highest risk settings .

Additionally, during this period, nearly 2 million RATs were distributed free of charge at pop-up testing sites in high-traffic settings. The province also continued to provide take-home PCR self-collection kits to all publicly funded schools for symptomatic students and staff and distributed 11 million RATs to all public schools ahead of the December break to ensure a safe return to the classroom in January.

In February 2022, as Ontario's RAT inventory stabilized, the ministry further expanded access to free RATs to include distribution to the general public for at-home use through the Rapid Antigen Test Public Distribution Program. Since that time, up to 5 million RATs have been available each week through more than 3,200 pharmacy and grocery locations across the province. Up to 500,000 RATs have also been made available each week for targeted distribution through High Priority Community Lead agencies, primary care hubs and existing local partnerships to support testing access for communities which have been disproportionately impacted by COVID-19 and face barriers to testing. As of August 2022, over 114 million RATs had been deployed through the Rapid Antigen Test Public Distribution Program.

Infection Prevention and Control Hub Program

As part of the province's comprehensive plan, *Keeping Ontarians Safe: Preparing for Future Waves of COVID-19*, local networks of Infection Prevention and Control (IPAC) Hubs have been developed across the health system to strengthen IPAC practices in congregate living settings such as long-term care homes, retirement homes, and residential settings funded by the Ministry of Health and partner ministries (e.g., Ministry of Long-Term Care, Ministry for Seniors and Accessibility, Ministry of Children, Community and Social Services, Ministry of Municipal Affairs and Housing).

Over the course of the pandemic, the Hubs were instrumental in educating and training staff to build capacity to mitigate potential future waves, laying the IPAC foundation to be prepared for emerging threats.

Case and Contact Management

In response to rising case numbers due to the Omicron variant, an additional 200 case managers were onboarded in January 2022 to increase the total number of Provincial Workforce staff to 1,000. As of the beginning of March, the Provincial Workforce has nearly 950 staff and provides case, contact and outbreak management supports to all 34 public health units in the province. A Public Health Ontario/Statistics Canada Initiative also provides 200 staff when surge support is needed for contact tracing.

In late December, due to the rapid spread of the Omicron variant, changes were made to testing eligibility to limit PCR testing to those at highest risk. Case and contact management guidance was updated to limit contact follow-up to high-risk settings and to have cases follow up with their contacts for lower-risk, community cases. These changes were made to focus resources on reaching the most vulnerable and also to enable public health units to prioritize vaccination campaigns. Changes continue to be made to update isolation requirements while maintaining protections in high-risk settings.

COVID-19 Therapeutics

The federal government, through the Public Health Agency of Canada and Public Services and Procurement Canada, has been procuring and paying for new therapies that are used for the treatment of COVID-19 due to high global demand.

The Ministry of Health works with health system partners to facilitate access to inpatient and outpatient therapeutics for people at high-risk of severe disease, based on advice from the Chief Medical Officer of Health considering evidence-based guidance from the Canadian Agency for Drugs and Technologies in Health (CADTH) and clinical experts.

The first products approved for the treatment of COVID-19 patients were monoclonal antibodies and antivirals administered intravenously to hospitalized patients (e.g., tocilizumab, remdesivir). In October 2021, St. Joseph's Healthcare Hamilton became the first hospital in Ontario to pilot the administration of monoclonal antibody therapy in an outpatient setting for eligible patients with the introduction of sotrovimab, followed by seven additional sites across the province..

On January 17, 2022, Health Canada approved the first oral COVID-19 treatment, the antiviral Paxlovid. As of September 2022, Ontario has received nearly 300,000 courses of the drug. Consistent with Health Canada and based on the advice of the Science Advisory Table, the province has prioritized eligibility for this treatment to people in the community that are at higher risk of developing severe symptoms, and provided access through over 80 Clinical Assessment Centres that offer one-stop assessment, prescribing and dispensing, as well as through primary care with dispensing at over 4,000 pharmacies across the province, and through referrals to virtual prescribing via 811.

On April 14, 2022, Health Canada approved the first drug for COVID-19 prevention, Evusheld. Evusheld is a combination of two monoclonal antibodies and offers protection against symptomatic COVID-19 infection for at least six months. Evusheld is available to select immunocompromised patients over 12 years old.

To date the federal government has provided the following products:

- Monoclonal antibodies: bamlanivimab, Actemra (tocilizumab), Kevzara (sarilumab), sotrovimab, casirivimab + imdevimab
- Antivirals: Veklury (remdesivir), Paxlovid (nirmatrelvir)
- Preventive long-acting monoclonal antibodies: Evusheld (cilgavimab + tixagevimab)

Personal Protective Equipment Support

The province has further supported pandemic operations by responding to emerging procurement and supply chain issues and leading engagement with health sector stakeholders, while ensuring service continuity, high-quality patient care, and reliable access to personal protective equipment and other critical supplies. The Ministry of Health also partnered with the Ministry of Government and Consumer Services, the federal government and 3M to establish the domestic production of the highly regarded N95 1870+ respirators, securing a long-term supply and enhancing protection for Ontario's frontline workers. In order to further support the gradual ease of public health measures, the province strengthened Ontario's pandemic supply chain and bolstered the stockpile by sourcing 200 million surgical/protective masks annually for five years through four Ontario-based companies. The province also created a secure and reliable source of medical grade nitrile gloves by enabling the construction of a new facility that will provide at least 500 million medical grade nitrile gloves annually for up to 10 years.

Enhancing Data Driven COVID-19 Response

The *Oversight and Planning in Ontario's Health System Act, 2021* supported timely reporting to the ministry of all relevant data from COVID-19 vaccination sites. This information was important to have on record in order to track who receives a vaccine and if/when a subsequent dose should be administered.

The Ministry of Health has implemented the voluntary collection of sociodemographic data (race, ethnic origin, childhood language, official language most comfortable with, total household income, and household size), through the COVID-19 vaccine program. This data is being collected to help the province have a more complete picture of who is being vaccinated and support a more equitable and efficient vaccine rollout across the province.

The Ministry of Health is working to develop an appropriate approach for public reporting on the sociodemographic data it has collected through the COVID-19 vaccine program. It is also exploring options for health system sociodemographic data collection to support better outcomes for priority populations in Ontario, building on work to date and lessons learned from sociodemographic data collection during the COVID-19 pandemic.

HOSPITALS

Expanding Hospital Capacity

Ontario's 2021 Budget invested \$1.8 billion in additional investments for hospitals in 2021-2022, to ensure the province's health care system could respond to any scenario. This included funding to create additional hospital beds and an increase of \$778 million in operational funding to ensure all publicly funded hospitals received a minimum one per cent increase to keep pace with patient needs and increase access to high-quality care for patients and families across Ontario.

As part of Ontario's Action Plan, additional support for Ontario's hospitals included \$760 million to help hospitals continue to respond to COVID-19 and an additional \$300 million to address wait times for surgeries and procedures.

Surgical Recovery

The COVID-19 pandemic placed significant pressures on hospital and health care resources, impacting their ability to do scheduled, non-emergent surgeries and requiring the government to take measures to maximize capacity and ensure that Ontarians can continue to have access to safe, high-quality health care. This included the province investing up to \$324 million in 2021-22 in new funding to enable Ontario's hospitals and community health sector to perform more surgeries, MRI and CT scans, and procedures, including on evenings and weekends, as part of a wider, comprehensive surgical recovery plan to provide patients with the care they need. An investment of \$300M was announced in the 2022 Ontario Budget, that will continue implementation of the surgical recovery strategy.

To date, this plan supported over 100,000 surgeries, 275,000 MRI and CT scans, 30 new eReferral projects, and 189 Surgical Innovation Fund projects that helped hospitals build capacity to do more surgeries by supporting new equipment and training more operating room and diagnostic imaging staff. Ontario has also continued to invest in long-term system improvements to make the surgical system more efficient, including centralized waitlist management, and work to optimize the use of operating rooms at key high-volume hospitals. With the 2022 Ontario Budget investment, hospitals will continue to be supported to increase capacity and conduct more surgeries to reduce the number of patients waiting beyond clinical targets for care.

Southlake Regional Health Centre

The ministry invested over \$6.5 million to support the expansion of Southlake Regional Health Centre's Adult Inpatient Mental Health Unit. The expansion will add 12 new mental health beds and support spaces, increasing the total inpatient mental health capacity to 28 beds, which will better address the demand for mental health supports and services for patients and families in York Region and Simcoe County.

This expansion will enable the hospital to care for more than 400 additional patients each year. The newly renovated space will include private rooms, more windows with natural light, and common areas to support recovery, ensuring that individuals who need emergency mental health support receive the care they need.

The new Adult Inpatient Unit is expected to be completed in late 2022.

Collingwood

The Ministry of Health invested over \$15 million to support the planning and design of the redeveloped Collingwood General and Marine Hospital. Once complete, the hospital's existing aged infrastructure will be expanded and upgraded, improving access to high-quality care for people living in Collingwood and the surrounding areas.

Through this investment, the hospital's aging infrastructure will be redeveloped through a mix of new construction as well as renovations. The redeveloped hospital will include:

- The expansion of key services, including intensive care, emergency, diagnostic imaging, and the operating suite.
- Additional inpatient capacity to allow the hospital to serve more patients and families.
- Renovations to upgrade the existing facility to ensure a comfortable environment for patients to receive care.

This funding is in addition to the \$500,000 previously invested to support early capital planning.

Thunder Bay

The ministry invested over \$5.2 million to support the planning and design of a cardiovascular surgery program at Thunder Bay Regional Health Sciences Centre. This will mean that for the first time, cardiac surgery will be regularly performed in Northwestern Ontario, helping to address surgical wait times and improving access to lifesaving care, so patients can receive timely, high-quality care, closer to home. To launch the cardiovascular surgery program, existing space at Thunder Bay Regional Health Sciences Centre will be renovated and expanded to include:

- Additional cardiovascular surgery inpatient cardiac care unit beds;
- A new surgical suite equipped with C-arm imaging technology and recovery area;
- An expanded ambulatory care and pre-admission clinic;
- A new vascular lab; and
- Renovations to medical devices reprocessing and biomedical departments.

By offering these services in Northwestern Ontario, the program will also help to increase capacity and address surgical wait times in other hospitals across the province that currently perform cardiovascular surgeries for patients from Northwestern Ontario.

Windsor and Essex County

Ontario invested \$9.8 million to support planning for a new state-of-the-art acute care hospital in Windsor and Essex County. Once complete, the new hospital will add more hospital beds and expand services for the region to ensure individuals and families living in the region have access to high-quality care when and where they need it.

Currently, Windsor Regional Hospital operates two separate acute care campuses in the City of Windsor. Once complete, the new hospital will consolidate and expand acute care services, replacing outdated infrastructure with high tech facilities and supporting better, connected care in the region. Planned services will include cancer care, complex trauma, obstetrics, neurology, and cardiology. The new hospital will also have more single-patient rooms to increase patient privacy and prevent the spread of infection. Urgent care and outpatient services will remain at Windsor Regional Hospital's Ouellette site to preserve access for patients and their families in downtown Windsor.

Centre for Addiction and Mental Health

The ministry invested over \$34.6 million to support upgrades and the addition of new facilities at the Centre for Addiction and Mental Health (CAMH) so they can continue to provide high-quality care and better address the unique mental health needs of patients.

The expansion includes upgrades to the existing forensic services facility and additional indoor and outdoor support spaces. Once completed, the newly renovated space will include dedicated family visitation areas in the inpatient units, enclosed outdoor areas to support recovery, outpatient services, security and building support services. The redevelopment of CAMH's forensic mental health program is the fourth and final part of the hospital's broader redevelopment project. This new funding brings the province's total investment in the project to over \$37 million.

South Niagara Hospital

In 2021-22, teams were invited to respond to a request for proposals to design, build, finance, and maintain the new South Niagara Hospital.

Since 2018, Ontario has invested over \$23.5 million towards planning the new hospital in Niagara Falls. Currently, Niagara Health operates five separate campuses that serve approximately 450,000 residents across the Niagara region. Once completed, the new hospital will consolidate and expand acute care services, replacing outdated infrastructure with high tech facilities and supporting better, connected care in the region. In addition to emergency, critical care and surgical services, South Niagara Hospital will feature several centres of excellence specializing in stroke, complex care, geriatrics and geriatric psychiatry, and wellness in aging.

To meet growing demand in the region, the new hospital is planned to have 469 beds, which is 156 more beds than the combined total number of beds at Niagara Health's Port Colborne, Fort Erie, and Niagara Falls campuses. Niagara Health will continue to operate the existing facility in St. Catharines along with the Welland campus.

Trillium Health Partners – Peel Region and Etobicoke

Ontario is making the largest single hospital infrastructure investment in the province's history by making a multi-billion-dollar investment to build a new, state-of-the-art Mississauga Hospital and expanding Queensway Health Centre, both of which are part of Trillium Health Partners.

The new, fully redeveloped Mississauga Hospital is anticipated to include one of the largest emergency departments in Ontario and increase the number of operating rooms. The redevelopment plans also include a new inpatient care tower at the Queensway

Health Centre to centralize complex continuing care and rehabilitation services for patients.

Ontario is supporting the transformation of the Peel Memorial Centre for Integrated Health and Wellness ("Peel Memorial") in Brampton from a day facility into a new inpatient hospital with a 24/7 Emergency Department. To support the transformation of Peel Memorial into a new hospital, the province will fund the construction of over 250 net new beds at the site. The province also made investments in 2021-22 to expand the urgent care centre to 24/7 operations.

Health Infrastructure Renewal Fund

The province invested \$175 million this year through the Health Infrastructure Renewal Fund to support critical upgrades, repairs, and maintenance in hospitals, to help ensure Ontarians can continue to access the care they need in a safe, comfortable environment.

This funding will allow hospitals to address urgent infrastructure renewal needs such as upgrades or replacements of roofs, windows, security systems, fire alarms, and back-up generators. A total of \$50 million from the Health Infrastructure Renewal Fund will be used by hospitals for urgent projects, including those that support the health system response to COVID-19, such as upgrading HVAC systems to enhance patient and staff safety, and improving infection prevention and control measures.

PUBLIC HEALTH UNITS

Ontario has helped expand the capacity of public health units to prevent, monitor, detect, and contain COVID-19 in the province. Since 2020-21, the Ministry of Health has invested over \$1 billion in additional funding for public health units to support and enhance COVID-19 monitoring, case and contact management, and the delivery of the COVID-19 vaccine program at the local level. This increased investment is over and above the funding approved to support public health programs.

HEALTH HUMAN RESOURCES

Supporting Health Provider Capacity

Emergency programs launched by the government since the start of the pandemic have added over 9,600 health care professionals to the system, of which over 4,300 staff were provided to support high-need hospitals with staffing pressures due to COVID-19. These programs optimized health care workers including the deployment of nursing students and other health care providers-in-training.

As part of these initiatives, in 2021-22, the ministry also prioritized the recruitment of the Nursing Graduate Guarantee program positions in acute care settings with a focus on supporting Ontario's surgical recovery plan and needs in critical care as a result of COVID-19, as well as in long-term care homes to support staffing needs associated with the long-term care staffing plan. This program supported the hiring of over 500 nurses in 2020-21 and more than 1,000 nurses in 2021-22. As of May 2022, 829 nurses were also hired through the short-term Community Commitment Program for Nurses, under which nurses were offered \$10,000 in return for a one-year commitment with an employer in need.

Supporting Nursing Programs

In March 2022, the Ontario government invested \$763 million to provide Ontario's nurses with a lump sum retention incentive of up to \$5,000 per person. This payment will help to retain nurses across the health sector and stabilize the current nursing workforce and to ensure patients continue to access the health care they need and deserve. Nurses eligible to receive the payment include nurses in hospitals, long-term care and retirement homes, home and community care, primary care, mental health and addictions, emergency services, and corrections, as well as a range of other community based and developmental services including youth justice. Nurses in a management or supervisory role who were redeployed to a direct patient care role will qualify.

The province also invested \$35 million to add up to 2,000 additional nursing students at publicly assisted colleges and universities across the province, for the Fall 2021 and Winter 2022 incoming cohorts.

The *BEGIN Initiative: Bridging Educational Grant in Nursing*, jointly offered by the Ministry of Long-Term Care, the Ministry of Health, and the Registered Practical Nurses Association of Ontario (WeRPN) was launched in February 2022. It is providing tuition and other financial support to personal support workers and registered practical nurses so they can pursue further education to become registered practical nurses and registered nurses respectively. This program will add 1,600 nurses to the home and community care sector and 2,550 nurses to long-term care sector by 2024-25.

The province also collaborated with Ontario Health and the College of Nurses of Ontario (CNO) on initiatives to deploy internationally educated nurses to hospitals and other health care settings to work under the supervision of a regulated health care provider, such as a registered nurse or doctor. As of May 2022, over 1,000 international nurses are working in hospitals and LTC homes to gain the on the ground Ontario experience they need to be licensed to practice as a nurse in Ontario.

To continue supporting nurses and their practice, the government approved scope of practice expansions for nurse practitioners, which will allow them to order CT scans and MRI tests for their patients and to perform a broad range of point-of-care tests, making it easier and more convenient for patients to access the timely care they need.

Adding 13,000 More Workers To The Health Care System

To strengthen the health care and long-term care workforce, Ontario is investing \$342 million, beginning in 2021–22, to add over 5,000 new and upskilled registered nurses and registered practical nurses as well as 8,000 personal support workers, as part of the 2021 Ontario Economic Outlook and Fiscal Review.

This helps support the government's commitment to invest up to \$1.9 billion annually by 2024-25 to create more than 27,000 new positions for personal support workers, registered nurses, and registered practical nurses in long-term care to meet the direct care commitment of four hours.

Training and Support for Personal Support Workers (PSWs)

In recognition of the important role that PSWs play in Ontario's health and long-term care systems, the government invested \$201 million in 2021-22 to train up to 16,200 new PSWs in the health and long-term care sectors. This included funding of up to \$86 million to train up to 8,000 PSWs through private career colleges and district school boards and funding of up to \$115 million for an Accelerated PSW Training Program to train up to 8,200 PSWs at Ontario's 24 publicly-assisted colleges.

Between Winter 2020 and May 2022, 1,500 PSWs were also hired through the short-term PSW Return of Service Program, under which PSWs were offered \$5,000 in return for a six-month commitment with an employer in need.

Temporary Wage Enhancement for PSWs

In 2021-22, Ontario invested an additional \$683 million to extend the temporary wage enhancement for personal support workers and direct support workers. This increase helped attract and retain workers in these critical sectors, to help stabilize, attract, and retain the workforce needed to provide a high level of care during the COVID-19 pandemic.

Personal support workers and direct support workers are essential to the fight against COVID-19 and help ensure that Ontario's most vulnerable patients continue to have access to the high-quality care they need. This wage enhancement was provided to over 158,000 personal support workers and direct support workers who deliver publicly funded personal support services or direct support services in home and community care, long-term care, public hospitals, and social services. This temporary wage enhancement included:

- \$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 10,000 eligible workers in public hospitals; and
- \$3 per hour for approximately 60,000 eligible workers in children, community and social services providing personal direct support services to those who need assistance with the activities of daily living.

On April 21, 2022, the *Supporting Retention in Public Services Act, 2022* was passed, which enabled a permanent compensation enhancement for personal and direct support service workers.

Volunteers Supporting Ontario's Vaccination Effort

To ramp up capacity to support Ontario's COVID-19 vaccine booster dose rollout, regulatory amendments were made to allow more individuals to safely administer the COVID-19 vaccine, such as retired nurses and physicians, paramedics, dentists, and firefighters. These individuals were able to register through the Health Workforce Matching Portal. Supervision is required by a physician, registered nurse or nurse practitioner, or pharmacist who is present at the premises where the vaccine is administered. Ontarians were also recruited to support the vaccine rollout, by supporting health care providers and others at vaccination clinics across the province, through the Ontario COVID-19 Volunteer Portal. As of May 2022, over 4500 Ontarians have answered the province's call to help boost public health capacity and administer vaccines and get more boosters into arms sooner.

Supporting Hospitals Through Staffing Flexibility

In response to the rapid rise in hospitalizations, ICU admissions and the threat to Ontario's critical care capacity during the third wave of COVID-19, the province issued temporary orders to support the redeployment of health service providers and other workers from Ontario Health and Home and Community Care Support Services organizations to address any increased service demands and health human resource shortages within the hospital sector. These orders aimed to maximize system capacity, ensure that hospitals had the resources required to provide patient care and save lives.

In response to the rapid rise in hospitalizations, ICU admissions and the threat to Ontario's critical care capacity during the third wave of COVID-19, the province issued a temporary order to support the redeployment of health care professionals and other workers from Ontario Health and Home and Community Care Support Services organizations to hospitals. This order aimed to maximize system capacity, ensure that hospitals had the resources required to provide patient care and save lives.

Expanding Scopes of Practice

In November 2021, the government approved regulatory amendments to enable pharmacy technicians to administer the publicly funded influenza vaccine to children 2 years of age or older under the supervision of a pharmacist. This change in scope of practice gives patients greater choice and convenience in their health care options and may contribute to increased vaccination rates across the province.

In January 2022, continuing its support of health care professionals and their practice, the government approved scope of practice expansions for all nurses to perform a broad range of point-of-care tests. The approval also expands the scope of practice for pharmacists, pharmacy interns, registered pharmacy students, and pharmacy technicians to collect specimens and perform certain point-of-care tests for medication management of certain chronic diseases. In February 2022, the government approved scope of practice expansions for nurse practitioners to independently order CT scans and MRI tests, and for oral and maxillofacial surgeons to order MRI tests for their patients. These changes will provide patients with better access to CT and MRI scans.

Strengthening Workforce Accountability

In 2021-22, Ontario passed the *Advancing Oversight and Planning in Ontario's Health System Act*, which further recognized the important role of select health and supportive care staff in delivering high-quality care to patients across the province. The legislation included:

- Establishing a new legislative framework to support greater uniformity of education and training standards for personal support workers and build on their capacity to provide care services to the most vulnerable Ontarians, including children, older adults, and people with disabilities. A new oversight body called the Health and Supportive Care Providers Oversight Authority is being established for the registration of PSWs and will have defined roles, responsibilities, and accountabilities. The interim Board of Directors has recently been appointed and is focusing on starting-up the Authority's operations including hiring of the Authority's chief executive officer, legal and other staff needed for set-up that would allow it to participate in the ministry's development of regulations, policies and processes and their implementation by the Authority.
- Regulating physician assistants as new members of the College of Physicians and Surgeons of Ontario, to improve their integration within Ontario's health care system and facilitate quality of care and patient safety.
- Regulating behaviour analysts as a new profession under the College of Psychologists of Ontario, to sustain the quality and safety of care provided to Ontarians.

MODERNIZATION

Ontario Health

To deliver on its mandate to connect and coordinate the health care system in efficient and innovative ways, the Ministry of Health and Ontario Health successfully transferred and integrated over 22 government health agencies and organizations into Ontario Health.

Effective April 1, 2021, the Trillium Gift of Life Network (TGLN) and non-patient care functions from the Local Health Integration Networks (LHINs) were transferred to Ontario Health. Following the transfer, to ensure the ongoing stability of services while home and community care transitions into Ontario Health Teams, LHINs began operating under a new business name, Home and Community Care Support Services, to reflect a mandate to provide home and community care services and manage the placement of persons into long-term care homes, supportive housing programs, chronic care and rehabilitation beds in hospitals, and other programs and places where home and community care services are provided. HCCSS also refers patients, where applicable, to health service providers of home and community care services. Effective December 1, 2021, CorHealth Ontario transferred into Ontario Health to provide strategic leadership to improve cardiac, stroke, and vascular care for Ontarians.

To further system integration, the province has also successfully transferred three programs to Ontario Health to date, including the Digital Health Drug Repository on April 1, 2021, the Integrated Assessment Record (IAR)/Common Assessment (CA) program on September 1, 2021, and the Health Care Navigation Services (HCNS) program on October 27, 2021. As of January 2022, the ministry has also successfully assigned oversight of 22 transfer payment agreements (TPAs) to Ontario Health, including 14 mental health and addictions-related TPAs, six TPAs for Regional Security Operation Centres (RSOCs) established by Ontario Health, and two digital TPAs (Electronic Child Health Network and Ontario MD). Together, these transfers and assignments provide leadership and expertise as a single centralized agency, and support sustainability in the health care system.

Ontario Health now has accountability for over 1,600 Service Accountability Agreements (SAAs) and provincial leadership for numerous clinical programs including cancer, renal, palliative, cardiac, stroke and vascular care, as well as the operations for organ and tissue donation and transplantations.

Ontario Health continues to provide centralized accountability and oversight for the health care system, ensure health care dollars are used more efficiently by streamlining administrative processes, improve clinical guidance and support for health care providers to enable better quality for patients, and advance digital-first approaches to health care (i.e., virtual care).

Ontario Health Teams

In partnership with Ontario Health, the province announced nine new Ontario Health Teams (OHT) in 2021/22. With the addition of these new teams, the province has a total of 51 Ontario Health Teams which, at maturity, will care for 95 per cent of the province's population. Ontario has invested a total of more than \$36 million to support teams in 2021-22.

The nine new Ontario Health Teams are:

- Hastings Prince Edward OHT in Hastings and Prince Edward Counties;
- Great River (formerly Upper Canada, Cornwall and Area OHT) OHT in the United Counties of Stormont, Dundas and Glengarry, City of Cornwall, Akwesasne, parts of Russell Township and rural Southeast Ottawa;
- Ottawa West Four Rivers OHT in North Grenville, West Ottawa, Northern Lanark County, and Arnprior, McNab and Braeside;
- Ottawa Valley (formerly Network 24) OHT in the majority of Renfrew County and the Township of South Algonquin in Nipissing District;
- Grey-Bruce OHT in Grey and Bruce Counties;
- Barrie and Area OHT in Barrie and surrounding areas;
- Elgin OHT in Elgin County;
- North Simcoe OHT in Midland, Penetanguishene, Tiny and Tay Townships, and Christian Island; and
- Windsor Essex OHT in Windsor Essex.

Ontario Health Teams include providers and organizations across the health and community sectors, including primary care, hospitals, home and community care, mental health and addictions services, long-term care, and many others.

Working across the entire continuum of care throughout the pandemic, Ontario Health Teams have supported a suite of initiatives that include leading local vaccine rollouts, supporting long-term care homes and other congregate care settings, distributing personal protective equipment, staffing assessment centres, and leveraging virtual care.

The Ontario government will continue working with its health and community care partners until Ontario Health Teams are fully established across the province and everyone is supported by an Ontario Health Team..

Innovative Models of Care

The ministry launched new 9-1-1 models of care that now cover 33 municipalities across the province. These new models of care pilots are ensuring paramedics have more options to provide safe and appropriate treatment for patients while helping to protect hospital capacity as the province continued to respond to the third wave of COVID-19.

Under the innovative patient care model pilots, eligible palliative care patients and those experiencing mental health and addictions challenges can receive appropriate care by the paramedic directly or in the community as appropriate. The patient will remain in ultimate control of the care they receive and can at any time request to be taken to the emergency department.

The pilot projects will be in place for one year, after which they will be evaluated to assess outcomes, identify where program adjustments may be needed, and how to implement new models of care throughout the province.

MENTAL HEALTH AND ADDICTIONS

Expanding Access to Critical Services

As part of *Roadmap to Wellness*, Ontario invested \$175 million in 2021-22 in new annualized funding to enhance and expand mental health and addictions services. This funding is addressing critical gaps in care, developing innovative solutions, and enhancing services in a range of 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 addictions services, including bed-based services and day/evening treatment; and,
- Increased supports for Indigenous peoples, families, and communities.

Funding for Children and Youth

As part of the \$175 million, the ministry invested up to \$41.8 million in 2021-22 in community-based child and youth mental health services. This funding will stabilize and expand existing services, including the child and youth mental health Secure Treatment Program that serves the province's most vulnerable children and youth, and will provide targeted investments in specialized mental health supports for children and youth with moderate to complex mental health and addiction treatment needs. It will ensure child and

youth clients can receive in a timely manner the appropriate care in the right setting, improving outcomes and avoiding hospital admission.

Children and Youth Eating Disorders

As part of the \$175 million, the ministry invested \$11.1 million in new annual funding for the eating disorders care continuum that the ministry has allocated in 2021-22. This funding supports the goal of reducing wait times and preventing deaths, particularly among children and youth with eating disorders.

In addition, as the incidence and severity of children and youth with eating disorders has risen sharply since the COVID-19 pandemic began, the ministry invested an additional \$8.1 million in one-time funding through FES to support specialized care for children and youth diagnosed with eating disorders. This funding supported 14 additional inpatient surge beds as well as 10 additional day treatment spaces at four pediatric hospitals: Children's Hospital Eastern Ontario, Hospital for Sick Children, Children's Hospital London, and McMaster Children's Hospital.

Ontario also invested an additional \$5.8 million in one-time funding to expand specialized pediatric mental health and eating disorders services at The Hospital for Sick Children (SickKids). This funding will support the expansion of outpatient programs, enabling SickKids to provide approximately 40,000 additional clinical hours and help SickKids work towards their target wait time of one month for outpatient mental health services, so more patients can receive the care they need earlier and before needing to be admitted to the hospital.

Supporting Children and Youth in Northwestern Ontario

The ministry provided more than \$1 million in additional annual funding specifically targeted at improving access to core and specialized mental health and addictions services for children and youth in Northwestern Ontario. This funding will help reduce waitlists and address the extensive wait times for services across the region. These investments, which will also support culturally appropriate services for Indigenous children and youth, are expanding and enhancing community-based mental health supports including funding for Firefly, community-based child, youth and family service agencies, the Children's Centre Thunder Bay and Sioux Lookout First Nations Health Authority.

Community Mental Health

Community mental health services have traditionally focused on serving people with serious mental illness. But recent investments are expanding the reach of community mental health to include other populations. For example, investments such as Ontario's Structured Psychotherapy program offer publicly funded cognitive behavioural therapy to

people with anxiety and depression. The government is also investing in internet-based Cognitive Behavioural Therapy, creating mobile mental health clinics and investing in supports for individuals with a dual diagnosis (e.g., mental health challenges and developmental disabilities).

Ontario Structured Psychotherapy (OSP)

The ministry is investing in the development and expansion of the OSP program, the first program of its kind, providing access to evidence-based Cognitive Behavioural Therapy (CBT) and related approaches to Ontarians with depression, anxiety, and anxiety-related conditions, with no out-of-pocket costs. The OSP program employs a network model with 10 network lead organizations (NLOs) and over 130 service delivery sites that are primarily community health service organizations, to ensure provision of high quality, evidence-based care no matter where services are accessed.

Community Mobile Mental Health Addictions Clinics

The ministry is investing in five mobile mental health and addictions clinics in five areas across the province that have been identified as in need of improved access to MHA services. These mobile clinics will provide mental health and addictions services directly to individuals living in the remote, rural, and underserved communities across Ontario reducing the need for people to travel to find services and helping to meet more clients in more places.

Mental Health and Justice

In 2021-22, Ontario invested an additional \$17.3 million to address the mental health and addiction needs of justice-involved individuals at various stages. Priority investment areas will continue supporting police services who are responding to mental health crisis calls, as well as the integrated continuum of services for people being released from correctional centres, including supportive and transitional rehabilitative housing and safe bed programs.

Supportive Housing

Ontario invested an additional \$13.5 million to support a wide range of supportive housing needs, including supporting those with mental health and addictions issues who were in a hospital to transition to the community, rent supplements, and the modernization of Homes for Special Care through Community Homes for Opportunity. Priority investments are increasing the number of supportive housing units to transition alternative level of care clients from hospital into supportive housing in the community and decreasing pressures on the higher-cost hospital system. These investments are also maintaining the

ministry's current number of units, increasing funding for rent supplements, and better integrating the Homes for Special Care program into the community sector.

Indigenous Supports and Services

Addressing the mental health needs of Indigenous peoples continued to be a significant priority in 2021-22. Targeted investments have allowed for a dedicated focus on the needs of Indigenous peoples alongside broader system investments focused on the needs of all Ontarians. In October 2021, as part of the \$175 million in *Roadmap* funding for 2021-22, the province announced new annualized funding of more than \$16 million devoted to cross-government investments in Indigenous services in areas such as child and youth mental health, addictions treatment and community programming. This funding expanded culturally safe and Indigenous-led mental health and addictions services for Indigenous people, families and communities, living both on and off-reserve.

Investments in Addictions Services

In 2021-22, as part of the \$175 million in new annualized funding, Ontario is investing \$32.7 million in new base funding for addictions services and supports. The funding will help to enhance access to evidence-based, high-quality addictions services for all Ontarians, including people who use opioids. These investments are also addressing urgent gaps in care, including hospital-based Addiction Medicine Consultation Services that connect people to care in the community, Rapid Access Addiction Medicine (RAAM) clinics, and youth wellness hubs, which are filling a major gap in developmentally appropriate youth substance use services.

Addictions Recovery Fund

In addition to the *Roadmap to Wellness* annualized investments, in 2021-22, Ontario is investing \$90 million over three years through the new Addictions Recovery Fund to expand addictions services and increase the number of treatment beds across the province. This funding will help thousands of Ontarians access specialized services for mental health and addictions treatment, including in rural, Northern, and Indigenous communities.

This investment will support 396 new addictions treatment beds for adults who need intensive supports, helping to stabilize and provide care for approximately 7,000 clients per year. Investments in other addictions services and supports include new Youth Wellness hubs, Mobile Mental Health Clinics, police-partnered Mobile Crisis Response Teams and additional community supports.

Responding to Opioid Use

In addition to new funding for addictions treatment through Roadmap to Wellness and the Addictions Recovery Fund, the ministry funds other services on the substance use care continuum, including harm reduction programs, Consumption and Treatment Services (CTS), the Ontario Naloxone Program and the Ontario Naloxone Program for Pharmacies.

In March 2022, the Ontario government approved a new Consumption and Treatment Services site in Peterborough, operated by Fourcast, a community-based addictions treatment provider in Peterborough. Since 2019, Ontario has approved a total of 17 Consumption and Treatment Services sites in 10 communities across the province. This model of service saves lives by preventing overdose deaths and connecting individuals who need it to addictions treatment, mental health services, primary care, and social services.

Mental Health Supports for Health Care Workers

Ontario is investing \$12.4 million over two years to provide existing and expanded mental health and addictions supports for all frontline health care workers across the province, including in the acute care, long-term care, and home and community care sectors.

The COVID-19 pandemic has had a significant impact on health care workers' mental health, particularly frontline healthcare workers. This funding provides continued rapid access to expanded and new treatment options and supports specifically focused on the needs of this workforce. These services include both resources for individuals and resources for organizations. Resources for individuals include self-directed resources available through the five partner hospital websites as well as, online peer discussion groups to learn coping strategies and build resilience, and confidential one-to-one support from a clinician for those who have higher level concerns including expanded access to a network of clinical psychologists through the Ontario Psychological Association (OPA). For organizations, the ministry is also investing in workplace mental health training that can be accessed through the Canadian Mental Health Association-Ontario Division (CMHA) that provides self-directed eLearning modules and in-person and virtual live workshops targeting leaders, clinical and non-clinical staff on topics encompassing mental health such as managing stress in the workplace, fostering trauma-informed workplaces, burnout and recovery, and embracing mental health.

Ontario is partnering with five hospitals (the Centre for Addiction and Mental Health (CAMH) in Toronto, St. Joseph's Healthcare in Hamilton, The Royal Ottawa Centre for Mental Health in Ottawa, the Waypoint Mental Health Centre in Penetanguishene and the Ontario Shore Centre for Mental Health Sciences in Whitby), the Canadian Mental Health Association, Ontario Division, and the Ontario Psychological Association to offer these mental health and addictions supports.

Virtual Mental Health and Addictions Resources: Internet-based Cognitive Behavioural Therapy and Breaking Free Online

In 2021-22, Ontario continued to invest in Internet-based Cognitive Behavioural Therapy (iCBT), providing \$23.6 million to support access to virtual cognitive behavioural therapy through two vendors, LifeWorks and MindBeacon. An additional \$12M was also invested in FY2022-23 to continue iCBT services until Sep. 30th, 2022. Since launching in May 2020 to address the growing need for virtual mental health services due to the COVID-19 pandemic, over 137,600 clients have enrolled in the program.

The province is also investing \$2.5 million in 2022-23 for Breaking Free Online (BFO), a virtual addictions support program that provides Ontarians 16+ access to tools to develop strategies and skills to change harmful behaviours and improve lifestyle to support recovery and help prevent a relapse. As of August 21, 2022 over 3,700 clients have enrolled and are actively engaged with BFO since launch on June 14, 2021. Ontarians can register at www.breakingfreeonline.ca and have free access to programming and resources for two years. Mental health and addictions service providers can also register their patients for this service.

HOME AND COMMUNITY CARE

Home Care Services

Home care services in Ontario address the needs of people of all ages, including seniors, frail elderly, persons with physical disabilities and chronic diseases, children, and others, who require ongoing health and personal care to live safely and independently in the community. Home care services include nursing, personal support and homemaking, therapies and other professional services provided at home, at school or in the community. Home care services support Ontarians to live safely in their communities, reducing pressure on other health care settings.

In 2021-22, the government provided \$100 million in new base funding to expand home care services and address costs of care delivery.

In addition, the Ontario government is investing \$1 billion more over three years to stabilize and further expand home care. As part of this investment, in 2022-23, the government provided \$117M to support financial sustainability of the home care service delivery through contract rate increase for nursing, personal support services and therapies. This funding will help address the rising costs of home care delivery and challenges related to the home care workforce supply and working conditions. This funding is in addition to the \$548.5 million over three years announced in November 2021 to expand home care services, support additional staff including personal support workers (PSWs) and connect patients to the services they need. In 2022-23, the funding could

support up to an estimated 28,000 post-acute surgical patients and up to an estimated 21,000 patients with complex health conditions every year by providing an estimated:

- 400K nursing visits;
- 125K nursing shift hours;
- 71K therapy visits including physiotherapy, occupational therapy, and speech language pathology;
- 1.7M hours of personal support services; and
- 150K for other types of home care visits.

These investments will allow patients to return home to recover after their surgeries or receive home care when they have complex health conditions. This investment also helps to ensure that hospital beds are available for those who need them the most.

The LHINs are now operating under a new business name, Home and Community Care Support Services (HCCSS), to reflect a mandate to provide home and community care services and manage the placement of persons into long-term care homes, supportive housing programs, chronic care and rehabilitation beds in hospitals, and other programs and places where home and community care services are provided. HCCSS also refers patients, where applicable, to health service providers of home and community care services.

Community Services

In 2022-23, the government provided a base funding increase of \$33.25 million to stabilize and expand community services - which includes Community Support Services, Acquired Brain Injury Services, and Assisted Living Services in Supportive Housing. The ministry also continued its \$20 million one-time investment in community paramedicine, to complement home and community supports.

Effective April 1, 2021, the health system planning and funding (i.e., non-patient care) functions from the 14 Local Health Integration Networks (LHINs) were transferred to Ontario Health, including the responsibility for funding community services.

Home Care For Children And Youth in Champlain Region

In September 2021, the delivery of home care services for children and youth in the Champlain region was transferred from Home and Community Care Support Services Champlain to Children's Hospital of Eastern Ontario (CHEO), a pediatric health care and research centre in Ottawa. This transfer, the first of its kind in Ontario, moves pediatric home care out of administrative silos and will embed it with providers across the continuum of care.

This transfer enables an innovative local approach to integrate pediatric home care with other services, simplifying the health care journey for children and youth in need of services, such as short-term nursing visits or ongoing care at home and school. This integration embeds home care with pediatric-focused partners and help build a network of services around children that can quickly be accessed based on a patient's needs.

While still in its early stages, this transformation will help break down long-standing barriers to connecting care for patients in alignment with Ontario's efforts to modernize the health system by bringing together health care providers and organizations to work as one coordinated team.

Supporting Palliative and Hospice Care

In December 2021, the Minister of Health tabled the Ontario Provincial Framework for Palliative Care. The Framework was developed in consultation with key system partners. The Ministry of Health is currently working with the Ministry of Long-Term Care and Ministry for Seniors and Accessibility to implement the framework.

To continue providing high-quality, compassionate end-of-life services and care throughout the COVID-19 pandemic, the ministry invested up to \$23 million in hospice residences across the province in 2021-22. This funding helps Ontarians receive the respect, dignity and care they deserve at every stage of their lives, while ensuring the province's hospices have the tools they need to continue to provide high-quality care.

Hospice palliative care plays a vital role in Ontario's health care system, providing people with additional options for high-quality end-of-life care outside of hospitals. The province provides an annual investment of over \$74 million for palliative care in hospices and quality improvement initiatives led by key system stakeholders. The government also funds palliative care in other settings, such as primary care, hospitals, and long-term care.

Community Infrastructure Renewal Fund

Through the Community Infrastructure Renewal Fund, Ontario invested \$7.6 million to support key repairs, upgrades, and maintenance for 63 community health service providers across the province. This funding will enable health system partners to address urgent infrastructure needs and ensure that Ontarians can continue to access the care they need in safe, comfortable environments.

ONTARIO DRUG PROGRAMS

Treatment for Cystic Fibrosis

In 2021-22, Ontario began providing coverage for Trikafta, the latest treatment option for cystic fibrosis to become available under its publicly-funded drug program. This will give patients more access to effective and life-changing treatments for cystic fibrosis. In addition to Trikafta, Orkambi and Kalydeco are drugs in this class to treat cystic fibrosis that are currently funded through the Ontario Drug Benefit (ODB) program.

Glucose Monitoring

Starting November 30, 2021, FreeStyle Libre 2 became the second flash glucose monitor to be funded for Ontarians who manage their Type 1 and Type 2 diabetes with insulin. The FreeStyle Libre 2 system belongs to a group of glucose monitoring systems called flash glucose monitors and is the second flash glucose monitor to be funded under the Ontario Drug Benefit (ODB) program. Providing access to this innovative technology for diabetes care will help patients living with diabetes who are at higher risk for hypoglycemia to more conveniently and easily monitor their blood glucose levels and day-to-day health.

Traditional blood glucose meters require individuals to take blood samples using finger pricks. With a flash glucose monitor such as the FreeStyle Libre 2, individuals with diabetes can quickly review their real-time glucose reading by using a reader or smartphone app to scan a sensor worn on the back of the upper arm. This also enables people to check their blood glucose more easily, which can lead to better health outcomes in the long-term and help prevent health emergencies.

ASSISTIVE DEVICES PROGRAM

Starting March 14, 2022, eligible Ontarians with type 1 diabetes can receive Assistive Devices Program funding for a real-time continuous glucose monitoring system, which includes the related supplies. Eligible individuals include those with type 1 diabetes who are most at risk of severe hypoglycemia or who are unable to recognize, or communicate about, symptoms of hypoglycemia.

A real-time continuous glucose monitoring system includes an alarm that will notify the individual, their family member, or their caregiver of decreasing glucose levels, enabling them to take timely action that can help prevent health emergencies.

This funding implements a recommendation from Health Quality Ontario (now part of Ontario Health) to publicly fund real-time continuous glucose monitoring systems for some individuals with type 1 diabetes. Funding follows a review of the evidence for

clinical benefit and cost-effectiveness, and negotiations with the manufacturers to ensure that Ontarians are receiving the best possible value.

SENIORS PRESCRIPTIONS AND DENTAL CARE

Ontario updated the income eligibility thresholds for the Ontario Seniors Dental Care Program and the Ontario Drug Benefit Program's Seniors Co-Payment Program to allow more of Ontario's most vulnerable seniors to have access to dental care and affordable prescription medications.

In 2019, the Ontario government launched the Ontario Seniors Dental Care program to provide free routine dental care for eligible low-income seniors across the province. The Seniors Co-Payment Program enables low-income seniors to access the medications they need with no annual deductible and a reduced co-payment for each prescription. Starting August 1st, 2021, eligibility thresholds for both programs were updated to reflect cost of living increases in Ontario and align with income support programs for seniors. Income thresholds were updated for single Ontarians aged 65 and over, from \$19,300 to \$22,200, and for couples with a combined annual income, from \$32,300 to \$37,100. This was expected to allow approximately 7,000 more seniors to access the Ontario Seniors Dental Care Program and 17,000 more seniors to access the Seniors Co-Payment Program in fiscal year 2021-2022.

FLU IMMUNIZATION

In 2021-22, the Ontario government launched one of the largest flu immunization campaigns in the province's history. Ontario invested over \$89 million to purchase over 7.6 million flu vaccine doses, which is approximately 1.4 million more doses than the previous influenza season. This includes a total of 1.8 million doses specifically for seniors.

To protect the most vulnerable, Ontario's initial supply of flu vaccine was prioritized for long-term care home residents and hospital patients beginning in September, with flu shots made available for seniors and others most at risk for complications from the flu in October. In November, the flu shot was made available for all Ontarians through doctor and nurse practitioner offices, participating pharmacies, and public health units.

DIGITAL HEALTH

The province's Digital First for Health strategy is central to the ministry's efforts to deliver on its priorities, including the ministry's commitment to end hallway health care. Digital First for Health is working to allow patients and providers to reap the benefits of

technology by making health care simpler, easier, and more convenient to access and deliver.

Ontario Health is working with the ministry to support the implementation of the strategy by working in partnership to streamline existing digital health delivery partners, ensure operational continuity of digital health assets, support the digital health needs of Ontario Health Teams, protect the privacy, security of patient health information, and encouraging advancement of digital supports for integrated care. Digital tools and information management have been key to the ministry's response to the COVID-19 pandemic. During COVID-19, the adoption of virtual care has accelerated, as patients have received routine health services through video while allowing patients and providers to practice safe physical distancing. More than 30,000 physicians have provided more than 81 million virtual care services since the start of the pandemic to over 10.9 million patients facilitated by provincial funding and OHIP insured temporary virtual care fee codes.

As part of the COVID-19 response the ministry has also supported the rapid implementation of regional and provincial virtual care initiatives. These projects provide patients with a variety of options to safely access health care services during the pandemic for example through using devices in the home to transmit clinical data back to providers or to share wound photos or pain scores. During fiscal year 2021-22, the following impact was made:

- More than 7,900 COVID-19 and other vulnerable patients were enrolled for remote care monitoring, ensuring that they could receive appropriate care and reducing the risk of infection for frontline health care workers.
- To help avoid emergency department overcrowding, 14 projects were funded to enable patients to access urgent care virtually for appropriate lower acuity health issues or concerns to avoid unnecessary in-person ED visits. In 2021-22, over 23,300 unique patients have been served.
- More than 10,100 patients were enrolled in virtual surgical transition programs, enabling surgical patients to connect with their clinicians from their own homes and addressing hospital capacity and surge challenges related to COVID-19.
- 26 projects targeted at front-line home and community care service providers including First Nations, urban Indigenous organizations, community agencies and home care service provider organizations were funded to enable important supports like virtual palliative care and virtual seniors' programs during the pandemic.
- The Ministry of Health and Ontario Health are also providing financial support to Ontario Health Teams and health service providers to support online appointments. As of June 2022, 28 proposals have been received, which will

enable approximately 3 million Ontarians to book an appointment online with their health care provider.

Beginning in 2021-22, the ministry also began supporting the adoption of virtual care in primary care teams within Ontario Health Teams in alignment with the province's Health System Response, Recovery and Transformation Plan. Work continues on a number of other initiatives, including the strategic management of Ontario's health data, enhancing patients' digital access to their personal health information, clinical information sharing, electronic medical records, and health data integration.

KEY PERFORMANCE INDICATORS

The Ministry of Health is committed to delivering Ontario's plan to end hallway health care and build more capacity for a connected and integrated health care system centered around the needs of patients. A key part of this plan is measuring the province's progress on 14 ministry-level key performance indicators as well as a diverse set of program-level measures. These KPIs are related to government-directed and ministry-identified priorities. Listed below are four examples of KPIs that the ministry is tracking annually and the most recent performance results of each measure. The four sample ministry-level KPIs listed below enables tracking of progress towards strategic ministry outcomes and priorities, such as ending hallway health care, access to virtual care, access to mental health and addictions services, etc.

Outcome Measure #1 - Daily average number of inpatients receiving care in hallway health care beds

- The ministry is working to end hallway healthcare, and to ensure that all patients receive timely access to high-quality health care. There was a daily average of 926.0 inpatients receiving care in hallway healthcare beds for FY 2021-22.

Outcome Measure #2 - Percentage of Ontarians who had a virtual visit

- The ministry is setting expectations through the Ontario Health Team model and modernizing virtual care billing frameworks to remove outdated barriers to virtual care. The percentage of Ontarians who have had a virtual visit in the last 12 months jumped from 9.5% in 2019-20 to 73.2% in 2021-22 (for the period of November 2021 – February 2022), far exceeding its target of 30% by 2022-23. The impact of COVID-19 on service/care patterns has accelerated the achievement of the target.

Outcome Measure #3 - Alternate Level of Care (ALC) rate

- The ministry is working with Ontario Health and hospitals to address capacity and ALC challenges (creating capacity across the continuum; supporting growing demand for hospital services; and ensuring appropriate patients' transition. The ALC rate is progressing favourably from 16.6% in FY 2020-21 to 14.3% in FY 2021-22; the drop may be related to COVID-19 response.

Outcome Measure #4 - Improving timely access to care for mental health patients in crisis

- The percentage of repeat emergency department visits for mental health and substance abuse has decreased from 26.87% in 2020-21 to 25.86% in 2021-22, slightly below its target of 26.82%. Target reflects consistent year-over-year increase resulting from an higher demand for services due to the pandemic. This growth rate of the target is anticipated to have diminishing growth due to impacts of MHA Roadmap to Wellness investments from 2019-20 to the end of 2021-22, including the ongoing parallel work with Ontario Health Teams to enhance coordinated access.

In addition to the 14 government-directed and ministry-identified KPIs, the Ministry of Health tracks outcomes and outputs measures at the program level and reports on them through quarterly report backs and other in-year submissions to support evidence-based decision making.

Table 3: Ministry Interim Actual Expenditures 2021-22

	Ministry Interim Actual Expenditures (\$M) 2021-22 *
COVID-19 Approvals	6,977,584,100
Other Operating	58,346,764,392
Capital	1,646,496,900
Total Ministry	66,970,845,392
Consolidation Adjustments	9,637,873,000
TOTAL	76,608,718,392
Staff Strength ** (as of March 31, 2022)	3,187.5

* Interim actuals reflect the numbers presented in the 2022 Ontario Budget for the Health Sector.

** Ontario Public Service Full-Time Equivalent positions.

Ontario Government
2022-23 Published Plans
and
2021-22 Annual Reports

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PART I: 2022-23 PUBLISHED PLAN

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PART I: 2022-23 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Ontario Ministry of Heritage, Sport, Tourism and Culture Industries promotes economic growth and works to improve quality of life by supporting and delivering tourism and cultural experiences, supporting the arts and cultural industries and championing participation in sport and recreation activities across Ontario.

To achieve this, the ministry will:

- Collaborate with the tourism industry and regional tourism organizations to increase tourism visitation and bring international investment.
- Invest in festivals and events across the province.
- Protect cultural heritage resources.
- Support community museums and heritage organizations.
- Support the arts and the creative economy.
- Fund public libraries.
- Support community projects and engagement.
- Promote active lifestyles and participation in sport, recreation and physical activity.

The ministry will also continue to oversee the activities and accountabilities of its attractions and agencies to enhance their contributions to Ontario's economic and social well-being.

Looking towards the future, the ministry is transforming Ontario Place into a world class, year-round destination that will attract local, provincial and international visitors – including exciting sport and entertainment landmarks, public spaces and parks, recreational facilities and retail. It is 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 our strong cultural identity. A redeveloped Ontario Place will bring many benefits to the region, including job creation and boosts to the tourism industry.

COVID-19 Response

Tourism, the arts and creative industries, museums and public libraries, amateur sport and recreation activities were among the first hit by the pandemic. The ministry acted quickly to protect and support heritage, sport, tourism and culture sectors by taking immediate steps such as adapting programs to expedite funding in a nimble and responsive way to support businesses and organizations as they pivoted to a new way of doing business during the pandemic. The ministry also made a number of strategic investments to stabilize sectors to support their recovery.

Ministry Programs

Investments in ministry programs promote economic development in communities across the province, create jobs and opportunities for people, and help communities thrive and succeed by showcasing their strengths to potential visitors.

Heritage, Tourism and Culture Programs

The ministry is responsible for strategic policy, programs and services, and research initiatives related to tourism, the arts and cultural industries, archaeology, museums, heritage, and public libraries in Ontario.

The ministry engages with and works alongside sector organizations and stakeholders to:

- Support regional planning and economic development through the Regional Tourism Organizations to build a stronger, more competitive tourism industry.
- Encourage and promote Ontario's cultural tourism products.
- Support professional arts activity as a driver of community well-being and economic vitality.
- 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.

- 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.

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.

Heritage Sector Support – The ministry employs a range of tools to support the promotion and conservation of heritage across the province. The ministry administers the Ontario Heritage Act and its regulations, which support the conservation of cultural heritage resources within the province, including built

heritage, and archaeology. The ministry provides core operating grants along with advice and outreach to support community museums and heritage organizations in promoting the stories of Ontario's communities. The ministry regulates archaeologists and sets standards of practice to ensure that archaeological resources are conserved. The ministry also provides advice and support to municipalities, partner ministries, and Indigenous communities on the Ontario Heritage Act and matters related to cultural heritage.

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.

Ontario Place Redevelopment

The ministry is continuing to deliver on the government's vision to redevelop Ontario Place into a world-class destination, which will bring the iconic destination back to life, both as a tourism destination and as a display of Ontario's unique cultural identity.

The ministry has engaged Infrastructure Ontario to redevelop Ontario Place, including extensive site preparation work to ensure the site is development ready for private sector partners.

As the ministry continues to move forward, public input is critical to support the planning and redevelopment of the Ontario Place site. The ministry is committed to engaging with and keeping the public informed. The ministry will continue to engage with the public, impacted stakeholders and Indigenous communities, including

exploring opportunities for meaningful engagement and representation for Indigenous communities in the redevelopment project.

The ministry is engaging with the City of Toronto to support the redevelopment of the site and is exploring strategic opportunities to collaborate, as the province redevelops Ontario Place, and the city redevelops Exhibition Place. This collaboration will ensure that redevelopment is mutually beneficial for both levels of government and those they serve.

Sport and Recreation

The ministry promotes a culture that values sport and physical activity and champions the social and economic benefits of active, engaged living for all Ontarians. The ministry aims to increase capacity within the sport and recreation sector and provide opportunities for all Ontarians to enjoy the benefits of being physically active.

The ministry provides support that enables growth of the sector, increases sport tourism, and provides athletes of all abilities the opportunity to participate and achieve success.

Sport and Athlete Development – Investments in various programs foster opportunities to strengthen the sport sector and help ensure the sport system welcomes all Ontarians to play organized sport.

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; and funding to delivery partners and athletes 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 including the Ontario Games program that funds the delivery of five multi-sport games with an economic impact of over \$15 million as well as the Canada Games, which 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.

COVID-19 Response

The ministry undertook several program changes and actions in response to COVID-19 outbreak, including:

- Tripling the budget of the Tourism Development Fund to \$1.5 million and creating the revised 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 new and ongoing festivals and events by enhancing their programming, activities and services, and supporting community economic development. The Reconnect Festival and Event Program committed \$43M to 439 events and another \$6M was committed to Celebrate Ontario Blockbuster events and Luminato.
- Investing \$100 million through the new Ontario Tourism Recovery Program to stabilize the tourism industry and help for-profit tourism businesses in the attraction, accommodation, and leisure travel sectors protect critical jobs in communities across the province.
- 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.
- Expediting the release of operating funds to public libraries, community museums, heritage organizations and government agencies and attractions in order to sustain them during the pandemic.

- Offering a simplified application form for the Community Museum Operating Grant and the Public Library Operating Grant, and deferring required documentation (e.g., audited financial statements) until later in the fiscal year, to reduce the burden for applicants and provide timely grant payments.
- Establishing 14 Ministerial Advisory Councils (MACs) representing a wide scope of sectors to discuss the economic challenges of the pandemic.
- Establishing a Tourism Economic Recovery Ministerial Task Force to provide the government with strategies, tactics and approaches to consider when supporting the economic recovery of the tourism sector in Ontario.
- Holding tele-town hall updates on public health restrictions and economic recovery supports hosted by the Minister with hundreds of stakeholders from across Ontario participating since the COVID-19 pandemic began.
- Working with provincial sport and recreation partners to ensure that organizations who have experienced revenue shortfalls can remain viable and ready to welcome participants to programming including helping kids and families regain confidence in sport and recreation activities and promote safety in sport.
- Developed a return-to-play framework for specified professional and amateur sports leagues and events, which was approved by the Office of the Chief Medical Officer of Health (OCMOH) and set out the minimum requirements for the organizers and operators of these leagues and events to reduce and manage the risk of COVID-19.
- The ministry's agencies and attractions are supporting local economies and welcoming Ontarians and visitors, as they recover from the impact of the pandemic, by re-opening their facilities and service offerings.
 - o The ministry's granting agencies (i.e., Ontario Arts Council, Ontario Creates and Ontario Trillium Foundation) continue to support grant recipients as they recover from the impacts of the COVID-19 pandemic.
 - o The Ontario Arts Council fosters the creation and production of art for the benefit of all Ontarians and administers grants to support professional artists and arts organizations based in Ontario in the areas of arts education, Aboriginal arts, community arts, craft, dance, francophone arts, literature, media arts, multidisciplinary arts, music, theatre, touring and visual arts.
 - o Ontario Creates supports the entertainment and creative cluster (book publishing, film, television, interactive digital media, magazine publishing, and the music industries).

- o The Ontario Trillium Foundation builds healthy and vibrant communities throughout Ontario by investing in community-based initiatives and strengthening the impact of Ontario's non-profit sector.
- Destination Ontario, as the lead marketing agency for the Province, continues to implement its phased marketing strategy to increase consumer confidence, support the industry, and influence consideration of Ontario as a preferred destination.

2022-23 STRATEGIC PLAN

The ministry supports the government's recovery plan to invest in prosperity, growth and jobs, which sets out increases to base program spending at an average annual rate of about five per cent over the next three years. The Government's plan will help build Ontario and ensure the province is the economic engine of Canada, with one of the fastest growing economies in North America.

Through strategic and targeted investments in ministry programs (i.e., tourism, music, arts, museums and galleries, and sport and recreation activities), the ministry will continue to help generate economic activity, create jobs, and boost local economies by creating an environment where businesses and their employees can rebuild and thrive.

For 2022-23, the ministry's strategic priorities and investments include:

- Investing over \$64 million for Redeveloping Ontario Place (OP). This funding will help support capital repairs to the existing OP infrastructure and the government's efforts to transform it to a world-class year-round destination that will attract local, provincial and international visitors. To support the redevelopment of Ontario Place, the ministry is planning a robust engagement process with the public, stakeholders and Indigenous communities to ensure that as much input as possible is solicited to inform planning of the non-tenanted areas of Ontario Place related to environmental assessments, heritage, public realm design and site servicing.
- Moving forward with the previously announced temporary Ontario Staycation Tax Credit, which would provide eligible Ontario residents with support of 20 per cent on eligible 2022 accommodation expenses for leisure travel in Ontario of up to \$1,000 for an individual or \$2,000 for a family. In total, the credit is expected to provide support of an estimated \$270 million to about 1.85 million Ontario families and up to a maximum of \$200 for an individual and \$400 for a family. This credit was implemented beginning January 1, 2022, and is in place until December 31, 2022.

- Supporting tourism recovery in Niagara Falls by working with the impacted sectors and region to recover to pre-pandemic tourism levels and beyond. Development in the region will play to Niagara's competitive advantages, diversify the tourism experience, and offer unique reasons to visit and extend stays.
- Modernizing Ontario's cultural media tax credits to reflect the latest cultural industry practices and modern distribution channels, in order to attract key investment and high-value jobs in the sector, by proposing to:
 - o Make regulatory amendments to the Ontario's film and television tax credits to include professional film and television productions distributed exclusively on online platforms, as recommended by the Film Television Advisory Panel.
 - o Update the Ontario Book Publishing Tax Credit to remove the requirement that books be published in hard copy edition of 500 bound books.
- Exploring opportunities to simplify the Ontario Computer Animation and Special Effects Tax Credit.
- Encouraging more film and television production in communities across Ontario by reviewing the Ontario Film and Television Tax Credit regional bonus and the eligibility of location fees for the Ontario Production Services Tax Credit. The government will also continue to engage with stakeholders on opportunities to support the industry and expand the film and television production in communities across the province.
- **Expected outcomes** include:
 - o Help build resilience and maintain capacity in the ministry's sectors, and those who rely on them for jobs and quality of life.
 - o Position ministry sectors for sustainable economic and social recovery.
 - o Help ministry sectors increase their competitiveness and deliver new, innovative, modernized and inclusive experiences.

Table 1: Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals	200.0
Other Operating	1548.8
Other Capital	139.3
TOTAL	1,888.2

Detailed Financial Information

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23	Change from 2021-22 Estimates	%	Estimates 2021-22*	Interim Actuals 2021-22*	Actuals 2020-21*
	\$	\$	%	\$	\$	\$
OPERATING EXPENSE						
Ministry Administration Program	23,764,900	(7,300)	(0.0)	23,772,200	27,170,000	24,203,587
Sport, Recreation and Community Programs	57,603,600	(222,100)	(0.4)	57,825,700	87,433,000	64,533,001
Heritage, Tourism and Culture Programs	303,290,200	(115,402,500)	(27.6)	418,692,700	337,426,500	108,647,537
Ontario Trillium Foundation Program	103,557,000	(75,000,000)	(42.0)	178,557,000	178,557,000	133,497,000
Ontario Cultural Media Tax Credits	816,922,600	214,786,700	35.7	602,135,900	777,248,400	576,151,935
Agency Programs	236,518,400	1,145,500	0.5	235,372,900	317,583,500	320,814,248
Less: Special Warrants	-	-	-	-	-	-
Total Operating Expense to be Voted	1,541,656,700	25,300,300	1.7	1,516,356,400	1,725,418,400	1,227,847,308
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	83,187	(16,173)	(16.3)	99,360	99,360	246,055
Ministry Total Operating Expense	1,541,739,887	25,284,127	1.7	1,516,455,760	1,725,517,760	1,228,093,363
Consolidation & Other Adjustments:						
Ontario Place Corporation	9,630,700	2,608,700	37.2	7,022,000	6,417,300	6,252,849
Metro Toronto Convention Centre	45,965,700	10,965,700	31.3	35,000,000	13,997,800	11,506,893
Ontario Tourism Marketing Partnership Corporation	(3,150,900)	(3,790,800)	(592.4)	639,900	5,326,200	(1,993,725)
Ontario Science Centre	9,971,000	(4,100,800)	(29.1)	14,071,800	7,723,100	897,630
Ontario Trillium Foundation	24,185,100	3,443,100	16.6	20,742,000	51,609,800	(1,412,626)
Royal Ontario Museum	33,800,000	(495,000)	(1.4)	34,295,000	16,541,500	11,936,688
Ontario Arts Council	1,130,300	(127,200)	(10.1)	1,257,500	1,576,100	1,360,570
Niagara Parks Commission	57,588,600	(26,967,800)	(31.9)	84,556,400	55,544,000	31,098,251
Ottawa Convention Centre	12,114,100	(2,232,300)	(15.6)	14,346,400	3,097,500	571,916
Science North	6,823,000	976,800	16.7	5,846,200	7,230,500	4,664,653
St. Lawrence Parks	9,921,400	(2,356,400)	(19.2)	12,277,800	9,587,200	6,454,864
General Real Estate Portfolio	(899,900)	(8,900)	-	(891,000)	(891,000)	(897,747)
Ontario Infrastructure and Lands Corporation	-	-	-	-	-	(8,788,849)
Total Including Consolidation & Other Adjustments	1,748,818,987	3,199,227	0.2	1,745,619,760	1,903,277,760	1,289,744,730
OPERATING ASSETS						
Ministry Administration Program	-	-	-	-	-	-
Total Operating Assets to be Voted	-	-	-	-	-	-
CAPITAL EXPENSE						
Ministry Administration Program	4,000	-	-	4,000	4,000	-
Sport, Recreation and Community Programs	-	-	-	-	-	-
Tourism and Culture Capital Program	108,888,400	23,067,300	26.9	85,821,100	54,294,000	81,957,408
Heritage, Tourism and Culture Programs	1,000	-	-	1,000	1,000	-
Agency Programs	1,000	-	-	1,000	1,000	-
Less: Special Warrants	-	-	-	-	-	-
Total Capital Expense to be Voted	108,894,400	23,067,300	26.9	85,827,100	54,300,000	81,957,408
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	4,000	-	-	4,000	4,000	-
Ministry Total Capital Expense	108,898,400	23,067,300	26.9	85,831,100	54,304,000	81,957,408
Ontario Place Corporation	354,800	(118,700)	(25.1)	473,500	170,600	339,040
Metro Toronto Convention Centre	10,700,000	(400,000)	(3.6)	11,100,000	10,417,300	10,760,532
Ontario Tourism Marketing Partnership Corporation	1,014,800	500,800	97.4	514,000	694,100	991,585
Ontario Science Centre	1,631,100	207,600	14.6	1,423,500	2,082,700	1,461,153
Ontario Trillium Foundation	140,000	(94,000)	(40.2)	234,000	225,000	248,260
Royal Ontario Museum	8,100,000	852,000	11.8	7,248,000	9,600,000	9,879,000
Ontario Arts Council	210,000	-	-	210,000	210,000	256,349
Niagara Parks Commission	13,149,900	(1,529,600)	(10.4)	14,679,500	12,587,400	11,814,242
Ottawa Convention Centre	744,300	1,997,900	-	(1,253,600)	4,100,500	4,492,134
St. Lawrence Parks	(3,453,100)	(3,030,400)	-	(422,700)	(3,880,700)	(1,070,363)
Science North	2,847,600	1,101,000	63.0	1,746,600	3,405,100	2,319,845
General Real Estate Portfolio	(5,000,000)	41,007,100	-	(46,007,100)	(2,480,000)	(4,125)
Total Including Consolidation & Other Adjustments	139,337,800	63,561,000	83.9	75,776,800	91,436,000	123,445,060
CAPITAL ASSETS						
Ministry Administration Program	3,000	-	-	3,000	3,000	-
Heritage, Tourism and Culture Programs	2,501,000	2,500,000	250,000.0	1,000	1,000	-
Agency Programs	39,273,000	-	-	39,273,000	-	-
Less: Special Warrants	-	-	-	-	-	-
Total Capital Assets to be Voted	41,777,000	2,500,000	6.4	39,277,000	4,000	-
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	-	-	-	-	-	-
Ministry Total Capital Assets	41,777,000	2,500,000	6.4	39,277,000	4,000	-
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,888,156,787	66,760,227	3.7	1,821,396,560	1,994,713,760	1,413,189,790

* 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 2022 Ontario Budget.

Historical Trend Analysis Data

Historic Trend Analysis Data	Actuals 2019-20	Actuals 2020-21	Estimates 2021-22 *	Estimates 2022-23
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,640,260,680	1,413,189,790	1,821,396,560	1,888,156,787
		-14%	29%	4%

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

For additional financial information, see:

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

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

<https://budget.ontario.ca/2022/index.html>

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

The ministry is responsible for accountability and oversight of 14 provincial agencies:

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 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.

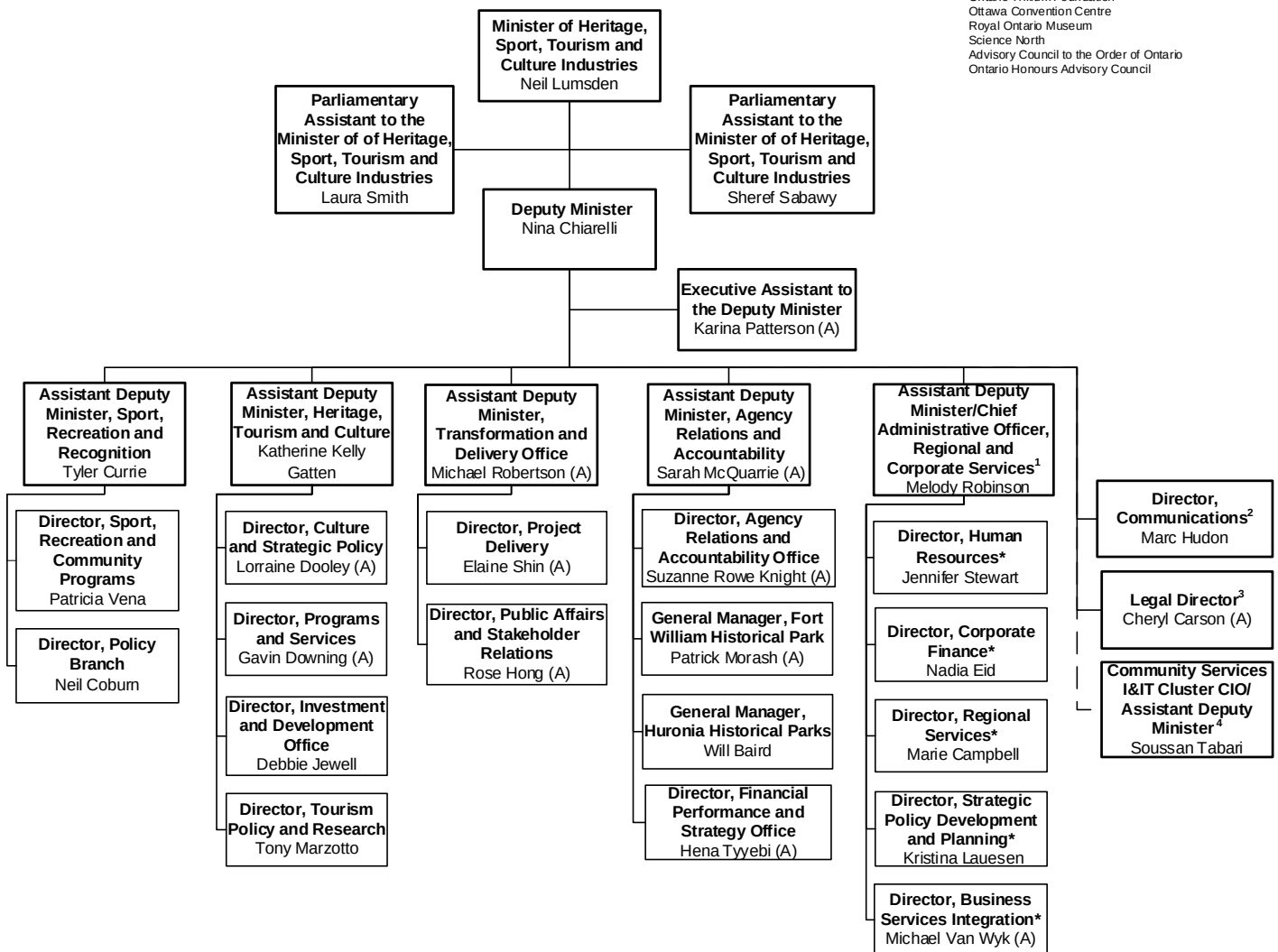
Science North (SCN): SCN features several attractions, including a science centre and model mine. It also provides public programming throughout Northern Ontario about science and technology and their relationship to society.

St. Lawrence Parks Commission (SLPC): SLPC provides recreational, cultural and heritage, educational and tourism opportunities at its attractions along 200 kilometers 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.

MINISTRY ORGANIZATION CHART

August 2022

Ministerial Agencies
 Destination Ontario
 Ontario Heritage Trust
 Ontario Creates
 Ontario Place Corporation
 Ontario Science Centre
 St. Lawrence Parks Commission
 McMichael Canadian Art Collection
 Metro Toronto Convention Centre
 Niagara Parks Commission
 Ontario Arts Council
 Ontario Trillium Foundation
 Ottawa Convention Centre
 Royal Ontario Museum
 Science North
 Advisory Council to the Order of Ontario
 Ontario Honours Advisory Council



¹ Administratively reports to 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 DM, Ministry of Heritage, Sport, Tourism and Culture Industries and DM, Communications and Intergovernmental Affairs and Associate Secretary of the Cabinet.

³ Reports to DMs of Ministry of Heritage, Sport, Tourism and Culture Industries, Ministry for Seniors and Accessibility and ADAG, Ministry of the Attorney General.

⁴ Reports to Corporate Chief Information and Information Technology Officer, Ministry of Government and Consumer Services.

* Provides services to Ministry of Francophone Affairs and ADM/CAO of Ministry of Francophone Affairs and Ministry for Seniors and Accessibility.

(A) Denotes "Acting"

Summary of ABCs' Financial Data

Name	2022-23 Expense Estimates ¹	2022-23 Revenue Estimates ¹	2021-22 Expense Interim Actuals ¹	2021-22 Revenue Interim Actuals ¹	2020-21 Expense Actuals ²	2020-21 Revenue Actuals ²
McMichael Canadian Art Collection	13,247,400	12,048,400	11,541,700	11,576,465	9,328,032	8,857,170
Metropolitan Toronto Convention Centre Corporation	53,905,600	39,276,900	41,193,892	36,703,098	35,820,300	13,252,171
Niagara Parks Commission	74,828,000	64,494,000	67,339,000	58,145,000	62,780,000	62,283,000
Ontario Arts Council	66,777,400	66,777,400	67,161,700	67,161,700	87,002,905	86,748,443
Ontario Creates	41,140,000	39,140,000	43,000,000	39,080,000	40,745,000	42,460,000
Ontario Heritage Trust	17,786,412	11,719,485	15,820,649	11,829,300	12,471,000	14,494,035
Ontario Place Corporation ³	12,302,800	12,398,000	8,843,443	10,018,100	9,080,519	6,682,189
Ontario Science Centre	40,350,000	36,783,000	38,834,000	32,994,000	33,582,000	30,038,000
Destination Ontario	35,127,000	34,138,000	43,657,000	33,880,000	35,162,000	39,685,000
Ontario Trillium Foundation	126,986,000	126,986,000	225,648,000	225,648,000	132,363,000	132,363,000
Ottawa Convention Centre Corporation	19,207,409	11,827,301	13,389,936	10,690,093	11,719,170	9,386,216
Royal Ontario Museum	80,734,000	73,892,000	69,712,000	68,515,000	65,075,000	64,680,000
Science North	17,581,586	16,616,411	18,825,688	18,958,337	20,116,584	19,555,072
St. Lawrence Parks Commission	20,278,284	21,655,366	16,215,571	17,021,406	13,272,000	12,776,000

¹ 2022-23 Estimates and 2021-22 Interim Actuals are based on the 2022-23 Business Plans

² 2020-21 Actuals are based on the 2020-21 published audited financial statements

³ 2022-23 Estimates for OPC are based on 2022-23 MYP OGO submission.

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.

Below are results the ministry achieved in 2021-22:

Heritage, Tourism and Culture Programs

- Partnered 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.
- Invested \$15 million in additional support for the Regional Tourism Organizations (RTOs) of Destination Toronto and Ottawa Tourism to help stabilize and support the tourism sector's efforts to attract domestic and international visitors when it is safe to do so.
- Supported 54 cultural tourism organizations with more than \$4 million in funding through the Ontario Cultural Attractions Fund to develop, promote and present high-quality, high-profile events that strengthen the economies of communities across Ontario.
- Invested more than \$4.9 million through the Community Museum Operating Grant to support community museums' continued contribution to local tourism, community well-being and lifelong learning across the province.
- Released a report prepared by the Tourism Economic Recovery Ministerial Task Force, which made recommendations on how to support the province's \$38 billion tourism industry recover from the COVID-19 pandemic.
- Invested \$24.3 million in Destination Toronto, Metro Toronto Convention Centre (MTCC), Ottawa Tourism and the Ottawa Convention Centre (Shaw Centre) to support tourism sector recovery in two of Ontario's key gateway cities. Destination Toronto and Ottawa Tourism received \$9 million and \$6 million respectively to assist with workforce development, marketing a regional brand and creating new niche tourism products and activities.
- Provided nearly \$50 million to help festival and event organizers deliver innovative and safe experiences that allow people to safely reconnect with their communities as well as ensure the success of the sector.

- Invested \$100 million through the new Ontario Tourism Recovery Program to help stabilize the province's tourism industry as it recovers from the impacts of COVID-19. The program aims to support for-profit tourism businesses in the attraction, accommodation, and leisure travel sectors protect critical jobs in communities across the province.
- Supported the province's art sector with a \$5 million grant program administered through the Ontario Arts Council. The funding created opportunities for Indigenous artists and arts organizations to reconnect with their audiences and recover from the impacts of COVID-19 and helped new emerging artists across the disciplines during a pivotal stage in their careers.
- Invested \$1.5 million through the Celebrate Ontario Blockbuster Program to support the return of the Canadian Football League's championship game to Hamilton. The funding supported the costs associated with hosting the 108th Grey Cup game on December 12, 2021.
- Contributed \$27 million to support the public library sector, including the Public Library Operating Grant Pay Equity Grant, First Nation Salary Supplement), the Ontario Library Service Internet Connectivity, Centre for Equitable Library Access and Ontario Library Association.
- Provided up to \$10 million through Invest Ottawa and \$1.5 million to Ottawa Tourism to support local businesses and destination marketing in Ottawa impacted by the nearly four-week-long occupation near Parliament Hill in January and February 2022. Provided \$400,000 to Southwest Ontario Tourism Corporation to support tourism recovery after the February 2022 occupation in Windsor.

Sport and Recreation Programs

- Announced that the City of London will be hosting the 2024 Ontario Summer Games and will be provided with a hosting grant of up to \$1 million. Announced that Peterborough will be hosting the 2022 Ontario 55+ Summer Games and will be provided with a hosting grant of up to \$135,000.
- Announced an investment of almost \$1.5 million through its 2022-23 Sport Hosting Program – Intake I to support 15 national and five international amateur sport events in Ontario. These events will help boost local economies, increase tourism and help athletes train and develop their skills right here at home.
- Announced additional funding of up to \$1.1 million to ensure successful delivery of the 2022 Canada Summer Games to offset increased costs from postponing the Games due to the COVID-19 pandemic.

- Supported Variety Village with \$1 million in funding to help provide physical activity programs for individuals of all ages at its 178,000-square-foot health and fitness facilities located in Scarborough, as well as through partners and virtual offerings across the province.
- Invested up to \$1 million with Canadian Tire Jumpstart Charities to support active recreation at the grassroots level, with a focus on women and girls, racialized communities and the LGBTQ2S+ community.
- Provided more than \$5.2 million to Indigenous communities and organizations to support opportunities for Indigenous peoples to participate in sport and recreation as athletes, coaches, officials and volunteers, and to participate in land-based activities that support cultural revitalization.
- Invested up to \$125,000 in partnership with the Canadian Mental Health Association, Ontario Division to continue building on the international success of Rowan's Law, which has created a safer environment for athletes to play sports. The funding helps raise awareness of the impact of sport-related injuries on mental health and provides education resources to coaches and parents to help them recognize the symptoms of stress, anxiety and depression to ensure young athletes receive essential supports they need to thrive.
- Provided \$13.5 million in funding through Ontario's After School Program to support 110 organizations that provide activities for children living in high-priority neighbourhoods across the province.
- Invested \$30 million to stabilize Ontario's sport and recreation sector, help offset increased costs due to COVID-19 and support the sector's future recovery in communities across the province. This funding included \$20 million to ministry recognized Provincial Sport Organizations and Multi-Sport Organizations to distribute to their local member clubs; \$7 million to the Ontario Sport Network to distribute to local community-based sport and recreation organizations; and \$3 million to help the Ontario Hockey League and its 17 teams to meet their academic scholarship commitments for current and former players.

Attractions and Agencies

- On July 30, 2021, the Ontario government announced its plan to redevelop Ontario Place into a world-class destination, which will remain open to the public 365 days a year, with free public access and a waterfront experience that can be enjoyed by all.

- o Throughout August-December 2021, the ministry engaged the public, stakeholders and Indigenous communities through a province-wide online public survey and three virtual information sessions.
 - o On March 16, 2022, the Category C Environmental Assessment (EA) was launched for the government-led non-tenanted areas of Ontario Place.
 - o As part of the EA launch, an Ontario Place redevelopment project website was launched in March 2022. The website complements the existing Ontario.ca webpage for Ontario Place by hosting technical project information and ensure information about the project is readily accessible, easy to find and understand, and presented in a consistent way.
- Invested \$95.8 million through the Ontario Trillium Foundation's Resilient Communities Fund to help 1,146 non-profit organizations across the province to support staff and volunteers, reimagine programming and renovate facilities as they adapt to the challenges created by the COVID-19 pandemic.
 - Invested more than \$8.9 million in Science North to support the 2021-22 operations, develop exhibits and online content, perform maintenance and repairs, and deliver learning supports for students and teachers. These investments will help sustain operations, protect jobs and support short and long-term recovery planning following the effects of the COVID-19 pandemic.
 - Provided Huronia Historical Parks with over \$1.5 million in capital funding to help repair and rehabilitate its facilities to encourage and reinvigorate tourism in the region.
 - Supported the St. Lawrence Parks Commission with more than \$5 million in capital funding to help repair and rehabilitate its facilities.

Table 3: Ministry Interim Actual Expenditures 2021-22

	Ministry Interim Actual Expenditures (\$M)
	2021-22 *
COVID- 19 Approvals	241.8
Other Operating	1661.5
Capital	91.4
Total	1994.7

Staff Strength** (as of March 31, 2022)	952.23

* Interim actuals reflect the numbers presented in the *2022 Ontario Budget*.

** Ontario Public Service Full-Time Equivalent positions. Excludes seasonal, students and leaves of absence.

Estimates Briefing Book 2022-23

Ministry of Indigenous Affairs

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Ce document est disponible en français

PART I: 2022-23 PUBLISHED PLAN

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PART I: 2022-23 PUBLISHED PLAN

MINISTRY OVERVIEW

The Ministry of Indigenous Affairs' (IAO) objective is to create lasting wellness and prosperity with First Nations, Inuit and Métis communities across Ontario to help make reconciliation meaningful to people. The ministry does this by:

- Leading strategic Indigenous policy for Ontario by coordinating cross-government initiatives that improve outcomes for Indigenous people;
- Leading provincial negotiations of Indigenous land claims; and,
- Supporting economic and community development for Indigenous partners.

Ministry's Vision

Ministry Contribution to Priority Outcomes

The ministry's strategic direction is focused on three areas:

- Promoting Indigenous employment, and economic and community development:
 - o Lead the development of the government's policy agenda for Indigenous people and communities.
 - o 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.
 - o Inform and lead policy and program initiatives which support Indigenous community development and economic sustainability, including the response to the impacts of COVID-19.
 - o Contribute to the development and implementation of operational strategies and options for critical infrastructure development in the North.
 - o Inform policy and program development through data, research, and performance measurement.
 - o Improve Indigenous people's access to Ontario government programs, services and information by working with other ministries and Indigenous organizations.
 - o This work supports the ministry's Key Performance Indicator of Increasing Economic Opportunities for Indigenous People and Creating Jobs in Ontario for Indigenous People.
- Make meaningful health and social improvements in the lives of Indigenous people:
 - o 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 and Indian Residential School (IRS) burial

- investigations, addressing systemic racism in provincial institutions, and addressing the over-representation of Indigenous people in the criminal justice system, child welfare system and other sectors.
 - o 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 (MOH), 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).
 - o Build strong relationships and work with Indigenous partners to identify and address joint issues and priorities.
 - o Assist in the response to social emergencies in First Nation communities through formalized processes.
 - o 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.
 - o Coordinate cross-ministry supports to address investigations and commemoration of IRS burials.
 - o Coordinate a cross-ministry approach to ensure the safety, health, and wellbeing of Indigenous women and girls.
 - o Assess implications of and opportunities in federal legislation, policies and commitments for Indigenous communities and organizations in Ontario.
 - o This work supports the horizontal indicator that IAO collects and reports on, Improving Social Outcomes for Indigenous People in Ontario.
- Address Ontario's legal obligations on treaties, land claims, land related matters, and the Duty to Consult:
 - o Lead the resolution of land and land-related claims with First Nations and other Indigenous communities in Ontario.
 - o Monitor First Nation and Métis community issues that may lead to legal or direct action, as well as lead or support Ontario's response.
 - o Work with the Ministry of the Attorney General (MAG) to provide support and strategic direction to litigation counsel on matters related to Indigenous communities.
 - o Enhance awareness and best practices for consulting or engaging with Indigenous people.
 - o Provide funding to Indigenous communities to meaningfully participate in negotiations on claims.
 - o Provide tools and guidance to support consistent and coordinated approaches across government to consultation and engagement with Indigenous communities
 - o Lead implementation of land and land-related settlements and support implementation of Indigenous litigation settlements.
 - o Support ministries in the development of policy/program proposals by applying an Indigenous lens, which includes identifying potential

- risks/impacts to Indigenous communities and the Crown's relationships with those communities, to assist them in meeting Duty to Consult obligations.
- o Provide strategic guidance, historical research and risk management advice on land and resources issues.
- o This work supports the ministry's Key Performance Indicator of Resolving Outstanding Land Claim and Land Related Issues.

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 Northern Development, Mines, Natural Resources and Forestry (NDMNRF) 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 NDMNRF 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 NDMNRF 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, to ensure compliance with the Environmental Bill of Rights across the Ontario Government.
- Supporting leadership meetings between the Premier's Office, provincial ministers and the leadership of Indigenous communities and Provincial-Territorial Organizations.
- 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 Ministry of Transportation (MTO), and NDMNRF, 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 Children, Community and Social Services (MCCSS) and the Ministry of Municipal Affairs and Housing (MMAH) to support Indigenous led, culturally appropriate transitional and long-term housing solutions and support services to Indigenous people experiencing or at risk of homelessness.
- Working with 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 the 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 MTO and NDMNRF to address issues such as remote airport infrastructure and operations, aerial spraying and forestry.
- 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:
 - o 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,
 - o 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:
 - o Through the Economic Diversification Grant stream of the Fund, provided \$1.2 million in 2021-22 to 17 projects to enable the recipients to undertake strategic economic planning to assist them in expanding their economic base and to explore opportunities for job creation in response to the impacts of the pandemic.
 - o Through the Business and Community Fund stream of the Fund, provided \$5.8 million in 2021-22 to address the on-going needs of small and medium-sized Indigenous businesses impacted by on-going restrictions due to COVID-19. Funding was also made available for the start-up and expansion of Indigenous businesses to stimulate the Indigenous economy.
 - o To delivery these programs, IAO partners with Aboriginal Financial Institutions to deliver the Indigenous Economic Development Fund.

- 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.
- Through the Indigenous Community Capital Grants Program:
 - o 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:
 - o Collaborative relationship building through the Leadership and Relationship Tables with:
 - First Nations Provincial Territorial Organizations to support organizational capacity, issues resolution and to address priorities impacting the member communities of Nishnawbe Aski Nation, Anishinabek Nation, Grand Council Treaty #3, Independent First Nations, and the Association of Iroquois and Allied Indians.
 - The Métis Nation of Ontario to support the increased participation of Métis communities and individuals in Ontario society.
 - The Ontario Federation of Indigenous Friendship Centres to support urban Indigenous people in Ontario.
 - Tungasuvvingut Inuit to support the unique needs of Inuit people in Ontario.
 - o Support the Ontario Urban Indigenous Coalitions in Barrie, Thunder Bay, Hamilton, Toronto, and Ottawa.

Make Meaningful Health and Social Improvements in the Lives of Indigenous People

- Collaborating with ministries and Indigenous partners to inform policies, legislation and programs that improve the quality of life for Indigenous people in Ontario in the areas of child and family services, social assistance, health, mental health and addictions, food security, IRS investigations, 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 have choices and opportunities for a high-quality postsecondary education.

- Working with MCCSS, through co-leadership of the Priority Care Settings Populations Table (formerly the Equity and Priority Populations Table), to ensure that Indigenous considerations are appropriately incorporated into response initiatives impacting priority populations and congregate care.
- Supporting government commitments that address community safety and well-being of Indigenous people including:
 - o MOH 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.
 - o The Ministry of Long-Term Care (MLTC) and other ministries, in addressing long-standing and systemic issues in the long-term care sector, including challenges impacting Indigenous and First Nations homes.
 - o The Ministry of the Solicitor General (SOLGEN) 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.
 - o MTO, NDMNRF, Ministry of Energy (ENERGY) and 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 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.
- With MCCSS, MOH, and MLTSD to continue supporting the funding relationship with Right to Play's Indigenous Programs (formerly known as Promoting Life-Skills in Aboriginal Youth (PLAY)), which supports consistent grassroots programming that provides prevention for at-risk youth and supports the development of leaders within 40 First Nation communities.
- Working with MCCSS as it continues its efforts to renew and transform the social assistance system in Ontario, including the development of a distinct plan to renew social assistance in First Nations communities.

- Co-leading with MCCSS the work across provincial ministries and with federal and Indigenous partners to design and implement Pathways to Safety: Ontario's Strategy in Response to the Final Report of the National Inquiry into Missing and Murdered Women and Girls.
- Supporting the implementation of 51 recommendations from the Expert Panel report for the modernization of the Mercury Disability Board's (MDB) claims assessments and processes. The MDB provides benefit payments 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.
- Working across ministries and with Indigenous and federal partners to support the identification, investigation and commemoration of IRS burials across Ontario, including delivering funding and in-kind support and exploring policy, regulatory and legislative vehicles that are responsive to IRS work.
- 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 Canada's United Nations Declaration on the Rights of Indigenous Peoples Act (formerly 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 MAG and SOLGEN as they work with First Nations leadership and the federal government on potential gaps and barriers related to 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 MHSTCI and MMAH along with 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.

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:
 - o 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.
- Lead the implementation of the Ontario Portal for Indigenous Consultation (OPIC). OPIC is a technology solution designed to improve coordination and consistency across ministries in how Ontario meets its duty to consult. It acts as a centralized

information repository on Aboriginal and treaty rights and allows for the implementation of consistent and coordinated consultation processes across government.

- 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 updated the Métis Toolkit: Guidance on Consultation and Engagement with Métis
- Researching and assessing 9 land claim assertions.
- Continuing to make progress on the 58 claims accepted for negotiation and any new claims accepted for negotiation.
- Continuing to make progress on more than 16 land-related matters and issues, 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 that can credibly assert 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, federal departments, and other provincial ministries to identify and respond to the most pressing needs in First Nations communities and urban Indigenous populations in Ontario.

- 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, vaccine distribution, 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.

- IAO continues to support Indigenous communities, organizations and leadership with the tools and supports they need for challenges related to COVID-19. To do this, IAO continues to work through the ministry's First Nations Vaccine Distribution Table and the Urban Indigenous Vaccine Distribution Table, which were established to inform the government's COVID-19 policies and public health measures, address the views and specific risk factors and local experiences of First Nation communities and urban Indigenous organizations.
- IAO also participates at the Central Coordination Table and Public Safety Coordination Table to regularly discuss urgent and emerging COVID-related issues and provide insight on the incorporation of Indigenous considerations.
- 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 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.

2022-23 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 2022-23 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:
 - o Economy: to create lasting Indigenous economic prosperity by increasing access to employment, skills training, capital, and education;
 - o Partnerships: strengthening relationships among government ministries and Indigenous leaders, service providers and communities to achieve better

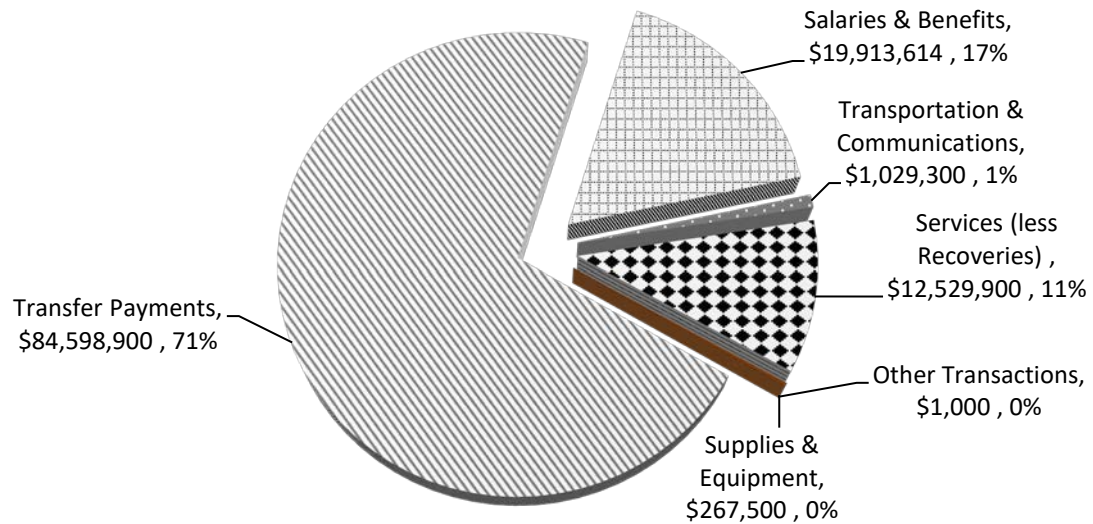
service delivery and advance socio-economic opportunities and outcomes for Indigenous peoples;

- o Rights and Interests: continue to negotiate and settle land claims and land-related matters, work with partner ministries to meet Duty to Consult obligations, participate in or support discussions on self-governance and jurisdiction; and,
- o 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 will continue to deliver on its Key Performance Indicators:
 - o Resolving Outstanding Land Claim and Land Related Issues;
 - o Policies & Programs Reflecting Indigenous Interests and Perspectives;
 - o Increasing Administrative Efficiencies;
 - o Creating Jobs in Ontario for Indigenous People; and
 - o Increasing Economic Opportunities for Indigenous People.
- IAO will continue to collect and report on the horizontal indicator for programs across government – Improving Social Outcomes for Indigenous People.
- The ministry anticipates some risk in its ability to deliver its regular programming due to the COVID-19 pandemic, however, by 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.

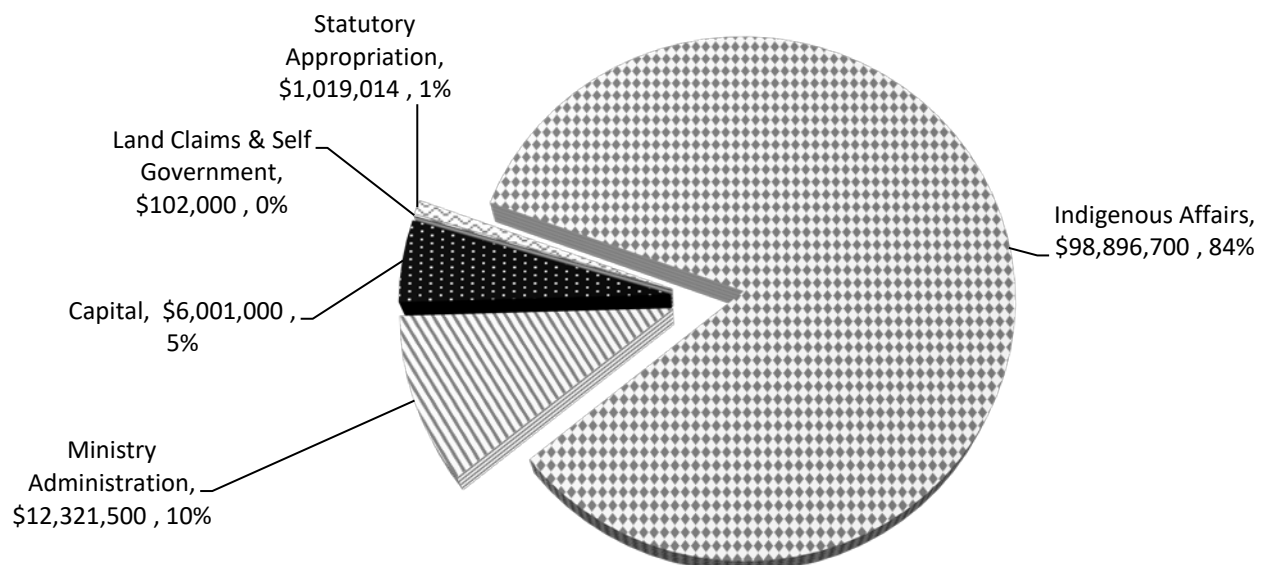
Table 1: Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals	-
Other Operating	112.34
Capital	6.00
TOTAL	118.34

Ministry Allocation of 2022-23 Base Spending by Standard Account (\$118.3M)



Ministry Allocation of 2022-23 Base Spending by Vote Item (\$118.3M)



DETAILED FINANCIAL INFORMATION

Ministry of Indigenous Affairs

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
OPERATING EXPENSE						
Ministry Administration	12,321,500	500,000	4.2	11,821,500	11,678,800	10,812,668
Indigenous Affairs	98,896,700	29,031,800	41.6	69,864,900	77,345,300	86,696,216
Land Claims and Self-Government Initiatives	102,000	100,000	5000.0	2,000	17,016,314	149,435,300
Total Operating Expense to be Voted	111,320,200	29,631,800	36.3	81,688,400	106,040,414	246,944,184
Statutory Appropriations	1,019,014	-	-	1,019,014	134,454,000	7,336,417
Ministry Total Operating Expense	112,339,214	29,631,800	35.8	82,707,414	240,494,414	254,280,601
Consolidation Adjustment - General Real Estate Portfolio						(1,286,198)
Total Including Consolidation & Other Adjustments	112,339,214	29,631,800		240,494,414	240,494,414	252,994,403
OPERATING ASSETS						
Accounts Receivable				1,000	1,000	-
Total Operating Assets to be Voted	-			1,000	1,000	-
Ministry Total Operating Assets	-			1,000	1,000	-
CAPITAL EXPENSE						
Ministry of Indigenous Affairs	6,001,000	(732,900)	(10.9)	6,733,900	6,879,300	2,961,768
Total Capital Expense to be Voted	6,001,000	(732,900)	(10.9)	6,733,900	6,879,300	2,961,768
Ministry Total Capital Expense	6,001,000	(732,900)	(10.9)	6,733,900	6,879,300	2,961,768
Consolidation Adjustment - General Real Estate Portfolio	-	-				
Total Including Consolidation & Other Adjustments	6,001,000	(732,900)	(10.9)	6,733,900	6,879,300	2,961,768
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	118,340,214	28,898,900	32.3	89,441,314	247,373,714	255,956,171

* 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 2021-22 Third Quarter Finances.

Historical Trend Analysis

Historic Trend Analysis Data	Actuals 2019-20	Actuals 2020-21*	Estimates 2021-22 *	Estimates 2022-23
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	86,409,670	255,956,171	89,441,314	118,340,214
		196%	-65%	32%

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

For the 2020-21 fiscal year, the IAO incurred expenses totalled \$255.9 million, an increase of 196% over 2019-20 Actuals. This significant increase year-over-year is mainly due to planned initiatives to help support Indigenous communities during the COVID-19 pandemic and the recognition of contingent liabilities associated with land and land-related claims.

The ministry's 2020-21 year-end spending is 65% greater than the 2021-22 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.

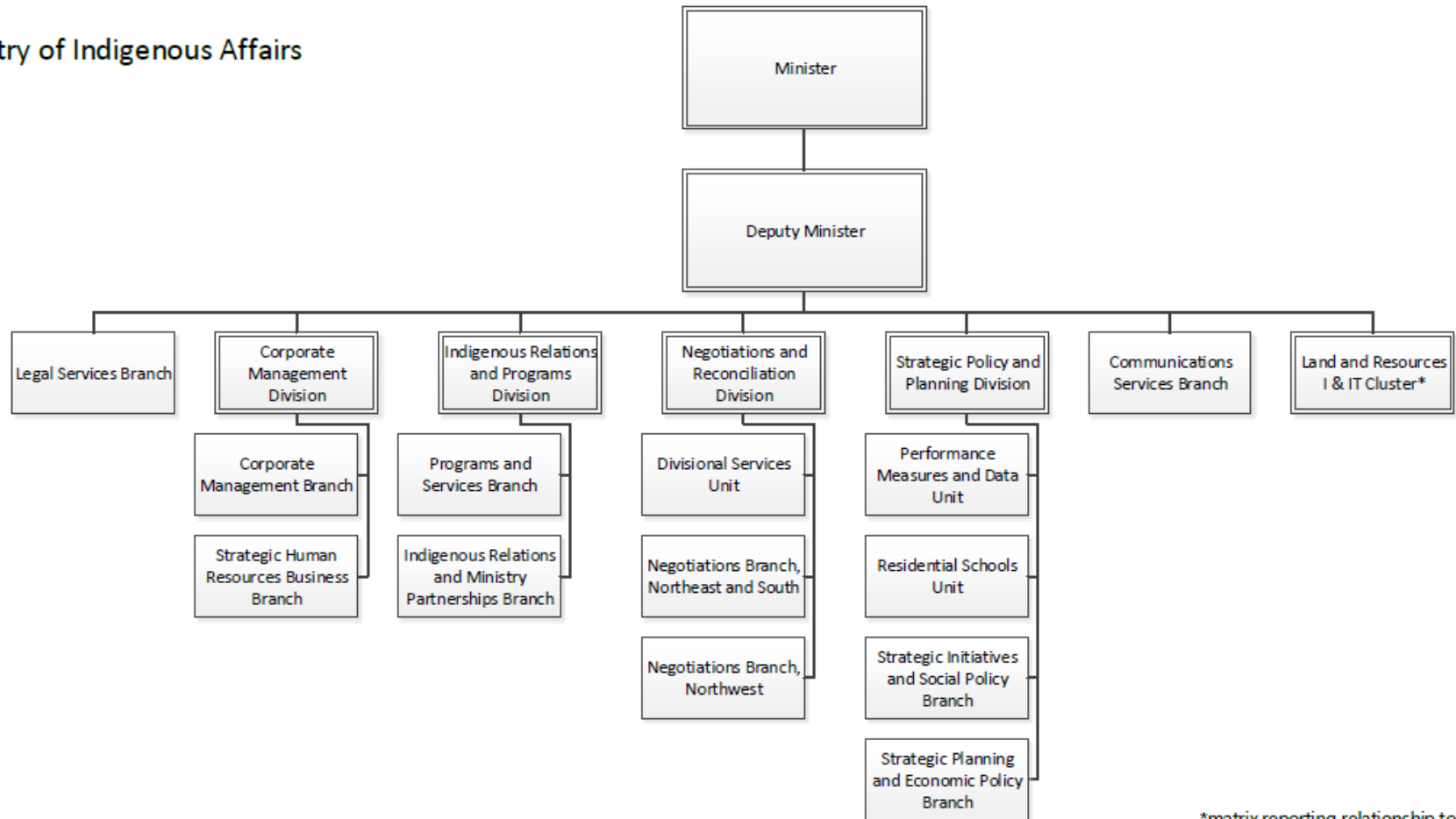
The increase to IAO's budget in 2022-23 is mainly due to planned initiatives to support Indigenous businesses and economic recovery, establish a duty to consult unit to engage with Indigenous communities, and to support the identification, protection, maintenance, and memorialization of IRS burial sites.

For additional financial information, see:

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

MINISTRY ORGANIZATION CHART

Ministry of Indigenous Affairs



*matrix reporting relationship to OCCIO, MNRF, MECP, OMAFRA and MENDM

Effective March 31, 2022

HIGHLIGHTS OF 2021-22 RESULTS

IAO is committed to improving outcomes for Indigenous People in Ontario. In 2021-22, the ministry:

- Provided \$12.5 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 \$5.8 million in funding to address the issue of significant revenue losses facing small and medium-sized Indigenous businesses due to COVID-19, as well as \$1.2 million to enable organizations to complete strategic economic planning for expanding their economic base and exploring job creation.
- Provided \$6 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 \$1.7 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. This training is being extended until 2024 to provide public servants with increased capacity and awareness to deliver critical programs and services to Indigenous communities.
- Supported the Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNR) in the ongoing policy development work to help fulfill the government's mandate to expand resource revenue sharing to additional Indigenous 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.

- Supported regular meetings between the Premier's Office and Provincial Territorial Organizations (PTOs) to address shared priorities, provided advice and support materials to numerous meetings between government Ministers and Indigenous leadership, and maintained strong collaborative working relationships with PTOs and urban Indigenous service organizations at Relationship Table meetings held virtually throughout the fiscal year.
- Designed and launched *Pathways to Safety: Ontario's Strategy in Response to the Final Report of the National Inquiry into Missing and Murdered Women and Girls*. The Strategy was composed of 118 initiatives, organized in six pathways, across ten partner ministries. Ontario was one of the first jurisdictions in Canada to release its response to the National Inquiry.
- 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.
- Coordinated Ontario's response to social emergencies and critical infrastructure failures and/or natural disasters.
- Coordinated cross-ministry funding and supports for First Nations leading Indian Residential Schools (IRS) burial investigations, including \$11.8M in IRS operational and Mental Health and Addictions funding.
- From January 1, 2021, to December 31, 2021, IAO worked with provincial ministries, the federal government, and First Nations partners to respond to 5 critical infrastructure failure emergencies, 12 COVID-19 emergencies, 4 social emergencies, and 8 natural disaster emergencies.
- From February 2021 – February 22, 2022, Ontario has responded to 33 declarations of emergencies from First Nations Communities. This includes 16

declarations due to COVID-19, Seven declarations for social emergencies, five declarations for critical infrastructure failure, and five declarations for natural disaster emergencies.

- 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.
- 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
- Facilitated the inclusion of all Indigenous populations, both on and off reserve, as a Phase 1 priority population throughout all stages of the COVID-19 vaccine rollout.
- As of July 31, 2022, the First Nations population in Ontario vaccination rates are:
 - o 18+ Population: 81% have received their first dose, 73% have received their second dose, and 38% have received their third dose.
 - o 12-17 Population: 58% have received their first dose and 44% have received their second dose.
 - o 5-11 Population: 42% have received their first dose and 25% have received their second dose.
- As of July 31, 2022, the urban Indigenous population in Ontario vaccination rates are:
 - o 18+ Population: 58% have received their first dose, 55% have received their second dose, and 31% have received their third dose.
 - o 12-17 Population: 13% have received their first dose and 11% have received their second dose.
 - o 5-11 Population: 6% have received their first dose and 4% have received their second dose.
- IAO working with the Ministry of Health (MOH) rolled out up to \$43.4 million in 2021-22, to support community-led vaccination efforts and enhanced public health and pandemic response measures in First Nations and urban Indigenous communities.

- IAO also invested an additional \$4 million to support First Nations, Métis and Inuit communities and urban Indigenous organizations. This funding assisted Indigenous communities in responding to the escalating impacts of the pandemic and its effects on ongoing social and public health emergencies.
- Coordinated with ministries and the federal government to respond to individual First Nations communities impacted by COVID-19 in a tailored and efficient manner.
- IAO maintained engagement with Indigenous leadership to coordinate the response to COVID-19 and respond to community identified issues as they arise.
- 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 to improve consistency and coordination as ministries fulfill their Duty to Consult obligations.
- Provided corporate guidance on Indigenous engagement and consultation. IAO has worked closely with ministries on topics including, but not limited to:
 - o Minister Zoning Orders; justice modernization and transformation; health transformation, including addictions and mental health; Covid-19 Vaccine rollouts; emergency planning and management; IRS and child welfare; and education transformation.
- 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 the Ministry of the Attorney General (MAG), of Canada's *United Nations Declaration on the Rights of Indigenous Peoples Act*; participated in a federally led provincial-territorial engagement process on the development legislation as well as Canada's next steps towards its implementation.

- 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.
- 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 \$11.6 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.
- Supported NDMNRF and the Ministry of Transportation (MTO) 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 (MCCSS) 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:
 - o Indigenous Economic Development Fund
 - o Indigenous Healing and Wellness Strategy
 - o Indigenous Supportive Housing Program
 - o Indigenous Women's Advisory Council
 - o First Nations Delivery Credit

- Worked closely MAG, the Ministry of the Solicitor General (SOLGEN), and First Nations leadership to address barriers regarding the enforcement and prosecution of First Nations laws, including supporting the development of a collaborative table with Canada and First Nations, launched in May 2021, 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.
- Worked with partner ministries to provide over \$20 million for Indigenous-focused mental health and addictions programs and services to directly support IRS survivors. This funding will ensure that culturally appropriate, trauma-informed supports are available to both First Nations and urban Indigenous organizations as critical work is undertaken to investigate and commemorate former IRS sites across Ontario.

APPENDIX: 2021-22 ANNUAL REPORT

THE MINISTRY OF INDIGENOUS AFFAIRS OVERVIEW

In 2021-22, 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.

2021-22 RESULTS

In 2021-22 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.
- Supported regular meetings between the Premier's Office and Provincial Territorial Organizations (PTOs), provided advice and support materials to numerous meetings between government Ministers and Indigenous leadership, and maintained strong collaborative working relationships with PTOs and urban Indigenous service organizations at Relationship Table meetings held virtually throughout the fiscal year.
- 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 Ministry of the Attorney General (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 MAG and MOF 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 \$12.5 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 need to stimulate the Indigenous economy, the ministry provided up to \$5.8 million through the Indigenous Economic Development Fund to Indigenous-owned small and medium-sized businesses and \$1.2 million to support the recovery of Indigenous communities through strategic planning.
- Provided \$6 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 \$1.7 million in funding through the Ontario Indigenous Representative Organization Fund to support Indigenous organizational capacity and development.
- Supported the Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNR) in the ongoing policy development work to help fulfill the government's mandate to expand resource revenue sharing to additional Indigenous 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 NDMNRF 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.

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.
 - o 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.
 - o As of January 2022, the OPS has registered 42,866 employees for Indigenous Cultural Competency Training. This comprises an estimated 73 percent of the total workforce based on the 2022 OPS headcount.
- 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, but not limited to:
 - o Economic and land development; self-regulation on tobacco and cannabis; health transformation; education, employment and skills training; supportive housing; child welfare; and 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.
- Supported the Ministry of Municipal Affairs and Housing (MMAH) in their review of Ontario's supportive housing to identify opportunities to streamline and improve coordination across the system. Throughout the engagement period between fall 2020 and winter 2021, IAO coordinated and supported three dedicated engagement sessions with urban Indigenous organizations and housing providers.
- 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:
 - o An Act Respecting First Nations, Inuit and Métis Children, Youth and Families (Bill C-92)
 - o Canada's United Nations Declaration on the Rights of Indigenous Peoples Act and federal actions to implement the Declaration
- Coordinated provincial review of Canada's *United Nations Declaration on the Rights of Indigenous Peoples Act* and participated in a federally led provincial-

territorial engagement process on the development of the legislation, as well as Canada's next steps towards its implementation.

- 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.
 - o Worked across ministries, with Nishnawbe Aski Nation and Canada through a collaborative process to better understand barriers to accessing government-issued identification for Indigenous individuals, particularly in remote, northern communities and to discuss potential paths to address these challenges.
- 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 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.
- Facilitated discussions with the Ministry of Health (MOH) 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*.
- Worked with partner ministries to provide over \$20 million for Indigenous-focused mental health and addictions programs and services to directly support Indian Residential School (IRS) survivors. This funding will ensure that culturally appropriate, trauma-informed supports are available to both First Nations and urban Indigenous organizations as critical work is undertaken to investigate and commemorate former Indian residential school sites across Ontario.

- Supported MOH in engagement on regulatory amendments to enable Aboriginal Midwives to apply for OHIP billing numbers in order to improve the healthcare experience and provide comparable care and services to Indigenous midwifery clients as is provided to clients of registered Midwives.

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 2021, Ontario entered into negotiations with Sagamok Anishnawbek First Nation to resolve an outstanding boundary claim. IAO negotiators also signed a negotiation protocol agreement setting out the negotiation process and agreeing to the parameters regarding the First Nation's boundary claim negotiations.
- In 2021, Ontario and Whitefish River First Nation signed a negotiation protocol agreement setting out the negotiation process and provisions.
- In 2021, IAO launched its virtual public information and s.35 consultation process to support the settlement of the Rainy Lake and Lake of the Woods Flooding Claims on Ontario.ca.
- In 2021, IAO worked with the Ministry of Environment, Conservation and Parks (MECP) and other partner ministries to obtain an exemption from the Environmental Assessment Act (EAA) which came into effect in July 2021. The effect of this exemption is that Ontario is no longer required to undertake the consultation guided by the requirements of the EAA to transfer Crown land in a land claim settlement.
- In 2021, IAO through a collaborative engagement process with partner ministries updated and posted its Indigenous Land Claims Consultation Process to increase the transparency and accountability of Ontario's land claim process as well as respond to the 2020 Value for Money Audit for Indigenous Services.
- In early 2022, Ontario accepted Animbiigoo Zaagi'igan Anishinaabek (AZA) claim asserting they did not sign or adhere to the Robinson-Superior Treaty 1850 for negotiation.
- In early 2022, IAO also worked with partner ministries to clarify and update Ontario's land claims policy further improving transparency and accountability.

- In early 2022, IAO worked with the Ministry of Government and Consumer Services (MGCS) to achieve a significant milestone in the implementation of the 2018 Williams Treaties Settlement Agreement through the direct sale of an Ontario government-held property to one of the 7 First Nations in the Williams Treaties.
- In early 2022, IAO received Stage 2 Treasury Board authorization to sign 13 Treaty 3 Flooding Claim Settlement Agreements on Lake of the Woods and Rainy Lake to be finalized over the coming months. So far, negotiators for Ontario, Canada, and First Nations, have initialed two settlement agreements, which are now in the process of ratification.
- 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 2021, 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.

COVID-19 Funding Initiatives

- IAO committed \$5 million in 2021-21 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 provided a further \$1.5 million in funding in 2021-22 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.
- IAO supported MOH roll out of up to \$50 million over 2 years, including up to \$6.6 million in 2020-21 and up to \$43.4 million in 2021-22, to support COVID-19 planning, vaccine distribution and response in Indigenous communities.
- Funding was provided for costs associated with setting up and operating vaccination clinics, as well as implementing alternate modes of vaccine delivery, such as off-site and mobile clinics, to ensure access for all community members.

- This funding also supported the development of communications programs to address vaccine hesitancy, as well as supporting enhanced public health and pandemic response measures in Indigenous communities.
- IAO also invested an additional \$4.0 million to support First Nations, Métis and Inuit communities and urban Indigenous organizations. This funding assisted Indigenous communities in responding to the escalating impacts of the pandemic and its effects on ongoing social and public health emergencies.

COVID-19 Vaccine Distribution

The Ontario government took a phased approach to vaccine distribution across the province where the first phase prioritized 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, adults in First Nations, Métis and Inuit Populations were included in early vaccine distribution prioritization .
- IAO led the coordination and development of a prioritization matrix for First Nations communities and urban Indigenous populations to determine where to prioritize allocations during the initial shortage of vaccines in Ontario.
- The matrix assigned communities to a tiering framework based on relevant risk factors such as case counts, proximity to borders, and colour zone location.
- To ensure that Indigenous communities and organizations have the opportunity to provide input into the rollout of all COVID-19 related policies and initiatives, IAO established the First Nations and Urban Indigenous Vaccine Distribution Tables. The Tables are held on a regular basis, beginning in December 2020.
- Participants at the Tables include First Nation Leadership, representatives from Urban Indigenous Organizations, and Indigenous health-care service providers.
- These tables ensure that the government's actions are informed by, address the views and specific risk factors and local experiences of First Nation communities and urban Indigenous organizations.
- Following the tables, IAO shares regular updates through eblast to address follow-up items raised at the table, communicate urgent updates on public health guidance and provide additional information and resources to support partners in addressing COVID-19.

- As Ontario moved through the subsequent stages of vaccine rollout, IAO worked with MOH to ensure that Indigenous populations both on and off reserve continued to be included as a priority population for second doses, booster doses and child/youth vaccination.

Operation Remote Immunity

- IAO, working with MOH and ORNGE, also established Operation Remote Immunity (ORI) 1.0 and 2.0 to vaccinate adults (18+) and youth 12-17 in 31 fly-in First Nation communities and Moosonee.
- IAO also supported the launch of Operation Remote Immunity (ORI) 2.0 and 3.0 which administered COVID-19 vaccines for youth 12-17 and children aged 5 to 11 and boosters for eligible populations in Northern and remote First Nations communities.

Other COVID-19 Related Policies

Rapid Antigen Tests (RATs)

- Indigenous populations in Ontario remain a vulnerable population due to their socio-economic determinants of health. In addition to vaccinations, RATs provide an added layer of protection against COVID-19, as such, IAO has worked to prioritize the distribution of RATs to Indigenous populations and organizations across the province.
- IAO launched a central intake process whereby the ministry serves as a one-window contact for all Indigenous partners for guidance and status updates on RAT orders placed through the Provincial Antigen Screening Program.

School Re-Opening

- IAO worked with First Nations communities and education partners, as well as MOH, MGCS and the Ministry of Education (EDU) to ensure that communities have timely access to all necessary resources i.e. RATs, and PPE, to resume in-person learning. For example, IAO is currently working with EDU and MGCS to make HEPA filters/units available to First Nations schools and childcare facilities. IAO worked with EDU to communicate to all school boards to demonstrate sensitivity and flexibility toward the unique circumstances of First Nation students to ensure they are provided with the necessary supports to maintain continuity of learning. School boards have been instructed to actively connect with local First Nation communities to co-develop appropriate learning plans.

Enhanced Vaccine Certification QR Codes

- Following Cabinet direction to strengthen rules for mandatory proof of vaccination by mandating the use of enhanced vaccine certificates and the Verify Ontario app, IAO worked with MOH to develop an exemption to permit 9 of First Nation communities who were previously not in COVax, to allow community members to

access prescribed settings by providing a paper or electronic proof of vaccination without a QR code.

- This allowed the Province to continue to follow the principles of Indigenous Data Governance by providing a documented exemption to assist communities who are exercising their right to self-governance and decision-making.

Table 3: Ministry Interim Actual Expenditures 2021-22

Ministry Interim Actual Expenditures (\$Ms) 2021-22	
Operating Expense	236.5
Capital Expense	6.9
COVID-19 Expense	4.0
Ministry Staff Strength (as of March 31, 2022) *	
161.3	

* Ontario Public Service Full-Time Equivalent positions.

Estimates BRIEFING Book 2022-23

Ministry of Infrastructure

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PART I: 2022-23 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 the people of Ontario. Whether it is building new infrastructure or making key investments to upgrade Ontario's schools, hospitals, roads, bridges, transit, water, wastewater, stormwater or broadband infrastructure, the Province makes strategic investments efficiently across government by prioritizing infrastructure activities and unlocking existing opportunities.

The Ministry is responsible for strategically guiding infrastructure investments to support strong communities through planning, funding, overseeing and prioritizing infrastructure initiatives. 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.

The Ministry is leading the investment and expansion of access to high-speed internet to ensure that every region in the province has access to reliable high-speed internet by the end of 2025. Through the *Building Broadband Faster Act*, MOI is responsible for helping to remove barriers to access, making it easier for the underserved and unserved communities across the province to have access to reliable high-speed internet sooner. MOI also works with partner ministries to further address legislative and regulatory barriers to high-speed internet deployment.

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 informed infrastructure investments. The Ministry negotiates with other government partners to implement and directly administer funding programs that support local infrastructure across Ontario.

MOI leads the Province's efforts to build new sustainable and complete communities near transit, while reducing the cost to taxpayers to build transit infrastructure. This allows the Province to take advantage of the relationship between transit, housing and commercial spaces to create vibrant communities and leverage third party investments to explore new funding avenues and opportunities to deliver cost-efficient transit solutions.

The Ministry 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 which supports the government's infrastructure procurement through strategic oversight. MOI is also responsible for the oversight and funding of Waterfront Toronto in partnership with the federal government and the City of Toronto.

COVID-19 Response

- The global pandemic has placed tremendous pressure on all governments, including our municipal partners. The ministry recognizes 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-provincial Investing in Canada Infrastructure Program (ICIP).
- The COVID-19 Resilience stream is delivering over \$1 billion in federal-provincial funding to support over 10,500 projects across all sub-streams. This includes:
 - Approximately \$700 million in federal-provincial funding to support nearly 9,800 education-related projects, which are being administered by the Ministry of Education (EDU);
 - Up to \$100 million in federal-provincial funding to support over 100 long-term care projects, which are being administered by the Ministry of Long-Term Care; and
 - Up to \$250 million in federal-provincial funding to support over 550 critical municipal-level infrastructure projects, which are being administered by the Ministry of Infrastructure (MOI).
 - Note: a minimum of \$6.5 million of MOI's funding and \$42.5 million of EDU's funding has been allocated to support 30 Indigenous Education projects.
- To help address the impacts of COVID-19, MOI continues to honour project extension requests from funding recipients under the Clean Water and Wastewater Fund (CWWF) and the Public Transit Infrastructure Fund (PTIF). These extensions are providing recipients additional time to complete previously approved projects and are subject to final approval by Infrastructure Canada.
- MOI has also worked with Infrastructure Ontario and other capital ministries to pilot an Accelerated Build Model to increase surge capacity in the health, long-term care and corrections sectors.

- Beginning in 2022, MOI is providing an additional investment of \$1 billion through the Ontario Community Infrastructure Fund (OCIF), which will bring the total investment to nearly \$2 billion over the next five years. This additional funding will support municipalities to build and repair roads, bridges, waste and wastewater infrastructure in 424 local communities.
- While many 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 two timelines and all subsequent timelines under the Municipal Asset Management Planning regulation, O. Reg. 588/17, were extended one year by amending regulation O. Reg. 193/21, which came into effect on March 15, 2021.
- The Province is committed to stimulating the economy through major infrastructure projects such as Transit Oriented Communities which will not only create jobs but offset the cost of transit construction.

Ministry Programs

The following are the major programs, services and initiatives delivered by the Ministry of Infrastructure:

Infrastructure Policy

The Ministry manages the implementation of the *Infrastructure for Jobs & Prosperity Act, 2015*. As part of the Act, the Ministry is responsible for developing Ontario's long term 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 of money for any investment of public dollars.

The Ministry develops, designs, and oversees the delivery of infrastructure policy and programs to ensure consistency with broader provincial infrastructure priorities, 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 help develop, update, and improve municipal asset management plans.
- Asset Management Planning tools and supports – provides funding to third party delivery partners that work with municipalities to help them develop and improve their asset management plans.
- Accelerated High-Speed Internet Program (AHSIP) – a new, transparent and competitive procurement process that enabled Internet Service Providers (ISPs) to bid for provincial subsidies through a series of reverse auction events for defined geographic areas aimed at connecting underserved and unserved communities across Ontario.
- Leading the expansion for access to high-speed internet through application-based projects, including Improving Connectivity for Ontario (ICON) program, Brighton Pilot Project, Eastern Ontario Regional Network (EORN), Southwestern Integrated Fibre Technology (SWIFT), Bringing high-speed internet to the North, Northern Ontario Heritage Fund Corporation (NOHFC), and Telesat's Lightspeed project.

- The Strategic Priority Infrastructure Fund (SPIF) – provides infrastructure funding to strategic community projects and sports and recreation facilities through its two streams. The Priority Local Infrastructure stream supports new builds and renovation of larger multi-purpose facilities for community, culture, and recreation purposes. The Sport and Community Renewal Stream provides funding to support the renovation and rehabilitation of sport and community infrastructure. The fund also supports 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 funding for Ontario across the four original funding streams:

- o Public Transit: \$8.3 billion
 - o Green Infrastructure: \$2.85 billion
 - o \$867 million of the \$2.85 billion under the Green stream was allocated to the COVID-19 Resilience Stream in 2020 (see details below)
 - o Community, Culture & Recreation: \$407 million
 - o Rural & Northern Communities: \$250 million
- The ICIP program will unlock up to \$30 billion in combined federal, provincial, and local investments in communities through 2027-28. Since June 2018, Ontario has committed to investing a total of \$10.2 billion in transit, green, community, culture and recreation, rural and northern and other priority infrastructure under ICIP.
 - 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.
 - o In Spring 2021, the federal government enhanced this stream with additional funding of \$26M for ventilation projects across Ontario.
 - The Ministry of Infrastructure is focused on implementing this program and continues working closely and collaboratively with the federal government and with local communities to implement funding programs for each of the funding streams.
 - 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).

Policy, Research, and Agency Division

The Ministry collects data and performs analysis to support evidence-based infrastructure planning 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. Over the past few years, 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 across sectors. This analysis informs the prioritization of the government's capital planning.

To meet the requirements of the *Infrastructure for Jobs and Prosperity Act, 2015* and inform infrastructure planning more broadly, the Ministry 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 the collection and analysis of municipal asset management plan data to build the Ministry's knowledge of municipal infrastructure needs. The Ministry also collects 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 also 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.

As part of its responsibilities, the Ministry oversees the Ontario Infrastructure and Lands Corporation (Infrastructure Ontario) in support of the government's policy and program delivery. Infrastructure Ontario is a classified agency, non-share corporation created under the *Ontario Infrastructure and Lands Corporation Act, 2011* to provide advice and services as directed by the Minister of Infrastructure. The Agency delivers a range of services on behalf of the government, including:

- Realty services;
- Modern infrastructure procurement projects;
- Infrastructure loans and various commercial transactions; and
- Infrastructure-related advisory services.

Infrastructure Ontario uses a range of procurement models to deliver its services to ministries and agencies. 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 (Waterfront Toronto), 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, have 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.

Transit-Oriented Communities

In Fall 2021, the Ministry took responsibility for leading the oversight and implementation of the Transit-Oriented Communities (TOC) program for Subways and GO Heavy Rail/Light Rail Transit (LRT), which are delivered by Infrastructure Ontario and Metrolinx. The TOC program is part of the government's plan to build vibrant, sustainable, mixed-use communities near transit, while reducing the cost to taxpayers to build transit station infrastructure. TOC will increase ridership, reduce congestion, and provide a mix of housing, including affordable housing options, while creating jobs.

The TOC program is a comprehensive initiative involving land-use planning, public and Indigenous engagement, and municipal approvals that may involve accelerated timelines. As such, a high degree collaboration across ministries and levels of government is required to ensure the program's objectives are met.

The purpose of inter-ministry and municipal engagement for the TOC program is to support the successful implementation of the program across the priority subway projects, at new and existing GO and LRT stations, and for other potential transit projects, including providing strategic direction, advice, oversight and issues management, as well as to ensure timely and effective decision-making.

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.

2022-23 STRATEGIC PLAN

- **Key Decisions Approved for 2022-23**

- o The *Getting Ontario Connected Act, 2022*, which amended the *Building Broadband Faster Act* and the *Ontario Underground Infrastructure Notification System Act*, will help ensure underserved and unserved communities across the province have access to reliable high-speed internet sooner.
- o Through the total combined investment of nearly \$4 billion from the 2021 Budget, the Ministry is continuing its efforts to help connect all regions of Ontario to high-speed internet by the end of 2025. This includes proceeding with many applications-based projects, joint federal-provincial funded projects, and finalizing commercial agreements with successful proponents of the reverse auction led by Infrastructure Ontario.
- o As noted in the 2021 Ontario Budget, the Ministry 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.
- o As noted in the 2021 Fall Economic Statement, the Ministry is increasing the Ontario Community Infrastructure Fund (OCIF) by \$1 billion over five years (\$200 million per year) to help small, rural and northern communities build and repair roads, bridges, water and wastewater infrastructure. This brings the total investment to almost \$2 billion over five years starting in 2022.
- o Commercial agreements were executed for the East Harbour, High Tech, and Bridge TOC sites which will be monitored over the years to realize the value to the Province and offset the cost of priority project transit construction. The remaining Ontario Line South TOC sites (Exhibition, Corktown, Queen-Spadina, King-Bathurst) will be brought to the market in Fall 2022 for selection of a building partner.

- **Key Issues & Risks Impacting Program Delivery**

- o The COVID-19 pandemic has had unprecedented impacts, including delays in planned expenditures by recipients and significant supply chain issues for projects in transfer payment programs such as Investing in Canada Infrastructure Program and other legacy Federal / Provincial Infrastructure programs.

Table 1: Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals	Not applicable
Other Operating	174.1
Other Capital	1,948.2
TOTAL	2,122.3

Detailed Financial Information

Table 2: Combined Operating and Capital Summary by Vote

MINISTRY OF INFRASTRUCTURE
Table A1: Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
OPERATING EXPENSE						
Vote 4001 Ministry Administration	6,127,600	594,800	10.8	5,532,800	5,532,800	5,498,120
Vote 4003 Infrastructure Policy and Planning	22,973,800	6,443,700	39.0	16,530,100	16,530,100	13,211,619
Total Operating Expense to be Voted	29,101,400	7,038,500	31.9	22,062,900	22,062,900	18,709,739
Statutory Appropriations	65,014	-	-	65,014	65,014	4,065,968
Ministry Total Operating Expense	29,166,414	7,038,500	31.8	22,127,914	22,127,914	22,775,707
Consolidation & Other Adjustments - Ontario Infrastructure and Lands Corporation	143,226,900	19,503,100	15.8	123,723,800	138,147,400	119,796,676
Consolidation & Other Adjustments - Toronto Waterfront Revitalization Corporation	1,645,600	(1,749,500)	(51.5)	3,395,100	2,733,600	7,645,225
Total Including Consolidation & Other Adjustments	174,038,914	24,792,100	16.6	149,246,814	163,008,914	150,217,608
CAPITAL EXPENSE						
Vote 4003 Infrastructure Policy and Planning	1,924,698,500	550,889,600	40.1	1,373,808,900	983,369,700	529,090,590
Total Capital Expense to be Voted	1,924,698,500	550,889,600	40.1	1,373,808,900	983,369,700	529,090,590
Statutory Appropriations	1,000	-	-	1,000	1,000	-
Ministry Total Capital Expense	1,924,699,500	550,889,600	40.1	1,373,809,900	983,370,700	529,090,590
Consolidation & Other Adjustments - Ontario Infrastructure and Lands Corporation	3,511,000	511,000	17.0	3,000,000	2,777,900	2,256,518
Consolidation & Other Adjustments - Toronto Waterfront Revitalization Corporation	20,001,900	1,596,900	8.7	18,405,000	1,357,600	-
Total Including Consolidation & Other Adjustments	1,948,212,400	552,997,500	39.6	1,395,214,900	987,506,200	531,347,108
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)	2,122,251,314	577,789,600	37.4	1,544,461,714	1,150,515,114	681,564,716

* 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 2022 Ontario Budget.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2019-20* \$	Actuals* 2020-21 \$	Estimates* 2021-22 \$	Estimates 2022-23 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	357,845,613	681,564,716	1,544,461,714	2,122,251,314
		90%	127%	37%

* 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/>

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

Ontario Infrastructure and Lands Corporation

The Ontario Infrastructure and Lands Corporation (Infrastructure Ontario or IO) is a classified agency, non-share corporation created 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) through a broad spectrum of delivery models 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.

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.

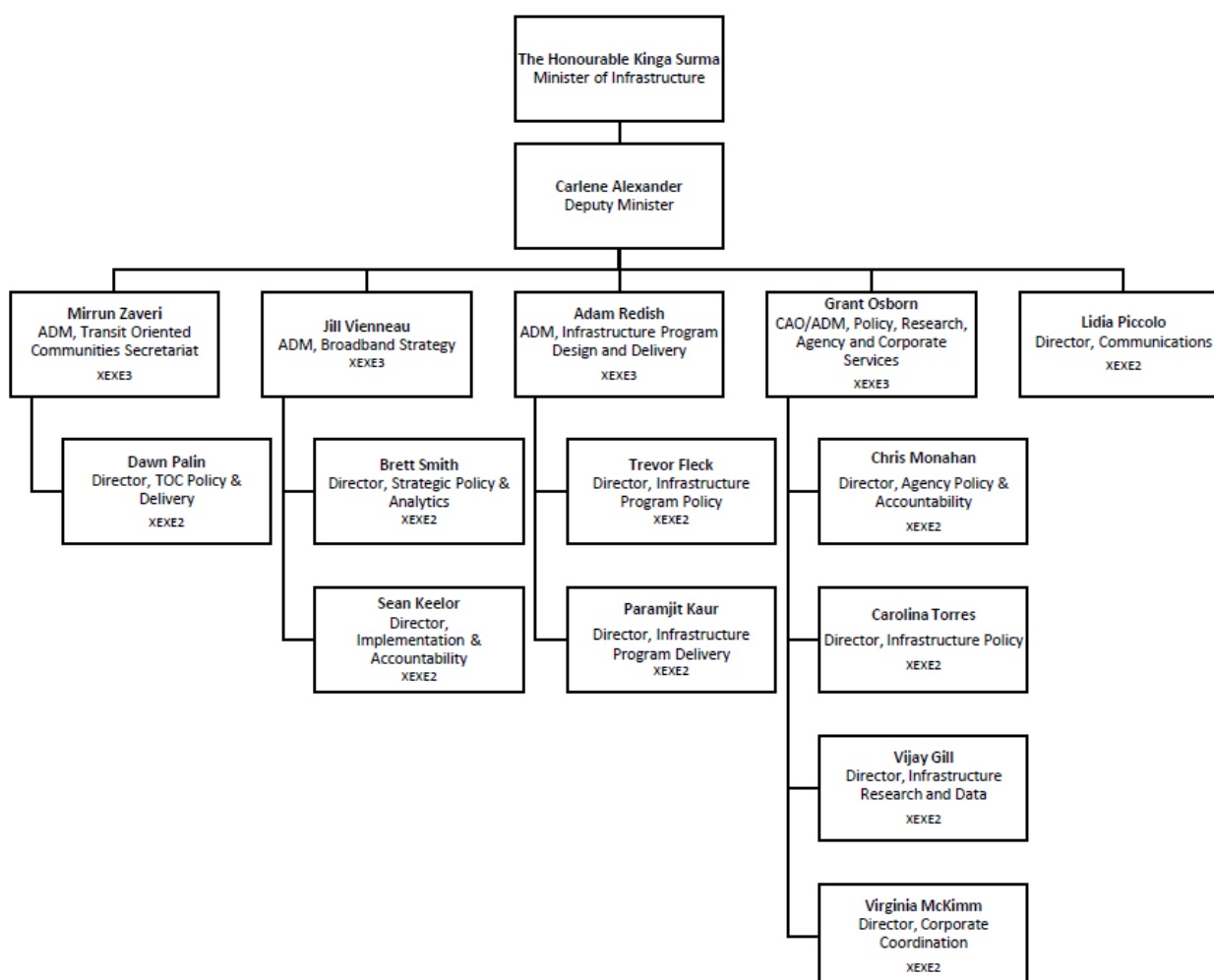
Waterfront Toronto develops and implements a coordinated and comprehensive waterfront vision while promoting and encouraging public and private sector engagement in revitalization efforts.

The Ministry has oversight of Waterfront Toronto jointly with the federal government and the City of Toronto.

(\$M)	2022-23 Estimates	2021-22 Interim	2020-21 Actuals
Revenue	2.0	39.1	11.6
Expense	21.6	4.1	7.6

Note, the amounts above for revenue and expense incorporate consolidation adjustments for MOI and do not reflect revenue and expense amounts reported publicly by Waterfront Toronto.

MINISTRY ORGANIZATION CHART



ANNUAL REPORT

2021-22 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 2021-22 fiscal year:

Infrastructure Policy

- Successfully launched the COVID-19 Resilience stream, under ICIP, providing \$1.05 billion in joint federal-provincial funding to support over 10,500 projects across multiple sub-streams delivered by EDU, LTC, and MOI.
- Launched the second intake of the Green Infrastructure stream, under ICIP providing \$330 million in joint-federal provincial funding to support 144 projects.
- For the Community, Culture & Recreation Infrastructure stream under ICIP, 36 projects were approved and announced for a total of approximately \$260.3 million in joint federal-provincial funding.
- Launched the Strategic Priorities Infrastructure Fund (SPIF), which will provide infrastructure funding to strategic projects and sports facilities. Twenty-five active SPIF projects are being funded for over \$200M in provincial funding.
- In the 2021 Ontario Budget, new funding was announced, bringing the total investment in broadband infrastructure to nearly \$4 billion over six years beginning in 2019-20. This commitment is to ensure that every region in the province has access to reliable broadband services by the end of 2025.
- Successfully launched a new, innovative, and transparent competitive process led by Infrastructure Ontario, to help connect the underserved and unserved communities in the province to high-speed internet.
- Passing of the *Getting Ontario Connected Act, 2022* in April 2022, which amended the *Building Broadband Faster Act* and the *Ontario Underground Infrastructure Notification System Act*. This legislation ensures that underserved and unserved communities across the province will have access to reliable high-speed internet sooner.
- In the *2021 Fall Economic Statement*, Ontario announced a \$1 billion increase in the Ontario Community Infrastructure Fund (OCIF) to help small, rural, and northern communities build and repair roads, bridges, water and wastewater

infrastructure. This brings the total investment to almost \$2 billion over five years starting in 2022. Funding was provided to municipalities commencing in January 2022.

Agency Oversight

- Ontario has continued to meet its commitment of providing the P3 market with updates four times a year.
- On May 2, 2022, the government released its latest Infrastructure Ontario Market Update, which included 38 projects, with 26 projects in pre-procurement and 12 in active procurement totalling more than \$50 billion in contract value.
- In IO's Annual Report 2020-2021, IO reported that of the 74 projects that had achieved Substantial Completion since the inception of IO's P3 program, 95% were completed on-budget and 81% were completed within three months of the scheduled Substantial Completion date established at Financial Close.
- 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 3,420 projects representing 455 communities and organization.
- In 2021-22, the Province also provided provincial funding in support of Waterfront Toronto's 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.
- Waterfront Toronto's short-term Borrowing Consent term was extended for five years from March 2023 to May 15, 2028 and Waterfront Toronto's borrowing limit was increased by \$50 million from \$40 million to \$90 million. These amendments support the ongoing work of revitalizing Toronto's waterfront and help move priority projects forward that enhance the economic, social and cultural value of the waterfront.

Infrastructure Policy and Research

- In March 2022, the Ministry released *Building Ontario: Getting Shovels in the Ground* – a public report that highlights Ontario's key infrastructure accomplishments from 2018 to 2022, as well as infrastructure priorities for the future across a range of infrastructure sectors, including transit, roads and bridges, health care and education 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 are a pre-requisite to ensuring that central decision-making regarding infrastructure planning and investment is informed by data and evidence.
- In 2021-22, the Ministry supported Treasury Board to improve capital planning and prioritization, by leveraging the ministry's work on standardizing asset data and forecasting cross-sector asset management needs.
- In 2021, 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. The inventory now contains information on over 20,000 assets with a replacement value of more than \$260 billion.
- The Ministry met all audit criteria in the Office of the Auditor General's 2020-21 Annual Report on Environmental Audits, released in November 2021.
- The Ministry continued to manage the Unsolicited Proposal (USP) Framework to identify innovative infrastructure proposals from individuals and organizations. Since its launch in 2019, the Ministry forwarded almost forty proposals to partner ministries for initial assessment, of which several are now under detailed assessment. In detailed assessment, Infrastructure Ontario may work with the participant and impacted ministries to provide the government with advice and options for realizing the value and public benefit of these proposals.
- The Financial Accountability Office of Ontario released a report on the state of repair of municipal infrastructure in Ontario. This followed a report on the state of repair on provincial infrastructure in 2020-21. Both of these reports relied heavily on the data collected and a model developed by MOI, who worked with the FAO during the research conducted for these reports.
- MOI continues to update and maintain the Ontario Builds website and map, which allows the public to track the status of thousands of infrastructure projects that receive provincial funding across the province.

Transit Oriented Communities

- Led TOC program planning, overall decision-making, and co-ordinated government approvals.

- Led TOC program implementation, including coordination of TOC and transit planning (with the Ministry of Transportation), and coordination with key partners from across government, including the Ministry of Municipal Affairs and Housing, the Ministry of Education, and other land use and program lead ministries.
- Developed program policies and oversaw authority to enter into commercial arrangements.
- Developed stakeholder engagement and communication plans for TOC, working with Infrastructure Ontario and Metrolinx, and negotiated with local governments.
- Worked with the Ministry of Municipal Affairs and Housing to request the issuance of 11 Minister's Zoning Orders for Ontario Line South, High Tech, and Bridge TOC sites.

Table 3: Ministry Interim Actual Expenditures 2021-22* (\$M)

COVID-19 Approvals	233.5
Other Operating	163.0
Other Capital	754.0
Staff Strength ** (as of March 31, 2022)	170

* Interim actuals reflect the numbers presented in the 2022 *Ontario Budget*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2022-23

Ministry of Labour, Immigration, Training
and Skills Development

Ce document est disponible en français

PART I: 2022-23 PUBLISHED PLAN

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PART I: 2022-23 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Ministry of Labour, Immigration, Training and Skills Development (MLITSD) 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 and harmonious workplaces, 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:



MLITSD 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.
- Supporting a harmonious and stable labour relations climate that minimizes the number and duration of work stoppages.
- Ensuring fair 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, MLITSD plays a critical role in Ontario's economic recovery and getting people safely back to work as we recover from COVID-19. 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

MLITSD 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 Immigration and Settlement

Employment Ontario (EO) aims to address labour market and skills gaps and enhance employment opportunities for all Ontarians. The objective of the program 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 program is funded in part through two federal transfer agreements: The Canada-Ontario Labour Market Development Agreement (LMDA) and the Canada-Ontario Workforce Development Agreement (WDA).

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 workplaces with higher risk of injury. OHS Prevention activities are delivered in collaboration with system partners such as the Workplace Safety and Insurance Board (WSIB), Research Centres (RCs), Health and Safety Associations (HSAs) and private training providers (PTPs). Through these OHS activities, the ministry ensures business stability by creating safe and healthy workplaces.

Costs associated with the two OHS programs are fully recovered from the WSIB.

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. MLITSD maintains a neutral role with respect to unions and employers.

The **Global Talent and Settlement Services (GTSS) Program**, through the Ontario Immigrant Nominee Program, nominates foreign workers, international students and others with the right education, skills and experience for permanent residence based on Ontario's economic needs. The Immigration and Settlement Program delivers settlement and language training services to help newcomers integrate successfully and develop the official language skills needed for effective social and economic integration.

The Ontario Immigrant Nominee Program is fully cost recovered through fees.

Additional Internal Program: Anti-Racism Unit

The Anti-Racism Action Plan is a key commitment of the OPS Anti-Racism Policy and is an internal ministry initiative focusing on ministry staff. The plan is focused on three main objectives: building anti-racism competency and capacity, diversifying talent pathways, fostering accountable, anti-racist and inclusive workplaces. The overarching goal is to enable the ministry, in partnership with key OPS stakeholders, to collectively build a diverse, inclusive, accessible, and respectful workplace where every employee has a voice and the opportunity to fully contribute.

MLITSD's anti-racism action plan lays the groundwork for how the ministry will transform organizational, workforce and workplace practices and processes, create a racially equitable organizational culture, provide equitable access to career development and investment opportunities, address and resolve issues of workplace discrimination and harassment, and provide equitable programs and services in Black, Indigenous and Racialized communities.

Through the Anti-Racism Action plan in 2021-22, efforts were focused on (1) enhancing capacity, competency and knowledge of Anti-Racism, Diversity, Inclusion and Equity; (2) development and implementation of career development programs focused on creating the foundation for racial equity in employment. These focuses were internal to the ministry and staff.

In 2022-23, the ministry will continue to identify and remove systemic racism barriers within policies, processes and practices that lead to disproportionate outcomes for employees and Ontarians from equity-deserving groups.

Planned Activities and Continued COVID-19 Response in 2022-23

In the previous couple of years, MLITSD has undertaken a number of different initiatives to address impacts of COVID-19 to protect Ontario's workers and economy.

MLITSD will continue to support the province's economic recovery through EO, focusing on delivery of the Skills Development Fund, expansion of existing employment and training programs, continued roll-out of the Employment Service Transformation (EST) model, calls for innovative ideas from key stakeholders (including employers and job seekers), and enhancing digital service delivery channels for skilled trades and apprenticeships.

The ministry will also continue providing free occupational health and safety training for health and safety representatives in up to 60,000 small businesses, focused on helping to lower injury rates and improve health and safety knowledge and practices in small businesses.

Through the Prevention Works strategy, the OHS system is moving towards an evidence-informed, risk-based model where prevention initiatives are outcomes-focused, with measurable results for continuous improvement.

The ministry will continue working on the Workplace Safety Plan Builder tool, which can include workplace hazards other than COVID-19, to help employers, especially small businesses, prevent occupational injuries and illnesses.

The ministry is continuing to respond to all OHS events regarding COVID-19 health and safety. In addition, a number of new OHS initiatives have planned for the upcoming year to help workplaces understand and comply with the OHS requirements for other significant OHS workplace hazards.

Through the 2022 budget, \$205M has been reinvested to extend and enhance the Ontario Jobs Training Tax Credit, which provides up to \$2,000 per year in relief for 50% of a person's eligible training expenses. This will continue to help workers get training needed for a career shift, re-training, or to sharpen their skills.

Additionally, beginning 2022-23, the Skills Development Fund program under EO will explore the opportunities of capital/infrastructure developments geared towards getting more Ontarians back into the workplace, as the economy recovers post COVID-19.

2022-23 STRATEGIC PLAN

Employment Ontario (EO)

EO's major activities and areas of focus are composed of the following:

Employment Ontario's employment and training system (EO system) helps people prepare for, 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. MLITSD will continue to move forward with transforming the way it delivers employment services by integrating social assistance employment services into EO. This will create one efficient system that is easier to use and more responsive to local conditions. The new system will create better outcomes for all jobseekers, including those on social assistance, and better support employers.

Support of apprenticeship and the skilled trades involve a combination of in-class and on-the-job training for people who want to work in a skilled trade and help businesses harness new talent while equipping workers with the practical skills and qualifications that the economy needs now and in the future. MLITSD is continuing its work to modernize Ontario's skilled trades and apprenticeship system through the Skilled Trades Strategy, focusing on the following elements:

- Breaking the stigma by promoting apprenticeship and the skilled trades as high-profile and desirable first choice careers in elementary and secondary schools.
- Simplifying the delivery of services provided to apprentices, skilled trades workers and their employers through initiatives and ongoing implementation of the Building Opportunities in the Skilled Trades Act, 2021, which enabled the creation of a new Crown agency, Skilled Trades Ontario (STO).
- Removing obstacles for apprentices as they begin and progress through their careers and modernizing digital service delivery for the skilled trades and apprenticeship by providing secure and convenient access to online information and services.
- Delivering high quality training using modern training equipment and encouraging more employers to participate in the apprenticeship system by providing financial incentives.

For the 2022-23 fiscal year, investments in the Skilled Trades Strategy will enable:

- The potential hiring of 11 additional Ontario Youth Apprenticeship Program (OYAP) Recruiters, for a total of 63 staff across 71 school boards and 806 participating schools.
- Approximately 1,800 pre-apprentices to receive the financial support they need to complete their program and transition into apprenticeship training and could result in a 3% increase in program completions by pre-apprentices in 2022-23.

- The support of over 15,000 apprentices, encourage greater employer engagement and increase the diversity of Ontario's skilled trades and apprenticeship system.

Through the Workforce Development Action Plan (WDAP), the ministry committed to developing a plan that would strengthen Ontario's workforce development system to keep pace with changes in the workforce and economy. The WDAP was broadened to the Workers' Initiatives that aims to better meet the needs of jobseekers and workers and be more responsive to the workforce needs of employers and communities. Through the Workers' Initiatives, the ministry aims to develop a plan to build and secure the most talented, resilient, and vibrant workforce to support the growth and prosperity of Ontario.

There are five policy initiatives that the government is taking on as part of Workers Initiatives in 2022-23:

- Strengthen Labour Market Initiatives.
- Consolidate Local Workforce Planning Boards.
- Program Streamlining/Enhancements.
- Create a Partnership Framework.
- Develop a Workforce Development Plan.

Occupational Health and Safety (OHS)

The goal of MLITSD's OHS program is to prevent workplace fatalities, injuries, and illnesses. It is guided by the province-wide OHS strategy, *Prevention Works*. 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, implementation of the Prevention Works strategy, establishment of health and safety standards, information and knowledge management, performance measurement and evaluation, and training and education to improve OHS knowledge and practices.

The OHS program delivers its services through two major streams – Prevention and Enforcement.

OHS Prevention

Prevention activities are guided by the province-wide integrated occupational health and safety strategy. Under this strategy, MLITSD works with businesses, worker groups and the provincial health and safety system partners to create a culture where occupational health and safety is at the centre of the workplace. A key component of implementing the Prevention Works strategy is the partnership MLITSD has with

Health and Safety Associations (HSAs), OHS Research Centres and other key stakeholders. The Prevention program also funds and oversees specialized research centres and projects 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 2022-23 fiscal year, including implementing revisions to the Working at Heights (WAH) training standards, and a review of the Joint Health and Safety Committee (JHSC) certification training program. MLITSD is also developing and implementing a performance measurement plan designed to continuously monitor and address the results of the OHS system's interventions under Prevention Works, as well as the efficiency of their management. The ministry is on track to fully implement a system-wide performance measurement model in 2022-23. The performance measurement model will help the ministry better understand the effectiveness of the OHS system's interventions and enable continuous improvement.

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 core enforcement activities through ministry's OHS inspectors. These inspectors have broad powers to enforce the OHSA and to support compliance through the provision of information, resources, and tools to assist workplaces in meeting legislative requirements.

In 2022-23, the ministry will conduct seven province-wide, cross-program initiatives in specific sectors:

- A high-hazards initiative, focusing on struck-by motor vehicle accidents, and;
- A mobile equipment hazards and a healthy worker healthy workplace initiative, focusing on occupational disease.

Employment Standards (ES)

MLITSD 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 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.

For 2022-23 the ES program will focus on:

1. **Combatting Labour Exploitation** through the creation of a new licensing framework for Temporary Help Agencies (THAs) and recruiters, as well as the establishment of a dedicated Intelligence Team, to investigate potential labour violations that include matters of labour trafficking.
2. **Increasing employer and employee understanding of the ESA** by providing accurate, prompt, and straightforward information and compliance assistance at appropriate times, by sharing educational resources and by supporting stakeholder outreach initiatives.
3. **Increasing compliance with the ESA** by applying a flexible, measured, and progressive enforcement approach to non-compliance, in line with modern regulator principles.
4. **Addressing ESA violations** by conducting timely investigations and inspections that adhere to legislative, policy and administrative obligations, and that use enforcement tools and penalties appropriate to the situation.

Labour Relations (LR)

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, MLITSD administers and supports key legislation, including the *Labour Relations Act, 1995*. The LR priorities in MLITSD are:

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 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 provides advice, supporting inter-ministerial and inter-governmental policy development, and conducting consultations with stakeholders.

Global Talent and Adult Language Training Program

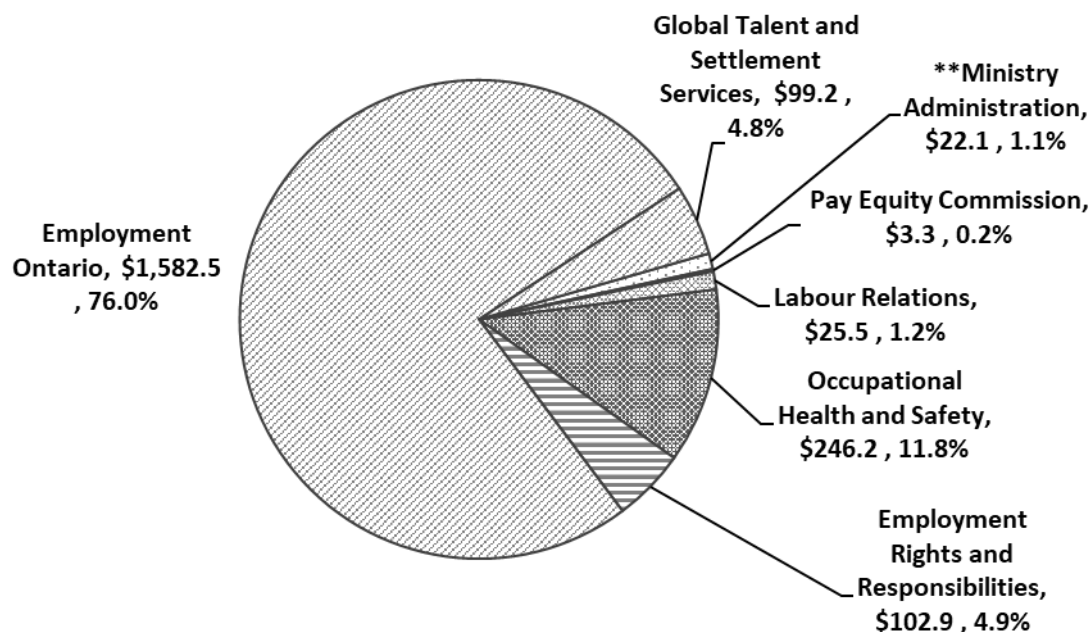
The ministry unified provincial immigration programs, policy, and intergovernmental relations under a single umbrella, which allows the government to better coordinate its immigration-related priorities, including maximizing the benefits of skilled immigration to the economy.

The **Immigration and Settlement Program** supports the delivery of a range of services to help newcomers overcome integration barriers and integrate into communities and the labour market. This is done through the provision of settlement and labour market orientation services, language training, support for foreign qualification recognition, and specialized employment and training programs to help highly skilled newcomers resume their careers in Ontario quickly.

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.

For 2022-23, the program is launching an Entrepreneurship Pilot that will identify and assist foreign entrepreneurs who are interested in leveraging the Entrepreneur Stream to come to Ontario.

Ministry Allocation of 2022-23 Base Operating Spending (\$2,081.6M)*



*Including Statutory Appropriations and Operating Expense Adjustments

**Includes Main Office 12.4%; Financial and Administrative Services 12.1%; Corporate Services 7.1%; Strategic Human Resources Branch 9.0%; Communications Services 15.4%; Legal Services 42.0%; and Information Systems 1.8%.

Table 1: Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals	\$364.2
Other Operating	\$1,416.7
Other Capital	\$24.0
TOTAL	\$1,804.9

*net of consolidations and adjustments

Detailed Financial Information – Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
OPERATING EXPENSE						
Ministry Administration	22,043,600	2,081,300	10.4	19,962,300	21,432,500	23,873,135
Pay Equity Commission	3,299,000	(163,600)	(4.7)	3,462,600	3,462,600	2,368,622
Labour Relations	25,474,700	1,693,700	7.1	23,781,000	24,035,400	22,477,069
Occupational Health and Safety	246,177,300	7,954,000	3.3	238,223,300	239,102,100	218,444,599
Employment Rights and Responsibilities	102,909,400	60,187,400	140.9	42,722,000	258,908,000	38,837,437
Employment Ontario	1,575,969,200	(85,675,900)	(5.2)	1,661,645,100	1,757,534,500	1,420,196,382
Global Talent and Settlement Services	99,164,800	14,116,900	16.6	85,047,900	85,047,900	90,170,016
Less: Special Warrants	-	-	-	-	-	-
Total Operating Expense to be Voted	2,075,038,000	193,800	0.0	2,074,844,200	2,389,523,000	1,816,367,260
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	6,565,014	-	-	6,565,014	6,565,014	677,651
Ministry Total Operating Expense	2,081,603,014	193,800	0.0	2,081,409,214	2,396,088,014	1,817,044,911
Consolidation & Other Adjustments	(300,709,200)	60,553,500		(361,262,700)	(349,116,100)	(378,062,166)
Total Including Consolidation & Other Adjustments	1,780,893,814	60,747,300	3.5	1,720,146,514	2,046,971,914	1,438,982,745
OPERATING ASSETS						
Global Talent and Settlement Services	-	(1,000)	(100.0)	1,000	1,000	-
Total Including Special Warrants	-	(1,000)	(100.0)	1,000	-	-
Less: Special Warrants	-	-	-	-	-	-
Total Operating Assets to be Voted	-	(1,000)	(100.0)	1,000	-	-
Special Warrants	-	-	-	-	-	-
Total Operating Assets	-	(1,000)	(100)	1,000	-	-
CAPITAL EXPENSE						
Ministry Administration	1,000	-	-	1,000	1,000	-
Occupational Health and Safety	491,000	(2,828,000)	(85.2)	3,319,000	3,319,000	564,638
Employment Rights and Responsibilities	1,000	-	-	1,000	1,000	-
Employment Ontario	39,001,000	23,502,500	151.6	15,498,500	25,498,500	13,903,225
Less: Special Warrants	-	-	-	-	-	-
Total Capital Expense to be Voted	39,494,000	20,674,500	109.9	18,819,500	28,819,500	14,467,863
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	3,074,400	1,872,700	155.8	1,201,700	1,201,700	1,368,022
Ministry Total Capital Expense	42,568,400	22,547,200	112.6	20,021,200	30,021,200	15,835,885
Consolidation & Other Adjustments	(18,526,900)	(3,175,700)		(15,351,200)	(20,198,500)	(11,875,952)
Total Including Consolidation & Other Adjustments	24,041,500	19,371,500	414.8	4,670,000	9,822,700	3,959,933
CAPITAL ASSETS						
Ministry Administration	1,000	-	-	1,000	1,000	-
Occupational Health and Safety	8,263,300	8,050,300	3,779.5	213,000	213,000	644,044
Employment Rights and Responsibilities	5,000,000	5,000,000	-	-	-	497,843
Employment Ontario	3,069,500	(174,400)	(5.4)	3,243,900	3,243,900	-
Less: Special Warrants	-	-	-	-	-	-
Total Capital Assets to be Voted	16,333,800	12,875,900	372.4	3,457,900	3,457,900	1,141,887
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	-	-	-	-	-	-
Ministry Total Capital Assets	16,333,800	12,875,900	372.4	3,457,900	3,457,900	1,141,887
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,804,935,314	80,118,800	4.6	1,724,816,514	2,056,794,614	1,442,942,678

* 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 2022 Ontario Budget.

Historic Trend

Historic Trend Analysis Data	Actuals 2019-20*	Actuals 2020-21*	Estimates 2021-22*	Estimates 2022-23*
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,232,010,101	1,442,942,678	1,724,816,514	1,804,935,314
Year-over-year % Change		17.12%	19.53%	4.65%

* 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, Immigration, Training and Skills Development's programs and initiatives can found at [Ontario.ca/page/ministry-labour-training-skills-development](https://www.ontario.ca/page/ministry-labour-training-skills-development).

For additional financial information, see:
<https://www.ontario.ca/page/expenditure-estimates>
<https://www.ontario.ca/page/public-accounts>
<https://budget.ontario.ca/2022/index.html>

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

The work of the ministry is supported by several agencies.

Office of the Worker Adviser (OWA): The OWA provides advisory, representation, and educational services to non-unionized injured workers and survivors, and represents them before the Workplace Safety and Insurance Board and the Workplace Safety and Insurance Appeals Tribunal. The OWA also provides support to non-unionized workers in Section 50 (*Occupational Health and Safety Act*) reprisal cases being heard at the Ontario Labour Relations Board.

Office of the Employer Adviser (OEA): The OEA provides advisory and educational services to all Ontario employers and representation services primarily to smaller employers, with fewer than 100 employees, with regard to workplace safety and insurance matters before the Workplace Safety and Insurance Board and the Workplace Safety and Insurance Appeals Tribunal. The OEA also provides support to employers with fewer than 50 employees in Section 50 (*Occupational Health and Safety Act*) reprisal cases being heard at the Ontario Labour Relations Board.

Pay Equity Office (PEO): The PEO administers Ontario's *Pay Equity Act*, which is intended to redress systemic gender discrimination in the compensation of work primarily performed by women. The PEO provides education and advice to employers, employees, and bargaining agents in the public and private sectors to achieve and maintain pay equity in their workplaces. The PEO also investigates complaints, conducts monitoring programs, attempts to effect settlements of pay equity issues between the parties and issues orders for compliance where necessary.

Pay Equity Hearings Tribunal (PEHT): The PEHT, a quasi-judicial tri-partite administrative tribunal, is responsible for adjudicating disputes arising under the *Pay Equity Act*.

Ontario Labour Relations Board (OLRB): The OLRB is an independent, quasi-judicial tribunal that mediates and adjudicates a variety of employment and labour relations-related matters under various Ontario statutes, including bad faith bargaining complaints, strikes and lockouts, school board collective bargaining disputes, appeals of decisions of employment standards officers and occupational health and safety inspectors including those related to the *Building Opportunities in the Skilled Trades Act, 2021*.

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 on individuals qualified to act as grievance arbitrators under the *Labour Relations Act, 1995*.

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.

Skilled Trades Ontario (STO): At maturity, STO will be responsible for a “one-window” delivery model for apprentice registration and certification of skilled tradespeople, in addition to maintaining and updating apprenticeship programs (including training standards, curriculum standards, and examinations).

Summary of Expenditures: Agencies, Boards and Commissions (ABCs)

VOTE/ITEM		2021-22*	2021-22*	2022-23
		INTERIM ACTUAL REVENUE	INTERIM ACTUAL EXPENDITURE	
1602-1	Pay Equity Office		2,996,300	2,832,700
1602-2	Pay Equity Hearings Tribunal		466,300	466,300
1603-1	Ontario Labour Relations Board		12,187,800	12,251,400
1603-2	Grievance Settlement Board (see note 1)		2,671,000	2,670,900
1604-3	Office of the Worker Adviser (see note 2)		12,892,600	12,514,700
1604-4	Office of the Employer Adviser (see note 2)		4,020,800	4,020,400
1607-02	Office of the Fairness Commissioner		1,778,100	1,778,000

* Interim actuals reflecting numbers presented in the 2022 Ontario Budget.

Notes:

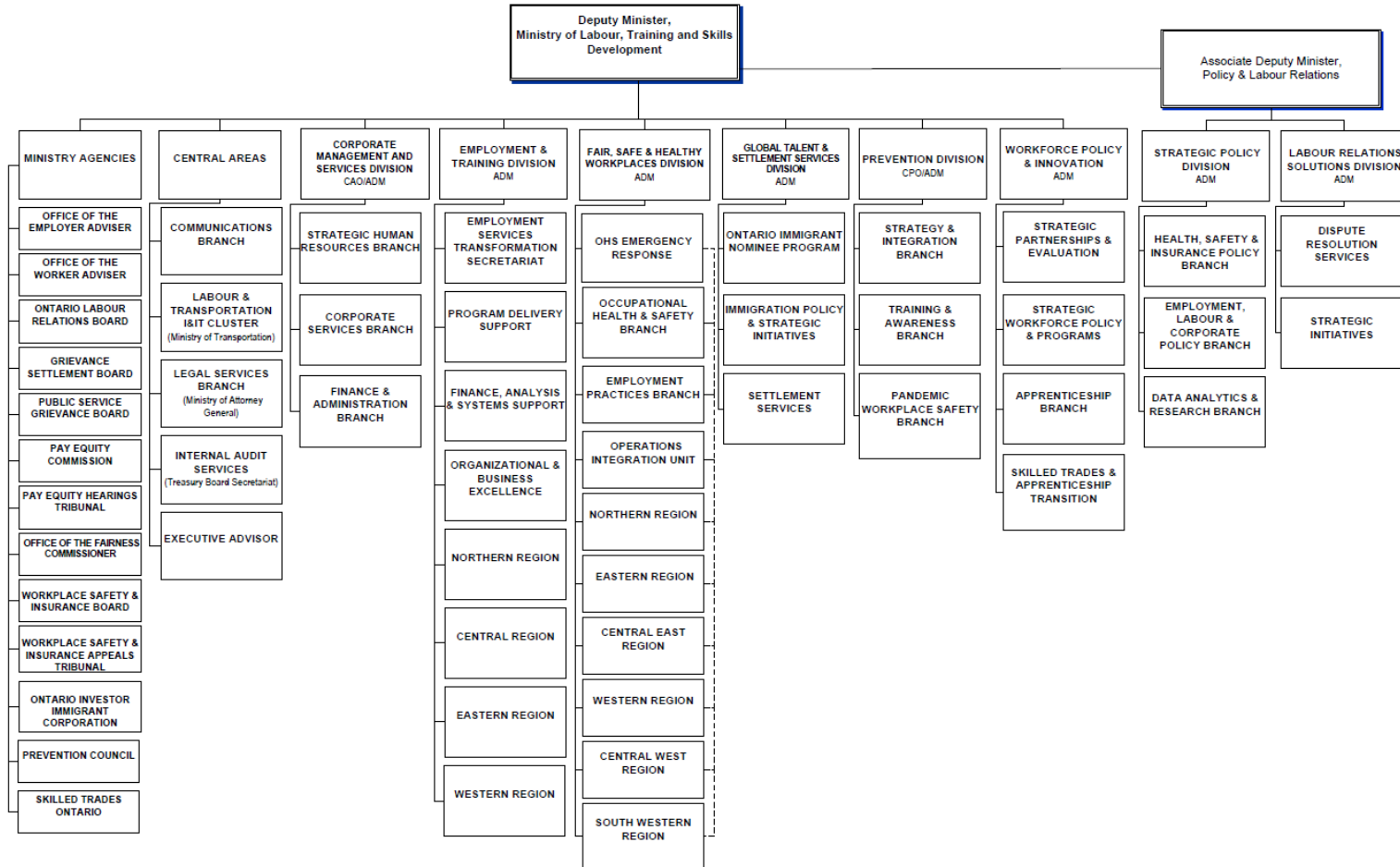
1. All costs of the Grievance Settlement Board are fully recovered from government Ministries as expenditure recoveries and from crown employers and trade unions as revenue:

	2021-22 Interim	2021-22 Estimates
Recoveries - Government Ministries	2,106,100	2,106,100
Revenue - Crown Employers and Unions	2,673,500	2,673,500
Total Recoverable	4,779,600	4,779,600

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, Immigration, Training, and Skills Development but are not included in the ministry's Expenditure Estimates because they are not funded through the Consolidated Revenue Fund (CRF).

Ministry Organization Chart



APPENDIX

ANNUAL REPORT

In 2021-22, the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) 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, and building a smarter government through key investments and providing new tools to employers.

COVID-19 Response in 2021-22

The ministry helped lead Ontario's COVID-19 health and safety compliance and enforcement response by working proactively and collaboratively with partner ministries, agencies, and stakeholders. The overall goal was to help Ontario's workers and businesses understand and comply with the ever-changing COVID safety requirements resulting from the pandemic.

Putting Workers First

On April 29, 2021, the Government passed the *COVID-19 Putting Workers First Act, 2021*, which created the Worker Income Protection Benefit (WIPB). WIPB is an employer reimbursement program under the ESA, for the same duration as the employee entitlement. The ESA requires employers to provide up to three paid leave days for COVID-related reasons at an employee's current rate of pay or \$200/day, whichever is lower. Eligible employers are entitled to be reimbursed the amount of infectious disease emergency leave pay.

The Workplace Safety and Insurance Board (WSIB) was tasked to administer the program, and it was originally envisioned that this employee entitlement would be available until September 25, 2021. The program has been extended to March 31, 2023.

Responding to the Needs of Ontarians: Understanding Requirements and Ensuring Compliance

The ministry led the establishment and work of an integrated inspectorate from across 9 ministries and 3 agencies which resulted in over 1,200 Provincial Offences Officers conducting more than 27,000 visits to businesses with a 24/7 presence throughout Ontario. This "Multi-Ministry Team" worked collaboratively with 30 local public health units and their respective bylaw departments to advance COVID safety in communities across Ontario

MLITSD extended key legislative and regulatory measures to address the employment impacts of the COVID-19 pandemic, such as the temporary deferral of statutory termination and severance entitlements for temporary COVID-related lay-offs and a temporary special rule regarding recall rights and the payment of termination and severance monies into trust for the hospitality, tourism and convention and trade show industries.

In order to continue supporting inspectors and promote a consistent enforcement approach regarding COVID-19, the Coronavirus Advisory Team (COVAT) continued to provide guidance, advice, and feedback to staff to ensure consistent enforcement across the province.

The ministry deployed approximately 60 employment standards officers to help businesses understand and comply with the *Reopening Ontario (A Flexible Response to COVID-19) Act, 2020* (ROA) and public health orders issued under section 22 of the *Health Protection and Promotion Act* (HPPA).

Officers on the Compliance Assistance Team (CAT) conducted approximately 7,500 visits from April 2021 to March 2022 in sectors such as manufacturing, food processing, distribution centres, construction, business offices, small business, summer day camps, retail, and restaurants. CAT officers also completed approximately 700 follow-up visits regarding ROA compliance and continued to make referrals to other enforcement staff, such as occupational health and safety inspectors, public health inspectors and by-law officers.

The OHS Program continued to be a critical part of the government's response to the pandemic. Ensuring that workers are protected during the pandemic has been a core priority for the ministry. 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 2021-22. 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.

In 2021-22, the ministry trained and appointed 102 new occupational health and safety inspectors who are now in the field responding to complaints and conducting investigations.

During fiscal year 2021-22, occupational health and safety inspectors have conducted more than 41,400 COVID-related workplace inspections and investigations across the province. During those visits, they've issued over 65,700 orders.

The ministry led the integration and coordination of COVID-19 safety inspections and investigations with local public health units and ESDC (Service Canada) to farms with Temporary Foreign Workers.

The ministry refocused employment standards resources to assist in helping businesses understand and enforce orders made under the *Emergency Management and Civil Protection Act* (EMCPA) and continued under the *Reopening Ontario Act, 2020* (ROA).

Preventing the Spread

The OHS Prevention Program continued to work with partner ministries to support the safe operation of essential businesses such as farming, food processing and construction, as well as key enablers of the economy including schools, childcare services, justice system, and transportation.

In partnership with Ontario's health and safety associations, the ministry continued to produce, update and release workplace health and safety resources, including guidance notes, tip sheets and downloadable posters.

The OHS Prevention Program also delivered on a 2021 Ontario Budget commitment to develop an online "Workplace Safety Plan Builder" to help support small business owners to create and maintain their COVID-19 safety plans. This built on the Safety Plan guide and template, initially released in June 2020.

The builder was publicly launched in September 2021. It will be further refined and expanded in the future to support employers in making plans to address other workplace hazards.

MLITSD continued to participate in the Ministry of Health-led Provincial Antigen Screening Program to support the construction sector by communicating program requirements and updates to employers and to continue 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 response to Keeping Ontario Safe and Open, MLITSD hosted a number of COVID-19 webinars as they related to OHS and employment standards. The webinars were delivered to more than 3,220 small business owners and vulnerable workers.

The ministry continued to work with the Ministry of Health, other ministries, employers, and stakeholders in providing regulatory and technical advice on occupational health and prevention of illness.

The ministry updated public-facing guidance documents as the pandemic evolved. For example, the guide to developing your COVID-19 safety plan, COVID-19 construction guidance, and screening guidance for employers were updated to align with changes made to MOH guidance documents in response to the Omicron variant.

Supporting Workers and Industries

Ontario continued to support workers hit hardest by the COVID-19 pandemic by investing an additional \$388M during 2021–22 to provide targeted employment and training supports. This includes:

- The Skills Development Fund that enabled market-driven solutions and unlocked the economic potential of skilled trades and broader workforce development initiatives (including both apprenticeships and rapid, specialized training) to facilitate economic recovery.
- In-demand skills training supports to sectors such as health and long-term care that were faced with growing labour shortages during the pandemic.
- Rapid training opportunities that helped people retrain and upgrade skills and prepare for in-demand jobs, to respond to regional labour market needs and strengthen partnerships among postsecondary institutions, training providers and employers.
- Assistance for women, racialized individuals, Indigenous people, newcomers, youth and people with disabilities who faced 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.
- Focusing on providing workers in the hardest hit sectors during the pandemic with career counselling and urgent training to find new careers and good jobs while leveraging transferable skills and experience.
- Supporting Ontario workers with additional employment and training programs and services that are responsive to the province's economic recovery.

The ministry also worked with apprenticeship Training Delivery Agents (TDAs) to support the completion, rescheduling, and alternative delivery of in-class programs that were disrupted by the COVID-19 pandemic. Efforts included a \$3M investment in the 2021-22 COVID Relief Fund, which assisted TDAs in implementing COVID-19 health and safety measures during the pandemic.

The ministry has also invested \$87M 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 provided through the redesigned Better Jobs Ontario (formally Second Career)

grant program and helped job seekers with up to \$28,000 for tuition, training materials and living expenses.

Supporting Harmonious Labour Relations

Through the Labour Relations (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.

This neutral evidence is critical to support harmonious collective bargaining. Ministries, Treasury Board Secretariat, the Municipalities; Universities, School Boards and Hospitals (MUSH) sector; the Broader Public Sector; law firms; and researchers all use this evidence to support negotiations. The key engagement with the LR program is made through its public website, Collective Bargaining Ontario (CBO). This site provides simpler, faster delivery of dispute resolution services and collective bargaining data, from application intake to reporting and analytics. Self-learning options, mobile options, and live training sessions were made available to better support clients. In 2021-22, over 400 stakeholders attended CBO training to better equip themselves with the knowledge and capability to effectively use the site.

The Digital Strategy for Labour Relations and Collective Bargaining – The ministry is developing a one-window platform for the digital delivery of labour relations-related services to provide more modern and efficient methods for clients to submit Dispute Resolution Services requests, fulfill legislative requirements to file collective agreements with the Minister, and access collective agreements and collective bargaining data analytics.

The COVID-19 pandemic has re-shaped the ministry's service delivery model, with conciliation and mediation services offered in a virtual setting to meet the changing needs of clients.

Other key areas of progress in 2021-22:

Modernization of the Apprenticeship System through the Skilled Trades Strategy

Announced in Budget 2020, Ontario's Skilled Trades Strategy is intended to modernize Ontario's skilled trades and apprenticeship system and help enable the province's economic recovery by breaking the stigma associated with skilled trades careers and attracting more youth, simplifying the system, and encouraging employer participation in apprenticeships.

In 2021-22, the ministry made progress on creating a modernized, client-focused apprenticeship and skilled trades system, through the following initiatives and investments in the Skilled Trades Strategy:

Breaking the Stigma

- The appointment of three Youth Advisors, who engaged with youth, educators, business, parents, and other key partners to provide recommendations to the Minister on how to reduce skilled trades stigma and barriers to entry, and how to make the skilled trades an attractive career choice for the incoming labour force.
- The Youth Advisors' recommendations informed several enhancements to the Skilled Trades Strategy which have been introduced in 2021-22, with additional initiatives planned to be rolled out over the next two years.
- \$22.9M to support new projects under the Pre-Apprenticeship Training Program, which helps prepare hard-working people for careers in the skilled trades.
- \$17.1M to continue support and enhancement of the Ontario Youth Apprenticeship Program, which helps secondary school students who have completed Grade 10 gain experience in the skilled trades while earning credits towards their Ontario Secondary School Diploma.
- \$2.3M in the 2021-22 school year for Skills Ontario to help build awareness of the great careers in the skilled trades.

Simplifying the System

- \$12M in the Apprenticeship Development Benefit (merging the Grant for Apprentice Learning (GAL)) to streamline financial supports for apprentices expanding eligibility so that all apprentices attending full time training can apply to the same program, regardless of their Employment Insurance (EI) eligibility.
- \$126.2M in the In-Class Enhancement Fund to support Training Delivery Agents in delivering higher quality apprenticeship in-class training.
- \$24M towards the Apprenticeship Capital Grant to help Training Delivery Agents upgrade their facilities with state-of-the-art equipment.
- \$4.5M in the development of a client-facing digital system to support the skilled trades and apprenticeship system in Ontario.
- \$5.5M in the new non-repayable Tools Grant to support apprentices with the cost of tools and equipment for their trade.

Encouraging Employer Participation

- Continued work with industry partners on workforce planning for major infrastructure projects through the Infrastructure Talent Accelerator (ITA) initiative, to ensure that Ontario is playing a leadership role in efforts to increase apprenticeships.

- \$23.1M in the Achievement Incentive program, to encourage skilled trades employers to train apprentices toward trade program progression, completion and certification through milestone payments.
- \$20M in the Group Sponsorship Grant, to encourage small to medium-sized employers to come together to provide a full scope of training and on-the-job mentorship for apprentices.

Skilled Trades Panel

- In 2021-22, the Skilled Trades Panel continued to carry out its mandate. Appointed in September 2020, the Skilled Trades Panel was appointed to provide advice and recommendations to the Minister of Labour, Immigration, Training and Skills Development on ways to improve and modernize the skilled trades and apprenticeship system. Its mandate had two phases:
- In Phase One, which was completed in 2020-21, the Panel provided advice and recommendations on a new service delivery model to replace the services delivered by the Ontario College of Trades.
- In Phase Two, which began in April 2021, the Panel provided advice and recommendations on matters related to the prescription, classification, and training for trades.
- The Panel consulted widely with apprentices, tradespeople, unions, employers and trainers.
- The Panel submitted its final Phase Two report to the Minister in Fall 2021.

The Building Opportunities in the Skilled Trades Act, 2021

As part of this modernization framework, and based on recommendations of the Skilled Trades Panel, Ontario passed new legislation, the *Building Opportunities in the Skilled Trades Act, 2021* (BOSTA), which enabled the establishment of a Crown agency called Skilled Trades Ontario (STO) to replace the Ontario College of Trades (OCOT). BOSTA was proclaimed into force effective January 1, 2022.

The STO CEO and 11-member Board of Directors including a Board Chair were also appointed by LGIC effective January 1, 2022, and the ministry supported the initial onboarding of these appointees.

In 2021-22, the ministry began to train inspectors on the enforcement of the BOSTA. Starting in January 2022, occupational health and safety inspectors commenced education and awareness of BOSTA and the ministry's role with enforcement of the BOSTA during health and safety field visits.

In February 2022, Ontario proposed to recognize three fuel-related professions under BOSTA, meaning Ontario will take steps to officially recognize all 55 Red Seal Trades. The Red Seal Program is a partnership between the federal government and provinces and territories that sets a common standard for

apprenticeship training and certification and makes it easier for workers to move between provinces and territories.

Connecting Job Seekers and Employers

Ontario's employment and training programs help job seekers and workers find and keep good jobs and help employers recruit the skilled workers they need. Employment Ontario (EO) is the province's network of employment and training programs that supports job seekers and employers. For 2021-22 fiscal year (as of end of February unless otherwise indicated):

- **Employment Service:** Provided over 441,00 clients with resources, supports, and services to respond to their career and employment needs.
- **Better Jobs Ontario (formerly Second Career):** Provided over 3,500 laid off, unemployed workers with an opportunity to gain new skills for jobs that are in demand in Ontario.
- **Canada-Ontario Job Grant:** Provided grant funding to businesses to train over 6,900 new or current employees.
- **SkillsAdvance Ontario:** A sector-focused workforce development pilot that supported partnerships between 750 employers and 60 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 10,200 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 2,900 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. In 2021-22, MLITSD has connected with nearly 5,000 workers affected by layoffs.
- **Integrated Employment Services:** provided over 37,800 clients (including over 16,200 clients referred by Social Assistance) with employment services, training and supports to gain sustainable employment in prototype communities (as of March 14, 2022).
- **Skills Development Fund:** Supported almost 150 projects that aim to help over 280,000 workers and job seekers.

Creating a Dynamic Labour Market Through the OINP

The Ontario Immigrant Nominee Program (OINP) achieved its 2021 nomination allocation and issued a total of 9,000 nominations to successful applicants across 9 program streams.

The program also surpassed its 5% target for Francophone immigration, reaching 5.3% or 480 Francophone nominees. Nominees in 2021-22 came from over 130 different countries, with applicants from India and China receiving the highest number of nominations.

At least 39% of nominees already had a job offer in Ontario before nomination. More than 97% held a postsecondary degree and at least 57% had high language skills (Canadian Language Benchmark 7 or above) in at least one of Canada's official languages.

Due to growth in the stream since its redesign in 2019, the OINP Entrepreneur Stream now has over 50 applicants operating their businesses in Ontario or who will soon be arriving. In 2021-2022 the OINP Entrepreneur Stream nominated its second entrepreneur applicant for permanent residence. A third nomination is anticipated soon. This number will only increase, as there are another 100 applications that have been received and are being evaluated.

Additionally, in December 2021 the \$6M Entrepreneur Pilot was announced as part of the Fall Economic Statement, with a goal of identifying 100 foreign entrepreneurs and matching them with business creation or purchasing opportunities in Ontario. A third-party vendor was procured to work with the Ministry to deliver the Pilot, and work commenced in April 2022.

Supporting Social and Economic Integration of Newcomers

Through the Immigration and Settlement Program, the ministry provided settlement and language training services to nearly 120,000 newcomers in 2021-22. This includes delivery of:

- Settlement services including service navigation, information, orientation and referrals to community and government services such as education, health, housing, and employment assistance to over 73,000 newcomers;
- Language training classes to approximately 44,000 newcomers to help them develop language skills needed to settle and find employment in Ontario; and
- Language interpretation services to help 5,300 victims of domestic or sexual violence with language barriers access social, healthcare and legal supports.

On December 2, 2021, the Working for Workers Act, 2021 received Royal Assent, amending the Fair Access to Regulated Professions and Compulsory Trades Act, 2006 (FARPACTA) to reduce barriers such as the requirement for Canadian work experience for internationally trained individuals seeking registration with non-health regulated professions and compulsory skilled trades. The changes will help accelerate the registration of internationally trained individuals and support their full participation in Ontario's labour market.

Preventing Workplace Fatalities, Injuries and Illness

In July 2021, the ministry launched its renewed province-wide OHS strategy called *Prevention Works*, which covers the timeframe 2021-2026 and builds on the successes of the past while also creating a renewed vision and foundation for the future.

In 2021-22, the Prevention Works strategy positioned the OHS system to implement evidence-informed, risk-based interventions that will help workplaces comply with OHS laws and standards and support them to achieve OHS excellence. Through Prevention Works, the OHS system is also better positioned to make OHS easier for small businesses, and address the complexities associated with occupational illnesses, work-related mental health and workplace violence and harassment to achieve the greatest impact and better OHS outcomes for Ontarians.

In 2021-22, the ministry implemented the Prevention Works strategy through a governance model that includes several steering committees with representation from across the OHS system. Examples include:

- The System Small Business Study (SBS), where OHS system partners will hear from small businesses directly about the best ways to deliver OHS services to small businesses in relevant and cost-effective ways.
- An opioids-and-the-workplace prevention program, which is expected to help prevent opioid-related deaths among Ontario workers in high-risk sectors.
- A Silica Control Tool, which is expected to help workplaces assess risk and implement effective controls and safe work practices where silica dust may be an occupational hazard.
- The continued rollout of the Funding Modernization initiative started in 2019-20 in the 2022-23 Business Planning Guidelines of Health and Safety Associations.

The ministry also made progress in performance measurement planning for the Prevention Works strategy and is on track to fully implement a system-wide performance measurement model in 2022-23.

The Health and Safety Associations (HSAs) continued 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.

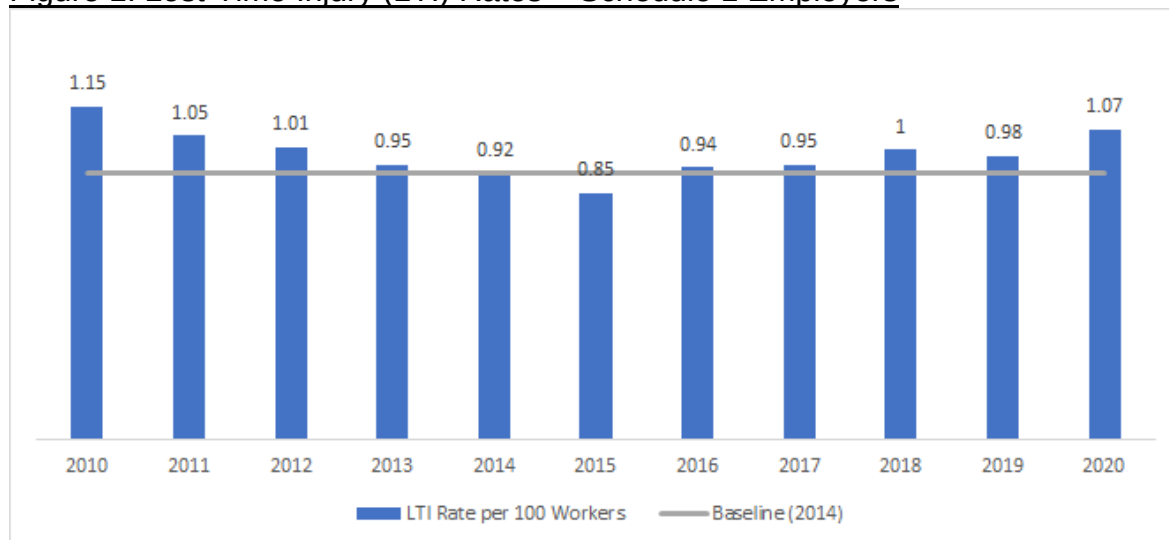
Through the Supporting Ontario's Safety Employers (SOSE) program, MLITSD supports employers in maintaining effective control measures throughout their organization as it relates all health and safety hazards, including COVID-19. Employers are supported through financial and non-financial incentives to 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.

Making Workplaces Safer and Healthier

The ministry continued their commitment of making Ontario workplaces safer and healthier. 2021-22 achievement statistics are provided below:

- OHS Inspectors carried out 76,022 field visit activities and issued 95,847 orders and requirements.
- The WSIB reported a Lost-Time Injury (LTI) rate for Schedule 1 employers of 1.07 in 2020. The 2021 LTI rate will be available by August 2022.

Figure 1: Lost-Time Injury (LTI) Rates – Schedule 1 Employers



Source: Workplace Safety and Insurance Board Annual Data, Schedule 1

- In 2021-22 OHS inspectors conducted 76,022 field visits to 37,205 workplaces across Ontario.
- In 2021-22, the Materials Testing Laboratory (MTL) tested 660 samples in accordance with the CSA G-4 standard.
- In 2021-22, the Radiation Protection Services (RPS) laboratory completed two audits/inspections, collected 1,736 samples, performed 2,335 analyses in support of the Ontario Reactor Surveillance Program (ORSP) and the Ontario Drinking Water Surveillance Program (DWSP). RPS completed a total of 610 x-ray registration and x-ray installation reviews to the end of February 2022.

Protecting Employees and Supporting Employers

In 2021-22 the Employment Standards (ES) Program remained focused on claim resolution. The Program saw lower than normal overall intake for a second consecutive year due to the global pandemic.

The Program also continued its efforts to support compliance modernization through:

- Collaborating with other regulators such as the Ministry of Finance and police agencies to address concerns such as the underground economy and human trafficking.
- Implementing legislative changes to the *Employment Standards Act* and its regulations, including publishing and promoting awareness of resources.
- Supporting employers in complying with the ESA through educational presentations and webinars and providing ongoing education, targeted outreach, and awareness campaigns (including social media and email marketing).

Working for Workers

The Ontario government released recommendations from the Ontario Workforce Recovery Advisory Committee (OWRAC) on making the province the best place to live, work and raise a family. The committee delivered their interim report in the summer 2021, which led to the passing of novel employment standards provisions in Canada through the *Working for Workers Act, 2021*, including requiring larger employers to have a written policy on disconnecting from work, requiring the owner of a workplace to provide access to a washroom to workers making deliveries to or from their workplace, banning businesses from using non-compete agreements, and making it easier for internationally-trained individuals to practice in their professions. The Act also included provisions for a licensing framework for temporary help agencies and recruiters.

In April 2022 the Legislature passed the *Working for Workers Act, 2022* which included foundational rights and protections for people who provide ride-share, delivery, or courier services through digital platforms; a requirement for larger employers to have policies on how they are monitoring their workers electronically; a requirement that workplaces with a risk of a worker opioid overdose have naloxone kits on site; the highest occupational health and safety fines in Canada for businesses that fail to keep workers safe; changes making it easier for out-of-province workers to move here with their families and grow our economy for everyone; improved job protection leave for military reservists, to ensure their day jobs will be waiting for them when they return home.

The ministry is working for workers, by appointing five experts to the new Portable Benefits Advisory Panel to provide advice on expanding benefits like health, dental and vision care to more workers, even if they change jobs. The panel members represent a variety of sectors, including the perspective of those who do not currently have benefits. They have expertise in financial, legal, and labour issues and experience in the structure and administration of benefit plans.

As part of its plan to grow an economy that works for everyone, and to acknowledge the essential services that many minimum wage workers provide, the Ontario government raised the general minimum wage to \$15.00 per hour in 2021-22. As of January 1, 2022, the following wages were in place in Ontario:

- General minimum wage workers are now earning \$15.00 per hour, a raise from \$14.35.
- The special liquor servers minimum wage was removed, and liquor servers who had been earning minimum wage received a pay raise from \$12.55 to \$15.00 per hour.
- Students under the age of 18 who work 28 hours a week or less when school is in session or work during a school break or summer holidays, had their pay raised from \$13.50 to \$14.10 per hour.
- Homeworkers (those who do paid work out of their own homes for employers) had their pay raised from \$15.80 to \$16.50 per hour.
- Hunting, fishing, and wilderness guides had their pay raised from \$71.75 to \$75.00 when working less than five consecutive hours in a day, and \$143.55 to \$150.05 when working five or more hours in a day.

Supporting Employers

In 2021-22, the government announced that the Workplace Safety and Insurance Board (WSIB) would be distributing up to \$1.5 billion of WSIB surplus funds from its Insurance Fund to safe employers. This surplus rebate is expected to provide 300,000 businesses back approximately 30 per cent of their annual premium payments, helping create new jobs and allowing for higher paycheques for

workers. This builds on the government's \$2.4 billion that has already been given back to employers through premium reductions, while maintaining benefits for injured workers.

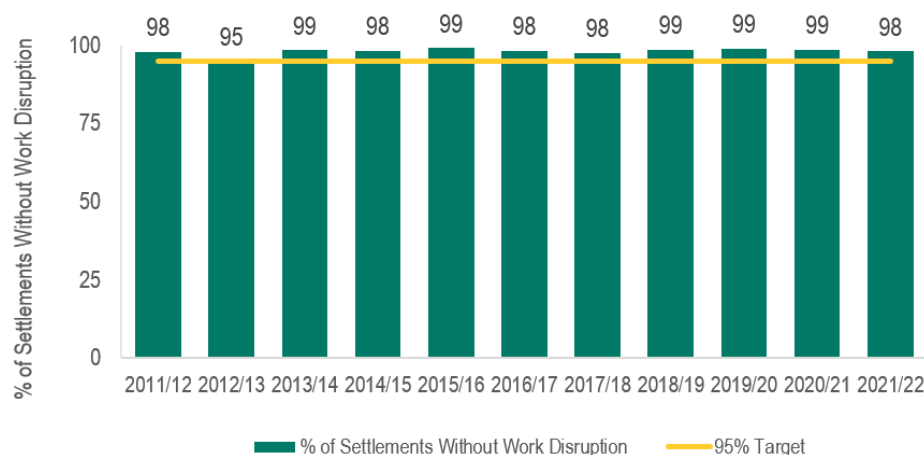
Safe employers received their surplus rebates as of April 2022.

Creating and Maintaining a Stable Labour Relations Environment

In the 2021-22 fiscal year, MLITSD continued to modernize labour relations services to align with the government's commitment to digitization by making it simpler and easier to access neutral collective bargaining information on Collective Bargaining Ontario. 2021-22 achievement statistics are provided below:

- In 2021-22, the ministry assisted bargaining parties in response to approximately 2,160 conciliation and mediation files. Of all settlements in the 2021-22 fiscal year, 98% 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 a 107% increase in the incidence of strikes and lock-outs when compared year over year. The increase was mainly due to the work stoppages in the mining, air transportation, manufacturing, as well as repair and maintenance sectors.
- Approximately 1,400 collective agreements were ratified in 2021-22, concentrated in the health and social services, public administration, education, trade, transportation, and utilities sectors.
- The ministry made approximately 450 appointments to arbitrators to settle both grievance and interest arbitration disputes where the parties were unable to

agree on their own. Approximately 11% were the result of COVID-19 related grievances in 2021-2022.

- The ministry provided dispute resolution assistance in response to more than 1,600 new requests for arbitration, while closing or completing more than 2350 arbitration files. The Collective Bargaining Highlights report was accessed over 2,300 times and the Collective Bargaining Expiries report was accessed over 655 times.

The ministry continued promoting 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 2,000 applications have been submitted using eRequests in 2021-22, which represents approximately 75% of the application volumes.

In consultation with construction industry stakeholders, the ministry developed a user-friendly instructional guide for that sector to facilitate their transition from a paper-based process to digital technologies when applying for conciliation and arbitration services.

Table 3: Ministry Interim Actual Expenditures 2021-22

	Ministry Interim Actual Expenditures (\$M) 2021-22*
COVID-19 Approvals	\$480.2
Other Operating	\$1,566.8
Other Capital	\$9.8
Staff Strength ** (as of March 31, 2022)	2520.91

* Interim actuals reflect the numbers presented in the *2022 Ontario Budget*

** Ontario Public Service Full-Time Equivalent positions.

ACTS ADMINISTERED BY THE MINISTRY: 2021-22

Ambulance Services Collective Bargaining Act, 2001
Building Opportunities in the Skilled Trades Act, 2021
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)
Front-line and Essential Service Worker Week Act, 2021
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
Occupational Health and Safety Act
Occupational Safety and Health Day Act, 2021
Ontario Immigration Act, 2015,
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, IMMIGRATION, 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, Immigration, 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.

O.Reg. 279/99 (Ontario Immigrant Investor Corporation) made under the Development Corporations Act

- Note MLITSD has not received any responsibilities under other parts of the Development and Corporations Act

“BACK TO WORK” ACTS ADMINISTERED BY THE MINISTRY OF LABOUR, IMMIGRATION, 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

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Treasury Board Secretariat

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Part I: 2022-23 Published Plan

Overview

The Queen of Canada, Her Majesty Queen Elizabeth II, is the 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.

The Office of the Lieutenant Governor provides the services that are required by the Lieutenant Governor in performing her constitutional, representational and community duties. The Office of the Lieutenant Governor provides support (such as administration, strategic planning and events management) that enables the Lieutenant Governor to exercise the Crown's powers for the Legislature and the Government of Ontario, represent all Ontarians when interacting with important visitors from outside Ontario and abroad, and recognize excellence and achievements through Ontario's honours system.

Mandate

To provide services to support the Lieutenant Governor in fulfilling her constitutional, representational and community responsibilities.

The Program provides services that support the Lieutenant Governor in performing her constitutional duties, including:

- Appointment of the Premier
- Appointment of Cabinet ministers on the advice of the Premier
- Ratification of Orders-in-Council recommended by Cabinet
- Summoning, proroguing and dissolving the Legislature
- Granting Royal Assent to bills passed by the Legislative Assembly.

The Program also enables the Office of the Lieutenant Governor to plan and implement the many activities and programs undertaken by the Lieutenant Governor across Ontario and abroad. These activities and programs focus on recognizing excellence and achievements of Ontarians and promoting reconciliation, unity and identity of Ontarians. In addition, the Program supports the Lieutenant Governor in fulfilling her duties in all aspects of Ontario's honours system, including the Order of Ontario, several Ontario medals and awards, and various Lieutenant Governor's awards.

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. The Office of the Lieutenant Governor provides services that support the Lieutenant Governor in fulfilling her constitutional duties. These services include administration, strategic planning and events management.

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 Office of the Lieutenant Governor enables the Lieutenant Governor to:

- Ensure that Ontario always has a Premier who commands the confidence of the Legislative Assembly

- Appoint members of the Executive Council (Cabinet ministers) on the advice of the Premier
- Read the Speech from the Throne at the beginning of a parliamentary session
- Grant Royal Assent, the final step of the legislative process, to bills passed by the Legislative Assembly
- Summon, prorogue and dissolve the Legislature on the advice of the Premier
- Order elections to the Legislative Assembly on the advice of Cabinet, in accordance with the Election Act
- Approve 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 2021-22, the Lieutenant Governor approved **1,892** Orders-in-Council including 231 emergency orders responding to the COVID-19 global pandemic:

- 88 proclamations (22% increase from 2020-21)
- 724 regulations (25% increase from 2020-21) including 231 emergency orders
- 146 Great Seal letters patent and lease letters patent issued under the Public Lands Act
- 121 Great Seal letters patent under the Mining Act
- 29 Deputy Minister appointments
- 49 Justice of the Peace appointments
- 16 Provincial Judges' appointments

The Lieutenant Governor granted Royal Assent **24 times** to a total of **70 bills**.

Diplomatic Engagement

The Lieutenant Governor met in-person and virtually with 23 members of the diplomatic corps throughout 2021-22:

1. Consul General of the Republic of Korea (twice)
2. Consul General of Argentina (twice)

3. Consul General of the Czech Republic
4. Consul General of Israel
5. Consul General of India
6. Consul General of Costa Rica
7. Consul General of El Salvador
8. Consul General of Afghanistan
9. Consul General of Indonesia (twice)
10. Ambassador of Ireland (twice)
11. Consul General of Bangladesh
12. Consul General of the Netherlands
13. Ambassador of Estonia
14. Consul General of the Philippines
15. Honorary Consul General of St. Kitts and Nevis
16. Consul General of Ghana
17. High Commissioner of Sri Lanka
18. Consul General of Cuba
19. Ambassador of Panama
20. Ambassador of Japan
21. Consul General of Poland
22. Ambassador of Cote d'Ivoire
23. Consul General of Ukraine

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 the 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. The Office of the Lieutenant Governor supports the Lieutenant Governor in planning and implementing activities and programs to recognize Ontarians through the honours system.

As Chancellor of the Order of Ontario, the Lieutenant Governor presides over the annual investiture of new members. The Lieutenant Governor also serves as honorary chair of the Ontario Honours Advisory Council and presides annually at the presentation ceremonies of Ontario's several medal programs:

- Ontario Medal for Good Citizenship
- Ontario Medal for Young Volunteers
- Ontario Medal for Firefighter Bravery
- Ontario Medal for Police Bravery

The Lieutenant Governor also presents Ontario's official awards:

- Ontario Senior Achievement Award
- Lincoln M. Alexander Award (for efforts to eradicate racial discrimination)
- James Bartleman Indigenous Youth Creative Writing Award
- Hilary M. Weston Scholarship (for graduate-level social work students in the area of mental health)
- David C. Onley Award for Leadership in Accessibility

Successive Lieutenant Governors have created awards programs in partnership with independent organizations to recognize achievements in fields of endeavour, including:

- Lieutenant Governor's Ontario Heritage Awards (Ontario Heritage Trust)
- Lieutenant Governor's Award for Marketing Excellence in Ontario (Economic Developers Council of Ontario)
- Lieutenant Governor's Medal of Distinction in Public Administration (Institute of Public Administration of Canada in Ontario)
- Lieutenant Governor's Cup (sport horse breeding), (Royal Agricultural Winter Fair)
- Lieutenant Governor's Award for Excellence in Ontario Wines (Ontario Wine Awards)

- Lieutenant Governor's Distinguished Service Award (Royal Ontario Museum)
- Lieutenant Governor's Award for Design Excellence in Architecture (Ontario Association of Architects)

The COVID-19 pandemic caused a number of awards programs to be delayed in 2020-21. In 2021-22 the Lieutenant Governor was able to present several awards in person and virtually. These include the James K. Bartleman Awards, the Pauline McGibbon Awards, the David C. Onley Awards, the Hilary M. Weston Awards, and the Lincoln M. Alexander Awards.

The Lieutenant Governor 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

The COVID-19 pandemic significantly altered the Lieutenant Governor's routine programming and the activities of the Office. As the pandemic continued in the fiscal year 2021-22, the Office of the Lieutenant Governor continued to support the Lieutenant Governor by shifting to remote and virtual programming where necessary. This allowed for engagement with a maximum number of Ontarians around the province and ensured vital voices were heard and amplified.

Community Involvement

The Lieutenant Governor actively promotes reconciliation efforts with First Nations, Metis and Inuit people throughout the province. This includes meeting with Indigenous leaders, elders and knowledge keepers and bearing witness to traditional ceremonies. On September 30, 2021, the Lieutenant Governor attended events marking the first National Day for Truth and Reconciliation in Canada.

The Lieutenant Governor also lends support to initiatives bearing the name of the 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 the 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.

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), democracy, and Ontario in the World. The Office of the Lieutenant Governor leads the planning and administration of the Lieutenant Governor's community and international engagements.

Throughout her mandate, the Lieutenant Governor has sought out opportunities to engage with Ontarians and support sustainability initiatives while raising awareness of the United Nations Sustainable Development Goals (SDGs). In July 2021, a one-day virtual conference was held to highlight Ontarians who are championing sustainability and to bring together individuals, organizations, educational institutions, and government representatives from across the province. The "Shaping Sustainability in Ontario Conference" consisted of 5-panel discussions, three Ted Talks, and three performances and took place over the course of one day via live stream. The audience included provincial and federal government employees, political leaders, and members of the public.

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 maintains active relationships with members of the uniformed services through honorary appointments (Colonel of the Regiment of The Queen's York Rangers (1st American Regiment), her aides-de-camp and volunteers and by traditional attendance at ceremonies honouring veterans and first responders.

The Lieutenant Governor continues the longstanding tradition of granting vice-regal patronage by serving as honorary patron of many non-profit organizations and registered charities.

Engagement Statistics:

During the fiscal year 2021-22, the Office of the Lieutenant Governor supported the Lieutenant Governor's participation in **605 public engagements** reaching all corners of the province and Ontarians of all backgrounds and ages. This included:

- 500 public engagements in the Lieutenant Governor's Suite
- 105 public engagements in the Community

Engagements in 2021-22 included the following:

- Leading the provincial recognition and mourning of the passing of the Duke of Edinburgh in person and virtually.
- Making a visit to the City of London Ontario in the aftermath of the terrorist attack on a Muslim family. The Lieutenant Governor met with members of the Muslim community and thanked residents for coming together in a time of need.

- Hosting a panel discussion with the Quarter Century Club to recognize leaders of the Ontario Public Service whose work was instrumental to the province's response to the pandemic.
- Attending a Remembrance Day service in the Town of Scugog, and meeting with local veterans and community members.
- Inviting mayors across the province to request a video from the Lieutenant Governor for their Canada Day Zoom events, resulting in a full day of pre-recorded messages reaching tens of thousands of Ontarians in all parts of the province.

As part of supporting the municipal order of government and learning about local issues, the Lieutenant Governor visited **19 Ontario communities**: Toronto, Ottawa, Mississauga, Brampton, Hamilton, London, Vaughan, Oakville, Waterloo, Caledon, North Bay, Haldimand County, Stratford, Orangeville, Centre Wellington, Scugog, Niagara-on-the-Lake, Brighton, and Erin.

Communicating with Ontarians

The Office of the Lieutenant Governor continues to prioritize the modernization of official communications with Ontarians. Examples and results of this work include the following:

- The Lieutenant Governor's website continues to incorporate routine updates reflecting the Lieutenant Governor'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 is widely consulted by the media, students and the public.
- The Lieutenant Governor maintains active social media accounts on Facebook, Instagram, Twitter and YouTube.
- The Lieutenant Governor recorded **122 video messages** that were broadcast as part of events around Ontario.
- The Lieutenant Governor provides special event messages to charitable organizations and congratulatory greetings to Ontarians celebrating birthdays (90 years and older) and anniversaries (50 years and longer). In 2021-22, the Office provided **70 event messages** and **4,097 greetings**.
- Since the withdrawal of Canadian and international troops from Afghanistan in 2021, the Lieutenant Governor has spent time meeting with newly arrived refugees and welcoming them to Ontario.

Table 1: Ministry Planned Expenditures 2022-23 (\$M)

Account Type	\$M
COVID-19 Approvals	0.0
Operating	1.9
Capital	0.0
Total	1.9

Legislation

The Constitution Act, 1867, as well as Federal and Provincial legislation, directly governs the operation of the Office of the Lieutenant Governor. The Ontario Provincial legislation applying to this office is the Lieutenant Governor Act.

Lieutenant Governor Act R.S.O. 1990, Chapter L.13

Powers vested in Lieutenant Governor

1. In matters within the jurisdiction of the Legislature, all powers, authorities and functions that, in respect of like matters, were vested in or exercisable by the governors or lieutenant governors of the several provinces now forming part of Canada or any of the provinces, under commissions, instructions or otherwise, at or before the passing of the Constitution Act, 1867, are, so far as the Legislature has power thus to enact, vested in and exercisable by the Lieutenant Governor or Administrator for the time being of the Province of Ontario, in the name of Her Majesty or otherwise as the case requires, subject always to the Royal Prerogative as heretofore. R.S.O. 1990, c. L.13, s.1.

Power to Remit Sentences

2. Section 1 shall be deemed to include the power of commuting and remitting sentences for offences against the laws of Ontario or offences over which the legislative authority of the Province of Ontario extends. R.S.O. 1990, c.L.13, s.2.

Lieutenant Governor a Corporation Sole

3. The Lieutenant Governor for the time being is a corporation sole, and all bonds, recognizances and other instruments by law required to be taken to the Lieutenant Governor in his or her public capacity shall be taken to him or her by the name of the office of Lieutenant Governor, and may be sued for and recovered by him or her by the name of the office of Lieutenant Governor, and the same shall not in any case go to or vest in the personal representatives of the Lieutenant Governor during whose government the same were so taken. R.S.O. 1990, c.L.13, s.3.

Power to Appoint Deputies for Certain Purposes

4. The Lieutenant Governor may, with the advice and consent of the Executive Council, from time to time, appoint any person or persons, jointly or severally, to be his or her deputy or deputies for Ontario or any part or parts thereof, for the purpose of executing marriage licences, money warrants and commissions under any Act of the Legislature. R.S.O. 1990, c. L.13, s. 4.

Detailed Financial Information

Table 2: Operating Summary by Vote

Vote/Program	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	Change from Estimates 2021-22 %	Estimates 2021-22 \$	Interim Actuals 2021-22 \$	Actuals 2020-21 \$
Operating Expense						
Office of the Lieutenant Governor	1,903,500	0	0.0	1,903,500	1,903,500	1,503,866
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	1,503,866
Special Warrants	0	0	0.0	0	0	0
Total Operating Expense	1,903,500	0	0.0	1,903,500	1,903,500	1,503,866

Table 3: Historical Trend Analysis

Historical Trend Analysis Data	Actuals 2019-20 \$	Actuals 2020-21 \$	Estimates 2021-22 \$	Estimates 2022-23 \$
Total Operating	1,957,011	1,503,866	1,903,500	1,903,500
Year over Year Change in Percentage	11%*	-23%	27%	0%

* The percentage compares the 2018-19 Actuals to the 2019-20 Actuals

Table 4: Ministry Interim Actual Expenditures 2021-22

Account Type	Ministry Interim Actual Expenditures (\$M) 2021-22 *
COVID-19 Approvals	0.0
Operating	1.9
Capital	0.0
Staff Strength** (as of March 31, 2022)	11.0

* Interim actuals reflect the numbers presented in the 2022 Ontario Budget.

** Office of the Lieutenant Governor Full-Time Equivalent positions.

For additional financial information, see:

[Expenditure Estimates](https://www.ontario.ca/page/expenditure-estimates) (URL: <https://www.ontario.ca/page/expenditure-estimates>)

[Public Accounts of Ontario](https://www.ontario.ca/page/public-accounts-ontario-past-editions) (URL: <https://www.ontario.ca/page/public-accounts-ontario-past-editions>)

[2022 Budget](https://budget.ontario.ca/2022/index.html) (<https://budget.ontario.ca/2022/index.html>)

Organization Chart

Lieutenant Governor

Chief of Staff and Private Secretary

Executive Assistant*

Director, Research and Strategic Analysis (Vacant)

Chief Steward

Support Service Worker (P/T)

Assistant Chief Steward (On Call Basis)

Manager, Event Operations

Senior Advisor, Program & Events

Senior Advisor, Program & Events

Senior Advisor, Program & Events (Vacant)

Senior Advisor, Communications & Events

Senior Advisor, Research and Communications

Administrative Assistant

* Executive Assistant to the Lieutenant Governor and to the Chief of Staff and Private Secretary

Estimates Briefing Book 2022-23

Ministry of Long-Term Care

Ce document est disponible en français

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PART I: 2022-23 PUBLISHED PLAN

Ministry of Long-Term Care

Ministry Overview

Ministry's Vision

The Ministry of Long-Term Care (the “ministry”) is fixing long-term care, so that every resident experiences the best possible quality of life, supported by safe, high-quality care. This vision will be realized through: (1) improving staffing and care, (2) driving quality through better accountability, enforcement, and transparency, and (3) building modern, safe, comfortable homes for Ontario’s seniors.

The Fixing Long-Term Care Act, 2021

On April 11, 2022, a new legislative framework to govern long-term care services came into force, repealing and replacing the *Long-Term Care Homes Act, 2007*. The development of the *Fixing Long-Term Care Act, 2021*, and its supporting regulation, was informed by external third-party reviews – such as the Long-Term Care COVID-19 Commission report and the Auditor General report. It includes new measures to support the three pillars of the government’s plan to fix long-term care, which is designed to ensure that Ontario’s seniors get the quality of care they need and deserve both now and in the future. The three pillars are:

1. Improving staffing and care;
2. Driving quality through better accountability, enforcement, and transparency; and
3. Building modern, safe, comfortable long-term care homes for Ontario’s seniors.

Improving Staffing and Care

The legislation contains several new measures to improve staffing and care. Most notably, it establishes a system level target of an average of four hours of daily direct care provided by registered nurses, registered practical nurses and personal support workers per resident, per day by March 31, 2025, and to increase care provided by allied health care professionals to a system target average of 36 minutes of daily direct care provided by allied health professionals (AHPs) per resident, per day by March 31, 2023. Furthermore, the legislation establishes interim annual targets and requires the Minister to annually assess and report on progress towards targets and if a target is not met, develop and make public a plan with proposed strategies to assist in achieving the target.

Driving Quality Through Better Accountability, Enforcement and Transparency

The legislation also places a greater emphasis on quality improvement, supported by enhanced accountability, transparency, and enforcement. It aligns the language in the Residents’ Bill of Rights with the grounds of discrimination in the Ontario Human

Rights Code and expands the rights of residents to have access and support from their caregivers, as well as to receive care and services based on a palliative care philosophy based on consent.

To increase accountability and build towards a culture of continuous quality improvement, the legislation includes several measures. One of these measures is the requirement for long-term care homes to implement a quality improvement initiative.

Another requirement is for the form and method of conducting family/caregiver experience surveys to be set out in the regulations. In addition, the legislation enables the creation of a Long-Term Care Quality Centre to support improved compliance.

The legislation includes new and updated compliance measures that will be used as part of the ministry's inspection program, which aims to hold licensees to account for the care they provide. The measures were developed using modern regulator principles and include a broad range of compliance measures and proportional responses to specific instances of non-compliance. These new measures range from issuing Administrative Monetary Penalties to bringing in a supervisor to manage on a temporary basis the entire operations of the long-term care home or a specific issue—such as infection prevention and control, financial or clinical operations.

In addition, the legislation doubles the fines that can be levied upon the conviction for an offence. Individuals can be fined up to \$200,000 for first offence and \$400,000 for second offence, and corporations can be fined up to \$500,000 for first offence and \$1,000,000 for second offence.

There are also significant changes when it comes to fines. The legislation doubles the fines on the conviction of an offence for individuals (up 100 per cent to \$200,000 for first offence, \$400,000 for second offence) and corporations (up 150 per cent to \$500,000 for first offence, \$1,000,000 for second offence).

Building Modern, Safe and Comfortable Homes for Ontario's Seniors

The legislation includes new measures to build safe, modern, and comfortable homes for Ontario's seniors. It permits the Minister to make a policy that outlines how the Minister determines if beds are needed in the province and if licence requests are in the public interest by maintaining a healthy market competition and balance between non-profit and for-profit ownership. Additional measures include streamlining the process for approval of management companies where help is required for the day-to-day operation of a home. This helps ensure that timely decisions are made and allows the ministry to be responsive to urgent needs.

There are also modified requirements to support the development and redevelopment process. These include: amended references to the Design Manual to make it easier for the ministry to update standards, streamlined requirements for license expiries, and the removal of loopholes to prevent a person unrelated to the operation of a home from gaining a controlling interest in a licensee's corporation without seeking ministry approval.

Through the measures listed above—and the many others contained in the *Fixing Long-Term Care Act, 2021*—this legislation helps form the foundation on which the ministry will work to build a long-term care sector where every resident experiences the best possible quality of life, supported by safe and high-quality care.

More Beds, Better Care Act, 2022

On August 18, 2022, the Ontario Government introduced the *Plan to Stay Open: Health System Stability and Recovery*, which includes amendments to the *Fixing Long-Term Care Act, 2021* through the *More Beds, Better Care Act, 2022*.

The plan also includes a suite of investments totalling \$37 million in 2022-23, and \$62 million annually moving forward, to help ensure Ontarians are getting the right care in the right place and help avoid unnecessary hospitalization.

The new funding in 2022-23 includes a number of investments such as:

- \$20 million to create a new Local Priorities fund, delivered by Ontario Health, to support timely interventions based on community needs.
- \$5 million boost to Behavioral Supports Ontario so the program can increase specialized staff and access to therapeutic supplies and equipment.
- \$2.6 million for the Baycrest Virtual Behaviour Medicine program.

The ministry is also taking additional steps under the plan including:

- Reactivating long-term care respite care programs for high-needs seniors to prevent possible hospitalization.
- Opening up long-term care beds that no longer need to be held for pandemic-related isolation purposes through an updated Minister's Directive, which came into effect on August 30, 2022.
- Further exploring the use of vacant LTC beds as hospital-operated transitional or convalescent care beds based on regional availability.
- Working to enable community partnerships to provide more supplies, equipment, and diagnostic testing in long-term care homes to prevent potential hospitalization.
- Expanding specialized supports and services for people in long-term care with complex needs like bariatric, behavioural and dialysis.

This suite of interconnected actions aims to reduce the number of ALC patients in hospitals in the present, while taking the steps needed to support lower ALC numbers in the future. It helps ensure that patients who require hospital treatment can get the emergency treatment, surgeries, and other hospital services they need when they need it. At the same time, it helps ensure that ALC patients being moved receive care in a more suitable setting that offers a better quality of life while they wait for their preferred long-term care home.

Ministry Programs

Staffing

In December 2020, the ministry released, “A better place to live, a better place to work: Ontario’s long-term care staffing plan” (“the Staffing Plan”). 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.

The plan focuses on six key areas of action:

1. Increasing staffing levels
2. Disrupting, accelerating, and increasing education and training pathways
3. Supporting ongoing staff development
4. Improving working conditions
5. Providing effective and accountable leadership
6. Measuring success

A central component of this plan is to increase the hours of direct care provided by registered nurses (RNs), registered practical nurses (RPNs) and personal support workers (PSWs) from the 2018 provincial average of two hours and 45 minutes per resident, per day to a system average of four hours per resident, per day over four years. To implement this plan, the government is investing up to \$4.9 billion by 2024-25 to help create over 27, 000 new full-time positions for RNs, RPNs and PSWs in long-term care. In addition, this funding will support a 20 per cent increase in direct care time by allied health professionals including physiotherapists and social workers by March 31, 2023.

In 2021-22, the government provided up to \$270 million to long-term care homes to increase direct care for residents to meet the system-level average targets of: 3 hours, per resident, per day for care provided by PSWs, RNs and RPNs; and 33 minutes of care provided by allied health care providers by March 31, 2022. In March 2022, the government announced up to \$673 million in 2022-23 to increase the system-level average of care provided by RNs, RPNs and PSWs to 3 hours and 15 minutes per

resident, per day and to increase the care provided by allied health professionals to a system-level average of 36 minutes, per resident, per day by March 31, 2023.

An investment of \$1.25 billion and \$1.821 billion has been committed for staffing increases in the 2023-24, and 2024-25 fiscal years. In 2021/2022 up to \$270 million was invested.

Since the launch of the Staffing Plan, the government has made significant investments in the training and education of PSWs and nurses to support the over 27,000 positions that are being created in long-term care homes.

As part of this historic staffing plan, the Ontario government announced on January 21, 2021, an investment of \$2.4 million to train up to 300 personal support workers for positions in long-term care homes in the Ottawa area.

On February 24, 2021, the government announced a further investment of \$115 million to train up to 8,200 new Personal Support Workers (PSWs) for high-demand jobs in Ontario's health and long-term care sectors. In collaboration with Colleges Ontario, starting in April 2021, all 24 publicly assisted colleges offer this innovative, fully funded program. As of September 2022, over 8,100 PSWs were enrolled in or graduated from the program.

In March 2021, the ministry launched the third and final phase of the Attending Nurse Practitioners in Long-Term Care Initiative (ANP Initiative), with funding for an additional 15 nurse practitioners. This brings the total nurse practitioners funded through the program to 75. On April 28, 2021, the government announced that they were making \$86 million available to train approximately 8,000 PSWs through private career college programs and district school boards programs. As of September 2022, over 10,427 PSWs were enrolled in or graduated from the program.

The investments continued when, on May 14, 2021, the government announced \$35 million to increase enrollment in nursing education programs in publicly-assisted colleges and universities across the province. These new spaces became available in the Fall 2021 and Winter 2022 cohorts and will introduce approximately 1,130 new practical nurses and 870 registered nurses into the health care system. This investment also supported the expansion of clinical education placements for nursing and PSW students in long-term care by building supports for preceptors overseeing student placements and backfilling their time while supporting students.

Additionally in October 2021, the government implemented a \$10 million annual fund to support ongoing professional development opportunities in long-term care, through the Supporting Professional Growth Fund. The fund supports training opportunities for long-term care staff to help them stay current on best practices in their field.

In addition, in October 2021, the government announced up to \$100 million to add an additional 2,000 nurses to the long-term care sector by 2024-25. This funding enabled the creation of two innovative programs. The first is the *BEGIN Initiative: Bridging Educational Grant in Nursing*, jointly offered by the Ministry of Long-Term Care, the Ministry of Health, and the Registered Practical Nurses Association of Ontario.

The program provides financial support to PSWs and RPNs so they can pursue further education to become registered practical nurses and registered nurses respectively.

The other program created was the *Nursing Program Transformation in Ontario's Colleges*, jointly offered by the Ministry of Long-Term Care, the Ministry of Colleges and Universities, and Colleges Ontario. It introduces hyFlex (i.e., combination of online and in-person) learning models in practical nursing and Bachelor of Science in Nursing programs, to provide students the flexibility to learn as per individual schedules. It also provides up to \$6,000 a year in financial support to internationally trained nurses to gain the credentials required to work in Ontario.

On October 28, 2021, the government announced an extension of the temporary wage enhancement for PSWs, which is now permanent. The temporary wage enhancement helped stabilize, attract, and retain the PSWs needed to provide a high level of care during the COVID-19 pandemic and to continue these important supports in the long-term recovery from the pandemic. Approximately 50,000 PSWs were eligible in long-term care for the \$3 per hour wage enhancement. On April 14, 2022, the government announced through the *Plan to Stay Open* that it was making the PSW wage enhancement permanent.

Announced on November 4, 2021, in the 2021 Ontario Economic Outlook and Fiscal Review, the government committed to investing an additional \$57.6 million, beginning in 2022–23, to hire 225 nurse practitioners in the long-term care sector, including specialized incentives to help retain nurse practitioners. This announcement also included \$342 million, beginning in 2021–22, to add over 5,000 new and upskilled registered nurses and registered practical nurses as well as 8,000 personal support workers.

In partnership with the Ministry of Health, Ontario Health (OH) and the Colleges of Nurses of Ontario (CNO), a Long-Term Care Staffing Pool was announced on January 17, 2022, to identify a pool of internationally educated CNO applicants that can be deployed to long-term care homes in need of staffing support. The staffing pool supports long-term care homes who need to hire staff on a temporary, urgent basis to carry out the added workload for essential services and/or to temporarily replace long-term care workers who are sick or in isolation as a result of the COVID-19 pandemic.

This was followed by a phased expansion of CNO's Long-Term Care Supervised Practice Experience Partnership (SPEP) program to long-term care, beginning in February 2022. The program provides eligible Internationally Educated Nurses (IENs) with the opportunity to obtain a supervised practice experience in long-term care homes that can be used to meet CNO's evidence of practice and language proficiency requirements, which is necessary to qualify for registration to practice as a nursing professional in Ontario. Through the SPEP program, 661 IENs have received licensure as of September 2022. The government launched the *Preceptor Resource and Education Program for Long-Term Care* in February 2022. Through this program, the government is investing \$73 million over three years to train and provide clinical placements for over 16,000 PSW and nursing students. The program will provide more opportunities for career development within long-term care and ensure PSW and nursing students receive critical hands-on experience to better serve the needs of residents.

On March 2, 2022, the government announced an investment of \$34 million over four years to increase enrolment in nursing and PSW programs at six Indigenous Institutes. This funding will support participating Indigenous Institutes to expand existing programs or create new ones to support culturally responsive education and training of approximately 340 practical nursing, 60 Bachelors of Science in nursing, and 400 PSW students.

On March 7, 2022, the government announced the Temporary Retention Incentive for Nurses (TRIN) to provide Ontario nurses with a lump sum retention incentive of up to \$5,000 per person. This payment will help to retain nurses across the health sector and stabilize the current nursing workforce during this critical time to ensure patients and residents continue to access the health care they need and deserve.

To complement these new programs, the government also launched the *Careers in Caring* marketing campaign in December 2021. The objective of the campaign was to attract new PSW students to the long-term care sector by informing them about available PSW courses and growth opportunities in the sector, as well as promote awareness regarding growth opportunities in the sector for sector professionals. The campaign encouraged people to visit ontario.ca/ltccareers, where they were connected to a wide range of resources on building a long-term care career as a PSW, nurse, or allied staff member.

The Staffing Supply Accelerator Group—established on March 16, 2021—has been working to champion the expansion, acceleration and innovation in training and education for long-term care staff. This group includes various external partners including post-secondary education regulatory bodies professional associations, and long-term care sector representatives. To support the work of the Staffing Supply Accelerator Group, the ministry has also established a Long-term Care Clinical Education Working Group and Long-term Care Bridging/Laddering Task Team.

Increasing staffing levels is a crucial part of fixing long-term care. Broad, sustainable improvements in resident outcomes requires creating a systemic culture of continuous quality improvement with a focus on resident outcomes. To build this culture, the ministry will continue to engage with residents and families to understand what quality of life and quality of care means to them.

Food and Nutrition

As part of the overall increase of 1.75% in the level of care funding provided to the sector in 2022-23, the Ontario government is investing over \$40 million, representing a 15% increase, in nutritional support funding for long-term care homes in 2022-23. This 15 per cent increase accounts for the estimated 8.3 per cent increase in food costs since 2019, as well as 'hidden' food inflation not captured in the official data, to enable long-term care homes to better provide residents with safe and appropriate food and nutrition services that are in alignment with their plans of care and contribute to better health and quality of life outcomes.

In addition, the government adopted new regulations under the *Fixing Long-Term Care Act, 2021* that will further increase quality of life and care for residents in the area of food and nutrition. For example, homes are now required to deliver menu planning flexibility that better reflects the needs of the residents such as speciality diets and menu substitutions that have consistent nutritional value, to serve menus that provide a variety of foods every day, including fresh produce and local foods in season, and they are required to provide meals and snacks at times that are chosen with support from the home's Residents' Council and its administrator.

Development / Increasing Long-Term Care Capacity

The government has invested \$6.4 billion to build 30,000 net new long-term care spaces by 2028. This includes a \$3.7 billion investment beginning in 2024-25, on top of the historic \$2.68 billion already invested since Spring 2019. The funding will be used to add new capacity and upgrade older spaces to modern design standards. It supports the government's goal of ending hallway health care, addressing growing waitlists, and ensuring that every resident experiences the best possible quality of life, supported by safe, high-quality care.

In 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 new and upgraded spaces. This model continues to be instrumental in building the long-term care spaces the province needs to provide residents with care they deserve.

The Modernized Funding Model is speeding up development by:

1. Creating four new regional categories based on geographic location (market segment): 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 market segment, 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.

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 1,272 long-term care spaces in three hospital-owned properties in Mississauga, Toronto, and Ajax.

On February 1, 2022, the government celebrated the completion of the first brand-new long-term care home built under the Accelerated Build Pilot program. The new home, named Lakeridge Gardens, is built in Ajax and is located on the same grounds as the Ajax Pickering Hospital. The buildings in Mississauga and Toronto are currently under construction and estimated to open for residents in 2023.

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 sell the sites to meet key priorities of expediting delivery of long-term care on those sites.

Progress on the Oakville site was celebrated on October 13, 2021, when the government announced that the site would be used to build two brand-new long-term care homes. The sale of the Oakville site was finalized and closed on March 31, 2022.

Between March and April 2022, the government announced the sale of three more provincial surplus properties in Mississauga, Toronto and Hamilton with the requirement that long-term care homes be built on the properties.

In total, the Surplus Provincial Lands initiative will add up to 2,240 additional long-term care spaces for seniors.

As of August 2022, Ontario has 31,705 new and 28,648 upgraded beds in the development pipeline. This includes 53,348 new and upgraded beds that are in the planning stage, 5,071 are under construction, and 1,934 have been opened.

This exemplifies the great progress towards our goal of fixing long-term care across the province and delivering on the commitment to build 30,000 net new beds by 2028. Building more not-for-profit long-term care spaces is essential to building long-term care capacity in Ontario. That is why, on December 2, 2021, the government announced that it would be providing loan guarantees to make it easier for non-municipal not-for-profit homes to secure development loans from Infrastructure Ontario (IO) by launching the Not-For-Profit Loan Guarantee Program.

Securing financing is a long-standing challenge to development faced by the not-for-profit long-term care sector. With the new Not-for-Profit Loan Guarantee Program, \$388 million in lending from IO will be unlocked for not-for-profit long-term care homes. Enabling IO lending also reduces not-for-profit operator borrowing costs by using the borrowing power of the Province and eliminates interest rate risk during the mortgage period through a fixed interest rate for 25 years. Increasing not-for-profit capacity in the sector also helps ensure that Ontario's seniors have access to a range of choices and locations for their long-term care needs. To enable capital lending to public hospitals for the purpose of long-term care bed development, the ministry has also negotiated an additional unique guarantee program through a Memorandum of Understanding (MOU) with the Ontario Financing Authority.

Resident Safety and Security

The health, safety, and wellbeing of long-term care residents is the highest priority for the ministry. That is why the inspections system is central to fixing long-term care. The inspections system exists to keep residents safe—and the ministry continually assesses information and re-prioritizes inspections daily based on harm, or risk of harm to residents. Any abuse or neglect of long-term care residents is unacceptable. The Ministry of Long-Term Care responds immediately when a resident is harmed or is at risk of serious harm.

As part of the work to fix long-term care and ensure long-term care resident safety, the government is investing an additional \$72.3 million over three years to increase enforcement capacity. This will double the number of inspectors across the province

in 2022-23 and will make Ontario's inspector to long-term care homes ratio one of the highest in Canada.

The ministry has also launched a new and improved proactive inspections program in long-term care homes. The new proactive inspections program takes a resident-centred approach to allow for more direct discussion with residents and to focus on their care needs as well as the services delivered by the home. This initiative reflects what has been learned during the pandemic and responds to the advice of the Long-Term Care COVID-19 Commission and the Auditor General—as well as calls from residents, their families, the public, and those working in the sector.

In addition to improving the inspections program, the ministry has announced a number of other initiatives to improve resident safety and security. For example, the government is providing 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.

The ministry is also partnering with the Institute for Safe Medication Practices (ISMP) Canada, an independent national not-for-profit organization that seeks the advancement of medication safety in healthcare settings. The goal of the partnership is to strengthen medication safety in long-term care homes. ISMP Canada will build capacity within the long-term care sector through education in three critical areas of medication safety—effective response to medication incidents, effective medication management, safe transitions in care—by providing coaching in quality improvement to long-term care homes, strengthening medication incident analysis through direct in-person and virtual facilitation with long-term care homes, and improving and updating tools used by the sector to measure medication safety and evaluate the safety of medication management systems in homes.

Effective May 15, 2021, the government updated regulations to require designated cooling areas of all homes to be served by air conditioning and to be maintained at a safe and comfortable level during specified periods. All long-term care homes in Ontario are now in compliance with this requirement. In comparison, in summer 2020 nearly 13 per cent of long-term care homes had no air conditioning at all.

Furthermore, under *the Fixing Long-Term Care Act, 2021*, homes are required to ensure air conditioning is installed in resident rooms by June 22, 2022 unless limited exception criteria are met. As of August 30, 2022, homes have made significant progress in meeting this requirement, with the vast majority of homes now fully air conditioned.

This progress is a result of the government's investments in the area. The government has invested over \$201 million in heating, ventilation and conditioning systems in long-term care homes to enhance resident safety and comfort. \$61.4 million of the funding was provided through the Infection Prevention and Control Minor Capital Program, and an additional \$23.9 million through the Long-Term Care Minor Capital Program in the 2021-22 fiscal year.

Up to \$100 million in joint provincial-federal funding is being provided through the *COVID-19 Resilience Infrastructure Stream of the Investing in Canada Infrastructure Program*, to make upgrades and improvements to HVAC (heating, ventilation, and air conditioning) and sprinkler systems in long-term care homes across Ontario.

Finally, the government is also investing approximately \$96.6 million through a Supplementary Fund created in 2021-22 to help all remaining long-term care homes install air conditioning in resident rooms as soon as possible. Up to \$50.4 million was provided to homes in 2021-22 and up to \$46.2 million is being provided to homes in 2022-23.

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 total commitment of \$33 million over four years. The program was then expanded in November to additional communities with a further commitment of \$137 million over four years. On October 22, 2021, the government announced that it was investing \$82.5 million over two-and-a-half years to expand the existing Community Paramedicine for Long-Term Care program to an additional 22 communities, making it available to all eligible seniors across Ontario.

This program provides individuals eligible for long-term care and soon to be eligible for long-term care with 24/7 access to non-emergency support, through home visits and remote monitoring. The program also leverages the training and expertise of paramedics in a non-emergency capacity 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. As of August 2022, there are more than 24,000 individuals receiving care through the Community Paramedicine for Long-Term Care program.

On June 4, 2021, the government announced an expansion for behavioural specialized units (BSUs), which is another innovative program for vulnerable long-term care residents. In 2022-23, the government is investing \$9.5 million to support seven BSUs

across the province. This includes \$5.9 million to establish four new BSUs in Penetanguishene (Georgian Manor Home for the Aged), Ajax (Lakeridge Gardens), Scarborough (Bendale Acres), and Toronto (Extendicare Rouge Valley), as well as \$3.6 million to continue the operation of three established BSUs in 2019 in St. Catharines (Linhaven), Mississauga (Cooksville Care Centre) and Whitby (Fairview Lodge). BSUs provide specialized care to individuals with responsive behaviours that cannot be effectively supported in their current environment and for whom all other applicable services (e.g. regular long-term care beds, community supports) have been fully explored. Specialized care in a BSU is required due to the frequency, severity and/or level of risk that the responsive behaviours pose towards themselves, co-residents, visitors and/or staff members. A BSU offers specialized and increased staffing, a tailored environment, focussed behavioural assessment and enhanced care planning.

An important way to help drive innovation and quality improvement is by amplifying the voices of residents and their families and caregivers and listening to their insights and experiences. The *Fixing Long-Term Care Act, 2021* requires every long-term care home to take a survey of residents, families and caregivers to measure their experience with the home. Homes must make every reasonable effort to act on the results of the survey to improve the home. The *Fixing Long-Term Care Act, 2021* also requires every home to implement a continuous quality improvement initiative, that must include an interdisciplinary quality improvement committee for the home. The committee is intended to support ongoing culture shift in long-term care that encourages continuous quality improvement through collaboration between the long-term care homes' staff and leadership as well as representatives from the Residents' Council and Family Council, if any. Among its responsibilities, the committee makes recommendations regarding priority areas for quality improvement in the home.

Another innovative action taken this year is the creation of the 'Long-Term Care Homefinder' at ontario.ca/longtermcare. This new website and search tool provide prospective residents and their families with a one-stop-shop to find and compare long-term care homes across the province, along with other resources to help people make an informed choice when considering long-term care. Each long-term care home has a profile page with helpful information about waiting lists, staff vaccination rates, amenities, inspection reports, contact information, and more. The site also provides information that can help people decide if long-term care is the best option for them and, if so, how to choose a home, apply, and move in.

Future phases of the website and search tool will include more information on each home's profile pages as well as other new features based on user research. When all the information is in place, the 'Long-Term Care Homefinder' will be a valuable resource for all Ontarians who are looking for information about the province's long-term care system.

Lastly—as previously mentioned—the *Fixing Long-Term Care Act, 2021* includes regulation that gives authority to the Minister to establish a Long-Term Care Quality Centre. The purpose of the Quality Centre will be to support LTC homes in improving resident quality of life and quality of care by providing training, leadership development and compliance coaching, while advancing research on innovative, person centred models of care. The ministry plans to consult with sector stakeholders and partners starting in late Fall/Winter 2022 regarding how best to design and implement the initiative.

The Ongoing COVID-19 Response and Recovery

COVID-19 has exposed long-standing issues 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 well before the COVID-19 pandemic.

Working across government and with sector partners, the ministry focused on addressing these challenges, and fixing Ontario’s long-term care system so that residents receive access to the quality care they deserve when and where they need it and experience a high quality of life in a safe, home-like environment.

Since the pandemic began, the government has invested over \$2.8 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. From the earliest stages of COVID-19, the government took decisive action to support all long-term care homes, staff, and residents. The ministry will continue to support homes to reduce any future risks of COVID-19, while balancing the importance of residents’ health, wellbeing, and quality of life.

As we move forward, the lessons learned from 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 2022-23 and beyond.

Vaccines, testing, and other measures to protect long-term care homes

The incredible progress made on vaccinations has helped mitigate the negative health impacts of the virus within the long-term care sector. This progress is a result of Ontarians’ willingness to protect themselves and their families by getting vaccinated, and the measures put in place by the ministry to increase vaccination rates.

On May 31, 2021, Ontario became the first province in Canada to make it mandatory for homes to have COVID-19 immunization policies for staff, students, and volunteers and to set out the minimum requirements that need to be included in these policies.

On October 1, 2021, the government took further action by making COVID-19 vaccinations mandatory for all in-home staff, support workers, students, and volunteers. To promote transparency, the Ministry of Long-Term Care also posted long-term care home staff, student, and volunteer vaccination rates publicly. This announcement was accompanied by additional testing measures.

On December 14, 2021, the government expanded the measures in place to respond to the Omicron wave of the pandemic by expanding the vaccine mandate to all general visitors. In tandem, a number of measures related to testing and limiting spread were announced as well.

Once the key public health and health care indicators began to show signs of continued improvement, the Ontario government, in consultation with the Chief Medical Officer of Health, began to cautiously and gradually lift temporary public health measures in long-term care homes. This included gradual easing of measures put in place to respond to the Omicron wave in long-term care based on a risk-based approach that balanced measures that were still needed to reduce COVID-19 risk alongside the importance of overall resident health, wellbeing, and quality of life.

On September 12, 2022, the Ontario government announced the rollout plan for the bivalent COVID-19 booster dose, which targets both the original COVID-19 virus as well as the Omicron variants. Access to the new bivalent booster has been prioritized for populations most at risk of severe outcomes from COVID-19, including individuals living and working in long-term care and retirement homes

Long-term care residents, staff and essential caregivers are eligible to receive a COVID-19 bivalent booster, regardless of the number of booster doses previously received, if at least a minimum of 3 months has passed since their last dose.

Getting a booster dose restores protection that wanes over time. The COVID-19 bivalent vaccine targets both the original 2019 virus and the Omicron variant.

2022-23 STRATEGIC PLAN

2022-23 is a critical year for the Ministry of Long-Term Care and the long-term care sector. Thanks to the incredible uptake in vaccinations among Ontarians and the public health measures put in place by the government, the province is stabilizing and recovering from the COVID-19 pandemic. Recovery includes advancing efforts to

stabilize the long-term care sector and continuing to implement the government's plan to fix long-term care so that residents receive the care they need and deserve now and in the future.

It is within this context that the ministry has developed a recovery framework 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 Indigenous and Francophone 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 care and a best possible 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, regional health stakeholders, family and resident councils, and community service providers (e.g., mental health providers) play different roles in meeting residents' needs. Clearly delineated roles, responsibilities and accountabilities are required.

The principles guiding the long-term care system's recovery also help guide the government's plan to fix long-term care and the ongoing implementation of this plan. The plan is focussed on building a long-term care system where residents receive high quality care, supported by well-trained staff, in state-of-the-art long-term care homes. It was created based on the advice received from the Long-Term Care COVID-19 Commission and the Auditor General. It also takes into consideration and

responds to the calls of residents, their families, and the public to fix the long-term care sector.

The plan to fix long-term care is built on the following three pillars:

1. **Improving staffing and care:** The Fixing Long-Term Care Act, 2021 (FLTCA) sets out system-level targets for average hours of direct care provided to residents of LTC homes. This requires hiring and training tens of thousands of personal support workers, registered nurses, and registered practical nurses so that residents can receive the level of care they need and deserve. The government is investing up to \$4.9 billion to help hire the 27,000 PSWs, RNs and RPNs to work in long-term care and to help the government reach its system-level target average of four hours of daily direct care provided by RNs, RPNs and PSWs per resident by March 31, 2025, and to provide a provincial target average of 36 minutes daily direct care provided by allied health professionals per resident, per day by March 31, 2023. The legislation establishes interim annual targets and requires the Minister to annually assess and report on progress towards targets and if a target is not met, develop and make public a plan with proposed strategies to assist in achieving the target.
2. **Driving quality through better accountability, enforcement, and transparency:** Holding homes accountable through new legislation and enforcing this accountability through a strong inspections regime coupled with new and updated enforcement tools will help ensure that long-term care homes are meeting the standards expected to care for the residents they serve, while simultaneously improving transparency through tools like the user-friendly LTC Homefinder website. The government has invested \$72.3 million over three years to double the number of inspectors and launch proactive inspections in Ontario.
3. **Building modern, safe, comfortable long-term care homes:** Investing and innovating to build the new and upgraded beds this province needs—in both urban and rural communities—so that the province has the capacity to address the need for long-term care spaces now and moving forward. The government has invested \$6.4 billion to build more than 30,000 net new beds by 2028 and about 28,000 upgraded long-term care beds across the province.

This plan—and the actions being taken to implement it—will help fix Ontario's long-term care system so that every resident experiences the best possible quality of life, supported by safe, high-quality care. As the long-term care system continues to recover from the significant impact of COVID-19, the continued implementation of this plan will ensure that the sector moves forward stronger and more resilient.

Table 1 - Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals	367.6
Other Operating	6,750.9
Other Capital	135.3
Ministry (Pre-Consolidation)	7,253.8
Consolidation Adjustments	(4,879.1)
TOTAL	2,374.8

DETAILED FINANCIAL INFORMATION

Ministry of Long-Term Care
Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
OPERATING EXPENSE						
Ministry Administration Program	5,585,800	(375,400)	(6.3)	5,961,200	7,219,200	5,085,096
Long-Term Care Homes Program	7,112,643,700	707,317,100	11.0	6,405,326,600	6,926,690,700	5,987,246,693
Total Operating Expense to be Voted	7,118,229,500	706,941,700	11.0	6,411,287,800	6,933,909,900	5,992,331,789
Statutory Appropriations	314,014	-	-	314,014	314,014	65,968
Ministry Total Operating Expense	7,118,543,514	706,941,700	11.0	6,411,601,814	6,934,223,914	5,992,397,757
Consolidation Adjustment - Ontario Health	(4,604,063,800)	969,761,600	-	(5,573,825,400)	(4,387,541,100)	(4,185,878,585)
Consolidation Adjustment - Hospitals	(139,698,600)	(92,016,800)	-	(47,681,800)	(140,234,900)	(90,863,663)
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	-	-	-	-	-	(3,246,281)
Total Including Consolidation & Other Adjustments	2,374,781,114	1,584,686,500	200.6	790,094,614	2,406,447,914	1,712,409,228
OPERATING ASSETS						
Ministry Administration Program	-	(1,000)	(100.0)	1,000	-	-
Long-Term Care Program	20,430,000	-	-	20,430,000	-	20,429,959
Total Operating Assets to be Voted	20,430,000	(1,000)	(0.0)	20,431,000	-	20,429,959
Ministry Total Operating Assets	20,430,000	(1,000)	(0.0)	20,431,000	-	20,429,959
CAPITAL EXPENSE						
Long-Term Care Homes Program	135,288,600	(389,352,900)	(74.2)	524,641,500	521,893,500	187,556,938
Total Capital Expense to be Voted	135,288,600	(389,352,900)	(74.2)	524,641,500	521,893,500	187,556,938
Consolidation Adjustment - Hospitals	(135,287,600)	389,352,900	-	(524,640,500)	(521,893,500)	(187,556,938)
Total Including Consolidation & Other Adjustments	1,000	-	-	1,000	-	-
Ministry Total Capital Expense	1,000	-	-	1,000	-	-
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	2,374,782,114	1,584,686,500	200.6	790,095,614	2,406,447,914	1,712,409,228

* 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 April 2022 Ontario Budget.

Ministry Historic Trend Table

Historic Trend Analysis Data	Actuals 2019-20*	Actuals 2020-21*	Estimates 2021-22 *	Estimates 2022-23
	\$	\$	\$	\$
Ministry Operating and Capital Pre-Consolidation	4,422,444,323	6,179,954,695	6,936,243,314	7,253,832,114
Year-over-Year Change #		39.7%	12.2%	4.6%
Consolidation and Other Adjustments (Operating and Capital)	(4,041,113,880)	(4,467,545,467)	(6,146,147,700)	(4,879,050,000)
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	381,330,443	1,712,409,228	790,095,614	2,374,782,114

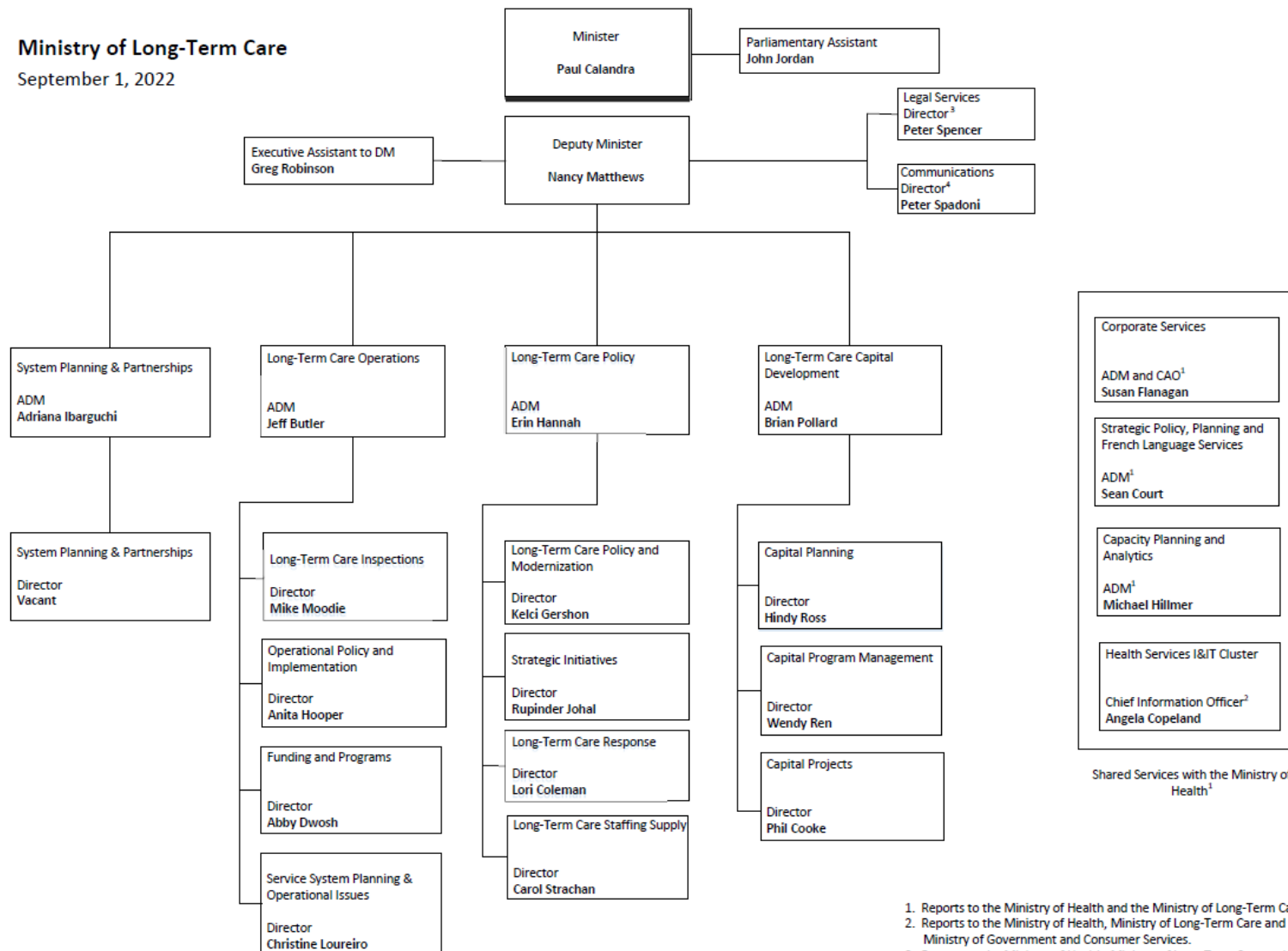
* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.

* Year-over-year changes are mainly driven by time limited COVID-19 investments, Accelerated Builds (Capital), Staffing Strategy and Level of Care.

MINISTRY ORGANIZATION CHART

Ministry of Long-Term Care

September 1, 2022



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.

Ministry Organization Chart

Accessible Version

1. Paul Calandra, Minister
 - 1.1. John Jordan, Parliamentary Assistant
2. Nancy Matthews, Deputy Minister
 - 2.1. Peter Spencer, Director, Legal Services
 - 2.2. Peter Spadoni, Director, Communications
 - 2.3. Greg Robinson, Executive Assistant to DM
 - 2.4. Adriana Iburguchi, Assistant Deputy Minister, System Planning & Partnerships
 - 2.4.1. Director, System Planning & Partnerships (vacant)
 - 2.5. Jeff Butler, Assistant Deputy Minister, Long-Term Care Operations
 - 2.5.1. Mike Moodie, Director, Long-Term Care Inspections
 - 2.5.2. Anita Hooper, Director, Operational Policy and Implementation
 - 2.5.3. Abby Dwosh, Director, Funding and Programs
 - 2.5.4. Christine Loureiro, Director, Service System Planning & Operational Issues
 - 2.6. Erin Hannah, Assistant Deputy Minister, Long-Term Care Policy
 - 2.6.1. Kelci Gershon, Director, Long-Term Care Policy and Modernization
 - 2.6.2. Rupinder Johal, 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. Hindy Ross, Director, Capital Planning
 - 2.7.2. Wendy Ren, Director, Capital Program Management
 - 2.7.3. Phil Cooke, Director, Capital Projects
 - 2.8. Susan Flanagan, Assistant Deputy Minister and Chief Administrative Officer, Corporate Services
 - 2.8.1. Cherrie Lethbridge, Director, HR Strategic Business Unit
 - 2.8.2. Jeffrey Graham, Director, Fiscal Oversight and Performance
 - 2.8.3. Shelley Gibson, Director, Business Services and Facilities
 - 2.8.4. Jim Yuill, Director, Financial Management
 - 2.8.5. John Amodeo, Director, Corporate Management

- 2.9. Sean Court, Assistant Deputy Minister, Strategic Policy, Planning and French Language Services
 - 2.9.1. Robert Francis, Director, Strategic Policy
 - 2.9.2. Robert Francis, Director, Policy Coordination and Intergovernmental Relations
 - 2.9.3. Allison Henry, Director, Health Workforce Regulatory Oversight
 - 2.9.4. Director, Research, Analysis and Evaluation (vacant)
 - 2.9.5. Hanna Ziada, Director, Indigenous, French Language & Priority Populations
- 2.10. Michael Hillmer, Assistant Deputy Minister, Capacity Planning and Analytics
 - 2.10.1. David Lamb, Director, Capacity and Health Workforce Planning
 - 2.10.2. Aileen Chan, Director, Health Data
 - 2.10.3. Jennifer Bridge, Director, Health Analytics and Insights
 - 2.10.4. Kamil Malikov, Director, Health Data Science
- 2.11. Angela Copeland, Chief Information Officer, Health Services I&IT Cluster
 - 2.11.1. Heather Berios, Head, Emergency Health I&IT Solutions & Technology Management
 - 2.11.2. Hélène Wong, Director, Public Health I&IT Solutions
 - 2.11.3. Tanya Bobechko, Head, Payment & Registration I&IT Solutions
 - 2.11.4. Louise Doyon, Head, Community, Mental Health and Addictions and Long-Term Care I&IT Solutions
 - 2.11.5. Arden Tansey, Head, Drugs & Assistive Devices I&IT Solutions
 - 2.11.6. Swetlana Signarowski, Head, Corporate I&IT Solutions & Integration Management

APPENDIX - PART I

ANNUAL REPORT: 2021-22 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

In 2021, as part of its plan to fix long-term care, the government passed the Fixing Long-Term Care Act 2021, which will improve the wellbeing of residents in long-term care and ensure they get the care they deserve.

The Act was designed to implement changes that focus on:

- Improving staffing and care;
- Driving quality through better accountability, enforcement, and transparency; and
- Building modern, safe long-term care homes.

In 2021-22, the province entered the second year of the COVID-19 pandemic and had to tackle increasing transmissible variants of the virus, most notably the Delta and Omicron variants. The ministry responded to these challenges by proclaiming landmark legislation, making historic investments, and innovating across the sector.

The Fixing Long-Term Care Act, 2021

As previously mentioned, the government proclaimed landmark legislation this year. The development of the *Fixing Long-Term Care Act, 2021*, was informed by external third-party reviewers – such as the Long-Term Care COVID-19 Commission and Auditor General. It includes new measures to support the three pillars of the government's plan to fix long-term care: improving staffing and care; driving quality through better accountability, enforcement, and transparency; and building modern, safe, comfortable long-term care homes for Ontario's seniors.

Improving Staffing and Care

As noted above, the government is investing \$4.9B to increase direct care for residents in long-term care homes and supporting the training and education of PSWs and nurses for the over 27,000 new positions that are being created in LTC homes. In addition, the government is supporting recruitment and retention of LTC staff through various initiatives, including through the permanent wage enhancement for PSWs, the Temporary Nursing Retention Bonus, and investments to enable ongoing professional development for staff in long-term care homes. The government has also committed to increasing Nurse Practitioners in long-term care homes by investing in an additional 225 Nurse Practitioners, beginning in 2022-23.

Driving Quality through Better Accountability, Enforcement, and Transparency

The government took many steps this year to improve accountability, enforcement, and transparency. This can be evidenced in the strengthening of the inspections program. The government is providing an additional \$72.3 million over three years to increase enforcement capacity. This will double the number of inspectors across the province by next year and will make Ontario's inspector to long-term care homes ratio one of the highest in Canada. As part of this investment the government launched a new and improved proactive inspections program in long-term care homes and is in the process of hiring 193 new inspections staff. This will ensure that there are enough inspectors to proactively visit each home every year, while continuing reactive inspections to promptly address complaints and critical incidents. The proactive inspections initiative reflects what has been learned during the pandemic and responds to the advice of the Long-Term Care COVID-19 Commission and the Auditor General — as well as calls from residents, their families, the public and those working in the sector.

Another step the government took this year to increase transparency and accountability was creating the 'Long-Term Care Homefinder'. This website and search tool provide prospective residents and their families with a one-stop-shop to find and compare long-term care homes across the province, along with other resources to help people make an informed choice when considering long-term care.

Building Safe, Modern, and Comfortable Long-Term Care Homes

As of August 2022, Ontario has 31,705 new and 28,648 upgraded beds in the development pipeline. This includes 53,348 new and upgraded beds in the planning stage, 5,071 are under construction, and 1,934 have been opened. Overall, the government has invested \$6.4 billion to build these 30,000 net new long-term care beds. This includes a \$3.7 billion investment beginning in 2024-25, on top of the historic \$2.68 billion already invested.

The government also made progress on including air conditioning in all long-term care homes. On April 1, 2021, the government updated regulations to require designated cooling areas of all homes to be served by air conditioning and to be maintained at a safe and comfortable level during specified periods. These new regulations came into effect May 15, 2021, and all long-term care homes in Ontario are in compliance. In comparison, the previous year nearly 13 per cent of long-term care homes had no air conditioning at all. Further, under *the Fixing Long-Term Care Act, 2021* homes are required to ensure air conditioning is installed in resident rooms by June 22, 2022 unless limited exception criteria are met. Homes have made significant progress in exceeding the regulatory requirements by providing cooling throughout their buildings, including in resident rooms. As of August 30, 2022, homes have made significant progress in meeting this requirement, with the vast majority of homes now fully air

conditioned, and work is in progress to install air conditioning in all resident rooms in most of the remaining homes.

2021-22 COVID-19 Response

The pandemic continued to evolve in 2021-22 and challenged the province and the long-term care sector in unprecedented ways. Working across government and with sector partners, the government responded to these challenges with all of the tools at its disposal. These tools included vaccines, testing, restrictions, access to PPE and testing supplies and many other measures. These actions helped protect the health and wellbeing of residents, staff, essential caregivers, and visitors to Ontario's long-term care homes.

Since the pandemic began, the Ontario government has invested over \$2.8 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 alongside the enactment of temporary emergency orders and regulatory amendments.

As we move forward, the lessons learned from the pandemic will continue to inform the ministry's actions long after the virus is defeated. Lessons learned will help inform the measures and investments implemented in 2022-23 and beyond.

Vaccines, testing, and other measures to protect long-term care homes

The incredible progress made on vaccinations has helped mitigate the negative health impacts of the virus within the long-term care sector. This progress is a result of Ontarians willingness to protect themselves and their families by getting vaccinated and of the measures put in place by the ministry to increase vaccination rates.

On May 31, 2021, Ontario became the first province in Canada to make it mandatory for homes to have COVID-19 immunization policies for staff, students, and volunteers and to set out the minimum requirements that need to be included in these policies. The government took further action on October 1, 2021, by making COVID-19 vaccinations mandatory for all in-home staff, support workers, students, and volunteers.

On December 14, 2021, the government expanded the measures in place to respond to the Omicron wave of the pandemic by expanding the vaccine mandate to all general visitors.

Once the key public health and health care indicators began to show signs of continued improvement, the Ontario government, in consultation with the Chief Medical Officer of Health, began to cautiously and gradually lift temporary public

health measures in long-term care homes.

On March 14, 2022, the Minister's Directive on Long-Term Care Home COVID-19 Immunization Policy was revoked, shifting from a provincial directive that required homes to have a mandatory vaccination policy to a guidance-based approach that continued to support long-term care homes with their employer-led policies and best practices.

Innovating Across the Sector

Many of the innovative actions taken by the government this year have already been covered under the previous sections of the annual report. These include unprecedented actions under the development file, the staffing file, and the inspections file. The province has also driven innovation through programs that expand beyond these actions. An example of this can be seen with the Community Paramedicine for Long-Term Care Program.

The Community Paramedicine for Long-Term Care Program was announced in October 2020 for five communities with a total commitment of \$33 million over four years. The program was then expanded in November to additional communities with a further commitment of \$137 million over four years. On October 22, 2021, the government announced that it was investing \$82.5 million over two-and-a-half years to expand the existing program to an additional 22 communities, making it available to all eligible seniors across Ontario.

Another action taken was investing in innovative medication safety technology. On March 29, 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 government helped drive innovation by further amplifying the voices of residents and their families. On July 22, 2021, the government increased funding to the Ontario Association of Residents' Councils (OARC) and Family Councils Ontario (FCO) by nearly 53 per cent, or \$481,238. This brought the total funding for these two councils to \$1,393,621. Of this funding, \$746,100 was for the OARC and \$647,521 was for the FCO.

KEY PERFORMANCE INDICATORS

The government is fixing long-term care. A key part of this is measuring the province's progress on a number of key performance indicators.

Outcome Measure #1 - Median wait time in days from Long-Term Care application to placement

- The government is taking action to create a long-term care system that focuses on residents and builds capacity to respond to the growing demand for long-term care spaces.
- As of August 2022, Ontario has 31,705 new and 28,648 upgraded beds in the development pipeline. This includes 53,348 new and upgraded beds in the planning stage, 5,071 are under construction, and 1,934 have been opened.
- Median Time to Placement (excluding individuals waiting to be transferred from one LTCH to another): 130 days
- With over 30,000 net new long-term care beds already in development, Ontario is on track to deliver on its commitment to build 30,000 net new beds by 2028.

Outcome Measure # 2 - Percentage of long-term care beds classified as "new"

- The percent of long-term care beds classified as 'new' (new beds and upgraded beds to modern design standards) increased from 50.9 per cent in August 2021 to 52 per cent in August 2022, up by ~1.1 per cent.

Outcome Measure #3 – Average hours of direct care (PSW, RPN, RN) per long-term care home resident per day in Ontario

- *The Fixing Long-Term Care Act, 2021* establishes a system-level target average of four hours of daily direct care provided by RNs, RPNs and PSWs per resident per day by March 31, 2025.
- Also included in the Act are the following interim targets:
 - An average of three hours of direct care to be provided per resident, per day, no later than March 31, 2022.
 - An average of three hours and 15 minutes of direct care to be provided per resident, per day, as well as 36 minutes of AHP care, no later than March 31, 2023.
 - An average of three hours and 42 minutes of direct care to be provided per resident, per day, as well as 36 minutes of AHP care, no later than March 31, 2024.

Outcome Measure # 4 - Average minutes of direct care (Allied Health Care) per long-term care home resident per day in Ontario

- *The Fixing Long-Term Care Act, 2021* also establishes a system-level target average of 36 minutes of daily direct care provided by allied health professionals (such as physiotherapist, occupational therapist and social workers) per resident, per day by March 31, 2023.

- Also included in the Act are the following interim targets:
 - An average of 33 minutes of allied health professional (AHP) care per resident, per day, no later than March 31, 2022.

Outcome Measure #5 - Number of long-term care homes with recurring compliance orders

- The government launched a new and improved proactive inspections program in long-term care homes and is in the process of hiring 193 new inspections staff. This will ensure that there are enough inspectors to proactively visit each home every year, while continuing reactive inspections to promptly address complaints and critical incidents.

Outcome Measure # 6 - Number of proactive long-term care home inspections

- The government launched a new and improved proactive inspections program in long-term care homes and is in the process of hiring 193 new inspections staff. This will ensure that there are enough inspectors to proactively visit each home every year, while continuing reactive inspections to promptly address complaints and critical incidents.

Outcome Measure # 7 - Total number of net new beds in the opening stage of the development process

- As of August 2022, Ontario has opened 1,934 new beds (992 net new beds, and 942 older beds being upgraded to modern standards).

Outcome Measure #8 - Waitlist to access a long-term care homes long-stay bed in Ontario

- As of August 2022, Ontario has 31,705 new and 28,648 upgraded beds in the development pipeline. This includes 53,348 new and upgraded beds in the planning stage, 5,071 are under construction, and 1,934 have been opened.
- With over 30,000 net new long-term care beds already in development, Ontario is on track to deliver on its commitment to build 30,000 net new beds by 2028. This progress will help address the growing waitlist to access a long-term care homes long-stay bed in Ontario.
- Total Long-Stay Waitlist as of June 2022 (excluding individuals waiting to be transferred from one LTCH to another): 38,709

Table 3: Ministry Interim Actual Expenditures 2021-22 (\$M)

	Ministry Interim Actual Expenditures (\$M) 2021-22 *
COVID-19 Approvals	993.6
Other Operating	5,940.6
Capital	521.9
Ministry (Pre-Consolidation)	7,456.1
Consolidation Adjustments	(5,049.7)
TOTAL	2,406.4
Staff Strength ** (as of March 31, 2022)	443.7

* Interim actuals reflect the numbers presented in the April 2022 *Ontario Budget* for the Health Sector.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2022-23

Ministry of Municipal Affairs and Housing

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Part I: Published Plan 2022-23

Ministry of Municipal Affairs and Housing

Ministry Overview

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.

To protect our economy and build Ontario, the ministry is leading initiatives to **support families, workers and employers**:

- Releasing the report from the Housing Affordability Task Force. The report highlighted expert recommendations to increase supply and serves as Ontario's long-term housing roadmap to address the housing crisis.
- Implementing the More Homes for Everyone Act, which delivers both near-term solutions and long-term commitments to build more homes faster to put home ownership within reach for all Ontario families. It includes concrete actions to address Ontario's housing crisis, such as protecting homebuyers from unethical development practices and accelerating development timelines to get more homes built faster, with the ultimate goal of building 1.5 million homes over the next ten years.
- 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.
- Helping municipalities become more efficient, and unlock housing supply by streamlining, digitizing, and modernizing local development approvals processes through the Municipal Modernization Program, the Audit and Accountability Fund, and the Streamline Development Approval Fund.
- Leading government-wide efforts to support Ontario's municipalities, who are on the front lines of our COVID-19 response. Ontario's total investment through the Social Services Relief Fund as of early April is nearly \$1.2 billion, in addition to the \$4 billion provided through the Safe Restart Agreement.
- Implementing changes to Ontario's Building Code that will help unlock housing supply and reduce barriers to using innovative construction materials and techniques to build more housing quickly.
- 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.
- Modernizing the delivery of Building Code services, consulting the sector on potential improvements to support implementation and enforcement of Ontario's Building Code, and planning to release a fully accessible, digital version of the Building Code Compendium.
- Implementing measures to strengthen accountability for council members and certain local boards under the local codes of conduct to ensure they maintain a safe and respectful workplace and carry out their duties ethically and responsibly.
- Leveraging Minister's Zoning Orders to support the development of Transit Oriented Communities by helping to cut unnecessary red-tape and deliver more homes and transit sooner.

- Delivering the Disaster Recovery Assistance for Ontarians and Municipal Disaster Recovery Assistance programs to help people and municipalities recover after a natural disaster.
- Delivering 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.
- Working across ministries on how to accelerate industrial and manufacturing development approvals and permitting to support economic recovery, attract investment and create jobs.

To **protect our progress**, the ministry is leading initiatives that help **care for people**, including our most vulnerable.

- Negotiating a one-year plan under National Housing Strategy Second Action Plan to ensure municipal service managers and Indigenous Program Administrators have certainty and stability in funding for their housing and homelessness services. The province continues to advocate for municipalities to receive their fair share of funding from the federal government, which is underfunding Ontario by approximately \$490 million under the National Housing Strategy and Reaching Home program.
- Delivering a new, streamlined Homelessness Prevention Program that will help more people experiencing or at risk of homelessness find housing, services and supports. The new program consolidates three programs into one and increases funding by almost \$25 million, for a total annual investment of \$463 million each year.
- Ensuring all service managers have By-Name Lists to better connect people experiencing homelessness with the local services and supports they need. New provincial By-Name List requirements will support service managers in assessing the impact of initiatives and progress in reducing homelessness.
- Helping provide Indigenous people with culturally appropriate housing and wraparound support services. The government has invested an additional \$6.7 million in the Indigenous Supportive Housing Program starting in 2022-23, for a total annual investment of \$30 million. Together with a \$10 million investment in Indigenous supportive housing, this more than doubles the amount of funding available for Indigenous housing and support.
- Providing nearly \$1.2 billion through the Social Services Relief Fund to build affordable housing, add to rent banks, and protect shelter staff and residents to address increased demand during COVID-19. This funding 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, including approximately 1,200 new supportive housing units.
- Continuing to implement Ontario's multi-year Community Housing Renewal Strategy to help stabilize, repair and grow the province's community housing sector. New regulatory framework changes will protect much-needed community housing and ensure the system is sustainable in the long-term.

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 and budget. To achieve this, the ministry:

- develops, coordinates and implements Ontario government policies and programs that support municipalities;
- leads 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; and community and market housing. This includes residential and commercial tenancy regulation, homelessness reduction and 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.

COVID-19 Response

The Ministry of Municipal Affairs and Housing (MMAH) continues to help with COVID-19 recovery efforts by working with all levels of government to support municipal financial sustainability and stimulate local economies. 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. The ministry is working with municipalities to build on the progress made by keeping critical infrastructure projects on track, identifying and implementing measures to increase housing supply, and modernizing local service delivery.

MMAH is also helping municipal service managers and Indigenous Program Administrators keep vulnerable people and families safe through the Social Services Relief Fund. Several rounds of funding are laying the foundation for the future, supporting longer-term, more sustainable solutions to homelessness long after the pandemic ends.

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, in collaboration with other provincial ministries, 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 2022-23, the ministry plans to undertake the following key activities in the Municipal Finance and Governance program:

- Continue actively engaging municipalities through the Memorandum of Understanding (MOU) 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 support the government's efforts on increasing housing supply.
- Support municipalities in delivering local elections in October 2022 including education and training initiatives, updated resources and guidance for candidates, municipal staff, and third-party advertisers, and operational support from early 2022 to early 2023.
- Continue to monitor the impacts of COVID-19 on municipalities and make recommendations to the government about policy and program initiatives to support recovery.
- 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 municipalities develop and deliver their policies and programs.
- Implement the Streamline Development Approval Fund to help Ontario's 39 largest municipalities address the housing crisis by modernizing local approvals processes for new housing projects and other development applications.
- 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 to deliver 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 provincial 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 legislative and 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 provincial land use plans such as: the Growth Plan for the Greater Golden Horseshoe (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 2022-23, 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, the Oak Ridges Moraine Conservation Plan and the Greenbelt Council. This includes delivering on the government's commitment to grow the Greenbelt.
- Support the Minister in the making of Minister's Zoning Orders for priority provincial-led initiatives, such as affordable housing, transit-oriented communities and long-term care homes.
- 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 associated with 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.
- Continue to provide technical support and guidance to municipalities to support municipal implementation of the 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 2022-23, the ministry plans to undertake the following key activities in the Growth Planning program:

- Advance and uphold provincial interests and support municipal implementation of A Place to Grow: Growth Plan for the Greater Golden Horseshoe 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.
- Lead stakeholder engagement activities to support implementation of growth management policies and programs.
- Continue to measure the performance of provincial growth management policies together with other land use policies and provincial plans in Ontario, as required by the Greenbelt Plan, the Oak Ridges Moraine Conservation Plan, the A Place to Grow Plan, and the Provincial Policy Statement, in order to determine the effectiveness of the policies in achieving their intended policy goals.

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 2022-23, 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 and supply.
- Continue transforming and modernizing the delivery of building regulatory services by developing options for service improvements and implementation pathways including service delivery through a potential administrative authority, third-party and/or on an in-house basis.
 - Progress opportunities for Code amendments that help to streamline the qualification process for building officials to support recruitment within the profession while upholding public safety.

- Obtain recommendations from a third-party Vendor on recommendations for potential enhancements to the ministry's Qualification Program for Building Practitioners.
- Obtain survey-based feedback from Ontario's building official community to help address recommendations from both the "Reducing Greenhouse Gas Emissions from Energy Use in Buildings (2020) Value for Money (VFM) Audit" and "Special Audit of the Tarion Warranty Corporation (2019)".
- Deliver technical support on the Building Code to the building sector, the Building Code Commission, the Building Materials Evaluation Commission, and building regulatory services (including the qualification and registration of building practitioners and overseeing training provided to practitioners by the college sector).

Disaster Recovery Financial Assistance

The 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 2022-23, 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.
- Continue 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.
- Complete administration of the National Disaster Mitigation Program in Ontario to provide municipalities, conservation authorities and other eligible recipients access to approved federal funding for flood mapping and mitigation projects to help reduce Ontario's flood risk.
- Provide assistance to evacuated residents for emergency expenses and additional housing costs under the Wheatley Residents Assistance Program.
- 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

Community Housing includes operating and capital funding to service managers and Indigenous Program Administrators. Payments to service managers are made under the Canada-Ontario Social Housing Agreement (SHA), and payments to Service Managers and Indigenous Program Administrators are made under the National Housing Strategy Programs. This program also provides funding to the Indigenous and Community Housing Initiative which includes the Rural and Urban Indigenous Housing Program (RUIHP), and provincial affordability payments under the Affordable Housing Program Agreement.

Community Housing 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 228,000 households live in community housing. This includes approximately 185,000 households that rely on deeply subsidized rental housing to maintain housing stability (social housing that provides rent-geared-to-income (RGI) assistance) as well as approximately 43,000 households that live in affordable rental housing.

The Social Housing Agreement (SHA) provides federal funding to replace the prior federal share of social housing costs that Canada Mortgage and Housing Corporation (CMHC) would have incurred for federal/provincial agreements and federal unilateral projects by providing funding listed in the SHA. Between 2018-19 and 2027-28, federal funding decreases as projects' mortgages/debentures mature or original operating agreements expire under the SHA, thereby resulting in a scheduled annual decline in federal revenues. The Canada-Ontario Community Housing Initiative (COCHI), one of the programs under the National Housing Strategy, aims to protect affordability for households in social housing, to support the repair and renewal of existing social housing supply, and to expand the supply of community housing over time. COCHI funding is used as a top up to SHA funding to maintain 2018-19 federal funding levels for social housing; as SHA funding declines each year, COCHI funding increases.

The Community Housing Renewal Strategy outlines a provincial plan to work with our partners to stabilize and grow the community housing sector.

Investments through the National Housing Strategy are a key element of the Community Housing Renewal Strategy. The National Housing Strategy bilateral agreement between Ontario and the federal government 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 2022-23, the ministry plans to undertake the following key activities in the Community Housing program:

- Implement the new community housing framework that was announced by the government on March 30, 2022. The new framework will stabilize community housing system for those who live and work in it by:
 - Encouraging housing providers to remain in the system by signing service agreements. This will protect critical community housing supply and encourage housing providers to continue to offer deeply affordable rents for tens of thousands of Ontario households.
 - Requiring Service Managers to set local income and asset limits and continuing to prioritize survivors of domestic violence and human trafficking for rent-geared-to-income assistance.
 - Improving efficiency and updating accountability rules to encourage new programs that meet local housing needs.
- These changes will begin to come into effect on July 1, 2022, with full implementation by July 1, 2023. MMAH plans to work with sector partners on guidance material to support implementation, negotiation of service agreements, and dispute resolution processes.

- The ministry will continue working on longer-term transformational elements on community housing such as working with sector partners to develop a modern outcomes-based accountability approach for community housing, which could include new service level categories.
- Work with CMHC to mutually agree on the next three-year Action Plan under the National Housing Strategy agreement.
- Continue to deliver existing programs that support community housing, including:
 - Community Housing Programs that include payments to service managers under the Canada-Ontario Social Housing Agreement and provincial affordability payments under the Affordable Housing Program, which will continue until 2033.
 - National Housing Strategy Programs that include 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 including 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 Prevention

Homelessness Prevention includes operating and capital funding under the Homelessness Prevention Program (HPP), Indigenous Supportive Housing Program (ISHP), Social Services Relief Fund (SSRF), and affordability payments under the legacy Home for Good program. These programs support municipal service managers and Indigenous Program Administrators to help people who are homeless and at risk of homelessness become stably housed or avoid becoming homeless in the first place.

Service managers and Indigenous Program Administrators use funding under these programs to:

- Operate, build and repair supportive and transitional housing as well as emergency shelters;
- Fund homelessness prevention services and supports such as rent supplements, emergency financial assistance and landlord outreach and mediation; and
- Provide other services and supports such as providing street outreach, coordinating case management, and maintaining By-Name Lists to provide real-time data about people experiencing homelessness in each community and their needs.

Actions previously taken can be found in the Part I Appendix (2021-22 Annual Report).

In 2022-23, the ministry plans to undertake the following key activities in Homelessness Prevention:

- Continue to help service managers prevent and address homelessness in their communities through the delivery of key ministry programs, by:
 - Implementing the new Homelessness Prevention Program (HPP), which combines three previous housing programs – Community Homelessness Prevention Initiative (CHPI); Home For Good (HFG) and the Strong Communities Rent Supplement Program (SCRSP) – into one simplified and streamlined initiative and includes an additional \$24.7 million in annual funding. Through the HPP, service managers will have more flexibility to target funding where it is needed the most, including to capital expenses, to assist those experiencing, or at risk of homelessness.
 - Extending the Social Services Relief Fund (SSRF) by providing \$127.5 million in additional investments that allow service managers and Indigenous Program Administrators to continue to add to rent banks, keep vulnerable Ontarians housed, and create long-term housing solutions in response to increased need for services during the COVID-19 pandemic.
 - Enhancing the Indigenous Supportive Housing Program (ISHP) to \$30 million per year in 2022-23. The ISHP is specifically designed to be administered by Indigenous organizations and helps Indigenous people experiencing homelessness to access housing assistance and supports to become stably housed. It includes \$10 million in annual Mental Health and Addictions funding to provide Indigenous-led, culturally appropriate long-term housing solutions and support services to Indigenous people experiencing or at risk of homelessness, through the Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addictions System.
- Implement new Ontario By-Name List requirements:
 - In 2021, MMAH introduced a requirement for service managers to implement By-Name Lists by December 31, 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.
 - Building on the current By-Name List requirements, the Homelessness Prevention Program guidelines indicate that service managers are to implement additional requirements by April 1, 2023.
 - The new Ontario By-Name List requirements include a robust set of data points, and broader coverage and comprehensiveness that will help communities better understand the needs of people experiencing homelessness to more effectively prioritize and connect people to services and supports. Having comprehensive and up-to-date information over the long-term will also provide valuable information about factors and root causes that contribute to homelessness in each community and will help track the impact of programs and services in addressing homelessness. It will also help to track progress and outcomes related to HPP of preventing, addressing, and reducing homelessness, including chronic homelessness.

- MMAH is renewing its partnership with the Canadian Alliance to End Homelessness (CAEH), which began in 2021-22 to support service managers to implement By-Name Lists province-wide, to provide further services and supports in 2022-23 to help service managers implement the new Ontario By-Name List Requirements. CAEH will:
 - Provide service managers with technical training, coaching, and data systems support, as well as access to webinars, Community of Practice calls, and workshops focused on new By-Name List requirements.
 - Help service managers develop policies and procedures that will be required under the new By-Name List requirements.
 - Provide service managers with tools and access to an online portal to support By-Name List implementation.
- Through the Multi-Ministry Supportive Housing Initiative, the Ministries of Municipal Affairs and Housing, Children, Community and Social Services (MCCSS) and Health (MOH) will work together to make progress on the following initiatives to improve supportive housing in Ontario:
 1. Develop a common pre-screening approach to help people navigate towards the right housing and supports;
 2. Establish local integrated supportive housing planning requirements to coordinate supportive housing across the housing, health and community services sectors. This would improve collaboration and better respond to clients' complex needs; and
 3. Conduct a cost avoidance review of supportive housing to better understand how supportive housing can avoid the unnecessary use of high-cost provincial systems, such as hospitals and correctional facilities.

Market Housing

This program develops policies, programs and initiatives to support the availability of a wide mix of market rental and ownership housing. The Housing Lands – Sale, and Housing Lands - Lease transfer payment lines are used to record the difference between market values and the actual sale price or lease rate of provincial lands under the disposition of surplus lands. The ministry provides leadership and works across government to support the following:

- Development of evidence-based market housing policies and programs;
- Incorporation of housing outcomes into the disposition of surplus lands; and
- Stakeholder engagement and strategic communications related to market rental and home ownership.

The ministry 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 supporting 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 rules for commercial tenancies to enable businesses to operate effectively.

In 2022-23, the ministry plans to undertake the following key activities in the Market Housing program:

- Lead and coordinate government-wide implementation of changes under the More Homes for Everyone Plan and the More Homes for Everyone Act, 2022 that includes a suite of legislative and non-legislative policies, tools and initiatives to help increase housing supply, cut red tape and protect homebuyers/owners and renters.
- Establish a Housing Supply Working Group to engage with the federal and municipal governments, partner ministries, industry and associations to monitor progress and support improvements and the implementation of the Housing Affordability Task Force's recommendations through annual housing supply action plans over four years starting in 2022-2023.
- Supporting other areas of the ministry to seek input on ideas to address the housing needs for rural and northern Ontario municipalities, diversify housing choices in existing neighbourhoods and make it easier for not-for-profit housing providers to build and repair housing.
- In collaboration with partner ministries, Infrastructure Ontario and other stakeholders, lead policy and program development that leverages surplus provincial lands to enable the building of new affordable housing.
- Continue providing policy and legislative oversight of the RTA:
 - Calculate and publish the 2023 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;
 - Monitor rental market housing trends and issues;
 - Provide advice, analysis and interpretation of the RTA; and,
 - Work with the Ministry of the Attorney General and the Landlord and Tenant Board (LTB) to monitor the impacts of RTA changes made through the *Protecting Tenants and Strengthening Community Housing Act*, and impacts of COVID-19 related changes, including the ongoing recovery of LTB operations and the 2021 rent freeze.
- Continue to work with other ministries and MMAH divisions to support strategic communications, including responding to public inquiries and maintaining public access to key information on legislative requirements and government commitments related to market housing.
- Provide leadership, work with other ministries and participate in working groups across and beyond the government to conduct housing market research and analysis, represent Ontario in federal/provincial/territorial (FPT) tables, and develop evidence-based market housing policies and programs.

2022-23 Strategic Plan

The ministry is delivering on an ambitious mandate that will **promote economic development**, create jobs and increase housing supply, while protecting Ontario's **natural environment**. MMAH is **protecting people's health** and supporting the province's most vulnerable through initiatives that help prevent homelessness and support longer-term housing solutions. MMAH will continue working with municipalities to ensure they have the tools and resources needed to **lead economic recovery and build** safe, strong and sustainable urban and rural communities.

Housing and Homelessness

The ministry is implementing More Homes for Everyone, which delivers both near-term solutions and long-term commitments to build more homes faster and put home ownership within reach for all Ontario families. This includes:

- Supporting municipalities with resources, tools and standards to provide timely review and adjudication processes by both extending legislated timelines for decisions while focusing the decision-making process. This builds on the province's investment of up to \$350 million through the Streamline Development Approval Fund, Municipal Modernization Program, and Audit and Accountability Fund to help municipalities implement efficiencies, including in their planning and development approval processes.
- Creating a new tool specifically designed to accelerate planning processes for municipalities. The Community Infrastructure and Housing Accelerator will help municipalities expedite approvals for housing and community infrastructure, like hospitals and community centres, with clear requirements for both consultation and public notice.

The government continues to collaborate with municipal and industry partners and has committed to delivering a housing supply action plan every year for the next four years.

MMAH is also collaborating with partner ministries to leverage the value of surplus provincial lands for priorities like affordable housing and **long-term care** facilities.

In addition, the ministry will continue to review 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.

The ministry is also implementing changes to Ontario's Building Code to unlock housing and reduce barriers to using innovative construction materials and techniques.

Complementing the work to unlock more market housing, Ontario is making the community housing system more sustainable and efficient with a new regulatory framework under the [Community Housing Renewal Strategy](#). It will encourage housing providers to stay in the system and ensure the province's most vulnerable people remain housed.

The ministry also continues to help people who are homeless or at risk of becoming homeless find the right housing services and other supports. This includes investing an additional \$25 million annually through the Homelessness Prevention Program (HPP), bringing Ontario's total yearly investment in the program to close to \$464 million. The new program combines the Community Homelessness Prevention Initiative, Home for Good and the Strong Communities Rent Supplement Program to simplify and streamline operations so municipal service managers can spend less time on paperwork and more time working with their clients. Access to this funding will be based on having in

place a By-Name List that meets the provincial requirements and contains detailed, up-to-date information from individuals experiencing homelessness to help connect them to local supports.

The government is also investing an additional \$6.7 million in the Indigenous Supportive Housing Program, bringing the total annual investment to \$30 million.

The government has successfully negotiated an agreement with the federal government to provide a combined \$127 million through a fifth round of the Social Services Relief Fund (SSRF) that will add to rent banks, keep vulnerable Ontarians housed, and create long-term housing solutions in response to increased need for services during the COVID-19 pandemic. This brings Ontario's total investment through SSRF to date to nearly \$1.2 billion, one of the biggest investments made in supportive housing and homelessness supports in the province's history.

Negotiating a one-year plan under the National Housing Strategy second action plan ensures service managers and Indigenous Program Administrators have certainty and stability in funding for their housing and homelessness services. The province continues to advocate for municipalities to receive their fair share of funding from the federal government, which is underfunding Ontario by approximately \$490 million under the National Housing Strategy and Reaching Home program.

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 will be exploring additional opportunities to grow the Greenbelt.

The goal is to **protect more of the province's natural environment** — including farmlands, forests, wetlands and watersheds — from future development.

Supporting Jobs and Strong Communities

Ontario's 444 municipalities are key partners in the province's COVID-19 recovery. The ministry will continue to monitor the impacts of COVID-19 on municipalities and work in partnership with the sector to support recovery, economic growth, and ensure the continued delivery of important local services for Ontario's residents and businesses. Municipalities have been clear that the province asks them for too many reports. MMAH will continue to lead government-wide efforts to reduce the municipal reporting burden and red tape.

MMAH is also leading strategic regional and province-wide growth management projects to further provincial goals, including economic development, affordable homeownership, infrastructure planning and job creation. Through **A Place to Grow: Growth Plan for the Greater Golden Horseshoe**, Ontario is aligning infrastructure investments with the people and businesses they serve, and bringing more homes, jobs and business investment to the region. The ministry also updated the population and employment forecasts, which help municipalities manage their growth and plan for the right amount of land for employment and housing. The **Provincial Policy Statement** also creates a more competitive business environment by designating and protecting employment zones in the Greater Golden Horseshoe through the Growth Plan for the Greater Golden Horseshoe and ensuring these lands can be leveraged to support economic development and recovery. The ministry will continue working with municipalities to ensure they have the information and tools they need to implement provincial growth management policies and programs.

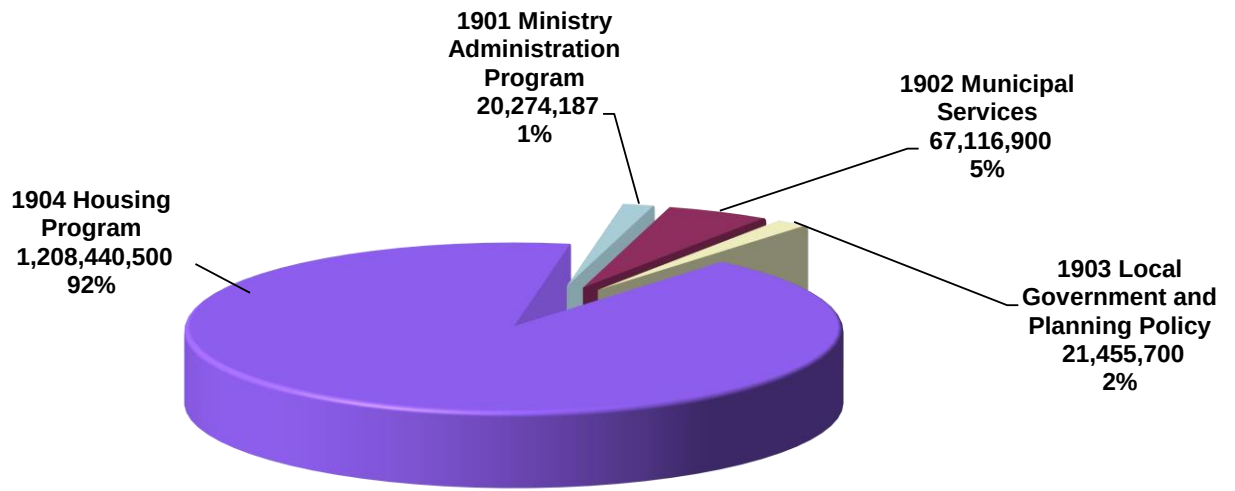
Table 1: Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals	127.5
Other Operating	952.7
Other Capital	234.6
TOTAL*	1,314.7

*Numbers may not add up due to rounding

Detailed Financial Information

Chart 1: Investment by Vote 2022-23 (\$)



* Figures exclude consolidation adjustments

MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

Table 2: Total Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from 2021-22 Estimates \$ %	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
OPERATING EXPENSE					
1901 Ministry Administration Program	20,192,000	(86,200) (0.4)	20,278,200	20,151,300	19,689,348
1902 Municipal Services	67,113,900	(5,930,000) (8.1)	73,043,900	87,797,600	1,916,968,955
1903 Local Government and Planning Policy	21,454,700	46,700 0.2	21,408,000	18,019,200	17,635,937
1904 Housing Program	973,854,900	(67,293,100) (6.5)	1,041,148,000	1,007,678,800	1,621,649,296
Total Operating Expense to be Voted	1,082,615,500	(73,262,600) (6.3)	1,155,878,100	1,133,646,900	3,575,943,536
Statutory Appropriations	84,187	- -	84,187	84,187	153,635
Ministry Total Operating Expense	1,082,699,687	(73,262,600) (6.3)	1,155,962,287	1,133,731,087	3,576,097,171
Consolidation Adjustment - Public Housing Debentures - Interest on Debt	(2,342,200)	1,267,500	(3,609,700)	(3,609,700)	-
Operating Expense Adjustment - Ontario Mortgage and Housing Corporation Operating	-	-	-	-	8,869,587
Consolidation Adjustment - Ontario Mortgage and Housing Corporation	-	-	-	-	(106,170,011)
Consolidation Adjustment - General Real Estate Portfolio	(208,300)	(300)	(208,000)	(208,000)	(1,337,301)
Total Including Consolidation & Other Adjustments	1,080,149,187	(71,995,400) (6.2)	1,152,144,587	1,129,913,387	3,477,459,446
OPERATING ASSETS					
1902 Municipal Services	-	(3,600,000) (100.0)	3,600,000	-	-
Total Operating Assets to be Voted	-	(3,600,000) (100.0)	3,600,000	-	-
Statutory Appropriations	-	-	-	-	-
Ministry Total Operating Assets	-	(3,600,000) (100.0)	3,600,000	-	-

* 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 2022 Budget.

Table 2: Total Operating and Capital Summary by Vote Continued

Votes/Programs	Estimates 2022-23	Change from 2021-22 Estimates		Estimates 2021-22 *	Interim Actuals 2021-22 *	Actuals 2020-21 *
	\$	\$	%	\$	\$	\$
CAPITAL EXPENSE						
1901 Ministry Administration Program	1,000	-	-	1,000	1,000	-
1902 Municipal Services	2,000	(4,000,000)	(100.0)	4,002,000	8,680,000	5,985,306
1904 Housing Program	233,948,100	(41,571,400)	(15.1)	275,519,500	421,524,100	296,114,963
Total Capital Expense to be Voted	233,951,100	(45,571,400)	(16.3)	279,522,500	430,205,100	302,100,269
Statutory Appropriations	636,500	-	-	636,500	636,500	590,747
Ministry Total Capital Expense	234,587,600	(45,571,400)	(16.3)	280,159,000	430,841,600	302,691,016
Consolidation Adjustment - General Real Estate Portfolio	-	-	-	-	-	(38,418,618)
Total Including Consolidation & Other Adjustments	234,587,600	(45,571,400)	(16.3)	280,159,000	430,841,600	264,272,398
Ministry Total Operating and Capital Including Consolidation & Other Adjustments (not including Assets)	1,314,736,787	(117,566,800)	(8.2)	1,432,303,587	1,560,754,987	3,741,731,844

* 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 2022 Budget.

Table 3: Historical Trend Table

	Actuals 2019-20 **	Actuals 2020-21 **	Interim 2021-22	Estimates 2022-23
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,197,451,049	3,741,731,844	1,560,754,987	1,314,736,787
	-19%	212%	-58%	-16%

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

Agencies, Boards and Commissions (ABCs)

There are five provincial agencies that currently report to the Minister of Municipal Affairs and Housing.

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 Local Government and Planning Policy (Vote 1903).

Building Code Commission Financial Data (\$)

2022-23 Expenditure Estimates*	2022-23 Revenue Estimates**	2021-22 Interim Expenditure Actuals***	2021-22 Interim Revenue Actuals***	2020-21 Expenditure Actuals***	2020-21 Revenue Actuals***
80,500	6,930	26,946	3,685	44,994	3,648

*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 remuneration rates. Member per diem remuneration rates are established by the Management Board of Cabinet Directive applying to part-time Order in Council-appointed members.

Operating expenses cover per diems for BCC members and reimbursement for out-of-pocket travel expenses related to hearings. These include hotel accommodations, meal allowances, parking and public transit in accordance with the Management Board of Cabinet's Travel, Meal and Hospitality Expenses Directive. Note that ministry staff support costs are not reflected.

**Estimated revenues 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 2021-22 do not reflect the entire fiscal period. The numbers are actuals that cover the period from April 1, 2021 to December 31, 2021. Due to COVID-19 work from home policies and holding hearings remotely, travel expenditures were significantly reduced in 2021-22 and 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. The operating expenses for this commission are paid out of the Local Government and Planning Policy (Vote 1903).

Building Materials Evaluation Commission Financial Data (\$)

2022-23 Expenditure Estimates*	2022-23 Revenue Estimates**	2021-22 Interim Expenditure Actuals***	2021-22 Interim Revenue Actuals***	2020-21 Expenditure Actuals***	2020-21 Revenue Actuals***
184,000	66,000	11,112	36,341	60,419	30,396

*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 remuneration rates. Member per diem remuneration 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 diems for BMEC members and reimbursement for out-of-pocket travel expenses related to meetings. These include hotel accommodations, meal allowances, parking and public transit in accordance with the Management Board of Cabinet's Travel, Meal and Hospitality Expenses Directive. 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 are based on receiving six Commission applications per year based on the last Building Code cycle (2007-2012).

***The actuals for 2021-22 do not reflect the entire fiscal period. The numbers cover the period from April 1, 2021 to December 31, 2021. Due to COVID-19 work from home policies and holding hearings remotely, travel expenditures were significantly reduced in 2021-22 and 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 land use planning matters within and adjacent to the area defined as the Greenbelt Area. This includes implementation of the Growth Plan for the Greater Golden Horseshoe 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 (\$)

2022-23 Expenditure Estimates*	2022-23 Revenue Estimates**	2021-22 Interim Expenditure Actuals*	2021-22 Interim Revenue Actuals**	2020-21 Expenditure Actuals*	2020-21 Revenue Actuals**
25,282	N/A	7,400	N/A	4,438	N/A

*Expenditure Estimates and Expenditure Actuals include the following related to the Greenbelt Council and its members:

- Effective March 2018, council members are remunerated for meetings in the form of per diems that are established by the Management Board of Cabinet's Directive applying to part-time public appointees. Operating expenses also include member reimbursement for out-of-pocket travel expenses related to meetings (e.g. public transit and parking) in accordance with the Management Board of Cabinet's Travel, Meal and Hospitality Expenses Directive. Operating expenses, and other administrative expenses as needed, for the Greenbelt Council are paid out of the Local Government and Planning Policy (Vote 1903).
- Administrative support to the council is provided by ministry staff. Operating expenses, and other administrative expenses as needed, for 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 statements are published with its annual report. The members of the Trust's Board of Directors are not remunerated for their service to the Trust.

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 the Municipal Services (Vote 1902).

Provincial Land and Development Facilitator (\$)

2022-23 Expenditure Estimates *	2022-23 Revenue Estimates **	2021-22 Interim Expenditure Actuals	2021-22 Interim Revenue Actuals **	2020-21 Expenditure Actuals ***	2020-21 Revenue Actuals **
463,100	N/A	483,342	N/A	225,925	N/A

Notes:

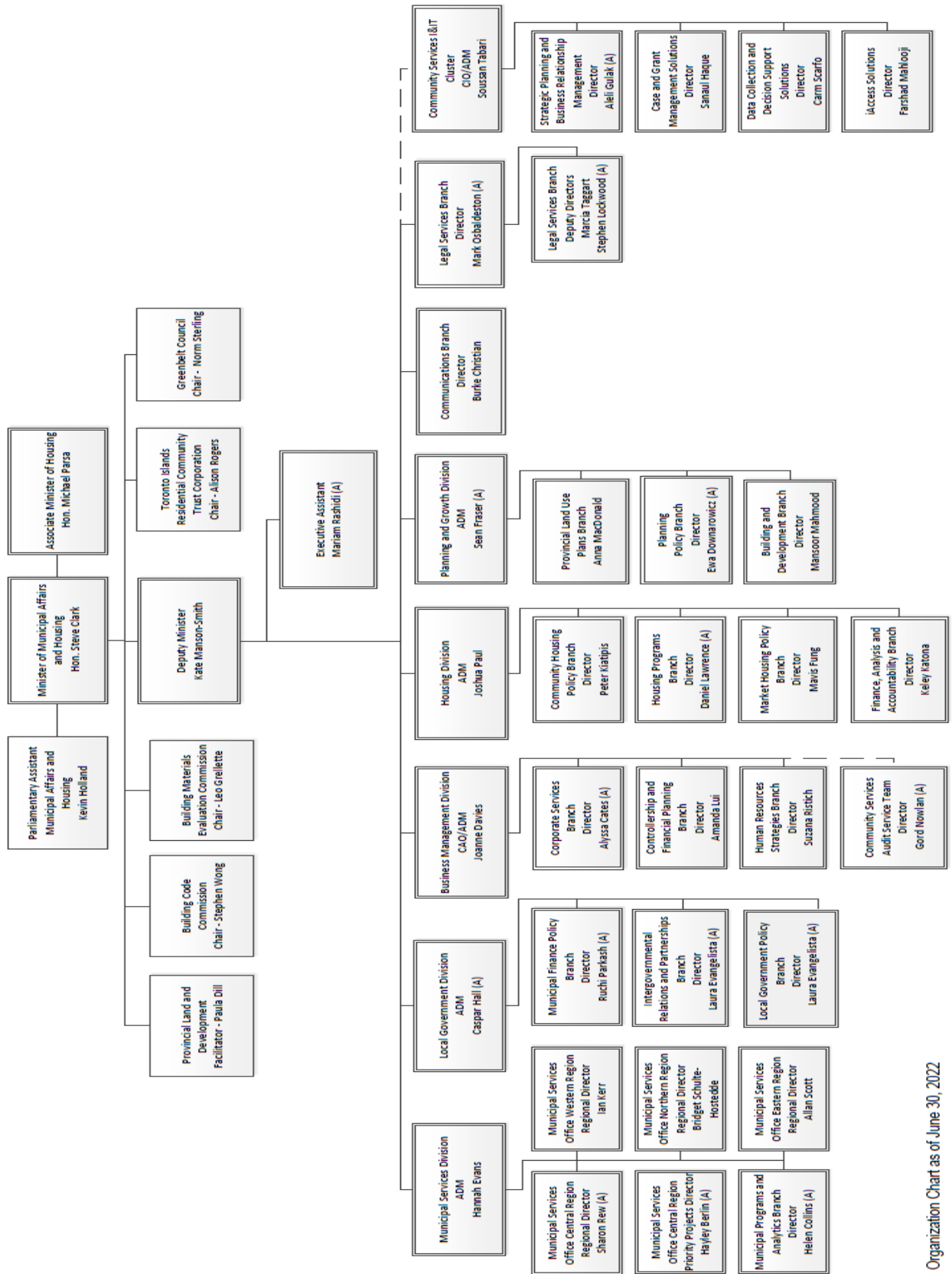
*Expenditures include appointee remuneration on a per diem basis as authorized in an Order-in-Council and reimbursement for any travel and accommodation costs related to meetings and advisory activities in accordance with the Management Board of Cabinet's Travel, Meal and Hospitality Expenses Directive.

**The agency does not generate revenue or charge fees.

***The agency was operational starting October 1, 2020. Therefore, the 2020-21 actuals are for the period October 1, 2020 to March 31, 2021.

Ministry Organization Chart

Ministry of Municipal Affairs and Housing



Organization Chart as of June 30, 2022

Appendix: 2021-22 Annual Report

Ministry's Achievements in 2021-22

Municipal Finance and Governance

Strengthened Relationship with Municipalities

In 2021-22, 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, 13 formal meetings were held with AMO under the Memorandum of Understanding covering over 46 agenda items. The ministry also facilitated over 11 Provincial-Municipal Technical Working Group meetings on COVID-19 emerging issues with AMO and the City of Toronto. During the virtual AMO Conference in 2021, the ministry coordinated approximately 435 delegations with Ministers and parliamentary assistants from 27 ministries. The ministry coordinated a further 313 municipal delegation meetings at the Rural Ontario Municipal Conference in January 2022. MMAH also facilitated more than 26 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 2021-22, 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. A total of 46 projects were approved under Intake 3 of the Audit and Accountability Fund for a total investment of approximately \$8 million targeted to digital modernization, streamlining development approvals and service integration. The ministry approved 271 projects funded under Intake 2 of the Municipal Modernization Program. The ministry also launched Intake 3 of the program under which more than \$28 million was approved to support 322 projects that are set for completion in 2022-23. The ministry also launched the Streamline Development Approval Fund, making more than \$45 million available to Ontario's 39 largest municipalities to implement initiatives such as e-permitting systems, online application portals, additional staffing including interns to address backlogs, and other projects aimed at streamlining approvals and unlocking housing supply. Projects under the Streamline Development Approval Fund will be completed in 2022-23.

The ministry supported better, faster transit by making changes to the Development Charges Act to help York Region to fund its portion of the Yonge North Subway Extension. Other actions to support transit included extending the municipality's special debt limit rules to enable it to deliver on its capital projects including the Yonge North Subway Extension.

The ministry also enabled Ontario municipalities to access financing from the Canada Infrastructure Bank to assist with capital projects, including the financing of zero-emission buses.

Further, in 2021-22, the ministry improved access to municipal financial data by enhancing the Financial Information Return (FIR) website. The FIR website hosts annual municipal financial data from 1977 onwards. Updates to the website included the addition of dashboards and increasing the ability of users to find downloadable data.

Supported Municipalities in Response to the COVID-19 Pandemic

In 2021-22, the ministry delivered \$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 government also continued and subsequently lifted measures that were made 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. These measures helped ensure that important health care related projects, like the expansion of hospitals, continued uninterrupted during the pandemic. The measures helped speed up the building of new facilities needed to provide health services. 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 also made regulatory changes to provide municipalities with flexibility with respect to work redeployment and staffing, allowing them to help ensure frontline services can continue to be delivered during the COVID-19 pandemic. The changes provided 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 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.

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, the ministry provided information related to Bill 197 at more than 30 ministry or stakeholder events reaching more than 1,300 municipal staff and council members.

Land Use Planning

Legislative and Policy Changes

A number of changes to the *Planning Act* and other legislation under the ministry's jurisdiction were undertaken in 2021-22 to support government priorities.

- 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 was extended but expired on April 27, 2022, to enable municipalities to support their local economies while facilitating appropriate physical distancing of restaurant and bar patrons.
- Through Bill 276, the *Supporting Recovery and Competitiveness Act, 2021*, changes were made to the subdivision control provisions of the *Planning Act* to streamline the land division approval process. These changes took effect January 1, 2022.

- Through Bill 257, the *Supporting Broadband and Infrastructure Expansion Act, 2021*, changes were made to Minister's Zoning Orders and the Planning Act to help accelerate critical projects Ontarians rely on like transit-oriented communities, affordable housing and long-term care. Our government's commitment to the Greenbelt has not changed: these changes do not apply to lands in the Greenbelt Area.
- Through Bill 13, the *Supporting People and Businesses Act, 2021*, changes were made related to the additional delegation of planning decisions. These changes help to streamline the planning system and, in some cases, help shorten approval timelines by providing municipal councils broader authority to allow more planning decisions to be made by committees of council or staff. Advancing the commitment to expand the size and enhance the quality of the Greenbelt signaled, in the 2020 and 2021 budgets, the ministry:
 - Launched a 61-day consultation (February 17, 2021) 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. Virtual meetings were held with municipalities and stakeholders. As well, a separate Indigenous engagement was undertaken.
 - Launched an online 30-day, second phase of consultation on this initiative (March 24, 2022), seeking feedback on adding 13 new and expanded Urban River Valley areas to the Greenbelt and ideas for adding more Urban River Valleys to the Greenbelt, in the future. Indigenous meetings are being undertaken, upon request.

Land Use Planning - Operational

Throughout 2021-22, 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 35 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 range of housing options, 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, at their request, additional local decision-making authority (authority to approve land division and exemption from the requirement for ministry approval of official plan amendments).

Growth Planning

Initiation of Data Strategy Development

The ministry began the development of a strategy to collect and monitor key growth planning data, including the acquisition of data and exploration of how the data could be used to support the implementation of the A Place to Grow and publicly communicate various growth planning policy concepts. The strategy will also support the ministry's response to the Auditor General's recommendations in the 2021 value-for-money audit on Land-Use Planning in the Greater Golden Horseshoe, which would include:

- determining how the ministry will collect the information necessary to report on established performance indicators such as density targets for designated greenfield areas and long-term housing supply information;
- obtaining and analyzing this information on an ongoing basis; and,
- working with municipalities to establish a consistent basis for calculating municipalities' progress toward targets set out in the Growth Plan.

Monitoring Municipal Conformity with a Place to Grow

The ministry has continued to monitor the status of municipal progress to conformity with A Place to Grow.

A Place to Grow is implemented through municipal official plans, which must be consistent with the Provincial Policy Statement and conform with all applicable provincial plans. Municipalities are required to bring their official plans into conformity with A Place to Grow by July 1, 2022, via the development of a new Official Plan or Official Plan Amendment, or by phasing their Municipal Comprehensive Review and submitting a series of Official Plan Amendments.

Update of a Place to Grow Educational Materials

In 2021, the ministry updated public educational materials, "Understanding A Place to Grow" to reflect the updated population and employment forecasts to the plan's horizon that was extended from 2041 to 2051.

Building Regulation

Harmonization of Construction Codes

The ministry continued to work with the National Research Council and other provinces and territories on the implementation of the Reconciliation Agreement on Construction Codes and the transformation of the national code development system, including developing governance model recommendations.

Transformation of the national code development system will occur in phases over the course of the current code cycle to ensure a seamless operational transition. MMAH, along with the other parties, are working to find more efficient streamlined procedures to make construction codes.

Next Edition of Ontario's Building Code

Throughout the year, the ministry began drafting the next edition of Ontario's Building Code. In addition, a multi-phase consultation was launched.

The first phase took place in Fall 2021 and focused on reducing existing variations with the National Construction Codes as well as updating some Ontario-specific provisions.

The second phase proposed Code changes that would align Ontario's Building Code with the 2020 National Construction Codes. This phase was initiated in January 2022 and closed in March 2022.

In addition to receiving feedback through postings on the Regulatory Registry of Ontario and the Environmental Registry of Ontario, the ministry held engagement sessions with internal and external partners and stakeholders.

Building Code Amendments

On December 20, 2021, Ontario Regulation 867/21 was filed to amend the Building Code. The amending regulation:

- Created a two-permit system for tiny homes that are constructed in one municipality and are to be located and occupied in another municipality;
- Clarified that building officials have discretion to use alternative inspection methods when conducting inspections on the construction of buildings such as remote inspections and other means; and
- Made four housekeeping amendments to update outdated references to other statutes in the list of applicable law.

Upcoming Building Code Amendments

The ministry is consulting on proposed Building Code changes to be made in Winter/Spring 2022 (if approved).

On February 9, 2022, the ministry launched a 30-day consultation period on a change that would generally exempt a person who constructs or assembles a shed that is up to 15 m² (161.5 ft²) in building area from needing to obtain a building permit and to comply with the Building Code.

On February 11, 2022, the ministry launched another 30-day consultation period on proposed interim changes to the 2012 Building Code related to:

- Phased occupancy of super-tall buildings;
- Modular construction of larger buildings including multi-unit residential; and
- Establishing a truss and lightweight construction notification program for firefighter safety.

Engagement sessions for each of these proposals were also held to seek feedback from stakeholders and partners.

Guidance

To support the implementation and delivery of the government's Housing Supply Action Plan (HSAP), the ministry developed a Laneway Housing Guide and a Modular Housing Guide. The guides provide information on these innovative housing options and are intended to help increase housing and support Ontario's economic recovery.

The ministry also updated the following existing guides to support the building industry and construction sector:

- 2020 Code and Guide for Sewage Systems (CGSS)
- 2020 Code and Guide for Plumbing (CGP)
- 2020 Ontario Code and Construction Guide for Housing (CCGH)

Responding to COVID-19 and Supporting the Construction Industry

Throughout the second year of the COVID-19 pandemic, MMAH maintained its service level commitments to provide technical support to the construction sector.

The ministry has monitored the status of the Temporary Facilities Emergency Order that allows health facilities and temporary shelters to be established and requires that they be inspected to help to ensure that they are safe. The Order has consistently been renewed on a monthly basis and was revoked in April 2022. The ministry is preparing to amend the Building Code to continue to support the health care sector and shelters once the Order is terminated.

The BCC and BMEC maintained their operations and continued to allow for virtual hearings and meetings and accepting digital application submissions.

Building Services Transformation Engagement and Follow-up Actions

The ministry engaged stakeholders in December 2021 to gather further feedback on potential service improvements that support implementation and enforcement of Ontario's Building Code. This session, held in December 2021, focused on qualification, training and building official recruitment. Following this session, the ministry engaged with building officials (Ontario Building Officials Association, Large Municipal Chief Building Officials and City of Toronto building department) to develop a potential Code amendment that supports the recruitment of building officials; a matter of pressing concern given the large number of retirees and the subsequent impact on expertise available within the profession to enforce the Building Code and ensure building safety in the province.

The ministry issued an Invitation to Quote (ITQ) in March 2022 to procure a third-party vendor to review and provide recommendations on potential improvements to the Qualification Program for building practitioners. Following the Vendor's research and analysis, this project could result in recommendations related to exams, training, and continuous professional development. As per feedback received by the ministry following the stakeholder engagement session convened in December 2021, building industry stakeholders are seeking changes to the current qualification program that a program review led by a third-party vendor could support.

Digital Building Code

The ministry developed a digital version of the Building Code Compendium which was made available upon request as of March 4, 2022. Previously, the Compendium was only available in hard-copy format for a fee through Publications Ontario. The digital Compendium is comprised of both Volume 1 (technical requirements) and Volume 2 (appendix notes, supplementary standards). Volume 2 provides information considered critical to understanding and applying the technical requirements in the Building Code and has never before been made available on a free-of-charge basis. A digital Building Code Compendium also offers an additional format for accessing code materials that may be more convenient for some users, including on a portable electronic device to conduct inspections of new houses and buildings on a construction site. The ministry will be proceeding with plans to develop a fully accessible and translated digital version of the Compendium to align with the next edition of the Building Code expected to be released in early 2024.

Office of the Auditor General of Ontario Recommendations

In February 2022, the ministry convened a focus group comprised of building official associations and ministry staff to develop a survey designed to address several Building Code compliance related recommendations from the Office of the Auditor General of Ontario (OAGO) from the following audits:

- Value for Money Audit: Reducing Greenhouse Gas Emissions from Energy Use in Buildings (2020):
 - Energy efficiency requirements in the Building Code e.g., compliance verification practices, knowledge support gaps and post-construction performance of houses and buildings.
- Special Audit of the Tarion Warranty Corporation (2019):
 - Tarion and Building Code compliance e.g., consistent inspection standards and establishing a process for reporting significant instances of non-compliance.

The survey is currently under development and will be distributed in Winter 2022 to solicit broader feedback from the Building Code enforcement community as part of the ministry's response to the OAGO recommendations. The survey materials are designed to help identify compliance verification policies and practices currently being used to enforce the Building Code's requirements.

QuARTS Registry Improvements

The ministry incorporated a number of high-priority improvements to the Qualification Activity and Registration Tracking System (QuARTS), the IT system used by building practitioners (building officials, designers and septic installers) to register their qualifications and ongoing availability to practice with the ministry. These improvements included the following:

- Preventing approval of applications without payment
- Closing expired registrations
- Additional reminders for expiring registrations
- Correcting inaccurate error messages
- Linking paper-based applications with QuARTS's case management system for future online registrations

These improvements promote internal efficiencies within the system (help reduce unforeseen system shutdowns), support public safety by more accurately reflecting a building practitioner's registration status and enhance the user experience.

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 2021-22, the ministry administered applications from 13 disaster events. In total, the ministry issued over 130 decisions to applicants, including interim payments, final payments and decline notices; made payments totalling over \$2.4 million to eligible applicants; and closed over 50 applications. There were four new activations of the program in 2021-22.

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 twice in 2021-22:

1. Fort Erie (October 2019 flood/windstorm) - provincial funding up to \$7,415,300
2. Red Lake (July 2021 Forest fire) - provincial funding up to \$226,600

The ministry continued to administer 26 claims activated for 2019 Spring flooding. and made final payments for 18 of these. Payments totalling \$4.28 million under the MDRA program were made in 2021-22.

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 2021-22, 46 new flood mitigation projects were approved for federal funding of \$8.3 million and the ministry engaged successfully with the federal government on behalf of project proponents to enable NDMP cost-sharing to continue for outstanding project work after March 31, 2022. Since 2016, there have been 238 NDMP projects approved in Ontario for a total of \$48.9 million in federal funding.

Wheatley Residents Assistance Program

In 2021-22, the ministry designed a special Wheatley Residents Assistance Program to help people who were evacuated from their homes in the community of Wheatley in the Municipality of Chatham-Kent following a subsurface gas explosion. The program is supporting evacuated residents with housing costs and other emergency expenses.

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 2021-22, the Ministry Action Group continued to direct the ministry's response to the COVID-19 pandemic and the ministry updated its Ministry Emergency Response Plan to reflect lessons learned from the pandemic as well as forest fires. The ministry completed all legislated requirements for the 2021 calendar year and expects its program to be assessed as fully compliant.

Community Housing

New Regulatory Framework for Community Housing

In July of 2020, the *Protecting Tenants and Strengthening Community Housing Act* received Royal Assent.

The Act contained amendments to the *Housing Services Act* that were part of the government's Community Housing Renewal Strategy – a multi-year strategy to stabilize and grow Ontario's community housing sector.

The amendments to the *Housing Services Act* were broad and enabling and were intended to provide the regulation making authority required to establish a new regulatory framework for community housing to stabilize and grow the community housing system, improve access and modernize accountability.

The ministry worked extensively with the community housing sector over the past year in the development of the new framework for community housing, including holding 30+ engagements with service managers, Housing Providers and Indigenous Housing Providers. In addition, the ministry posted the proposed scope of the framework on the Regulatory Registry for comment. The ministry received a total of 150 submissions through the regulatory registry process.

On March 30, 2022, government announced the new regulatory framework for community housing. The new framework will stabilize the community housing system for those who live and work in it by:

- Encouraging housing providers to remain in the system by signing service agreements. This will protect critical community housing supply and encourage housing providers to continue to offer deeply affordable rents for tens of thousands of Ontario households.
- Requiring service managers to set local income and asset limits and continuing to prioritize survivors of domestic violence and human trafficking for rent-geared-to-income assistance.
- Improving efficiency and updating accountability rules to encourage new programs that meet local housing needs.

These changes will begin to come into effect on July 1, 2022, with full implementation by July 1, 2023. MMAH plans to work with sector partners on guidance material to support implementation, negotiation of service agreements, and dispute resolution processes.

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.

The Canada-Ontario Housing Benefit is a joint federal-provincial housing allowance program that gives people more choice in where they live.

In 2021-22, the ministry worked with service managers to implement new flexible processes that allow municipal staff to more safely and efficiently enroll households in need in the program and provide them with financial assistance faster.

As of March 2022, over 9,000 households have been approved for monthly housing benefits under the COHB program since April 1, 2020. The ministry expects over 45,000 households will be assisted by 2027-28 under the COHB.

Investments provided to Service Managers and Indigenous Housing Providers

In 2021-22, the ministry provided approximately \$295.7 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 \$260.2 million in capital and operating funding to service managers and Indigenous Program Administrators under the National Housing Strategy programs.

Homelessness

These programs provide 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.

In 2021-22, an additional \$295 million was made available under the SSRF, bringing the total investment to over \$1 billion. This additional funding was used to protect homeless shelter staff and residents, add to rent banks, create long-term housing solutions, and support plans to prepare for potential future outbreaks and/or emergencies. Similar to the SSRF funding released in 2020-21, the \$295 million was provided to service managers through the Community Homelessness Prevention Initiative transfer payment agreement, and to Indigenous Program Administrators through the existing Indigenous Supportive Housing Program agreement. This was done to ensure that the investment was delivered as quickly as possible, and to provide maximum flexibility to respond to varying local needs across the province.

Multi-Ministry Supportive Housing Initiative

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 ministries of Municipal Affairs and Housing, Children, Community and Social Services, and Health completed an engagement process to support this review, and on November 22, 2021 released a summary of the feedback received from stakeholders on Ontario.ca ([Improving Ontario's supportive housing programs 2020 – 2021 | ontario.ca](https://www.ontario.ca/en/consultations/consultation/Improving-Ontario's-supportive-housing-programs-2020-2021)).

In this document, MMAH, MOH and MCCSS committed to working together on the following initiatives to improve supportive housing in Ontario:

- Developing a common pre-screening approach across sectors to navigate people towards the right housing and supports.
- Establishing local integrated supportive housing planning requirements to coordinate local service planning and delivery of supportive housing across the housing, health and community services sectors. This would improve collaboration, and better respond to clients' complex needs.
- Conducting a cost avoidance review of supportive housing to better understand how supportive housing can avoid unnecessary use of high-cost provincial systems (e.g., hospitals).

MMAH engaged with municipal service managers in Fall 2020 to gather feedback on the relevance, design and delivery of the Community Homelessness Prevention Initiative (CHPI) and Home For Good (HFG) programs, as part of the multi-ministry review of supportive housing programs. This work contributed to the development of the Homelessness Prevention Program (HPP), including the consolidation of CHPI, HFG and the Strong Communities Rent Supplement Program (SCRSP) programs.

Supportive Housing Investments

Service managers and Indigenous Program Administrators have made significant investments in supportive housing through the Social Services Relief Fund (SSRF). A total of almost 1,200 units of supportive housing are being created through investments under this program, creating long-term solutions that will transition people out of homelessness.

Home For Good provided 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. In 2021-22, \$50 million in operating funding was made available to 21 service managers.

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. In 2021-22, \$13.3 million in operating funding was made available to the two Indigenous Program Administrators.

Mental Health and Addictions Support for Indigenous People

In 2021-22 the government invested \$10 million in new annual funding to provide Indigenous-led, culturally appropriate long-term housing solutions and support services to Indigenous people experiencing or at risk of homelessness, which was implemented through an enhancement to the Indigenous Supportive Housing Program.

This new funding can be used for longer-term housing solutions such as supportive housing, transitional housing, rent supplements and housing allowances, and help to avoid emergency-based responses like shelters. It will provide a secure, predictable source of funding for Indigenous housing providers to deliver culturally appropriate supportive housing services to support the health and well-being of Indigenous people in their communities.

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. Initiatives completed in 2021-22 include the following:

- Continuing to support service managers and Indigenous Program Administrators with the acquisition of critically-needed personal protective equipment, through provincial supply channels overseen by the Ministry of Government and Consumer Services and Ontario Health.
- Working with the Ministry of Labour, Training and Skills Development to implement a Focused Inspection Initiative (FII) of emergency shelters and supportive housing facilities with a high-risk of transmitting COVID.
- Facilitating service managers' participation in the Ministry of Health's Provincial Antigen Screening Program (PASP).
- Working with the Ministry of Health to distribute information to service managers regarding COVID guidance for congregate care settings; the availability of mobile vaccination clinics; and a vaccination resource toolkit focused on vulnerable populations experiencing vaccine hesitancy.
- Meeting frequently with a service manager/Indigenous Program Administrator COVID Response Group table, to discuss front-line pandemic experiences, and areas where more provincial support is needed.

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, outbreaks at facilities and vaccination status. Data is also collected on COVID-19 cases, recoveries and deaths for clients and staff.

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 partnered with the Canadian Alliance to End Homelessness (CAEH) to support service managers during By-Name List implementation. CAEH delivered training, workshops, intensive coaching, community of practice meetings and developed a best practice guide to help service managers develop and implement effective By-Name Lists.

As of January 2022, all 47 service managers confirmed having a By-Name List in place that meets the provincial requirements.

Community Homelessness Prevention Initiative (CHPI)

Originally implemented in January 2013, the Community Homelessness Prevention Initiative (CHPI) was a 100 per cent provincially funded outcomes-based program that aims to prevent and end homelessness by improving access to adequate, suitable, and affordable housing and homelessness services for people experiencing homelessness and for people at-risk of homelessness. In 2021-22, over \$338.7 million was made available to service managers through CHPI.

Market Housing

Introducing More Homes for Everyone

On March 30, 2022, the ministry launched the More Homes for Everyone plan and introduced *Bill 109 - the More Homes for Everyone Act*. This includes proposed changes to the Planning Act, Development Charges Act, The City of Toronto Act, the New Home Construction Licensing Act and the Ontario New Home Warranties Plan Act as well as associated regulations.

The initiatives included in the plan are grouped under the following categories: 1) less red tape, more homes; 2) make it easier to build community housing; and 3) protect home buyers, homeowners and renters.

Development of the plan involved the close collaboration between MMAH and various ministries including Ministry of Government and Consumer Services, Ministry of Finance, Ministry of Infrastructure, Ministry of Transportation and the Ministry of the Attorney General. The extensive legislative and regulatory changes under the proposed *More Homes for Everyone Act, 2022* are complemented by partner ministry initiatives to address speculation through tax policy, implement transit-oriented communities, make better use of surplus lands and address backlogs at the Ontario Land Tribunal and Landlord and Tenant Board.

As part of the More Homes for Everyone Plan, the ministry is working to provide a surplus government site in Vaughan to a non-profit organization to support affordable housing. This work will continue in 2022-23.

Housing Affordability Task Force and Three-Part Consultation on Housing Affordability

More Homes for Everyone builds upon the three-part consultation on housing affordability where the ministry sought advice from industry experts, municipalities and the public on ways to increase housing supply and affordability.

1. **Housing Affordability Task Force** – The ministry led the creation of a nine-member Housing Affordability Task Force, which was appointed by the Minister of MMAH. The ministry supported the work of the Task Force between December 2021 and February 2022. This included providing guidance throughout the appointments process, organizing 16 separate consultations with over 140 individuals representing 102 organizations as well as acting as the secretariat for each consultation. The culmination of this work resulted in the Task Force providing a final report to the minister containing expert recommendations for additional measures to increase the supply of market housing to address the housing crisis. This report was published by the ministry on February 8, 2022.
2. **Municipal Engagement** – Other elements of this consultation included organizing and hosting a Provincial-Municipal Housing Affordability Summit with Ontario's Big City Mayors and Regional Chairs, and a Rural Housing Affordability Roundtable at the Rural Ontario

Municipal Association (ROMA) conference both held in January 2022. The Summit and Roundtable provided an opportunity to share successes across jurisdictions and identify further opportunities for collaboration as the province and municipalities continue to address housing affordability. Work completed by the branch included strategic planning for the summit, creating presentation materials, stakeholder management as well as ongoing issues management.

3. **Online Public Consultation** –The ministry held an online public consultation on housing affordability, which asked Ontarians, community groups and other stakeholders to share their input. This consultation ran from December 13, 2021, to January 13, 2022, with over 2,000 responses having been received. The consultation was used to inform development of the More Homes for Everyone Plan and related policy development going forward.

Continuing to Implement and Assess Ontario's 2019 Housing Supply Action Plan

The government's More Homes for Everyone Plan builds off of the government's More Homes, More Choice: Ontario's Housing Supply Action Plan (HSAP) and the *More Homes, More Choice Act, 2019*. While the HSAP was first released in May 2019, a number of initiatives under the HSAP have rolled out in subsequent years. In 2021-22, ongoing activities related to the HSAP led by this ministry's program area included:

- The release of guides on innovative housing options (e.g., shared equity arrangements, laneway housing and modular/prefabricated homes)
- Working with Infrastructure Ontario and partner ministries to proactively examine opportunities to leverage surplus provincial lands for priority housing outcomes, such as to build more new affordable housing units.
- Continuing to lead the implementation of significant amendments made to the Residential Tenancies Act (RTA) through Bill 184, the *Protecting Tenants and Strengthening Community Housing Act*, which was passed on July 21, 2020, with staggered proclamation dates. The amendments were informed by HSAP consultations and are intended to support a more balanced and accessible adjudication of tenancy disputes, streamline processes at the Landlord and Tenant Board, and increase protections for tenants. The ministry has been supporting the Landlord and Tenant Board to operationalize the amendments, as well as bringing all remaining amendments into force on September 1, 2021, and January 1, 2022 and supporting the Province in responding to legal challenges.

COVID-19 Supports for Renters

The ministry led the implementation of significant supports for both residential and commercial tenants through:

- 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 Ontario's 1.5 million rental households given the impacts of the pandemic.
- Implementing a temporary emergency order pausing the enforcement of residential evictions. In 2021-22, an emergency order came into effect that temporarily paused the enforcement of residential evictions (O. Reg. 266/21) to protect the health and safety of Ontarians in response to COVID-19. Working with the Ministry of the Solicitor General, the ministry led the development of the emergency order under the *Emergency Management and Civil Protection*

Act to ensure people were not forced to leave their homes while a provincial stay-at-home order was in force.

- Implementing a temporary commercial eviction ban tied to the federal government's Canada Emergency Rent Subsidy (CERS) to protect businesses from eviction while they sought financial relief through CERS.
- Ongoing monitoring of the impacts of the COVID-19 pandemic and correlating government measures on residential and commercial rental markets to inform evaluation and current/future policy and program development.

Providing Public Awareness and Tenant and Landlord Guidance

The ministry provided ongoing public education and 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 (i.e., the Market Housing Policy Branch responded to over 1,600 inquiries related to residential and commercial tenancies in 2021-22).
- Making timely updates to websites that inform tenants and landlords about their rights and responsibilities (with over 1 million visits to these ministry's webpages in 2021-22).
- Publishing an updated Standard Form of Lease and multilingual guide to reflect amendments to the RTA and further clarify rent rules and tenant rights.
- Providing information sessions and webinars upon request by stakeholders and the public.
- The Rental Housing Enforcement Unit's focused efforts to mitigate potential unlawful evictions and other RTA offences during the COVID-19 pandemic.

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 since 2016-17, 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. A suite of interactive dashboards is available in the HHBI Portal with data on Ontario's housing markets, housing supply, and various socio-economic variables including core housing need. In 2021-22, the HHBI has undergone enhancements to the data and improvements to functionality and the user experience.

2021-22 Results

Table 4: Ministry Interim Actual Expenditures 2021-22

	Ministry Interim Actual Expenditures (\$M) 2021-22 *
COVID-19 Approvals **	323.6
Other Operating	929.3
Other Capital	307.9
Staff Strength *** (as of March 31, 2022)	483

*Interim actuals reflect the numbers presented in the 2022 Budget.

**Includes One-time and time-limited COVID-19 related funding.

***Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book

2022-23

Ministry of Northern Development, Mines,
Natural Resources and Forestry

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PART I: 2022-23 PUBLISHED PLAN

**Ministry of Northern Development,
Mines, 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 manage and promote the responsible use of Ontario's natural resources and promote northern economic and community development.

Mandate

The Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNRF) is responsible for protecting and managing the province's diverse natural resources to support Ontario's economic prosperity, environmental sustainability, and quality of life for the people of Ontario. The ministry is also responsible for the provincial minerals sector and is the regional ministry for Northern Ontario.

To achieve its mandate commitments, the ministry oversees and implements seven 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.
- **Advance economic development in Northern Ontario** through collaborative partnerships and solutions that reflect the unique needs of northerners.

- **Support a strong and sustainable minerals sector** in Ontario, including the development of the Ring of Fire area, and ensure the fair, effective and efficient administration of Ontario's *Mining Act* for the protection of public health and safety, and the environment.

In addition to its key activities, the Ministry of Northern Development, Mines, 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 Ontarians 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 supported resource-based tourism businesses that were affected by the COVID-19 pandemic. Eligible Commercial Outpost Camps and hunting and fishing outfitters received relief from certain rents and fees (e.g., bear hunting and baitfish fees and licences, land use fees for Commercial Outpost Camps permits or leases) in 2020 and 2021, providing approximately \$2.678 million in financial relief. The ministry will continue to provide this relief to resource-based tourism businesses in 2022, committing an additional \$1.44 million in financial relief. This will help with the recovery of the sector by supporting businesses that employ residents and contribute to local communities.

Through the Remote Air Carrier Support Program (RACSP), NDMNRF, in consultation with the Ministry of Transportation and the Ministry of Indigenous Affairs Ontario, 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.

In December 2020, the ministry reached out to a number of Indigenous communities in the Ring of Fire region to provide additional support in response to COVID-19 impacts and pressures on their projects and deliverables focused on digital upgrades and solutions to help address barriers to consultation and communication.

2022-23 Strategic Plan

The ministry's strategic plan contains clearly focused long-term goals, and desired strategic outcomes that will guide NDMNRF and focus efforts to advance the achievement of our mandate and priorities.

NDMNRF is committed to economic development, job creation, responsive customer service and fiscally responsible service delivery. NDMNRF 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 measure its performance more accurately in achieving outcomes and value-for-money.

The ministry is undertaking several initiatives throughout 2022-23 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 Northern Ontario and the province's natural resources economies.
Deliverables	- Promote economic growth and job creation in Ontario's forestry, aggregates, and fishery sectors. - Promote sustainable outdoor recreation opportunities. - Support provincial initiatives in the North and address unique regional needs.
Key Activities	Implementation of Sustainable Growth: Ontario's Forest Sector Strategy – On August 20, 2020, Ontario released Sustainable Growth: Ontario's Forest Sector Strategy (FSS). The FSS 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. In 2021-22, a committee comprised of industry, Indigenous and municipal members was formed by the Minister to support the development of an implementation plan for the strategy and to develop key performance indicators to

Government Priority	Advance Economic Development
	measure and report on progress and the overall success of the strategy. Implementing FSS actions will require continuing collaboration with ten other ministries who are leads on one or more actions within the FSS as well as external partners, many of whom have been identified within the ministry's 2022-23 Transfer Payment Plan. Through activities of NDMNRF, other ministries and external partners work will be undertaken to advance the 34 action items identified in the FSS. • Forest Biomass Action Plan (FBAP) – as part of delivering on commitments in the FSS, the ministry will begin implementation of the FBAP in 2022-23 following its finalization and release in March 2022. • Forest Policy Framework – The ministry is committed to enhancing sustainable forest management in Ontario's managed forests to support long-term forest health, while ensuring that Ontario's Forest sector and products continue to meet standards of responsible forestry. Activities include modernizing forest management planning and personal use harvest, reviewing the Independent Forest Audit process and revising the Forest Management Guide for Conserving Biodiversity at the Stand and Site Scale. The ministry continues to make information available on how to consider climate change and is developing strategic direction for managing forest pests in Ontario. • Public Lands 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 <i>Public Lands Act</i>. • Conservation Authorities Act – The ministry will work with the Ministry of the Environment, Conservation and Parks and with the Conservation Authorities Working Group to support regulatory development under the Act related to natural hazards management. • Aggregate Resources Policy Framework – The ministry is focused on ensuring the new regulation and technical

Government Priority	Advance Economic Development
	standards requirements that came into effect in 2021 and 2022 are clearly understood by industry and the public. The ministry remains committed to providing business certainty, while also maintaining our commitment to limit impacts to communities and the environment. Geospatial Data Services – The ministry provides foundational geospatial data that is critical to supporting the province’s Open for Business and Open Government initiatives, and Ontario’s digital economy. This includes the geospatial and land tenure data required for resource development and economic growth in the mining, water and wind power, engineering, and construction industries. The data also underpins the delivery of mobile, cost-effective, location-based services to Ontarians. Science and Research – The ministry is an authoritative source within the Ontario Public Service of science services that contribute to the economic, environmental, and social sustainability of Ontario’s natural resources. Science services including inventory, monitoring, research, analyses, and reporting, all provide diagnostics to inform decision-making and policy development related to the management and regulation of natural resources and the environment. Outdoor Recreation Opportunities – The ministry will continue to promote fish and wildlife outdoor activities in 2022-23 through marketing and communications channels, including social media, fishing, and hunting regulation summaries, newsletters, outreach events, the Learn to Fish program and Fish ON-Line. Anglers and hunters spend over \$2.4 billion annually in Ontario. Fish and Wildlife – The ministry supports commercial fisheries through science and monitoring programs that support sustainable quotas for the industry. Fishers have access to programs that provide for licensing and quota tracking that support business needs. The ministry directly supports industry initiatives such as Marine Stewardship Certification. This certification allows fisheries to access markets requiring “eco-certification” and ensures that Ontario’s commercial fish products are well represented in

Government Priority	Advance Economic Development
	the broader marketplace. 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 provide anglers a wide range of fishing opportunities, from shoreline fishing in the city to fly-in fishing trips in remote areas of the province. The 1.2 million licensed anglers spend \$1.75 billion per year on recreational fishing in Ontario. The ministry also supports sustainable native wildlife populations and their ecosystems, which provide important ecological, cultural, economic, and social benefits for Ontarians. Hunters spend more than \$587 million annually on hunting trips, which support jobs and businesses in many rural and northern communities that depend on them. The ministry promotes fish and wildlife outdoor activities through marketing and communications, including social media, delivery of annual fishing and hunting regulation summaries, newsletters, outreach events, the Learn to Fish program and Fish ON-Line. • The Northern Ontario Heritage Fund Corporation - The ministry builds a stronger Northern economy by making strategic investments through the Northern Ontario Heritage Fund Corporation (NOHFC). The NOHFC provides financial assistance to projects that stimulate growth, job creation, and develop a skilled workforce. The NOHFC continues to implement programs which 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 Northern Energy Advantage Program (NEAP) - The ministry supports Northern Ontario's largest industrial electricity consumers to reduce costs, sustain jobs, and maintain global competitiveness. The program has been expanded to allow for the participation of new mining and forestry operations coming into production in the future, and to create an investor class stream that will encourage companies to undertake transformational investments such as reducing greenhouse gasses and transitioning to clean technologies.

Government Priority	Advance Economic Development
	• The Northern Ontario Resource Development Support (NORDS) Fund – The ministry provides support to municipalities in Northern Ontario to help invest in municipal infrastructure impacted by resource development. • Northern Transportation Networks - The ministry 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. • Red Tape Reduction: Since 2019, the ministry has reduced direct annual costs to business by over \$3 million and regulatory compliance requirements by 12%. These contributions make the ministry the second largest contributor to the government's burden reduction commitments. NDMNRF will continue to reduce red tape by modernizing the regulatory environment and being responsive to stakeholders, improving our natural resources programs and services and growing Ontario's natural resources sector.

Table 1-2: Ministry Contribution to Government Priorities and Results

Government Priority	Fiscally Responsible Service Delivery
Ministry Priorities Deliverables	• Prudent fiscal management. • Service delivery that maintains service level standards. • Managing from within Treasury Board approved allocations. • Promote innovative strategies that enable more efficient and sustainable public service delivery that effectively maintains service level standards.
Key Activities	• Budget Management – The ministry demonstrates fiscal responsibility and supports the government’s commitment to put Ontario on a sound financial footing so we can protect against 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. • Integrated Resource Monitoring – The ministry is implementing recommendations developed through the Integrated Monitoring Framework initiative to modernize and increase the efficiency of monitoring programs that support effective management of forest, wildlife, and fisheries resources. • Geospatial Data Services – The ministry coordinates partnerships to acquire, use and distribute foundational geospatial data across governments, the broader public service, academic and business sectors, and the public 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. • Crown Land Management – The ministry ensures that users and occupiers of Crown land under the <i>Public Lands Act</i> pay fair market value for private and commercial use of Crown land, including implementing sector-based initiatives.

Government Priority	Fiscally Responsible Service Delivery
	• 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	• Fishing and Hunting Customer Service and Support – The ministry continues to provide customer service to anglers and hunters, including licensing and big game draw services, contact centre support, social media and the fish and wildlife licence issuer network. The ministry's call centre is undergoing Lean changes to enhance the client experience and will also explore modernized service tools. • Natural Resources Enforcement – The ministry received approval 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 invasive species. In 2022-23 the ministry will complete orientation training for the new conservation officers, assign

Government Priority	Responsive Customer Service
	them to coach officers with the goal of having all new recruits conducting independent field operations by the end of the fiscal year. Natural Resources Information Portal (NRIP) – 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 2022-23, the ministry will continue to modernize services to clients focused on accessibility and improving functionality. This will include expanded ability to pay online and adding authorizations options for enhanced online submissions. Approvals and Authorizations Modernization – The ministry is modernizing services and approvals by reviewing 100% of all regulatory approvals under 23 pieces of legislation, seeking to optimize delivery. In 2022-23, the ministry is planning two releases with the first release moving 8 approvals online, providing clients 24-7 access to applications and completing user research on another 50 approvals with a target to move these approvals online late in this fiscal year. Mineral tenure administration in Ontario has been transformed and modernized 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. One Window Co-ordination Protocol (OWCP) is being reviewed and updated 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.

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.

Key program initiatives in 2022-23 include:

- Continue to defend Ontario's interest in the ongoing softwood lumber trade dispute between Canada and the United States (US). The dispute involves ongoing investigations, administrative reviews conducted by the US Department of Commerce, and multiple appeals taking place under NAFTA/CUSMA and the WTO. NDMNRF works closely with our partners in industry, other provinces, and the federal government to support the Canadian forest industry, advocate for free trade, and maintain market access in the United States.
- Implement Sustainable Growth: Ontario's Forest Sector Strategy. The FSS was released on August 20, 2020, and is built on four pillars of action:
 1. Promoting stewardship and sustainability
 2. Putting more wood to work
 3. Improving our cost competitiveness
 4. Fostering innovation, markets, and talent.
- Details on the 34 actions within the FSS can be found online at: [Sustainable Growth: Ontario's Forest Sector Strategy](#).
- Implement the actions of the FSS through collaboration with 10 other ministries who are leads on one or more actions within the FSS and external partners, many of whom are identified within the ministry's Transfer Payment (TP) Plan. The TP projects seek to improve forest industry efficiencies in

putting more wood to work, identifying innovation opportunities for technologies and processes, and shifting Ontario's building sector towards more cost and time effective strategies through the use of wood for non-traditional projects.

- Upon its release in March, 2022, begin implementation of the five-year Forest Biomass Action Plan (FBAP), as committed 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 forest sector and forestry dependent regions of Ontario. Key activities planned as part of FBAP implementation in 2022-23 include the review of initial market research and the procurement of three studies aimed at:
 - Determining market pathways for available supplies of forest biomass;
 - Quantifying and documenting the socio-economic benefits of forest biomass use; and
 - Considering approaches for building capacity for Indigenous community participation in the forest biomass sector.
- 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.
- Continue to deliver the Forest Sector Investment and Innovation Program (FSIIP), which supports an action in the Putting More Wood to Work and Fostering Innovation, Markets and Talent pillars of the FSS. Due to COVID-19, several projects were delayed or put on hold in 2020-21 and 2021-22, however, there is currently high demand for support from this program. 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.
- Establish a wildfire solutions forum with forest industry leadership and provincial wildfire leadership to improve forest industry resilience. The forum will promote dialogue and collaboration by developing solutions to improve wildfire response, prevention, mitigation and forest industry business practices.

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 2022-23 include:

- Implement Ontario's Flooding Strategy by working with several ministries, and partners to make Ontario more resilient to flooding in the long term. Priorities include developing new guidance to enable enhanced flood mapping and promote sound land use planning decisions.
- Develop policy to ensure the sustainable use and management of Crown land, natural heritage, mineral aggregate resources, oil, gas and salt resources, and waters.
- Collaborate with other Great Lakes jurisdictions to support the implementation of Great Lakes priorities to manage and protect the shared waters for future generations.
- 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.

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. NDMNRF 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 2022-23 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 *Lymantria*

dispar dispar (LDD) moth (previously referred to as gypsy moth) infestations throughout the LDD outbreak cycle.

- 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. Sightings of wild pigs, a potentially costly invasive species will be investigated, and animals removed as required. Select wildlife species will be monitored for SARS-CoV-2, the virus that causes COVID-19.

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 2022-23 include:

- Support Ontario's Flooding Strategy by establishing a Provincial Elevation Mapping Program to acquire Lidar data required for flood mapping and participating in the ministry Flood Mapping Technical Team to ensure effective collaboration and program operations.
- Provide public access to over 400 geographic datasets through Ontario GeoHub, a data discovery and access tool. By providing public access to government data, NDMNRF 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 First Nations land claim negotiations.
- Expand partnerships through LIO to collect and improve a range of foundational geospatial data such as land parcels, aerial photography, elevation, roads and water 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 guides 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. 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 2022-23 include:

- Revise 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 would allow a First Nation to undertake forest management in support of community economic development and energy security.

- Review 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).
- 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.
- 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.
- Represent Ontario's interests 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 and the Pan Canadian Dialogue on Forest Resiliency in the face of wildland fires, updates to the National Forest Pest Strategy, and participation in ministerial conferences to contribute to strategic priorities for future inter-governmental activities.
- Continue to work with industry to improve and modernize wood measurement practices and policies, explore new technology and concepts, and draft revisions to the Scaling Manual.

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, NDMNRF has completed a review of the Fish and Wildlife Program to identify opportunities for continuous improvement with respect to strategic alignment, value for money and objective achievement.

Key program initiatives in 2022-23 include:

- Development and implementation of a continuous improvement plan in response to the Fish and Wildlife Program Review which identified opportunities for improvement with respect to strategic alignment, coordinated delivery, governance, and accountability. Efforts in 2022-23 will help ensure the program realizes its full potential with respect to delivering value and benefits to Ontarians now and into the future.
- Continue to manage the Great Lakes fisheries to ensure long-term sustainable economic and social cultural benefits from recreational, commercial and Indigenous fisheries. This includes working collaboratively with the Saugeen Ojibway Nation and Parks Canada on the Together with Giigoonyag (fishes) research project. The project aims to better understand the health of dikameg (lake whitefish) and other fish species in parts of Lake Huron using a Two-Eyed Seeing Approach that brings together Saugeen Ojibway Nation's ecological knowledge and western science. The ministry is also working collaboratively with the commercial fishing industry and Indigenous communities to consider options to improve lake whitefish populations in Lake Huron.
- Manage the cage aquaculture industry in the Great Lakes to ensure further economic, social, and responsible use. This includes implementing a longer term 20-year licencing regime and land tenure authorization process, standardized environmental monitoring and licence conditions, and working with Indigenous communities in support of a collaborative approach to responsible management of this industry.
- 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.
- Implement Ontario's Sustainable Bait Management Strategy which addresses ecological threats and increases protection for Ontario's vibrant fisheries while minimizing impacts on anglers and increasing business certainty for the commercial industry that relies on bait.
- 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.

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 include land-use planning, management, and allocation of resources, 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 2022-23 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 (NRIP), including service delivery modernization for forest management planning, aggregate resource management services, and other natural resource approvals. The new portal makes it easier and

faster to exchange mandatory information with the forest and aggregate sectors, reduces costs and risks associated with outdated software, eliminates complex and confusing paper forms, and provides more effective online public engagement and access to natural resource management information. The portal provides a digital first approach and will 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, 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.
- Develop and begin the implementation of a comprehensive, long-term strategy to help to manage the risks posed by legacy wells (petroleum and other wells) and related subsurface gas migration hazards. The ministry will invest \$5.4 million into this strategy which will be designed and implemented in collaboration with other relevant ministries, the federal government, municipalities, indigenous communities, industry, and other stakeholders to ensure coordinated effort and shared benefits.

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 2022-23 include:

- Complete orientation training for new conservation officers, partner them with coach officers with the goal of having all new recruits conducting independent field operations by the end of the fiscal year.
- Collect and analyze information related to hunting incidents and offences related to unsafe hunting to increase staff understanding and to focus future work of monitoring compliance with hunting safety rules.
- Raise awareness of illegal moose hunting through social media communications.
- Collect information and develop intelligence to inform enforcement actions related to illegal commercialization and trade of Ontario's natural resources.
- Work with Indigenous communities through the Collaborative Compliance Initiative to resolve natural resource offences involving Indigenous persons through community-based restorative justice.

9. Far North

The Far North Program is responsible for the delivery of the *Far North Act* within a specific geographic area. The program implements a joint community-based land use planning process with Far North First Nations partners. It also supports the review of economic development opportunities, including all-season roads, transmission corridors and mining development in the Ring of Fire region.

Key program initiatives in 2022-23 include:

- Continue to implement a joint community-based land use planning process with Far North First Nations. NDMMNRF will focus on supporting joint planning with willing First Nations partners.
- Legislative amendments to the *Far North Act* were passed under Schedule 10 of Bill 43, *Build Ontario Act* (Budget Measures), 2021, that was introduced on November 4, 2021, and received Royal Assent on December 9, 2021. Recent changes to the joint body provision of the Act clarify the process for establishment of this advisory body between Far North First Nations and the Minister. It is anticipated that calls for establishment of the

joint body will emerge in 2022-23. When at least 7 First Nations indicate support for the establishment of the joint body, a Terms of Reference will be prepared to guide and regulate the establishment and functions of the Joint Body and set out matters that are to be considered in scope for discussions.

- Continue to support strategic initiatives including the Ring of Fire and all-season road proposals; and provide expert advice and input to NDMMNRF 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 2022-23 include:

- Invest \$7.57 million in 2022-23 to protect Ontarians from natural disasters such as wildland fires and floods. Through this investment, the program will:
 - Hire critical wildland fire response staff, invest in technology and science (including drones), fire analytics and modelling to mitigate the highest risk to adequately prepare and respond to the growing impacts that wildland fires pose to people, communities, and businesses.
 - Undertake the first year of a multi-year review of Ontario's natural resource disaster management programs, including legislation, regulations, policies, practices, and business and technology solutions, to modernize our prevention, mitigation, preparedness, response, and

recovery strategies to meet the needs of Ontario today and long into the future.

- Continue to participate in collaborative pan-Canadian prevention and mitigation efforts, as well as increase public awareness and education in Ontario on how property owners, communities and land managers can prepare for and mitigate the risks and adverse impacts of wildland fire; through the implementation of the FireSmart program, Community Wildfire Protection Planning, and the FireSmart Communities Transfer Payment incentive program.
- Continue to develop a strategy to modernize the ministry's wildland fire prevention and mitigation programs with the intent of expanding, streamlining, and increasing the effectiveness of these programs.
- 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.
- Engage Indigenous partners in the planning of collaborative research seeking to understand the impact of wildland fire and wildland fire management practices (e.g., decision-making, strategies, processes) on indigenous people and communities to enable the improvement towards more inclusive and culturally representative practices.
- 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 NDMNRF's Natural Hazard Emergency Response, and Natural Resource Management programs. Implement approaches to improve the quality and efficiency of aviation services as part of a continuous improvement initiative.
- Implement Ontario's Flooding Strategy by working with several ministries and partners to make Ontario more resilient to flooding in the long term.
- Implement Ontario Low Water Response by working with several ministries and partners to make Ontario more resilient to drought/low water in the long term.
- Continue to co-manage operation and maintenance of the Ontario Hydrometric network with Environment and Climate Change Canada. Participate in national initiatives for this river and lake water monitoring network to ensure the efficiency and maximum value are achieved for the interests and public safety of Ontarians.

11. Northern Development

As the regional ministry for Northern Ontario, NDMNRF 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, in part, through the Northern Ontario Heritage Fund Corporation (NOHFC), a provincial agency chaired by the Minister of Northern Development, Mines, Natural Resources and Forestry.

Through a network of regional offices and strategic program and policy development, NDMNRF 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, NDMNRF 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.

Key program initiatives in 2022-23 include:

- Lead, deliver, and co-ordinate government programs and policies aimed at supporting economic growth and business development, and address infrastructure and transportation network needs, in Northern Ontario.
- Support the development and implementation of strategic policies and programs by undertaking research and collect and analyze regional information. This analysis focuses on opportunities to support the Northern Ontario economy that will ultimately strengthen and diversify Northern Ontario communities and businesses.
- Ensure the North's voice is reflected in the policies and priorities of the government, by working 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.
- Administer the Northern Transportation Networks program by planning and delivering 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.
- Promote and deliver 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.
- Help 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.

- Administer the Northern Energy Advantage Program (NEAP), which has replaced the Northern Industrial Electricity Rate Program, which supports Northern Ontario's largest industrial electricity consumers to reduce costs, sustain jobs, and maintain global competitiveness. With ongoing funding of \$120 million per year, increasing to more than \$176 million per year by 2025-26, the program protects jobs in the North and supports the development of industrial energy management plans.
- Deliver the Veterinary Assistance Program (VAP) across northern and rural Ontario, which helps promote the viability of the livestock industry by supporting the provision of veterinary services to livestock producers. It does this by providing funding to offset the travel, locum, and continuing education costs incurred by participating veterinary practices. The annual allocation for the program is \$830,000.
- Promote and deliver programs, services, and funding to build community infrastructure and assist communities in undertaking economic development projects. 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 to provide programming and advisory services, to assist communities as they build community infrastructure and undertake economic development projects.
- Deliver the Northern Ontario Resource Development Support (NORDS) Fund which provides support to municipalities in Northern Ontario to help invest in municipal infrastructure impacted by resource development.
- Provide advice and funding to support services in unincorporated areas without municipal structure. The ministry provides administrative oversight, advice, and funding support to Local Services Boards (LSBs). There are 45 LSBs, which deliver basic community services, as described under the *Northern Services Board Act*, in territories without municipal organization. The LSB program has an annual funding allocation of \$625,000.

12. Mines and Minerals Development

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.

The ministry administers the Regulatory Administration of 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 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.

Through the mineral sector development investment and opportunity program the ministry provides information, support, advice and brokers relationships between stakeholders, partners, investors, and other key government officials, agencies, and associations to ensure Ontario is recognized as the global leader in exploration, mine production, and related services.

To support Ring of Fire Economic Development and Community Readiness the ministry is working with First Nation communities to leverage federal, provincial, and industrial partnerships that enable the planning and implementation of economic development opportunities and improvement or expansion of community infrastructure assets such as new housing and renovations, worker, and visitor accommodations, streetlighting and multi-purpose centres.

Investments have been made by working with First Nations and federal partners to advance community capacity and readiness to participate in Ring of Fire development opportunities. Activities include supporting First Nations capacity-

building through various mechanisms to actively participate in mining and mineral developments, industry dialogue, and environmental assessment consultation processes. Work continues to help advance community readiness priorities including skills and training, on-reserve drivers licensing, financial management and governance, and community engagement and planning.

The Ring of Fire Infrastructure Development focuses on regional infrastructure, such as all-season roads and broadband, required to advance Ring of Fire developments and support First Nations access and participation. Marten Falls and Webequie First Nations are proponents for environmental assessments for proposed new roads that will, if approved, connect their communities to the provincial highway network through a proposed north-south corridor and connect to proposed Ring of Fire developments to benefit from these opportunities. The ministry has expanded its funding to provide consultation support to those First Nations potentially impacted by the proposed road environmental assessment projects that will connect the Ring of Fire mining camp to existing road infrastructure. The ministry continues to support a joint initiative with the federal government to connect Marten Falls, Webequie, Nibinamik, Eabametoong and Neskantaga First Nations to broadband fibre which will facilitate business and economic opportunities; skills, training, and education; and health supports.

Key program initiatives in 2022-23 include:

- Continue supporting 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.
- Continue to invest 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.
- Continue to review and update 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.

- Lead and facilitate the development in the Ring of Fire, by engaging and collaborating with Indigenous peoples and communities, northerners, the mining industry, federal departments, and other provincial ministries to encourage responsible and sustainable development in the region. Located more than 500 kilometers northeast of Thunder Bay, the Ring of Fire is one of the most significant mineral discoveries in the province.
- Supporting an integrated, intergovernmental co-ordination and planning approach, including working with First Nation proponents to advance the development of strategic transportation and community infrastructure in the Ring of Fire region in an environmentally responsible way.

13. Corporate Management

The Corporate Management and Information Division 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, French Language Services, and the administration of the *Freedom of Information and Privacy Protection Act*.

Key program initiatives in 2022-23 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 NDMNRF'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. NDMNRF has committed to moving from 12% to 100% of services online over 3 years providing clients with information at their fingertips anytime, anywhere and on any device.
 - Launching a paper digitization initiative which will make information available digitally to clients and staff who need it.
 - Overseeing and supporting the reintegration of staff in our workplaces to ensure a safe and healthy work environment (whether in office or working remotely) and 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

NDMNRF 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.

Ministry Performance Measures and Achievements

Table 2: Ministry Performance Measures and Achievements (UPDATED)

Performance Measures	2019-20 Achievement	2020-21 Achievement	2021-22 Target	2022-23 Target
% of available Crown timber harvested	49%	47.3%	49.8%	52.3%
% online-self-service/automated registrations*	94%	96%	94%	96%
% of program compliance rate with the ministry's external service standards	85.8%	76.8%	90%	90%
Number of provincial flood messages warnings issued	110	97	116	71
% of wildland fires that are deemed to require a full response, where NDMNRF is the first response and the fire met one of two criteria thresholds of 1) fire size and 2) time from report to being held.	95%	90%	96%	95%

Performance Measures	2019-20 Achievement	2020-21 Achievement	2021-22 Target	2022-23 Target
% of high-volume services available online	33%	38%	70%	70%
% of high-volume interactions that can be conducted digitally	70%	74%	50%	50%
% satisfaction rating for digital services	Under Development	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	2.147 million	1.719 million	2-2.3 million	2-2.3 million
% annual increase in Ontario's forest industry exports	-4%	1%	2%	2%
Variance in spending of approved allocation	1.84%	1.84%	1%	1%
Number of Lean initiatives completed	NA	8	2	2
Number of Modernization/Program reviews completed	11	14	14	14
Number of staff with Lean White Belt Training	26	428	150	150
% of eligible First Nation communities covered by a resource revenue sharing agreement	79%	90%	100%	100%

Performance Measures	2019-20 Achievement	2020-21 Achievement	2021-22 Target	2022-23 Target
NEW- Forest Regeneration proportion of regenerating area assessed that is established	NA	94%	NA	90%
NEW- Percentage compliance with inspections of petroleum operations	NA	56%	NA	71%
NEW- The number of open geospatial datasets available through GeoHub	NA	350	NA	360
NEW- The number of users accessing Ontario GeoHub	NA	99,782	NA	109,000
Annual value of multi-factor productivity index	105.5	105.1	114.56 (#1 ranking in Canada)	114.56 (#1 ranking in Canada)
Annual % change in the number of jobs in the North.	- 4.8	- 4.98	1	1
Capital investment in mining in Ontario	\$2.1B	\$2.1B	\$2.5 billion	\$2.5 billion
% of current Ring Of Fire road projects with a high - medium progress level in the Planning & EA phase	100%	100%	100%	100%
% of Transfer Payment agreements onboarded to TP Ontario	30%	60%	100%	100%
Number of jobs created and sustained by funded projects.	3124	1792	3,000	3,000

Performance Measures	2019-20 Achievement	2020-21 Achievement	2021-22 Target	2022-23 Target
Ontario's percentage of Canadian market share of exploration expenditures	23.8%	27.2%	26.5%	26.5%

* 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).

Detailed Financial Information

Table 3: Ministry Planned Expenditures, 2022-23

Cost Type	Ministry Planned Expenditures (\$M)
Operating	1,001.5
Capital	537.8
Total	1,539.3

* Numbers may not add due to rounding.

Figure 1: Ministry distribution of 2022-23 operating expense allocation by Vote/Item/Sub-Item

Ministry Distribution of 2022-23 Operating Expense Allocation

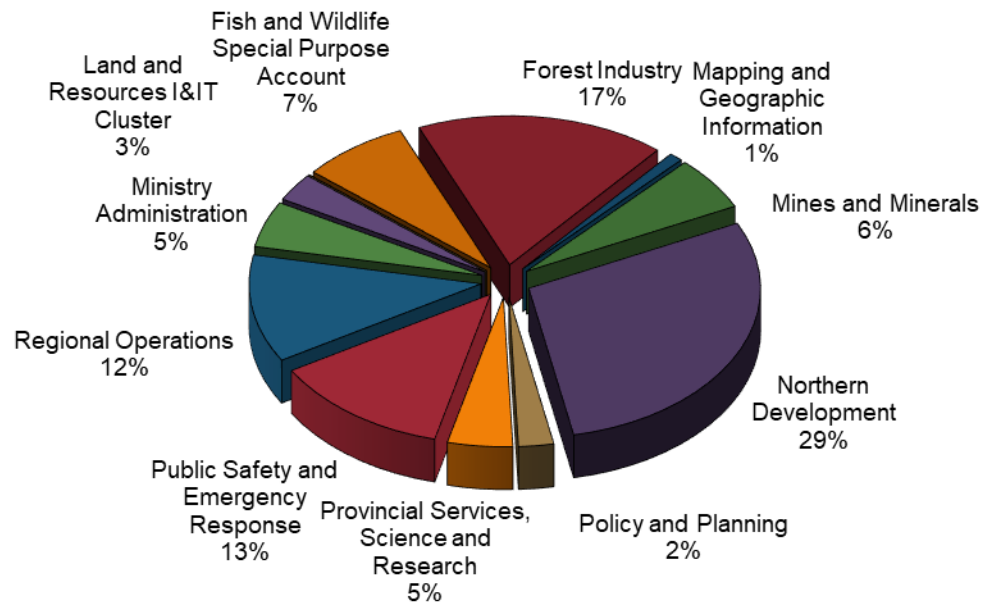


Table 4: Ministry Planned Operating Expenditures by Vote/Item, Sub-Item 2022-23

Activity Name	Ministry Planned Expenditures (\$M)
Fish and Wildlife Special Purpose Account	75.0
Forest Industry	174.5
Mapping and Geographic Information	9.6
Mines and Minerals	58.3
Northern Development	291.3
Policy and Planning	24.5
Provincial Services, Science and Research	45.5
Public Safety and Emergency Response	125.8
Regional Operations	116.8
Ministry Administration	49.9
Land and Resources I&IT Cluster	30.2
Total Planned Expenditures by Vote/Item/Sub-Item	1,001.5

Table 5: Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from 2021-22 Estimates \$	Change %	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
Operating Expense						
Ministry Administration Program	52,685,400	2,145,300	4.2	50,540,100	49,042,200	49,355,337
Natural Resource Management Program	293,606,300	10,839,400	3.8	282,766,900	328,457,300	266,401,786

Votes/Programs	Estimates 2022-23 \$	Change from 2021-22 Estimates \$	Change %	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
Public Protection	136,937,700	6,457,200	4.9	130,480,500	278,054,400	147,615,860
Land and Resources Information and Information Technology Cluster Program	30,725,700	1,285,500	4.4	29,440,200	32,734,400	28,977,269
Northern Development Program	276,386,300	5,048,200	1.9	271,338,100	273,578,700	216,428,196
Mines and Minerals Program	59,653,300	8,991,300	17.7	50,662,000	51,989,000	37,286,978
Total Operating Expense to be Voted	849,994,700	34,766,900	4.3	815,227,800	1,013,856,000	746,065,426
Statutory Appropriations	5,669,014	-	-	5,669,014	2,567,014	3,027,496
Ministry Total Operating Expense	855,663,714	34,766,900	4.2	820,896,814	1,016,423,014	749,092,922
Consolidation Adjustment - Algonquin Forest Authority	24,579,500	784,500	3.3	23,795,000	24,306,200	22,738,692

Votes/Programs	Estimates 2022-23 \$	Change from 2021-22 Estimates \$	Change %	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
Consolidation Adjustment - Forest Renewal Trust	56,688,700	(3,419,800)	(5.7)	60,108,500	54,888,700	53,531,551
Consolidation Adjustment - General Real Estate Portfolio	(25,271,100)	(701,200)		(24,569,900)	(26,361,900)	(29,540,242)
Consolidation Adjustment - Ontario Clean Water Agency	-	-		-	-	(1,660,410)
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	-	-		-	-	(598,001)
Northern Ontario Heritage Fund Corporation	14,818,500	508,500	3.6	14,310,000	3,026,200	34,003,109
Operating Expense Adjustment - Capital Asset Reclassification	-	-		-	-	201,673,289
Operating Expense Adjustment - Section 15 Recoveries	-	-		-	-	3,102,099
Operating Expense Adjustment - Special Purpose Accounts for Fish and Wildlife	75,000,000	-	-	75,000,000	70,111,500	63,188,799

Votes/Programs	Estimates 2022-23 \$	Change from 2021-22 Estimates \$	Change %	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
Total Including Consolidation & Other Adjustments	1,001,479,314	31,938,900	3.3	969,540,414	1,142,393,714	1,095,531,808
Operating Assets						
Ministry Administration Program	1,000	(2,000)	(66.7)	3,000	2,000	-
Natural Resource Management Program	2,806,900	(1,587,300)	(36.1)	4,394,200	3,499,300	-
Public Protection	46,500	(3,000)	(6.1)	49,500	53,500	53,950
Land and Resources Information and Information Technology Cluster Program	-	(1,000)	(100.0)	1,000	-	-
Northern Development Program	2,000	-	-	2,000	2,000	-
Mines and Minerals Program	1,000	-	-	1,000	1,000	-
Total Operating Assets to be Voted	2,857,400	(1,593,300)	(35.8)	4,450,700	3,557,800	53,950
Ministry Total Operating Assets	2,857,400	(1,593,300)	(35.8)	4,450,700	3,557,800	53,950
Capital Expense						

Votes/Programs	Estimates 2022-23 \$	Change from 2021-22 Estimates \$	Change %	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
Ministry Administration Program	1,000	-	-	1,000	1,000	-
Natural Resource Management Program	26,152,300	(1,310,600)	(4.8)	27,462,900	26,005,700	19,848,657
Public Protection	5,370,000	166,200	3.2	5,203,800	3,836,400	946,188
Northern Development Program	96,553,000	13,050,000	15.6	83,503,000	103,303,000	65,335,488
Mines and Minerals Program	5,825,700	296,200	5.4	5,529,500	81,687,400	4,136,406
Total Capital Expense to be Voted	133,902,000	12,201,800	10.0	121,700,200	214,833,500	90,266,739
Statutory Appropriations	407,690,900	29,421,700	7.8	378,269,200	378,269,200	347,473,490
Ministry Total Capital Expense	541,592,900	41,623,500	8.3	499,969,400	593,102,700	437,740,229
Consolidation Adjustment - Algonquin Forest Authority	140,000	(110,000)	(44.0)	250,000	243,000	154,139
Consolidation Adjustment - General Real Estate Portfolio	(3,582,100)	(1,423,300)		(2,158,800)	(7,200,000)	-
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	-	-		-	-	(194,214)

Votes/Programs	Estimates 2022-23 \$	Change from 2021-22 Estimates \$	Change %	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
Northern Ontario Heritage Fund Corporation	(325,700)	267,900		(593,600)	(5,217,400)	(27,500,000)
Total Including Consolidation & Other Adjustments	537,825,100	40,358,100	8.1	497,467,000	580,928,300	410,200,154
Capital Assets						
Ministry Administration Program	1,000	-	-	1,000	1,000	-
Natural Resource Management Program	29,770,200	(8,176,900)	(21.5)	37,947,100	24,877,100	227,758,388
Public Protection	29,654,900	21,164,800	249.3	8,490,100	12,867,100	12,010,012
Northern Development Program	492,654,400	(4,004,000)	(0.8)	496,658,400	621,613,400	578,222,656
Mines and Minerals Program	800,000	174,000	27.8	626,000	626,000	1,217,469
Total Capital Assets to be Voted	552,880,500	9,157,900	1.7	543,722,600	659,984,600	819,208,525
Ministry Total Capital Assets	552,880,500	9,157,900	1.7	543,722,600	659,984,600	819,208,525
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,539,304,414	72,297,000	4.9	1,467,007,414	1,723,322,014	1,505,731,962

* 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 2022 Ontario Budget.

Table 6: Historic Trend Analysis

Historic Trend Analysis Data	Actuals 2019-20* \$	Actuals 2020-21* \$	Estimates 2021-22* \$	Estimates 2022-23* \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,354,798,447	1,505,731,962	1,467,007,414	1,539,304,414
<i>% Change</i>		11%	-3%	5%

* 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 2022-23 allocation is primarily related to investments in public protection and natural resource disaster management, expansion of the Resource Revenue Sharing program for forestry and mining activities, and additional funding for Northern Energy Advantage Program, the Ontario Junior Exploration Program, and Environmental Assessments for the Ring of Fire. New funding was also provided for the Northern Ontario Resource Development Support Fund and the Critical Minerals Innovation Fund.

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 Ontario's fish and wildlife resources, promote more participation in conservation and other programs, and to explore new fish and wildlife-related opportunities.

Nawiinginiima 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.

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

- 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.

Northern Ontario Heritage Fund Corporation (NOHFC)

- a statutory corporation established in 1988 under the *Northern Ontario Heritage Fund Act* 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 by providing loans and grants to stabilize, diversify, and foster the economic growth of Northern Ontario.

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 by-laws.

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.

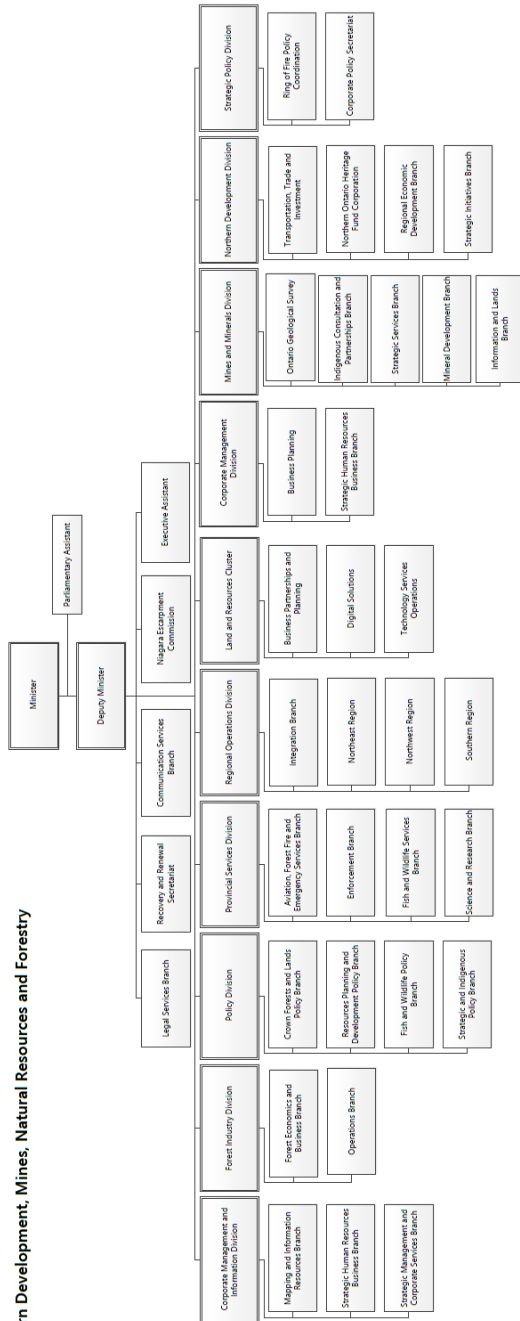
Table 7: Expenditure and Revenue Data for Agencies, Boards and Commissions

Name	2022-23 Estimates: Expenditure \$	2022-23 Estimates: Revenue \$	2021-22 Interim Actuals: Expenditure \$	2021-22 Interim Actuals: Revenue \$	2020-21 Actuals: Expenditure \$	2020-21 Actuals: Revenue \$
Algonquin Forestry Authority	\$29,750,000	\$29,980,00	\$25,561,000	\$25,207,00	\$27,551,000	\$27,622,00
Big Game Management Advisory Committee	\$30,000	\$0	\$3,067	\$0	\$11,946	\$0
Council of the Association of Ontario Land Surveyors	\$26,000	\$0	\$8,600	\$0	\$13,040	\$0
Council of the Ontario Professional Foresters Association	\$26,000	\$0	\$13,500	\$0	\$13,040	\$0

Name	2022-23 Estimates: Expenditure \$	2022-23 Estimates: Revenue \$	2021-22 Interim Actuals: Expenditure \$	2021-22 Interim Actuals: Revenue \$	2020-21 Actuals: Expenditure \$	2020-21 Actuals: Revenue \$
Fish and Wildlife Heritage Commission	\$30,000	\$0	\$11,305	\$0	\$13,000	\$0
Lake of the Woods Control Board	\$1,000	\$0	\$0	\$0	\$0	\$0
Nawiinginokiima Forest Management Corporation	\$1,951,888	\$3,634,17	\$1,951,000	\$3,921,00	\$1,877,000	\$3,866,00
Niagara Escarpment Commission	\$2,601,600	\$0	\$2,590,919	\$0	\$2,581,016	\$0
Northern Ontario Heritage Fund Corporation	\$60,000,000	\$0	\$60,000,000	\$0	\$55,000,000	\$0
Ontario Geographic Names Board	\$975	\$0	\$975	\$0	\$725	\$0
Ottawa River Regulation Planning Board	\$71,747	\$0	\$70,576	\$0	\$61,484	\$0
Rabies Advisory Committee	\$2,850	\$0	\$1,650	\$0	\$2,475	\$0
Temagami Forest Management Corporation	\$409,403	\$836,078	\$193,468	\$1,281,60	\$0	\$0

Ministry Organization Chart

Ministry of Northern Development, Mines, Natural Resources and Forestry
April 2022



APPENDIX: 2021-22 ANNUAL REPORT

2021-22 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. 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.
- The ministry protected residents, communities, and businesses during one of the most active and impactful wildland fire seasons in several decades. Activity increased in the northwest region with severe drought and dry weather conditions, not seen in over 50 years. This led to a record number of fires, including a 200,667-hectare fire named Kenora 51, the largest in Ontario's history.
- In the 2021 fire season, 1,198 wildland fires were recorded across the province with 793,440 hectares burned, compared to 608 fires and 14,690 hectares burned in 2020. This was well above the 10-year average (2011-2020) of 840 fires and 162,813 hectares burned.
- As fire fighting demand exceeded Ontario's resources during the summer's fire escalation, Ontario requested and received the assistance of additional fire personnel and aircraft through the Canadian Interagency Forest Fire Center (CIFFC). This support included assistance from provinces across Canada, the United States, Australia and from Mexico.

- In the spring of 2021, Ontario deployed 85 fire personnel to Manitoba and one to the Northwest Territories to assist with their firefighting efforts.
- COVID-19 Emergency Procurement Response and Operations

The COVID-19 pandemic has introduced many challenges to emergency response planning in the ministry, to ensure the safety of staff as well as the public. To meet those challenges and mitigate health and safety risks associated with COVID-19, the ministry implemented several emergency procurements and operational measures, including:

- Trailer rental services for accommodations and office space
 - Facility services
 - Sanitization supplies
 - Personal protective equipment
 - Additional accommodations
 - Isolation rooms
 - Miscellaneous services and supplies
 - Land transportation
- The record-breaking 2021 fire season in Ontario was supported by approximately 2,500 personnel, including Fire Rangers, fire management support staff, out-of-province personnel, as well as dozens of pilots and engineers.
- Ontario received the assistance of nearly 500 fire personnel and 25 aircraft. This support included assistance from Canada, the United States, and 20 specialized fire personnel from Australia and over 100 firefighters from Mexico.
- 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.
- The ministry prioritized access to vaccines for essential fire staff, including resources coming from out of province to help Ontario with their fire fighting efforts. A rapid antigen testing program was implemented for fire staff and out of province resources were also tested for COVID-19 upon arrival and departure to help mitigate the spread of COVID-19 in Ontario and to ensure a safe return home for all fire fighters.
- Close to 3,000 residents from Indigenous residents were safely evacuated and returned to their homes due to the risk from smoke and fire from the following communities:

- Naicatchewenin First Nation (June)
 - Deer Lake First Nation (July)
 - Poplar Hill First Nation (July)
 - Pikangikum First Nation (July)
 - Municipality of Red Lake (July)
 - Cat Lake First Nation (July)
 - Wabaseemoong Independent First Nations (August)
- Emergency Area Orders that restrict public access to active fire areas were implemented throughout the summer in the northwest fire region, in order to facilitate effective fire suppression and potential evacuations.
- From mid July to mid August, an Implementation Order was put in place with restrictions on industrial operations including forestry and mining throughout Northwestern Ontario to help prevent human caused fires.
- On June 30, due to extreme fire hazard and increased fire activity, a Restricted Fire Zone was implemented for parts of the northwest region for 62 consecutive days to assist in preventing human-cause fires and allow the ministry to continue to fight new and existing fires.
- Earlier in the summer, Ontario deployed more than 80 fire personnel to Manitoba and one to the Northwest Territories to assist with their firefighting efforts.
- Through the Ontario FireSmart Communities Transfer Payment program, municipalities applied 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.
- The ministry participated in Operation Remote Immunity by arranging the non-medical transport of teams into communities to deliver and administer COVID-19 vaccines to residents of 32 First Nation communities.
- NDMNRF led continued implementation of Protecting People and Property: Ontario's Flooding Strategy, released in March 2020. The strategy includes commitments from 6 provincial ministries and partners in over 90 initiatives spread across the pillars of emergency management. Highlights are:

- After establishing the Flood Mapping Technical Team in 2020 with participation from municipalities, conservation authorities and federal partners, the team (and sub-teams) have been developing:
 - Survey and Mapping Specifications – to promote consistent mapping techniques across Ontario for identifying hazard areas through recommended data specifications.
 - Hydraulics and Hydrology Bulletin – to revise hydrological (flow) and hydraulic (level) modelling to improve the relative accuracy to better understand and characterize the flooding dynamics observed on the ground.
 - Mapping Prioritization Criteria – to provide evidence and support in determining areas where flood mapping is needed or needs updating.
- Continuation of the province's partnership with the federal government to provide high quality water level and flow information for watercourses across the province, which helps to determine the potential for flooding and aids in the provision of early warning messages for flooding.
- Engagement with municipalities, watershed partners and other key stakeholders in Muskoka, Magnetawan and Upper Ottawa River areas on key water management and operational decisions.
- Continuation of Ontario's support, through participation on various committees of the International Joint Commission, which contributes to the ongoing management of water levels and flows in the Great Lakes.
- The Surface Water Monitoring Centre:
 - Migrated centre operations to 100% remote delivery without interruption of time-critical early warning data services during the pandemic.
 - Issued 40 flood messages and 17 drought/low water messages (as of January 31, 2022) to partners which enable them to respond to local issues.
 - Collaborated with Environment and Climate Change Canada to ensure all COVID-19 protocols were included in return to service standards for critical water monitoring stations. Modernized the Great Lakes Storm Surge Modelling System to support better decision-making for flood events with enhanced system accessibility.
 - Collaborated with Environment and Climate Change Canada to replace the flood forecasting and warning water monitoring network on the Trent-Severn Waterway and Rideau Canal, ensuring reliable high-quality data is available to ministries and partners.
 - Modernized the Extranet to comply with accessibility requirements and provide a better user experience for ministry and partner staff.

- NDMNRF worked with the Ministry Environment Conservation and Parks (MECP) to create O. Reg. 686/21 under the *Conservation Authorities Act* outlining the mandatory programs and services to be delivered by conservation authorities to ensure they are focused on their core roles and responsibilities of keeping people and properties safe from natural hazards.
- NDMNRF 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 32 CAs for water and erosion control infrastructure projects.
- In response to a serious natural gas explosion in Wheatley, the ministry took immediate action to support the municipality. The ministry engaged expert engineering resources to take over gas monitoring in and around the evacuation zone and perform technical investigations to determine the source of the gas leak, as well as identifying mitigation options. In addition, the ministry established a multi-agency Leadership and Technical Advisory Group with representation from NDMNRF, Solicitor General (Emergency Management Ontario & Office of the Fire Marshal), Ministry of Municipal Affairs and Housing, Ministry of Children, Community and Social Services, Ministry of Environment, Conservation and Parks, Ministry of Government and Consumer Services and the municipality of Chatham-Kent to ensure provincial support to both the municipality and affected business and residential communities as a result of the Wheatley emergency.
- Developed 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.

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 generating almost \$50 million in licence sales.
- Launched an online hunter education course which satisfies the increasing demand from clients for online options and improved service delivery processes. An instructor-led course is also available for clients who prefer to learn in-person or who do not have access to the internet.

- Trained approximately 20,000 new hunters through the Ontario Hunter Education Program, generating over \$600,000 in revenue directed to the Fish and Wildlife Special Purpose Account.
- Issued more than 8,000 trapping licences and trained more than 260 new trappers, generating over \$250,000 in revenue directed to the Fish and Wildlife Special Purpose Account.
- Provided 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 2021, the Natural Resources Information and Support Centre (NRISC) handled approximately 77,000 calls and 22,500 email inquiries related to fishing, hunting and/or licensing in Ontario.
- Provided approximately six million fish for stocking purposes and population rehabilitation through the Fish and Wildlife Program's fish culture stations.
- Continued implementation of recommendations from the Hunting, Fishing, and Resource-based Tourism Ministerial Advisory Council to support key recovery actions.
- 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.
- In 2021-22, ministry conservation officers contacted over 100,000 members of the public while on duty even though outreach events were not scheduled due to pandemic restrictions. During these contacts with the public, educational messaging pertaining to safe and sustainable natural resource use was relayed as appropriate.
- As part of the Collaborative Compliance Initiative with Indigenous communities, the ministry's Enforcement Branch has successfully completed 10 restorative justice cases to date in 2021-22 and is anticipating at minimum another 6 cases to be completed by the end of March 2022.

- Leveraged social media and other communication channels to promote public safety and compliance with Ontario's natural resource laws. Social media videos were released promoting safe hunting on topics such as Shooting down a Roadway and Identifying Big Game. Enforcement careers were also highlighted through two videos promoting Conservation Officer Recruitment and the Provincial Communication Unit.
- Provided the public with *Lymantria dispar dispar* (LDD) moth forecasts and information, including options for managing LDD on properties during the current LDD outbreak in southern Ontario and some areas in the northeast region of the province.
- 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 494 cases of raccoon strain rabies (14 in 2021) and 21 cases of fox strain rabies (no new cases in 2021) confirmed in southern Ontario. In response, over seven million oral rabies vaccine baits (over 840,000 in 2021), 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 95 percent since 2016.
- Distributed approximately 840,000 rabies vaccine baits, tested 2,872 samples for rabies, and vaccinated over 4,000 raccoons and skunks by hand through the trap-vaccinate-release program. Raccoon and fox strain rabies cases in the province declined by 95% since 2016.
- Conducted monitoring of 121 inland lakes as part of the Broad-scale Monitoring Program for Inland Lakes, as well as five Provincially Significant Inland Fisheries, including Lake Nipissing, Lake Simcoe, and Lake of the Woods.
- Received and considered 33 name proposals from members of the public for geographic features, 6 deferrals, 11 new (unprocessed), and 16 pending consultation input.
 - 45 recommendations are in the process of being finalized for island names for 911 addressing to assist with emergency response.

- Provided 8 additional geographic feature names for the Ontario portion of an update of the national map *Stories from the Land: Indigenous Place Names in Canada*.
- 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, generating approximately \$106.3 million in revenue up to December 31, 2021. The ministry is continuing to work to ensure that *Public Lands Act* service fees are aligned with the costs of providing services.
- Provided 1,153 Crown Patents records to clients from April 1, 2021, to December 31, 2021.
- Served more than 480 Ontario Wood 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 continued to support the forest industry as it continued to operate during the pandemic and move towards economic recovery. The ministry provided services to industry and to communities through the implementation of the Forest Sector Strategy (FSS). Examples include:
 - The ministry collaborated with the Centre for Research and Innovation in the Bioeconomy (CRIBE), NRCan and industry to create ForestEdge, a geospatial referenced Economic Fibre Supply Model (EFSM) to help investors and communities estimate the cost, quality, and quantity of fibre available to increase utilization and find new markets. Using the EFSM, development was initiated for the Nexfor Innovation Hub, a cloud-based, public-facing platform allowing users to access information on the forest products sector, wood flow, fibre volumes, fibre availability, and costs.
 - Supported Wikwemikong Unceded Indian Reserve to study the amount, quality, and cost of biomass available for use as a low carbon alternative to coal and natural gas and initiated development for a 150,000 metric tonne wood pellet plant by Eacom in Nairn Centre.
 - Facilitated the establishment of the Temagami Forest Management Corporation as the second Local Forest Management Corporation in Ontario to provide opportunities for Indigenous peoples to partner in forest management and the supply of Crown wood to local mills.

- Convened funder table discussions with 21 communities, bringing together potential funding and support partners to provide assistance to communities contemplating a forestry or biomass related project for their community.
 - Connected with 38 Indigenous communities regarding the proposed Forest Biomass Action Plan and explored their interest in engaging in forest biomass projects or opportunities.
 - Worked with the Ministry of Labour, Training and Skills Development to facilitate more than \$5 million for training projects for the forestry and wood manufacturing sectors.
 - Proactively lobbied with provincial and federal partners to mitigate trade barriers resulting in a veto of the California deforestation bill that helped raise awareness of Ontario's robust sustainable forest management practices.
- The ministry enhanced Ontario's forest policy framework to modernize and digitize service delivery and support the FSS. Engaging with Indigenous communities and stakeholders as well as clients, professionals, and the public is helping the ministry reduce burden to the forest industry and streamline processes for clients while providing for forest sustainability and a high standard for professional forestry. Changes include:
 - Amended the *Crown Forest Sustainability Act* to support personal use harvest and the *Professional Foresters Act* to provide clarity on the scope of professional forestry advanced through *Bill 13, Supporting People and Businesses Act, 2021* to reduce red tape and regulatory burden.
 - Completed a forest management planning modernization project to identify opportunities to reduce burden for forest industry and NDMNRF while maintaining the sustainability of Ontario's Crown forests.
 - Drafted Forest Management Planning Manual Amendment for Neskantaga First Nation to support a proposed community bioenergy project.
 - Modernized provincial forest reporting, including public release of the State of Natural Resources – Forests 2021 Report, and the Forest Resources of Ontario Report.
 - Supported activities of the Canadian Council of Forest Ministers to share information on the sustainable management of Ontario's forests.
- Published 12 new datasets to the Ontario Data catalogue and updated 52 datasets in the Ontario Data catalogue, including moving 2 data sets from restricted access to open access.

- Responded to over 12,000 inquiries about Ontario's geospatial data and mapping services and products.
- NDMNRF processes more than 215 additional approval types to more than 45,500 clients resulting in more than 81,000 interactions annually. At present:
 - 178 approval types are paper based (down from 202 last fiscal), with 36,000 individuals completing over 70,000 interactions, and,
 - 39 approval types are available online (up from 28 last fiscal), with approximately 8,850 individuals completing 11,250 interactions.
- Developed and implemented a multi-faceted user research program to ensure digital channels meet client needs, currently piloting the approach with the first 9 approvals.

Key Activity 3: Promote Economic Growth and Job Creation

- The ministry continues to reduce duplication and streamline processes to support sustainable economic development for important natural resource sectors in Ontario. This includes streamlining requirements for trappers so they can continue to make a living, while ensuring the necessary protections are in place to ensure trapping is pursued humanely. In addition, the ministry responded to the aquaculture industry's interest in more flexible licensing, while ensuring that facilities are developed and operated in an environmentally sustainable manner. Further, forest management manuals were streamlined under the *Crown Forest Sustainability Act*, and the ministry continues to modernize aggregate management. Overall, the ministry has reduced regulatory compliance requirements by 14% and reduced direct costs to business by over \$3 million.
- Led the delivery of the Forest Sector Investment and Innovation Program (FSIIP), in cooperation with MEDJCT. FSIIP provides 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). Since established, the program has approved close to \$40 million in funding to leverage \$285 million in new investment, creating 225 new jobs and helping to maintain close to 2,500 jobs.

- 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 accelerating implementation of the 2021-22 Provincial Forest Access Roads Funding Program – 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 public. These roads also provide part of the rural infrastructure for emergency preparedness and response. To support the forest industry through the continuing COVID-19 pandemic the ministry once again advanced implementation of the 2021-22 Provincial Forest Access Roads Funding program to enable companies to receive funding months earlier than usual. Total funding was \$53.2 million for 2021-22.

- In response to 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:
 - Making \$3.0 million in funding available to support implementation of COVID-19 health and safety measures for silvicultural companies to support the 2021 tree planting season.
 - Concluding the Forest Sector Safety Measures Fund, disbursing \$4.84 million in funding to small to medium sized forestry companies to reimburse them for costs incurred to implement COVID-19 health and safety measures at their workplaces in 2020-21.

- There are currently three Resource Revenue Sharing (RRS) Agreements in mining and forestry with Grand Council Treaty #3, Wabun Tribal Council and Mushkegowuk Council, representing 35 communities in northern Ontario. The Agreements provide that Ontario will share 45% of government revenues from forestry stumpage, 40% of the annual mining tax and royalties from active mines at the time the Agreements were effective, and 45% from future mines in the areas covered by the Agreements. The payments are made every December and are based on revenue collected in the previous fiscal year. To date, almost \$94 million has been shared with the participating First Nations, who may allocate RRS funds towards key priorities that support economic development, education, health, community development and cultural development.

- Continued collaboration with the Forest Biomass Action Plan Working Group to gather input for the development of the provincial Forest Biomass Action Plan (FBAP). To gather broader public comment on the plan, a draft version of the FBAP was posted to the Environmental Registry of Ontario in summer 2021. As part of consultation on the FBAP, a copy of the plan was shared with Indigenous communities across the province, while informational sessions were held virtually to provide opportunity to engage with the ministry remotely.
- To inform implementation of the final FBAP, NDMNRF procured three initial studies which will guide future actions in the plan:
 - A report to benchmark the technical and commercial readiness of various forest biorefining and forest biomass conversion technologies.
 - A jurisdictional scan examining global approaches to forest biomass development and commercialization.
 - A financial contribution assessment, aimed at quantifying the benefits of forest biomass use to individual mill operations, the forest sector, and the provincial economy.
- In the ongoing softwood lumber trade dispute between Canada and the U.S., the ministry led the completion of two questionnaire responses for the third administrative review conducted by the U.S. government, which required the preparation of expert reports by consultants, along with NDMNRF staff and subject matter experts from three other ministries and one Crown agency, answering hundreds of questions. This was completed over seven weeks during the spring of 2021 and totaled over 60,000 pages. The ministry also completed two additional supplemental questionnaires in 2021-22.
- The ministry 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.
- Completed the development and is currently undertaking public roll-out of a free online buildings carbon calculator tool (www.GHGMAT.ca) to support building

design and procurement in assessing and accounting for the carbon footprint of structural building materials, highlighting the carbon benefit of wood construction.

- Modernized scaler licencing and training by:
 - Establishing a tiered scaler licensing system to reduce burden on forestry industry in Northern Ontario.
 - Developing online provincial scaling course modules and delivering the classroom portion of the 2021 Provincial Scaling Course virtually using the new approach.
- The forest sector is an important part of Ontario's history and a critical part of the province's future. In 2020, the forest sector generated \$18 billion in total revenue (Statistics Canada, 2020), \$7.5 billion in export revenue (Government of Canada, 2021), contributed \$4.3 billion to provincial GDP (Statistics Canada, 2020) and supported 149,000 jobs across the province (MNRF, 2021). Through implementation of the FSS, the Ontario government and the forest industry, along with partners in the research and education sector, Indigenous communities, and other levels of government, are working to 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.
- To aid with FSS implementation, the FSS committee was created to support the development of an implementation plan and develop key performance indicators to measure and report on progress and the overall success of the strategy.
- Since the draft FSS was posted on the Environmental Registry, the ministry has:
 - Released a draft Forest Biomass Action Plan to explore innovative uses of forest biomass.
 - Implemented legislative changes to increase industry efficiency, remove duplicative *Crown Forest Sustainability Act* (CFSA) requirements in the *Endangered Species Act*, amend the four CFSA forest manuals, and reduce the frequency of independent forest audits to reduce associated workload and costs.
 - Continued to lead delivery of the FSIIP in partnership with the Ministry of Economic Development, Job Creation and Trade. Since its inception, close to \$40 million in funding has been approved to leverage \$285 million in new investment, create 225 new jobs and help to maintain close to 2,500 jobs.

- Provided \$53.2 million in annual Provincial Forest Access Roads funding over the past two fiscal years.
 - Shared \$8.7 million in resource revenues with 31 First Nation communities and initiated discussions to expand resource revenue sharing with additional Indigenous communities.
 - Provided funding for nine proposals in collaboration with Indigenous communities to help support their forestry related projects, leveraging an additional \$958,000 in federal funding from Natural Resources Canada and the Federal Economic Development Agency for Northern Ontario.
 - Collaborated with external forest sector partners through transfer payment agreements to carry out projects that seek to improve forest industry efficiencies in putting more wood to work, identifying innovation opportunities for technologies and processes, and shifting Ontario's building sector towards more cost and time effective strategies through the use of wood for non-traditional projects.
- 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.
- In response to industry interests in carbon dioxide geologic storage, as part of the Open for Business, Red Tape Reduction Bill, the ministry announced a review of rules and is working with other ministries to explore approaches to a regulatory framework for geologic carbon storage. A discussion paper was posted for public consultation on the Environmental Bill of Rights and Regulatory Registries for over 60 days to gather feedback.

Key Activity 4: Conduct Monitoring, Research, and Planning

- Collaborated with multiple provincial and federal government agencies and partners to conduct SARS-CoV-2, the virus that causes COVID-19, surveillance in certain wildlife species and contributed to the development of wildlife handling recommendations when working in the field.

- Working with regulatory partners across the OPS, the ministry participated in multiple compliance campaigns regarding COVID-19 emergency orders as an active member of the Multi-Ministry Team.
- The Fish and Wildlife program implemented a number of key initiatives and changes, which included:
 - Ontario's Sustainable Bait Management Strategy, reducing the ecological risks associated with using and moving bait while providing transparency and certainty to support a sustainable bait industry. The strategy limits the movement of most bait to within the same bait management zone where it was harvested, and establishes four bait management zones across the province.
 - Ontario's Chronic Wasting Disease Prevention and Response Plan, finalizing the response action plan and establishing an agreement with the federal government on response actions.
 - Legislative and regulatory changes to support hunting and trapping, including establishing a new penalty approach for non-compliance with mandatory hunter reporting, new deer and turkey seasons, new opportunities for falconry, and changes to support the International Agreement on Humane Trapping Standards.
 - Support for the Resource Based Tourism Sector impacted by COVID-19 by providing certain Crown land fee and rent relief in 2021.
- Sampled 121 of Ontario's inland lakes as part of the ministry's broad-scale monitoring program to describe status and trends of fish species important to recreational, commercial and subsistence fisheries. Focused aquatic monitoring was also conducted on provincially significant inland fisheries, Lake of the Woods, Ottawa River, Lake Scugog, Lake Simcoe and Lake Nipissing. Creel surveys were conducted on Lake Nipissing, Lake Simcoe, and Lake of the Woods to help understand fishing pressure and catch.
- Conducted science development projects to support continuous improvement of its monitoring methods, including brook trout monitoring on Lake Nipigon, fish community net calibration, aerial/roving creel calibration, digital data capture for creels, phytoplankton sampling, and environmental DNA (eDNA) monitoring.
- Continued to provide science advice and deliver applied research through the pandemic in support of the ministry's efforts to sustainably manage Ontario's fisheries and water resources. Highlights include work to model the future spread

of invasive species based on population growth and likely pathways of spread as well as modeling the impacts of climate change on aquatic ecosystems to inform future fisheries management decisions and policy.

- The Lake Ontario Management Unit participated in the lake-wide spring prey fish survey in partnership with New York State Department of Environmental Conservation and the United States Geological Survey Oswego Research Station. The lake wide survey provides vital information on the status of prey fish that informs bi-national fish stocking levels, which helps maintain the world class trout and salmon fishery. Results of the 2021 survey show a lake wide increase in prey fish abundance, which supported a binational decision to increase Chinook stocking levels in 2022. In addition to the completing the community index program for Eastern Lake Ontario/Bay of Quinte and St. Lawrence River, the Lake Ontario Management Unit assessed the fish community in Hamilton Harbour which indicates that walleye restoration efforts continue to show signs of success with several generations of walleye present.
- The Upper Great Lakes Management Unit completed independent offshore fish community index surveys on both Lake Huron and Lake Superior to inform the setting of commercial fish quotas on both lakes. In addition to this, fishery dependant commercial catch sampling was conducted on shore and on-board industry vessels. Nearshore programs focused on broadscale monitoring of the fish community on both lakes, Saugeen River rainbow trout population monitoring on Lake Huron and Coaster brook trout monitoring on Lake Superior to name just a few programs. Significant effort continues to be put forward on Lake Huron by the ministry in collaboration with partners like the Saugeen Ojibway Nation, other Indigenous communities, and Parks Canada to understand the significant declines in lake whitefish (the prime target species of the multi-million-dollar commercial fishery). In addition to this work, the management unit continues to engage Indigenous communities, stakeholders, and Fisheries Management Zone Council 13/14 on the development of a Walleye Management Plan for Lake Huron and the implementation of a 20-year licencing and land tenure authorization process for the cage aquaculture industry on Lake Huron.
- Ongoing work with deer hunters to conduct comprehensive Chronic Wasting Disease (CWD) monitoring in Wildlife Management Unit 65 in response to the detection of CWD on a game farm in Quebec. In 2021-22, two surveillance zones, one in eastern Ontario and one in southwestern Ontario, were monitored for CWD. To date, the disease has not been detected in any sample.

- The forest health monitoring program identified 346,266 hectares of forest defoliated by jack pine budworm in Northwestern Ontario and 1,302,537 hectares of forest defoliated by spruce budworm in Northeastern Ontario and identified 1,779,744 hectares of forest defoliated by *Lymantria dispar dispar* (LDD) moth, primarily in southern Ontario. Provided forecasts on potential LDD moth impacts for spring 2022 and additional information to help the public and other private landowners determine how to best manage LDD moth infestations.
- Continued to re-measure long-term provincial growth and yield plots (i.e., Permanent Sample Plots, Permanent Growth Plots, and stem analysis plots) throughout 2021-22 which are used to provide up-to-date information to support wood supply analysis and forest management plans.
- Continued to measure National Forest Inventory plots as part of a federal-provincial memorandum of understanding.
- Established and measured a Vegetation Sampling Network (VSN) to calibrate the new LiDAR-based Forest Resource Inventory, as well as provide quality assurance/quality control of provincial contractors establishing VSN plots for the ministry.
- Continued moose aerial inventories while developing an expanded survey plan designed to increase the number of surveys.
- Began implementation of a new Ontario Wildlife Monitoring Network to support harvest planning for large game and furbearing species, use as a tool to iteratively improve wildlife habitat and land use policies; and monitor the sustainability and resilience of wildlife populations. Wildlife monitoring was initiated at a number of sites and will be expanded in the coming years. The network complements recent modernization initiatives and will be used to inform both wildlife and forest management activities.
- 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.

Key Activity 5: Develop Legislation, Policies, and Implement Programs

- Under the Forestry Futures Trust a new purpose “COVID-19 Incremental Silviculture Cost Program” was introduced in 2020 in response to the COVID-19 pandemic to support the forest sector renewal efforts with new safety measures to protect public health. This program was extended in 2021 with an additional \$3 million available for continued support of incremental silviculture costs incurred by the forest industry to safely deliver the 2021 provincial tree planting program.
- In response to the impacts of COVID-19, the ministry supported the resource-based tourism sector by providing financial relief through waiving and refunding Crown land fees and rents in 2020 and 2021 (e.g., bear hunting and baitfish fees and licences, land use fees for Commercial Outpost Camps permits or leases).
- 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 prohibiting recreational camping on Crown land in April 2021.
- The *Public Lands Act* was amended as part of Bill 13, *Supporting People and Businesses Act*, 2021 to support economic and resource-based development opportunities, as well as to improve clarity, customer service, and reduce unnecessary burdens, including:
 - Eliminated the adverse possession of public lands by third parties (squatting) after 60 years.
 - Provided ability, in limited circumstances, to allow dispositions or transfers of lands bordering waterbodies where less than 25 per cent of the frontage would remain public lands.
 - Provided the Minister with explicit authority to set, charge, waive, change, or refund fees for any service, permission or decision related to the management, use or disposition of public lands under the *Public Lands Act*.
 - Provided the Minister authority to make public lands-related decisions that previously rested with the Lieutenant Governor in Council (LGIC) through Orders in Council (e.g., remove a habendum and to set apart lands for research or protection).
- Under the *Niagara Escarpment Planning and Development Act*, made a regulatory change to move away from a lengthy text boundary description to a user-friendly mapping format. The new format will enhance the accessibility,

efficiency, and public recognition of the Niagara Escarpment area of development control.

- The ministry proposed regulatory changes under the *Aggregate Resources Act*. Consultation resulted in over 200 comments received. 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. Implementation was phased, with changes taking effect 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 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-filing 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.

- As an incremental step in the modernization of *Lakes and Rivers Improvement Act* approval, in April 2021, the ministry signed a new three-year agreement with Ducks Unlimited Canada to streamline the application review and approval processes for the construction of new, and alterations to, existing low hazard wetland dams that are not subject to the rules in regulation approach established in 2020 under Ontario Regulation 454/96 (Construction). The new agreement now

also includes eligible Ducks Unlimited Canada dam decommissioning of existing low hazard wetland dams and may serve to inform future regulatory reform for wetland dams.

- Developed and implemented a \$4.5 million work plan for fiscal year 2021-22, making progress on commitments under the bi-national Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health.
- Implemented the findings of Ontario's Moose Management Review, which included comprehensive regulation changes, a new harvest system, and a new moose tag allocation system.
- Made changes to the *Fish and Wildlife Conservation Act* and its regulations to support mandatory hunter reporting.
- Completed short form wording amendments under the *Provincial Offences Act* and updated associated set fines for fish and wildlife related offences.
- As part of ongoing efforts to implement the *Invasive Species Act*, amended regulations under the *Invasive Species Act* to regulate 13 new species and watercraft as a carrier of invasive species and established additional rules for pigs. The regulation of these species and carriers improves Ontario's ability to prevent and manage the spread of invasive species and avoid future ecological, social, and economic harm. These changes came into effect January 1, 2022. Additionally, Ontario finalized a Strategy to Address the Threat of Invasive Wild Pigs in October 2021. The strategy outlines a proactive approach to prevent the establishment of invasive wild pigs in the province.
- 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.
- Continued to prioritize 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 fourth and final year of a four-year phase in of full cost recovery for discretionary administrative fees.

- Delivered legislated tax incentive programs and stewardship granting programs for landowners, stakeholders, and partners, including Indigenous organizations and individuals.
 - Saved approximately \$21,000 in annual expenditures for the Conservation Land Tax Incentive Program (CLTIP) and Managed Forest Tax Incentive Program (MFTIP) after applying modernized approaches.
 - For the 2021 tax year, 25,000 properties qualified to receive a property tax exemption under CLTIP, protecting 714,000 acres (289,000 hectares), and 19,500 properties qualified for MFTIP, promoting good forestry practices on 1,879,000 acres (760,000 hectares).
- Continued to engage key dam industry stakeholders through the 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.
- Concluded the Forest Sector Safety Measures Fund, disbursing \$4.84 million in funding to small to medium sized forestry companies to reimburse them for costs incurred to implement COVID-19 health and safety measures at their workplaces in 2020-21.
- Amended the *Crown Forest Sustainability Act* as part of Bill 13, *Supporting People and Businesses Act*, 2021 to enable the development of a new streamlined authorization and regulatory requirements for the harvest of Crown Forest resources for personal, non-commercial use (e.g., firewood, building products, and Christmas trees). The proposed changes also support the government's commitment to reduce unnecessary red tape and regulatory burden.
- Amended the *Professional Foresters Act* as part of Bill 13, *Supporting People and Businesses Act*, 2021 to amend the scope of practice of professional forestry to improve the delivery of professional forestry services in Ontario.
- Working with forest industry, completed the forest management planning modernization project to identify opportunities to modernize the forest management planning process to further reduce burden for forest industry and the ministry while maintaining forest sustainability.

- To provide accountability and transparency to maintain public confidence in our sustainable forest management practices and consumers' confidence in our forest products, the ministry:
 - Released the State of Ontario's Natural Resources – Forests 2021, Ontario's state of forests report.
 - Modernized the Provincial Report on Forest Management to provide a digital first approach and more frequent updates.
 - Published the Forest Resources of Ontario 2021 report.
- Continue to work collaboratively with the Forestry Futures Committee, an independent committee appointed by the Minister, to deliver 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.
- Extended the Forestry Future Trust's COVID-19 Incremental Silviculture Cost Program for the duration of 2021, which enabled the continued support of the forest sector in response to the COVID-19 pandemic.
- Extended the Forest Genetics Resource Management purpose of the Forestry Futures Trust for an additional five years. This commitment recognizes that Ontario and its partners are invested in managing forest genetic assets that contribute to healthy and resilient forests for the benefit of all Ontarians.
- Completed an internal review of both the Forestry Futures Trust and Forest Renewal Trust and confirmed the value they provide to Ontario.
- Supported the activities of the Canadian Council of Forest Ministers with participation in national and international events to collaborate on issues impacting trade and market access, respond to global trends, and share information on the sustainable management of Ontario's forests.
- Collaborated with Canadian jurisdictions on forestry opportunities through the Canadian Council of Forest Ministers to help address issues like environmental reputation, Indigenous relations, forest pests, climate change, and forest fire management.

- 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.
- Continued support of 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.
- Continued to maintain a suite of forest management guides to ensure that direction is based on the most current scientific, community, and Indigenous traditional knowledge, is easy to use, addresses climate change, and does not unnecessarily restrict the forest industry or other forest users.
- Collaborated with industry partners to prepare 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 and management.
- A new approach to Forest Compliance Inspector Certification was implemented in 2021. The process has shifted to a modern mentor-based, collaborative model which improves forest industry and NDMNRF access to certification, reduces industry burden and improves forest compliance inspector competency.
- Worked with the Ministry of Labour, Training and Skills Development to implement training for new and existing workers in the forestry and wood manufacturing sectors across Southern and Eastern Ontario in 2021-22.
- Continued to lead projects within the OPS, the broader public service and private sector to acquire aerial photography. This collaboration achieved cost savings for participants and ensured the data is accessible.
- Provided access to more than 400 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 data sets 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 50,000 square kilometers of aerial photography in Central Ontario, from Parry Sound in the south, west to Thessalon and north to Timmins.
- 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.
- Supported the Geographic Names Board's consideration of 38 name proposals resulting in 20 recommendations to the Minister.
- 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).
- Launched the paper digitization initiative supporting two key pilots making over 61,000 files available digitally to clients and staff who need it.
- Provided online 24-7 access to an additional 6% of approvals, primarily focused on the aggregates and oil and gas industries.
- Designed an assessment process to Lean the delivery of identified approvals, including regulatory and legislative changes, to ensure the appropriate level of oversight is given to the risk level of the activity and to coordinate updates to the necessary legislation, regulations, or policies.

Key Activity #6: Advance economic development in Northern Ontario

- The ministry builds a stronger Northern economy by making strategic investments through the Northern Ontario Heritage Fund Corporation (NOHFC). The NOHFC is

an agency of the Government of Ontario that promotes and supports economic development across Northern Ontario by providing financial assistance to projects – big and small, rural and urban – that stimulate growth, job creation, and develop a skilled workforce. For 2021-2022, the NOHFC is expected to commit more than \$100 million in project funding, resulting in more than 800 projects, leveraging more than \$200 million, and creating or retaining approximately 1,800 jobs. The NOHFC continues to implement the new programs launched on February 11, 2021, which 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

- Northern Industrial Electricity Rate (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. In 2021-22, the NIER Program provided more than \$108 million in funding to assist 21 mining, forestry, and manufacturing companies, representing 28 facilities across Northern Ontario. The NIER Program's existing term expired on March 31, 2022. Beginning April 1, 2022, the Northern Energy Advantage Program (NEAP) opened and replaced the NIER Program.
- In December 2021, the ministry launched the new Northern Ontario Resource Development Support (NORDS) Fund which will share the benefits of resource development with municipalities in Northern Ontario. Beginning in 2021-22, the NORDS Fund will provide an additional \$15 million of annual funding over five years to help support investments in municipal infrastructure impacted by resource development.
- 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 \$641 million was committed for the Northern Highways Program in 2021-22, including \$496 million for rehabilitation and nearly \$145 million for expansion projects. Ontario's investments have supported the construction and operation of an approximately 3,170-kilometre road system

connecting the Town of Moosonee and 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 2021-22.

- Ontario has partnered with the Government of Canada to provide financial support to small air carriers serving remote First Nation communities in Northern Ontario. The investment helped to ensure access to essential goods and services during COVID-19. Upon completion of the program in March 2022, the Remote Air Carrier Support Program will have collectively provided over \$19.8 million to small air carriers to ensure critical services are maintained. 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.
- 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.

Key Activity #7: Support a strong and sustainable minerals sector

- The Ontario government remains confident in the economic opportunity in the Ring of Fire region. Building all-season road access to the Ring of Fire is a critical step to unlocking economic opportunities and benefits in the region. The ministry is working directly with First Nations through funding agreements that support each community's unique needs and priorities, including all-season access to their

communities and the Ring of Fire. Two First Nation communities are leading the Environmental Assessment processes for three proposed road projects in the region for community access roads and multi-use road access to the Ring of Fire, including assessing potential impacts on their traditional ways and maximizing opportunities for First Nations people.

- Ontario's mining industry, one of the nation's largest producers of minerals by value, directly employs about 28,000 workers and generates about \$12.9 billion annually to Ontario's Gross Domestic Product (GDP). In 2021, Ontario was Canada's third-largest mineral producer, producing \$11.1 billion worth of minerals — 20 per cent of Canada's total mineral production. In 2021, Ontario mineral exploration expenditures increased by 55 per cent from 2020. In 2021, Ontario was second in Canada for mineral exploration expenditures totalling \$878 million — roughly 24 per cent of all mineral exploration expenditures in Canada.
- Toronto is the mining finance capital of the world. In 2021, the Toronto Stock Exchange and Toronto Venture Exchange raised \$10 billion in new equity capital for mining. In 2021, Pure Gold's Madsen Red Lake Gold Mine became the newest mine to open. New mine construction is underway at five projects in Ontario: IAMGOLD's Cote gold project near Gogama, Argonaut's Magino gold project near Dubreuilville, Evolution Mining's Bateman gold project in Red Lake, Gowest's Bradshaw gold project near Timmins, and Glencore's Onaping Depth nickel-copper project in Sudbury. In 2021, 344 permits were approved and approximately 71,000 new mining claims were recorded. The Ontario Geological Survey supported 69 geological projects across Ontario during 2020-21 and published 53 new geoscience products with more than 470,000 file downloads of digital products.
- During the pandemic, a number of First Nations communities advised the ministry that they no longer had capacity to provide comments on exploration proposals, due to lockdowns and staff isolating. The ministry responded by placing permit applications on temporary hold until its duty to consult could be satisfied.
- 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 released a discussion paper in the spring of 2021 for public consultation on the Environmental Registry of Ontario. Virtual consultations with industry and Indigenous communities also helped guide the development of the Strategy, scheduled to be released in spring 2022.

- 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.

Table 8: Ministry Interim Actual Expenditures 2021-22

Cost Type	Ministry Interim Actual Expenditures (\$M) 2021-22*
COVID 19 Approvals	48.3
Operating Expense	1,106.6
Capital Expense	568.4
Total Expense	1,723.3

* Interim actuals reflect the numbers presented in the 2022 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/2022/index.html>

For questions or comments, please contact:

Office of the Minister of Natural Resources and Forestry
Whitney Block, Room 6630
99 Wellesley Street West
Toronto, Ontario
M7A 1W3

Phone: 416-314-2301

Further information about the ministry and its programs can be found on the [ministry's website](#).

We are committed to providing [accessible customer service](#). If you need accessible formats or communications supports, please contact henric.wiegenbroeker@ontario.ca

Estimates Briefing Book 2022-23

Office of the Premier

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PART I: 2022-23 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry's Vision

The Office of the Premier provides leadership 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 that are integral to the successful implementation of government priorities.

Ministry programs and services provided include:

- **Executive Offices:** Office of the Premier and Office of the Chief of Staff
- **Issues Management and Legislative Affairs:** coordination of legislative affairs and Freedom of Information requests
- **Policy:** policy advice and support, Legislative agenda planning, and 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 is focusing on rebuilding Ontario's economy by making strategic infrastructure investments, providing more opportunities for workers, keeping costs down, and putting more money into the pockets of families and seniors so they can invest in themselves, their communities, and their families.

The government is building upon existing response measures by providing resources to:

- Invest in critical programs, supplies and services.

- Strengthen supply chains to support local production of personal protective equipment and other vital medical supplies.
- Ensure hospitals and the broader health care system have the workers and space needed to care for anyone who becomes ill, including investments in long-term care homes, home care and other supports for seniors.
- Build ongoing and future resiliency in the health care system by expanding hospital infrastructure and medical education capacity, and investing in cutting-edge health technologies.

2022-23 STRATEGIC PLAN

The government will continue the rebuild of Ontario's economy by working with partners and other levels of government to make strategic investments in key sectors, engage in infrastructure projects across the province, and build resiliency and self-reliance in the health care system, while keeping costs down for the people of Ontario. This will be accomplished through:

- Investing in the minerals and manufacturing sectors in an effort to make it easier and cheaper for business to operate in the province.
- Supporting key highway and public transit infrastructure expansion projects that will ease gridlock on existing road systems, cut commute times, and support rapid economic growth.
- Increasing opportunities in skilled trades and expanding financial supports for training programs.
- Providing additional tax relief for low-income earners and removing highway tolls.
- Keeping the economy open amid the COVID-19 pandemic by increasing resources for the health care system, strengthening vital supply chains, and investing in the production of personal protective equipment and vaccines within Ontario.

Table 1: Ministry Planned Expenditures 2022-23 (\$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 to the Premier of Ontario in his roles as the head of the Executive Council and the Ontario Government.

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
OPERATING EXPENSE						
Office of the Premier	2,326,800	-	-	2,326,800	2,326,800	2,183,183
Less: Special Warrants	-	-	-	-	-	-
Total Operating Expense to be Voted	2,326,800	-	-	2,326,800	2,326,800	2,183,183
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	105,861	-	-	105,861	105,861	109,091
Ministry Total Operating Expense	2,432,661	-	-	2,432,661	2,432,661	2,292,274
Consolidation Adjustment - General Real Estate Portfolio	-	-	-	-	-	-
Total Including Consolidation & Other Adjustments	2,432,661	-	-	2,432,661	2,432,661	2,292,274
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	2,292,274

* 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 2022 *Ontario Budget*.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2019-20* \$	Actuals 2020-21* \$	Estimates 2021-22* \$	Estimates 2022-23 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	2,424,827	2,292,274	2,432,661	2,432,661
		-5%	6%	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 2021-22

	Ministry Interim Actual Expenditures (\$M) 2021-22 *
COVID-19 Approvals	0.0
Other Operating	2.4
Capital	0.0
Staff Strength ** (as of March 31, 2022)	74

* Interim actuals reflect the numbers presented in the 2022 Ontario Budget.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2022-23

Ministry for Seniors and Accessibility

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PART I: 2022-23 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 and strives to improve their quality of life by changing perceptions and promoting the benefits of an inclusive, age-diverse, and accessible Ontario where everyone is respected and able to participate. The ministry works across government, and with community, business, and other partners to deliver programs and services to create social and economic environments that: i) support older Ontarians in staying safe, healthy, active, independent, and engaged in their communities, and ii) create conditions to remove barriers so that people with disabilities can live independently and fully participate in their communities and economy.

To achieve its vision, the ministry:

- Collaborates across government and with key partners like municipalities, provincial and community organizations to inform policies and develop and fund programs to support greater access, independence, social connection, and active living for older adults/seniors and people with disabilities.
- Helps older adults/seniors stay healthy and safe, including through the prevention of elder abuse and by 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 together people with disabilities and employers.
- Brings an accessibility and older Ontarians' lens to government policies, programs, services and initiatives.
- Supports the development of educational tools and resources.

- Administers and oversees development, implementation, and enforcement of accessibility laws as part of the Accessibility for Ontarians with Disabilities Act, 2005 (referred to as AODA throughout the rest of this document).
- Oversees and/or administers the Seniors Active Living Centres Act, 2017 (SALCA), the Ontarians with Disabilities Act, 2001 (ODA) and the Senior Volunteer Appreciation Week Act, 2021.
- Oversees the administration of the Retirement Homes Act, 2010 (RHA).
- 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 because 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. These policies and programs also impact the residents and staff in licenced retirement homes.

The ministry has been steadfast in its efforts to protect the health and safety of people living and working in the retirement homes sector. This has resulted in amendments to legislations and regulations to, developing emergency orders, and working across government to establish supports for preventing and containing outbreaks 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 new and/or existing 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 older adults/seniors and people with disabilities. It helps older Ontarians 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 older Ontarians 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 and implementation 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, 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 RHA 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 SALCA and oversees the design, implementation, and management of grants under the Seniors Active Living Centres Program.
- Supports hundreds of projects that help promote the engagement and inclusion of seniors and people with disabilities through the design, implementation, and management of the Seniors Community Grant, EnAbling Change Program 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.

- Oversees a number of strategic Transfer Payment Agreements with various stakeholders to deliver programs that support older adults and people with disabilities and COVID-19 response in licensed retirement homes.

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 the O.Reg. 191/11: Integrated Accessibility Standards.
- Helps ensure public, private, and not-for-profit sector organizations understand and comply with the provincial accessibility standards by 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.
- Supports programs 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 invested funding and developed new policies and programs to support seniors and people with disabilities in their community and to support the safety and well-being of licensed retirement home residents and staff due to the significant impact of the COVID-19 pandemic on the sector.

2022-23 STRATEGIC PLAN

The ministry works to support and deliver on the government's plan for growth, prosperity, jobs, building more highways and hospitals, and keeping costs down for seniors, families and workers. In 2022-23, the ministry will continue to work towards improving the lives of older adults and people with disabilities across Ontario to support them to live active, healthy, safe and socially connected lives. The ministry will achieve this by focusing on key priorities such as:

- Fostering an inclusive Ontario
- Supporting the well-being of seniors and people with disabilities
- Promoting modern-user centred regulation
- Achieving organizational and operational excellence.

In 2022-23, the ministry will focus on:

- Helping licensed retirement homes continue to prevent and contain respiratory outbreaks as the province transitions to a post emergency state of COVID-19.
- Helping seniors stay safely in their homes by extending the Seniors' Home Safety Tax Credit for another year. The credit extension will provide an estimated \$25 million in support to about 32,000 people, or \$1,100, on average, up to a maximum benefit of \$2,500 in eligible expenses for a senior's principal residence in Ontario.
- Proposing a new, refundable Ontario Seniors Care at Home Tax Credit to help low-to moderate-income senior families with eligible home care medical expenses, including for attendant care, assistive breathing devices, and hearing and walking aids. In 2022, this new Personal Income Tax credit will provide an estimated \$110 million in support to about 200,000 low-to moderate senior families, or about \$550 on average. Starting with the 2022 tax year, senior families would claim the new Ontario Seniors Care at Home Tax Credit when they file their personal Income Tax and Benefit Returns.
- Improving seniors' engagement and active aging by:
 - Continuing to invest in the Seniors Active Living Centres Program, which provides funding to almost 300 social and recreation programs across Ontario for seniors living in community.
 - Doubling funding to \$6 million for the Seniors Community Grant Program to support projects that help Ontario seniors stay safe, healthy, active and connected to families and friends in their communities. This funding is available to community organizations, municipalities and Indigenous

groups for various programs and services across the province that empower seniors to continue to be active participants in their communities.

- Providing up to \$750,000 for the Inclusive Community Grants Program to support projects that will build more inclusive and accessible communities for people of all ages and abilities (Source: Ontario Newsroom, Ontario Investing in Inclusive and Accessible Communities, January 25, 2022).
- Providing seniors with the services they need:
 - The province announced the Temporary Retention Incentive for Nurses Program (TRINP) with an aim to retain Ontario's nurses across the healthcare sector. The TRINP includes up to \$18.8M of funding provided from the Ministry of Health to MSAA over 2021-22 and 2022-23 to support the retention of nurses in the licensed retirement home sector. (Source: Ontario Newsroom, Ontario Making Historic Investment in Provincial Nursing Workforce).
- Investing \$15 million over the next three years to support more than 1,200 individuals and families each year in making their homes safer and more accessible. Eligible individuals may receive a grant of up to \$15,000 to modify their home and/or vehicle so they can live safely and comfortably in their homes, avoid job loss and participate in their communities.
- **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 transportation to get to and/or from a COVID-19 vaccination site have access to it.
 - Seniors and people with disabilities who require meals, groceries and other essentials during the COVID-19 pandemic period have received such support.
 - Increased digital literacy among seniors to ensure older Ontarians can access more services and information from home, and to reduce risks associated with social isolation.
 - 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.
- Older Ontarians being less at risk for abuse and fraud, and their rights and dignity are protected.
- More older adults are employed and volunteering, helping them achieve greater financial security.
- More businesses engaged in employing people with disabilities and helping grow the economy.
- People with disabilities fully participating 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 2022-23 (\$M)

COVID-19 Approvals	\$31.09
Other Operating	\$203.87
Other Capital	\$0.00
TOTAL	\$234.96

Detailed Financial Information

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	%	Estimates 2021-22* \$	Interim Actuals 2021-22* \$	Actuals 2020-21* \$
OPERATING EXPENSE						
Ministry Administration Program	7,562,600	3,787,400	100.3	3,775,200	7,130,200	5,284,188
Policy, Program, and Strategic Partnerships	220,422,000	147,110,000	200.7	73,312,000	105,394,000	199,313,212
Accessibility for Ontarians with Disabilities	6,904,400	(8,221,000)	(54.4)	15,125,400	8,558,400	11,733,064
Total Operating Expense to be Voted	234,889,000	142,676,400	154.7	92,212,600	121,082,600	216,330,464
Statutory Appropriations	66,014	-	-	66,014	66,014	87,448
Ministry Total Operating Expense	234,955,014	142,676,400	154.6	92,278,614	121,148,614	216,417,912
Consolidation Adjustment - General Real Estate Portfolio		-		-	-	-
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation		-				-
Total Including Consolidation & Other Adjustments	234,955,014	142,676,400	154.6	92,278,614	121,148,614	216,417,912
OPERATING ASSETS						
Ministry Administration Program	-	(1,000)	(100.0)	1,000	1,000	-
Total Operating Assets to be Voted	-	(1,000)	(100.0)	1,000	1,000	-
Statutory Appropriations		-				
Ministry Total Operating Assets	-	(1,000)	(100.0)	1,000	1,000	-
CAPITAL EXPENSE						
Ministry Administration Program	1,000	-	-	1,000	1,000	-
Policy, Program, and Strategic Partnerships	1,000	-	-	1,000	1,000	-
Total Capital Expense to be Voted	2,000	-	-	2,000	2,000	-
Statutory Appropriations	2,000	-	-	2,000	2,000	-
Ministry Total Capital Expense	4,000	-	-	4,000	4,000	-
Total Including Consolidation & Other Adjustments	4,000	-	-	4,000	4,000	-
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)	234,959,014	142,676,400	154.6	92,282,614	121,152,614	216,417,912

* 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 2022 Ontario Budget.

Historic Trend Analysis Data	Actuals 2019-20*	Actuals 2020-21*	Estimates 2021-22 *	Estimates 2022-23
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	62,969,412	216,417,912	92,282,614	234,959,014
		244%	-57%	155%

* 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/2022/index.html>

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 Retirement Homes Regulatory Authority (RHRA). The RHRA is a self-funded 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 and set out the financial terms of the administration of 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 licensed 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 working with the ministry to provide 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 have implemented many of the 26 recommendations and will continue to work together on the implementation of the remaining audit recommendations.

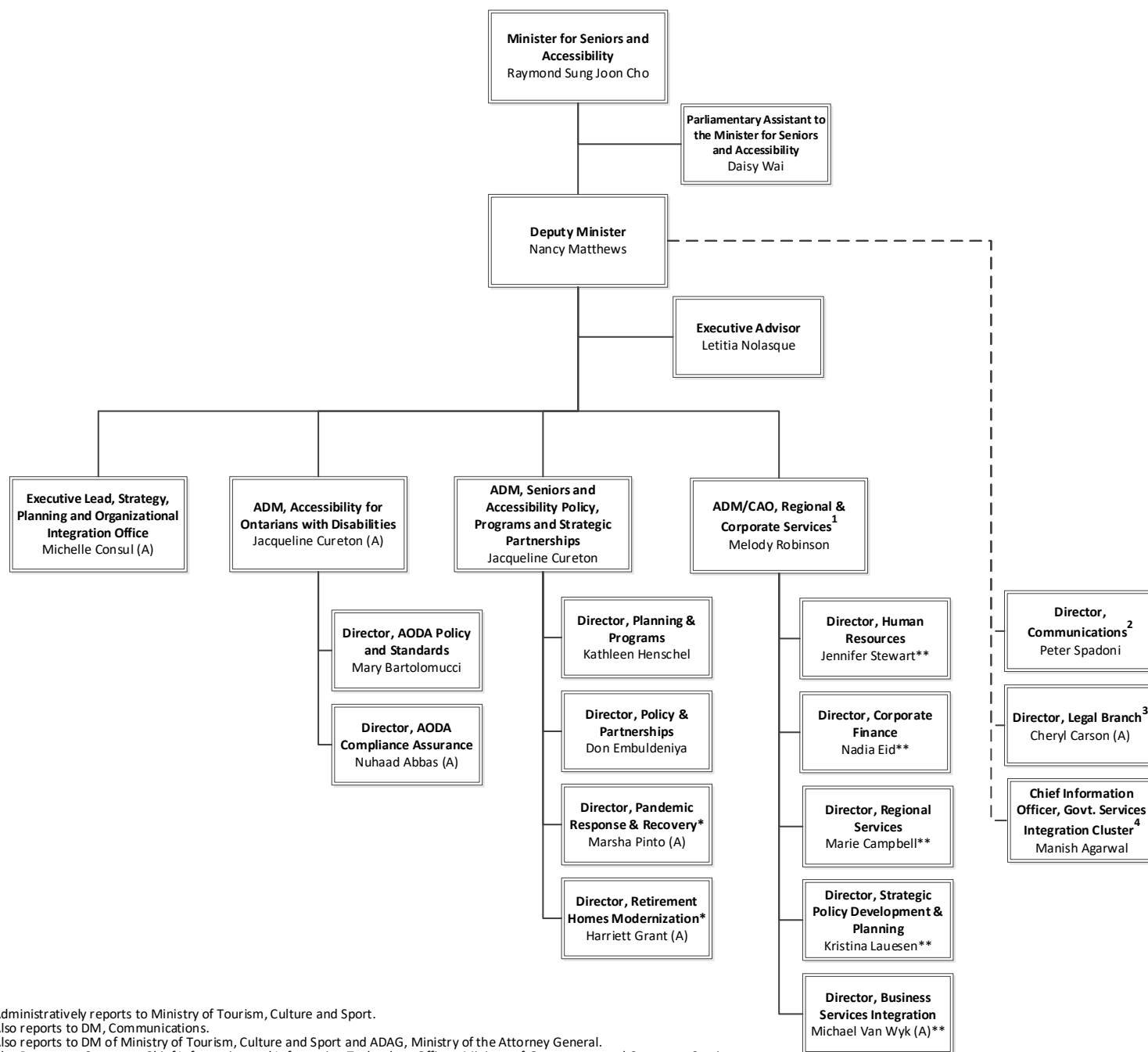
LEGISLATION

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
- Senior Volunteer Appreciation Week Act, 2021

MINISTRY ORGANIZATION CHART

September 2022



¹ Administratively reports to Ministry of Tourism, Culture and Sport.

² Also reports to DM, Communications.

³ Also reports to DM of Ministry of Tourism, Culture and Sport and ADAG, Ministry of the Attorney General.

⁴ Also Reports to Corporate Chief Information and Information Technology Officer, Ministry of Government and Consumer Services.

* Position is part of a temporary structure.

** Also provides services to ADM/CAO of Ministry of Tourism, Culture and Sport and ADM/CAO of Ministry of Francophone Affairs.

Note: "(A)" denotes acting.

ANNUAL REPORT

The ministry supported the government's plan to build a future with a better quality of life and a higher standard of living. The ministry contributed 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 worked on making Ontario more accessible for everyone as well as promoting the benefits of age-diverse, accessible workplaces and communities where everyone is respected and able to participate and enjoy the future they deserve.

Below are results the ministry achieved in 2021-22:

- Invested \$2.9 million through the Inclusive Community Grants program which supported 55 diverse community projects to keep people of all ages and abilities healthy and engaged across the province. This funding helps municipal partners, Indigenous groups and community organizations strengthen and build more inclusive communities. Municipalities and local organizations across Ontario received 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.
- Invested \$1.3 million 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.
- Continued 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.
- Supported 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, raise awareness about the benefits for inclusion, and foster positive change in their communities. In doing so, recognized the exceptional contributions of three individuals.
- Invested \$5 million with the Seniors Community Grant (SCG) Program that will help municipalities and local organizations across the province deliver programs that safely bring seniors together to learn new skills, socialize and keep fit. Funding supported over 250 local initiatives to help Ontario's seniors stay safe, healthy and active in their communities. (Source: Ontario Newsroom, Ontario Keeping Seniors Health and Engaged, February 17, 2022). The 2021-

22 SCG Program focused on projects that aligned with the following four pillars which help improve the lives of older adults in the province:

- Enabling Aging-at-Home and in Communities
 - Safety and Security
 - Remaining Healthy, Active and Socially Engaged
 - Participating in the Labour Market and Economy.
- Provided \$325,000 to implement the Employment Inclusion Project, through the Project SEARCH model, an employment initiative operated by Holland-Bloorview Kids Rehab Hospital intended to help secondary school students with intellectual disabilities obtain work experience and facilitate their transition into employment after graduation.
- Invested \$240,000 in the Abilities Centre LEAD ON initiative to support organizations in embedding accessibility and inclusion into their organizational planning and processes by guiding them through a facilitated self-assessment of their current inclusion practices, helping them create an action plan to increase involvement and participation by people of all abilities, ages and backgrounds in their business or community.
- Invested \$3.7 million in a partnership with the Ontario Community Support Association to help remove barriers and provide safe, accessible transportation for persons with disabilities to and/or from travel to their COVID-19 vaccination appointments. This initiative focused on helping people who do not have access to accessible transportation. Since programs inception in June 21, 2021, and as of March 31, 2022, the Accessible Drive to Vaccine program provided transportation to 3,252 individuals with a total of 3,231.5 rides (one ride is a round trip/half a ride is a one-way trip). Further, helping vulnerable Ontarians get safe and reliable access to COVID-19 vaccines and booster shots by extending the program to March 31, 2023.
- Strengthened local supports for seniors by investing \$17 million for 299 Seniors Active Living Centres program across Ontario. These programs offered virtual and in-person recreational activities for seniors living in the community.
- Invested more than \$2 million over two years through the Recruitment and Retention Incentive Program to provide new and recently hired personal support workers and nurses with financial incentives to encourage them to work in retirement homes. This program is delivered by the Registered Practical Nurses Association of Ontario and is part of the government's plan to modernize the provincial retirement homes sector.
- Provided up to \$527,900 to expand the Finding Your Way program through Dementia Friendly Communities so that people living with dementia can be

included in all aspects of community life. The Dementia Friendly Communities approach is a new model of community development which expands the Finding Your Way program to reach new target populations, including Indigenous communities, newcomers, police, fire and EMS first responders and local service providers to promote a better understanding of the safety risks people with dementia may face.

- Provided Elder Abuse Prevention Ontario (EAPO) with up to \$812,000 in 2021-22 to deliver activities that support elder abuse prevention awareness, build community capacity, and increase public education to address the rise of elder abuse cases.
- Provided \$165,000 to the Seniors Safety Line (operated by the Assaulted Women's Helpline (AWHL) through a Transfer Payment Agreement between AWHL and the ministry for Children, Community and Social Services. The AWHL provides safety planning and counselling to older adults experiencing abuse, or those who are at-risk of abuse in Ontario.
- Provided Queen's University at Kingston with up to \$200,000 in 2021-22 to continue the Age-Friendly Communities Outreach Program which strengthen the development of inclusive and accessible age-friendly community initiatives.
- Provided funding to Older Adults Centres' Association of Ontario (OACAO) with up to \$372,000 in 2021-22 to coordinate the development and operation of virtual and in-person Seniors Active Living Fairs across Ontario, build the capacity of the Seniors Active Living Centres (SALC) sector and administer the Seniors' Centre Without Walls (SCWW) Micro-Grant program.
- Held the Ontario Senior Achievement Awards, which celebrated 15 outstanding seniors for their exceptional contributions to their communities and to the province. The seniors who are being recognized are dedicated and compassionate individuals who are helping to improve the lives of older adults through community services and humanitarian activities. Their contributions include fundraising, helping with Meals and Wheels programs, and volunteering in local churches, retirement homes and long-term-care homes. They support and empower seniors serving as mentors, environmental stewards, agricultural ambassadors, and educational, cultural, and artistic organizers.
- Launched the 2021-22 EnAbling Change Program to provide 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. Invested over \$1.3 million through the ECP to support 14 regional projects that help create a stronger, more accessible and inclusive province.

- Helped seniors stay in their homes longer through the Seniors' Home Safety Tax Credit. The tax credit program assists seniors, or those living with senior relatives, to renovate their homes to make them safer and more accessible.
- Announced on February 1, 2022 the appointment of Rich Donovan to conduct the fourth legislative review of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). Mr. Donovan is an accessibility advocate with lived experience and leads a business that helps clients find economic value within the disability market. Mr. Donovan will consult with the public, including people with disabilities, as part of his review of the effectiveness of the AODA and its standards. The AODA includes a requirement that the Act be reviewed regularly by an individual (a 'Reviewer') appointed by the Lieutenant Governor-in-Council on the advice of the Minister for Seniors and Accessibility. The first reviewer was required to be appointed within four years (of 2005), and subsequent reviewers must be appointed within three years of the tabling of the previous review.
- The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) includes a requirement that the Act be reviewed regularly by an individual (a 'Reviewer') appointed by the Lieutenant Governor-in-Council on the advice of the Minister for Seniors and Accessibility. The first reviewer was required to be appointed within four years (of 2005), and subsequent reviewers must be appointed within three years of the tabling of the previous review. The appointment of Rich Donovan to conduct the fourth legislative review of the AODA was announced on February 1, 2022. Mr. Donovan is an accessibility advocate with lived experience and leads a business that helps clients find economic value within the disability market. Mr. Donovan will consult with the public, including people with disabilities, as part of his review of the effectiveness of the AODA and its standards.
- Continued the ongoing work of identifying, removing and preventing barriers for people with disabilities by appointing Julie Sawchuk as the chair of the Standards Development Committee to lead the provinces review of the Design of Public Spaces accessibility standards for outdoor and indoor public spaces. The committee includes people with disabilities from across the province, as well as businesses, municipalities, and other impacted stakeholders; and is tasked with reviewing existing accessibility standards, and to determine whether new standards are required to improve accessibility in Ontario's public spaces.

- Provided an additional \$18 million to licensed retirement homes so residents could continue to stay healthy and safe through the pandemic. Funding included:
 - Up to \$8 million (Source: Fall Economic Statement, November 4, 2021) to support eligible licensed retirement homes with infection prevention and control (IPAC) measures, including ongoing active screening and antigen testing, IPAC monitoring, audits and compliance, and purchase of replacement filters for High Efficiency Particulate Air (HEPA) air purification systems during the fourth and fifth waves of the COVID-19 pandemic; and
 - Up to \$10 million for staffing costs related to IPAC measures and supplies to respond to the impacts of the Omicron variant during the fifth wave of the COVID-19 pandemic.
- Provided up to \$3 million to the Canadian Red Cross for mobile staffing support teams to assist licensed retirement homes with infection prevention and control, vaccination, and antigen testing.
- Launched the latest round of the Inclusive Community Grant Program. The grant provides \$750,000 towards programs across the province that help communities become more inclusive and accessible for people of all ages and abilities. Successful municipalities, non-profit community organizations and Indigenous communities are awarded up to \$60,000 for local projects to help older residents and people with disabilities participate in community life. For this cycle, Ontario prioritized projects that supported under-served communities and those that addressed COVID-19 related challenges
- Invested \$5.3M for the Ontario Community Support Program for a total investment of \$16.3M. Since the program began in April 2020, this funding has allowed for more than 1.6M deliveries of meals, groceries and other essentials to more than 70,000 older adult and people with disabilities.
- Introduced legislative and regulatory amendments to the Retirement Homes Act, 2010, that improve the health, protection, and well-being of residents in retirement homes across Ontario.

- The total number of self-reported activities by transfer payment (TP) recipients doubled from 3,200 in 2019-20 to 6,355 in 2020-21. These activities included seminars, webinars, workshops and training sessions provided to seniors, caregivers and service providers.
 - In 2020-21, COVID-19 pandemic lockdown measures and restrictions on in-person gatherings affected attendance across all TP recipients' funded programs. Although TP recipients shifted from an in-person to virtual delivery format, the target audience, which is predominantly seniors, preferred in-person programming. The number of participants in programs and services offered through Transfer Payment Agreements (TPA) went from 176,365 for 2019-20 to 95,194 for 2020-21.
 - In the same period of time, the number of website visits to TPAs that report on this Key Performance Indicator increased from 53,882 in 2019-20 to 459,814 in 2020-21. This was due to increased marketing and pivoting to online activities.

Table 3: Ministry Interim Actual Expenditures 2021-22

	Ministry Interim Actual Expenditures (\$M) 2021-22 *
COVID-19 Approvals	\$34.88
Other Operating	\$57.40
Other Capital	\$0.00
Staff Strength ** (as of March 31, 2022)	156.0

* Interim actuals reflect the numbers presented in the *2022 Ontario Budget*.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2022-23

Ministry of the Solicitor General

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PART I: 2022-23 PUBLISHED PLAN

Ministry of the Solicitor General

MINISTRY OVERVIEW

Ministry's Vision

The Ministry of the Solicitor General (the ministry) is committed to ensuring that all communities in Ontario are kept safe. To fulfill its mandate, the ministry's responsibilities are divided into three distinct parts: community safety, correctional services, and emergency management.

As part of its community safety mandate, the ministry is responsible for establishing provincewide police standards, police oversight and supporting crime prevention initiatives at local and provincial levels. The ministry maintains the physical and economic security of Ontario by coordinating public safety initiatives among municipal, police, and fire. 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. The ministry is responsible for the safety and well-being of correctional services staff and those on remand or serving a custodial or community sentence.

Emergency Management Ontario's (EMO) mandate includes the coordination of prevention, mitigation, preparedness, response, and recovery strategies which maximize the safety, security, and resiliency of Ontarians. EMO takes a proactive approach to monitor and assist ministries, municipalities and First Nations communities with their emergency management programs as well preparing for, and coordinating provincial response when requested/required to, for an increasingly complex number of predictable and unpredictable emergencies in Ontario. In addition, EMO leads the coordination of Ontario's emergency response to declarations of emergency orders such as those enacted during the COVID-19 pandemic. Effective 2022-23, EMO responsibility transferred from the Ministry of the Solicitor General to the Treasury Board Secretariat.

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, EMO and Correctional Services Oversight and Investigations. 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 and operates live mobile fire training units for local fire services.

Ministry's Vision – COVID-19 Response

During an emergency situation, such as the March 17, 2020, January 12, 2021, and April 7, 2021 declarations of emergency¹ made by the province during the COVID-19 pandemic, the ministry is involved in the development and execution of all emergency orders under the *Emergency Management and Civil Protection Act*, and works across government to keep the public updated on emergency developments while coordinating an effective response.

Ministry Contribution to Priority Outcomes

The ministry is dedicated to making Ontario a safer place to live, work and raise a family. The ministry is focused on five key priority areas and the initiatives outlined in the Annual Report support these priorities:

- To build safer communities by ensuring police have the tools, resources and supports they need to address provincial priorities such as combatting guns and gang violence, human trafficking and intimate partner abuse
- To build better communities through initiatives such as encouraging volunteerism and modernized animal protection enforcement model
- 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 public safety personnel such as police, fire, paramedics, coroners and correctional staff

Legislation

Legislation administered by the ministry:

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.

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.

¹ Terminated July 24, 2020, February 9, 2021, and June 2, 2021 respectively

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.

Keeping Ontario Open for Business Act, 2022

Establishes prohibitions for persons impeding certain transportation infrastructure if the impediment disrupts ordinary economic activity or interferes with the safety, health or well-being of members of the public. The protected transportation infrastructure will be

international borders, international airports prescribed in regulation, and other transportation infrastructure prescribed in regulation that is of significance to international trade. Provides police officers and the Registrar of Motor Vehicles new tools to deal with these impediments, including powers related to license and plate suspensions.

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. The *Community Safety and Policing Act, 2019* received Royal Assent in March 2019, and once in force, will replace the *Police Services Act*.

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 Response to COVID-19) Act, 2020

A temporary act that enabled emergency orders under the Emergency Management and Civil Protection Act relating to COVID-19 to be extended on a 30-day basis and, in some circumstances, amended. The powers under this act to extend orders expired on March 28, 2022 and all orders under the act were revoked by April 27, 2022.

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 2020, the Violent Crime Severity Index (VCSI) was 69.5. The VCSI has been increasing steadily over the last several year pre-pandemic, peaking in 2019. Between 2015 and 2019, there was a 25.7 per cent increase in the VCSI in Ontario, suggesting that violent crime has become more severe. This was followed by a seven point nine per cent decrease in the VCSI in 2020. This decline can be attributed to COVID-19 restrictions and stay-at-home orders. The trend for the police-reported crime rate in Ontario has followed a similar pattern, increasing steadily until 2019 (an increase of 13 per cent between 2015 and 2019), followed by an 11 per cent decrease in 2020. The Ontario's police-reported crime rate was reported at 4,044.2 per 100,000 population in 2020. Similar to the VCSI, the decline in the police-reported crime rate in 2020 can be attributed to the restrictions and stay-at-home orders during the COVID-19 pandemic.
- The ministry is committed to reducing gun and gang violence in Ontario. In 2020, there were 94 gun-related homicides in Ontario. This was a decrease of six per cent from 2019. There was a similar trend in gang-related homicides² with 52 victims in 2020, a decrease of 13.3 per cent from 2019. Since 2015, there has been a 91.8 per cent increase in gun-related homicides and a 147.6 per cent increase in gang-related homicides. Firearms are often involved in gang-related homicides. The proportion of gang-related homicides in Canada that were committed with a firearm declined to its lowest level over the last 10 years, from 83 per cent of all gang-related homicides in

2019 to 72 per cent in 2020³. The recent 2020 decreases in gun and gang-related homicides can be attributed to the restrictions and stay-at-home orders in place during the COVID-19 pandemic.

- Ontario is committed to reducing the rate of re-offending⁴ among those released from custody and community supervision. Data reported in 2020-21 shows that 33.7 per cent of offenders who were released from custody⁵ and 20.4 per cent of offenders who were released from community supervision in 2018-19 re-offended within the following two years⁶. The percent of re-offenders declined by one point three per cent for those released from custody and by one point nine per cent for those released from community supervision the previous year (2019-2020). Since 2016-17, those released from custody who have reoffended has declined by two point two per cent and those released from community supervision has declined by two point seven per cent⁷.

³ Gang-related homicides are defined as homicides that were linked or suspected to be linked to organized crime or a street gang.

³ Source: Armstrong, A., Jaffray, B., (2021). Homicide in Canada, 2020.
<https://www150.statcan.gc.ca/n1/pub/85-002-x/2021001/article/00017-eng.htm>

⁴ Re-offending (also known as recidivism) is defined as the proportion of offenders who receive a new conviction within two years of release from a custodial sentence or from a sentence to community supervision (completed a probation or conditional sentence).

⁵ This includes only those offenders who had served a sentence of six months or more.

⁶ Data for the 2018-19 release cohort should be used with caution due to the second year of the follow-up period falling within the COVID-19 pandemic. Throughout 2020-21, admissions decreased drastically, and court delays may have impacted time to reconviction.

⁷ Percentages are calculated based on the difference between the recidivism percentage from one fiscal year to the following fiscal year.

Ministry Programs

COMMUNITY SAFETY

Public Safety

The Public Safety Division works with 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 using Ontario's Mobilization and Engagement Model. The OPP investigates provincewide 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 Ontario

The Office of the Fire Marshal (OFM) carries out its legislated mandate as set out in the Fire Protection and Prevention Act. OFM is led by the Fire Marshal of Ontario. 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) carries out its legislated mandate as set out in the *Emergency Management and Civil Protection Act*. Leadership for EMO is provided through the Commissioner of Emergency Management and Chief, Emergency Management Ontario who reports to the Commissioner of Emergency Management. EMO coordinates prevention, mitigation, preparedness, response, and recovery strategies which maximize the safety, security, and resiliency of Ontarians. EMO is responsible for monitoring, coordinating, and assisting in the development of emergency management programs by ministries and municipalities and for ensuring that those programs are coordinated in so far as possible with emergency management programs and emergency plans of the Government of Canada and its agencies and Indigenous partners. EMO is also responsible for the coordination of provincial emergency management when provincial support is required. Additionally, EMO provides support to municipalities who voluntarily enhance their emergency management program by developing Continuity of Operations Plans. EMO maintains the Provincial Emergency Operations Centre to ensure 24/7 situational awareness and support for actual or potential incidents impacting Ontario. Emergency Management Ontario works with non-governmental organizations, Indigenous partners, industry partners, other jurisdictions in Canada, including the federal government, and in neighbouring states to support broader emergency management activities. Effective 2022-23, EMO responsibility transferred from the Ministry of the Solicitor General to the Treasury Board Secretariat.

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 Coroners 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 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 Inspectorate of Policing (Inspectorate) monitors and provides strategic advice to stakeholders and partners on the delivery of policing in accordance with the legislative framework for policing in Ontario. The Inspectorate will fulfill the duties of the Inspector General of Policing established under the Community Safety and Policing Act, 2019, which received Royal Assent but is not yet in-force. Through a robust system of advising, monitoring, inspecting, investigating, and reporting on the delivery of policing in Ontario, the Inspectorate will promote excellence, equity, and public confidence in policing, supporting those responsible for the delivery of policing.

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, Office of the Deputy Solicitor General and Commissioner of Emergency Management, 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 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 Enterprise Technology Strategy 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 provincial agencies 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.

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.

Emergency Services Telecommunications

Emergency Services Telecommunications (EST) provides leadership for emergency services telecommunications services. EST delivers high availability, critical communications services for emergency services across the province. EST supports end-to-end public safety through delivering the government mobile communications network and supporting the Next Generation 9-1-1 and Public Safety Broadband initiatives.

Ministry Programs – COVID-19 Response

The ministry is responsible for emergency management and is the province's coordinator for emergency response situations such as the COVID-19 pandemic, including:

- Responsibility for legislation relating to emergency management including the *Emergency Management and Civil Protection Act* which establishes the province's framework for management of emergencies.
- Responsibility for the *Reopening Ontario (A Flexible Response to COVID-19) Act, 2020*, which was created to enable the ongoing management of health and safety measures that were necessary to respond to the COVID-19 pandemic.

In addition, the ministry must look after the health and safety of ministry staff, most of whom serve on the front lines of the province's response to the COVID-19 pandemic to keep Ontario's communities safe. In a pandemic environment, the ministry coordinated the evacuation of First Nation communities during the worst forest fire season in over 50 years in 2021, working with Indigenous partners and the health sector to design and implement culturally appropriate COVID-19 infection prevention and control protocols to protect the health and safety of First Nation evacuees, and ministry field staff.

HIGHLIGHTS OF 2021-22 RESULTS

The ministry is building stronger and safer communities by supporting the public safety needs of the people of Ontario.

Highlights of the ministry's 2021-22 achievements are categorized as follows:

RESPONDING TO COVID-19

- Launched Mobile Vaccine Units in Hot Spot Workplaces
- Rolled Out GO-VAXX -- Vaccine Clinics on Wheels
- Additional measures to slow the spread of the Omicron variant
- Re-entered a modified 'Step Two' of Ontario's provincial re-opening plan
- Supported Ontario's Gradual Ease of Public Health Measures
- Coordinated the development and extension of orders under the Emergency Management and Civil Protection Act and the Reopening Ontario (A Flexible Response to COVID-19) Act, 2020

PARTNERED TO COMBAT HUMAN TRAFFICKING AND INTIMATE PARTNER ABUSE

- Zero Tolerance for Human Trafficking
- Supported Victims of Intimate Partner Violence and Human Trafficking

BUILDING STRONG, SUPPORTIVE AND SAFE COMMUNITIES

- Helped to Encourage Volunteerism
- Expanded CCTV Surveillance to Deter Criminal Activity
- Helped Communities to Address Cybercrime
- Reimbursed Northern Municipalities for Fire Protection Services
- Built on the Community Reintegration Strategy to Improve Release Planning
- Strengthened Frontline Corrections Support

INVESTING IN MENTAL HEALTH AND ADDICTIONS CRISIS RESPONSE

- Expanded Mobile Crisis Teams
- OPP Crisis Call Diversion Program

DIGITALLY CONNECTING ONTARIO'S JUSTICE SECTOR

- New Digital Technology to Support a More Efficient Justice System

EMERGENCY MANAGEMENT

- Coordinated the evacuation of First Nation communities in a pandemic environment during Ontario's worst forest fire season in over 50 years in 2021
- Supported Increased Provincewide Emergency Management Preparedness and Resiliency

SUPPORTING ONTARIO'S FRONTLINES

- Improved Access to Best-in-Class Mental Health Supports for First Responders
- Mobile Options to Meet Firefighter Training Needs
- Expanded Mental Health Supports for the OPP
- Expanded Support for the Mental Health and Wellness of Ontario's Public Safety Personnel

INVESTING IN NEW POLICING INFRASTRUCTURE

- Implemented Leading-Edge Policing Equipment and Technology to meet the Complex Demands of Modern Police Operations
- Leading-Edge Facilities Provided Officers with the Tools they need to Keep Communities Safe.

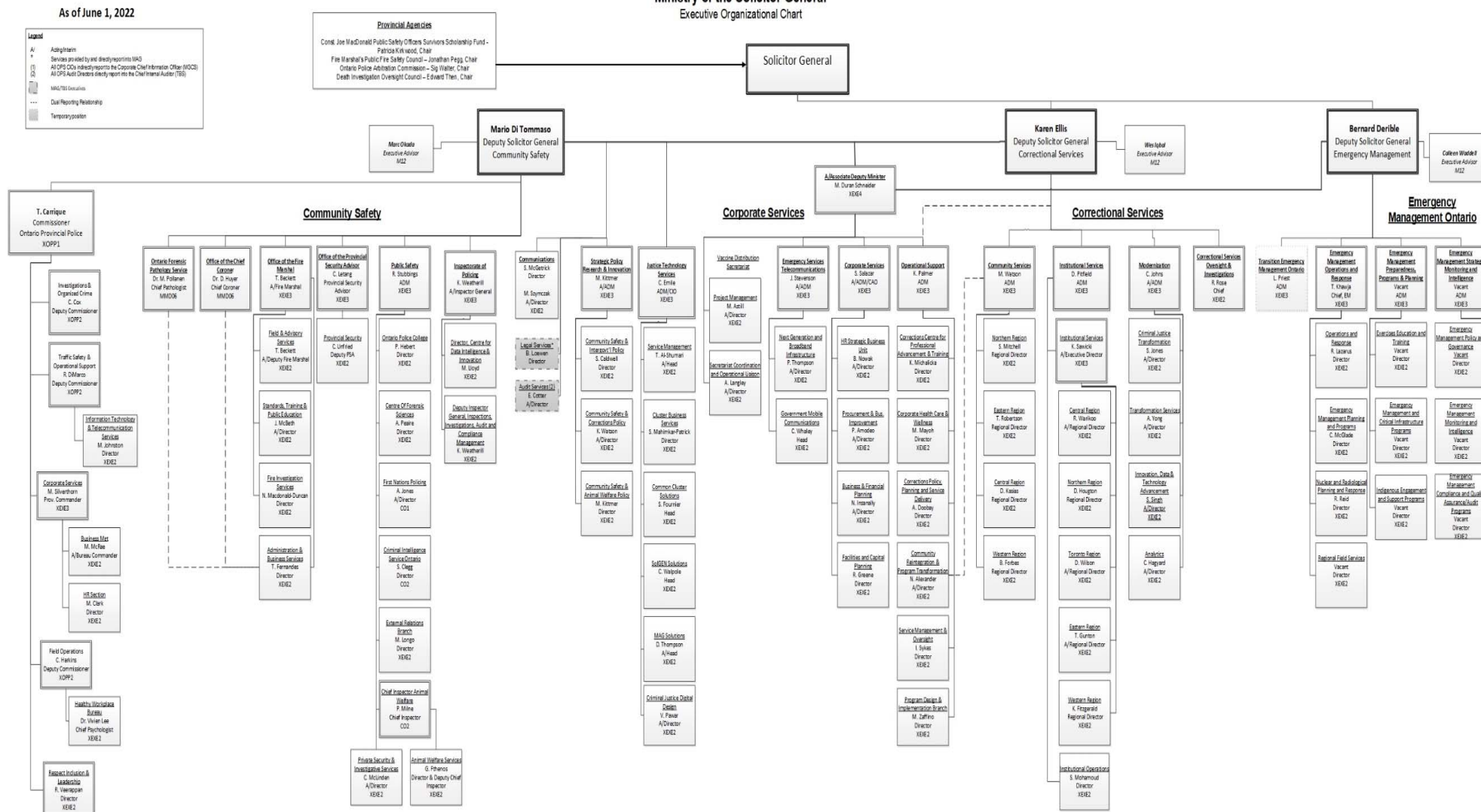
INVESTING IN CORRECTIONAL INFRASTRUCTURE

- Further Protection to Prevent Contraband Entering Correctional Facilities
- New Infrastructure Will Transform Correctional Services
- Addressed Capacity Challenges and Expanded Mental Health Supports in Correctional Services

KEEPING ONTARIO OPEN FOR BUSINESS

- New Measures to Protect International Border Crossings

As of June 1, 2022



PROVINCIAL AGENCIES

The ministry is affiliated with the following independent agencies:

Ontario Police Arbitration Commission (the “Commission”) – Non-Board Governed Agency

The commission administers the conciliation and mediation-arbitration processes under the Labour Relations Part VIII of the Police Services Act. The Commission’s main function involves the appointment of conciliators and arbitrators to assist police associations and police services boards in the resolution of disputes arising out of the negotiations and administration of their collective agreements. The Commission is a neutral body and does not become involved in the issues between the parties and does not influence the outcome of conciliation or arbitration.

Death Investigation Oversight Council (DIOC) – Advisory Agency

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 the death investigation system 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 Agency

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 (the “Council”) – Board-Governed Operational Enterprise

Established in 1993, the council promotes fire safety and public education through sponsorships and partnerships with various groups and individuals interested in public safety. The Council is a non-profit corporation without share capital under Part XI of the Fire Protection and Prevention Act, 1997, and is comprised of a Board of Directors and other members of the Council who are representatives from fire services, industry and the public. The Fire Marshal is the Chair of the Council. 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.

Financial Summary of Ministry Provincial Agencies

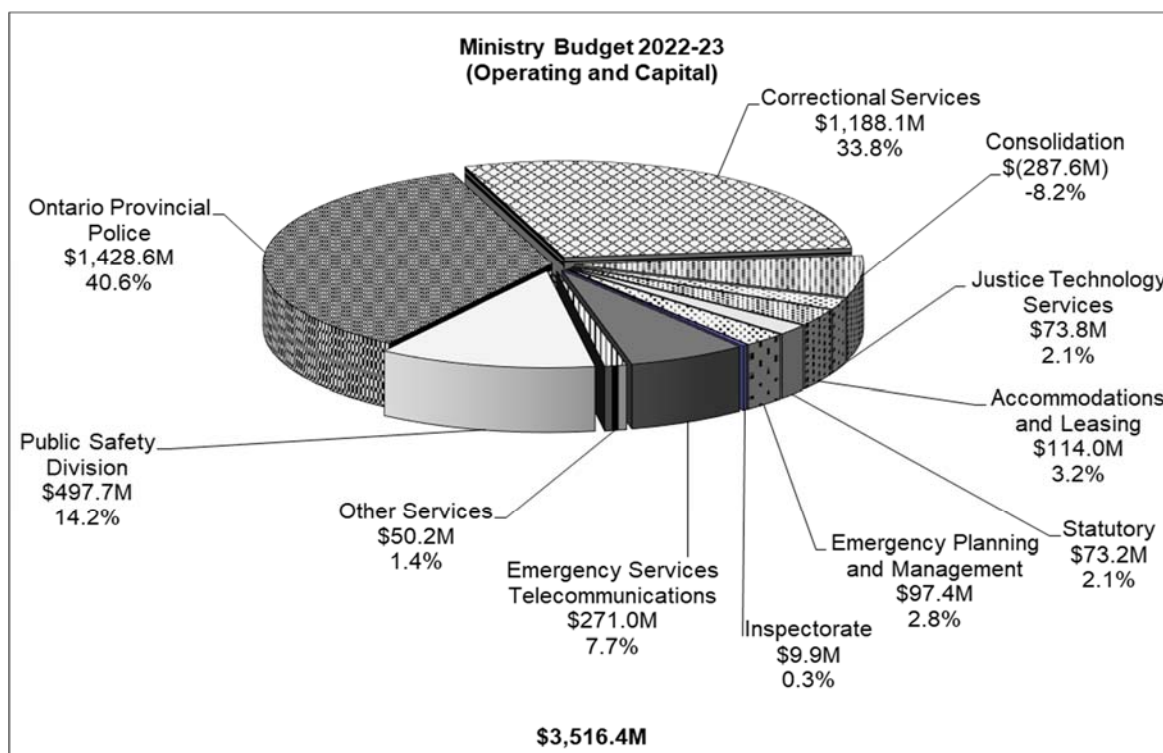
Expenditure	2022-23 (Estimates) \$	2021-22 (Interim Actuals) \$
Ontario Police Arbitration Commission	452,100	467,704
Death Investigation Oversight Council	440,500	722,557
Sub-total Vote 7 (Agencies, Boards & Commissions)	892,600	1,190,261
Fire Marshal's Public Fire Safety Council	1,000	134
Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund	400,000	152,031
Total	1,293,600	1,342,426

2022-23 STRATEGIC PLAN

Table 1: Ministry Planned Expenditures 2022-23 (\$M)

COVID-19 Approvals	-
Other Operating	\$ 3,418.9
Other Capital	\$ 97.5
TOTAL	\$ 3,516.4

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.

DETAILED FINANCIAL INFORMATION

Table 2: Combined Operating and Capital Summary by Vote

MINISTRY OF THE SOLICITOR GENERAL Table A1: Total Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23	Change from Estimates 2021-22		Estimates 2021-22*	Interim Actuals 2021-22*	Actuals 2020-21*
	\$	\$	%	\$	\$	\$
OPERATING EXPENSE						
Ministry Administration	154,705,500	8,934,300	6.1%	145,771,200	241,288,051	175,357,681
Public Safety Division	469,787,100	89,782,200	23.6%	380,004,900	384,647,427	357,477,098
Ontario Provincial Police	1,406,447,500	132,555,900	10.4%	1,273,891,600	1,328,286,553	1,223,412,322
Correctional Services	1,099,723,300	22,373,400	2.1%	1,077,349,900	1,122,183,959	1,095,954,367
Justice Technology Services	73,788,000	(2,737,900)	(3.6)%	76,525,900	60,746,118	50,992,501
Agencies, Boards and Commissions	892,600	-	-	892,600	1,190,261	777,079
Emergency Planning and Management	97,440,400	14,144,800	17.0%	83,295,600	111,433,478	93,883,820
Strategic Policy Research and Innovation	6,745,300	133,500	2.0%	6,611,800	7,172,447	5,452,584
Inspectorate	9,944,900	4,599,400	86.0%	5,345,500	4,056,039	1,746,407
Anti-Racism Directorate	-	-	-	-	1,279,163	-
Emergency Services Telecommunications	271,023,300	126,119,900	87.0%	144,903,400	47,724,800	39,597,540
Total Operating Expense to be Voted	3,590,497,900	395,905,500	12.4%	3,194,592,400	3,310,008,296	3,044,651,399
Statutory Appropriations	116,014	(161,730,000)	(12.2)%	132,187	16,491,441	18,793,521
Ministry Total Operating Expense	3,590,613,914	395,889,327	12.4%	3,194,724,587	3,326,499,737	3,063,444,920
Consolidation Adjustment - Hospitals	(23,003,000)	(1,867,600)	8.8%	(21,135,400)	(23,282,900)	(22,204,896)
Consolidation Adjustment - School Boards	-	-	-	-	-	(921,150)
Consolidation Adjustment - Colleges	-	-	-	-	-	(41,823)
Consolidation Adjustment - General Real Estate Portfolio	(145,482,700)	34,228,300	(19.0)%	(179,711,000)	(157,868,100)	(158,308,842)
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	(3,270,000)	20,776,300	(86.4)%	(24,046,300)	(100,000)	-
Total Consolidations	(171,755,700)	53,137,000	(23.6)%	(224,892,700)	(181,251,000)	(181,476,711)
Total Including Consolidations	3,418,858,214	449,026,327	15.1%	2,969,831,887	3,145,248,737	2,881,968,209
OPERATING ASSETS						
Ministry Administration	-	(1,000)	(100.0)%	1,000	-	-
Public Safety Division	2,000	-	-	2,000	-	-
Ontario Provincial Police	2,000	-	-	2,000	-	-
Correctional Services	2,000	-	-	2,000	-	-
Justice Technology Services	5,002,000	(2,000,000)	(28.6)%	7,002,000	9,149,000	3,858,729
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	-	-
Emergency Services Telecommunications	2,302,000	94,400	4.3%	2,207,600	-	1,576,773
Total Operating Assets to be Voted	7,318,000	(1,906,600)	(20.7)%	9,224,600	9,149,000	5,435,502
CAPITAL EXPENSE						
Ministry Administration	1,776,000	1,073,400	152.8%	702,600	617,200	1,175,065
Public Safety Division	27,889,600	674,500	2.5%	27,215,100	25,366,000	22,408,814
Ontario Provincial Police	22,200,700	(3,970,200)	(15.2)%	26,170,900	24,427,400	14,805,361
Correctional Services	88,384,400	4,182,400	5.0%	84,202,000	73,612,700	56,145,772
Justice Technology Services	1,000	-	-	1,000	-	-
Emergency Planning and Management	1,000	-	-	1,000	-	-
Strategic Policy Research and Innovation	1,000	-	-	1,000	-	-
Total Capital Expense to be Voted	140,253,700	1,960,100	1.4%	138,293,600	124,023,300	94,535,012
Statutory Appropriations	73,122,800	48,172,300	193.1%	24,950,500	19,863,200	17,170,183
Ministry Total Capital Expense	213,376,500	50,132,400	30.7%	163,244,100	143,886,500	111,705,195
Consolidation Adjustment - General Real Estate Portfolio	(102,135,900)	(60,729,100)	146.7%	(41,406,800)	(107,261,800)	(75,872,845)
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	(13,699,200)	(13,699,200)	100.0%	-	-	(2,054,089)
Consolidation Adjustment - Schools	-	-	-	-	-	(1,716,798)
Total Consolidations	(115,835,100)	(74,428,300)	179.7%	(41,406,800)	(107,261,800)	(79,643,732)
Total Including Consolidations	97,541,400	(24,295,900)	(19.9)%	121,837,300	36,624,700	32,061,463
CAPITAL ASSETS						
Ministry Administration	1,000	-	-	1,000	-	-
Public Safety Division	2,246,500	320,500	16.6%	1,926,000	1,827,000	942,606
Ontario Provincial Police	54,133,900	17,825,000	49.1%	36,308,900	36,818,700	47,195,172
Correctional Services	194,790,600	44,212,700	29.4%	150,577,900	102,178,200	15,078,478
Justice Technology Services	10,102,100	1,226,800	13.8%	8,875,300	39,550	1,027,724
Emergency Planning and Management	1,090,000	950,000	678.6%	140,000	1,195,000	2,943,098
Strategic Policy Research and Innovation	-	(1,000)	(100.0)%	1,000	-	-
Emergency Services Telecommunications	396,004,800	3,850,400	1.0%	392,154,400	21,414,200	35,441,520
Total Capital Assets to be Voted	658,368,900	68,384,400	11.6%	589,984,500	163,472,650	102,628,598
Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	3,516,399,614	424,730,427	13.7%	3,091,669,187	3,181,873,437	2,914,029,672

* Note that some figures for 2020-21 and 2021-22 have been restated to reflect transfers to/from other ministries and internal ministry realignments. Interim Actuals reflect the numbers presented in the 2022 Ontario Budget.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2019-20*	Actuals 2020-21*	Estimates 2021-22*	Estimates 2022-23
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	2,759,310,915	2,914,029,672	3,091,669,187	3,516,399,614
		6%	6%	14%

* 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, seven 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.

APPENDIX: 2021-22 ANNUAL REPORT

APPENDIX: 2021-22 ANNUAL REPORT

2021-22 Results

The ministry 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 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 monitors the pandemic through daily contact with other provincial ministries, including the Ministry of Health, which is the lead ministry for human health emergencies, the Ministry of Long-Term Care, municipalities, First Nation communities, and regional organizations, government and non-government agencies such as the Canadian Red Cross, and federal partners, including Public Safety Canada and the Department of National Defense.

For 2021-22, the government, along with municipalities, public health units and other health partners, worked closely to coordinate health human resources and volunteers to open mass vaccination clinics to get shots into as many arms as quickly as possible, including boosters.

The ministry has built vaccine awareness and brought vaccines into neighbourhoods through initiatives such as GO-VAXX, a fleet of eight retro-fitted GO bus mobile pop-up clinics and employer-led workplace clinics (see below).

To add a further layer of protection, the government expanded access to free rapid antigen tests distributed through pharmacies, grocery stores and community partners.

Such actions have accelerated the province's return to a Roadmap Exit Step much sooner than was expected when temporary restrictions were introduced in January 2022 to limit the spread of the COVID-19 Omicron variant.

The following are key ministry-related COVID-19 activities for the April 1, 2021, to March 31, 2022, reporting period.

Launched Mobile Vaccine Units in Hot Spot Workplaces

Ontario further expanded its COVID-19 vaccine distribution plan with the launch of mobile vaccine units for small to medium-sized businesses in hot spot communities. These mobile units began offering vaccinations in Toronto, York and Peel at select businesses that have

employees who cannot work from home and are at risk of outbreaks. Each public health unit worked with businesses to deploy mobile units where needed.

Employer-led workplace vaccination clinics organized by large companies such as Maple Lodge Farms, Maple Leaf Foods and Amazon Canada in Peel Region were also completed or underway.

Rolled Out GO-VAXX - Vaccine Clinics on Wheels

The ministry partnered with Ministry of Health and Metrolinx to offer GO-VAXX, a new, convenient mobile option for people to receive their COVID-19 vaccine. Two GO buses (increased to eight by the end of February 2022) were retrofitted to serve as mobile vaccine clinics as part of the province's 'last mile' strategy to target those who had yet to receive a first or second dose, directly in their own communities. Since hitting the road, GO-VAXX buses have travelled to malls, festivals, community hubs and events.

As of March 31, 2022, more than 52,300 people had been vaccinated.

Additional measures to slow the spread of Omicron

In response to the rapidly spreading and highly transmissible Omicron variant, the Ontario government, in consultation with the Chief Medical Officer of Health, applied additional public health and workplace safety measures, including capacity and social gathering limits. These measures were to help curb transmission and safeguard Ontario's hospital and ICU capacity as the province continued to rapidly accelerate its booster dose rollout.

Re-entered a modified 'Step Two' of Ontario's provincial re-opening plan.

The government introduced new COVID-19 restrictions to prevent the 'wildfire' spread of the Omicron variant and its threat to the healthcare system. The province re-entered a modified Step Two in its re-opening plan. Some restrictions that came into effect included reducing indoor capacity to five people and outdoor capacity to 10. Indoor dining was closed, and restaurants and bars were restricted to drive through and takeout service. Retail stores were allowed to remain open at 50 per cent capacity and the province asked individuals to work remotely where possible.

The ministry reduced the pressure on the justice system with its continued work with cross sector justice partners to reduce low-risk inmate populations in congregate settings to help reduce the risk of COVID transmission in institutions. The use of global positioning system (GPS) electronic monitoring for bail releases was expanded to include seven correctional

facilities. The ministry continues to help evolve and modernize the sector working closely with justice partners.

Supported Ontario's Gradual Ease of Public Health Measures

With key public health and health care indicators showing signs of improvement, the Ontario government released a multi-month timetable to ease public health measures cautiously and gradually.

Coordinated the development and extension of orders under *Emergency Management and Civil Protection Act* and the *Reopening Ontario (A Flexible Response to COVID-19) Act, 2020*

The ministry led the coordination of decision-making for the development and extension of orders under the *Emergency Management and Civil Protection Act* and the *Reopening Ontario (A Flexible Response to COVID-19) Act, 2020*. This included declaring a third emergency on April 7, 2021. The ministry issued 93 emergency orders in response to COVID-19 and managed the wind down of orders with powers under the *Reopening Ontario (A Flexible Response to COVID-19) Act, 2020* which came to an end on March 28, 2022.

LEADERSHIP TO COMBAT HUMAN TRAFFICKING AND INTIMATE PARTNER ABUSE

Zero Tolerance for Human Trafficking

New act includes tools to raise awareness, better protect victims, support survivors of human trafficking and hold offenders accountable.

The Ontario government passed new legislation introduced by the Solicitor General and Associate Minister of the Ministry to Children, Community and Social Services to take further action to fight the deplorable crime of human trafficking. The **Combating Human Trafficking Act, 2021** is the first legislation of its kind in Canada and builds upon the province's \$307-million Anti-Human Trafficking Strategy.

Human trafficking is one of the fastest-growing crimes worldwide. Ontario is a hub for human trafficking in Canada, with the most police-reported incidents in the country. The average age of recruitment into sex trafficking is approximately 13 years old.

Ontario's new legislation includes two new acts as well as amendments to existing legislation to bolster the government's response to combat human trafficking by:

- Increasing awareness of the issue, supporting a long-term provincial response and emphasizing that all Ontarians have a role to play in combatting human trafficking
- Supporting more survivors and the people who support them in obtaining restraining orders against traffickers, with specific consideration for Indigenous survivors
- Strengthening the ability of children's aid societies and law enforcement to protect exploited children
- Increasing penalties for persons, including traffickers, who interfere with a child in the care of a children's aid society
- Clarifying how and when police services can access information from hotel guest registers to help deter trafficking and identify and locate victims
- Establishing the power to include other types of accommodation providers, such as short-term rental companies.

The legislation also requires companies that advertise sexual services to have a dedicated contact to support investigations into suspected human trafficking.

Supported Victims of Intimate Partner Violence and Human Trafficking

Intimate partner violence and human trafficking are horrible crimes. The victims and survivors need specialized supports to help them heal from their trauma and regain independence.

The ministry invested \$5 million over two years for new services and supports for victims of intimate partner violence and human trafficking through a new Victim Support Grant (VSG) program. Intimate partner violence is defined as any behaviour within an intimate relationship that causes physical, psychological or sexual harm to those in the relationship, including acts of physical violence, sexual violence and controlling behaviours. The grant will help police and communities improve services to meet victims' needs.

The VSG program builds on other government programs and services offered to victims and survivors of intimate partner violence and human trafficking and complements the province's five-year, \$307-million Anti-Human Trafficking Strategy 2020-2025.

BUILDING STRONG, SUPPORTIVE AND SAFE COMMUNITIES

Helped to Encourage Volunteerism

Eliminating fees for police record checks for volunteers benefits charities and organizations that rely on the helping hands of volunteers, as well as senior volunteers with fixed incomes.

The ministry eliminated the cost of certain police record checks for volunteers looking to give their time and skills to causes they care about. A police record check is a search of police database records about an individual. Removing the fee for Criminal Record Checks and Criminal Record and Judicial Matters Checks, which are commonly required by organizations that work with volunteers, will make it easier for Ontarians to support worthy community organization such as animal shelters and food banks. Volunteers can also receive up to five copies of these types of police record checks for free. The cost of such checks was often an impediment to volunteering, thus making it easier to apply to multiple volunteering positions.

Prospective volunteers will still need to pay any fees charged by police services for Vulnerable Sector Checks, which are considered the most thorough type of police record checks and require a comprehensive search of national and local police databases.

Expanding CCTV Surveillance to Deter Criminal Activity

Closed-circuit television (CCTV) surveillance cameras are an essential tool in helping police detect, prevent and deter criminal activity.

The ministry expanded the fight against gun and gang violence across the province by providing an additional \$3 million through the Ontario Closed Circuit Television Grant program first introduced in 2020-21. The new funding will help an additional nine police services support projects to replace outdated CCTV equipment, enhance current technology and expand coverage in areas where gun and gang violence and correlated crimes such as drug and human trafficking are most prevalent.

Investing in new CCTV equipment will mean better coverage and quality of captured video, and support both the investigation and criminal prosecution processes. The CCTV Grant program is part of the province's Guns, Gangs and Violence Reduction Strategy which helps to deter criminal activity and improve public safety. To date, approximately \$187 million has been invested to combat guns and gangs in Ontario.

Helped Communities to Address Cybercrime

From 2019 and 2020 there was a 38 per cent increase of cybercrime incidents in Ontario. Collaboration among community partners is important to help increase awareness of online crimes such as hate, human trafficking and fraud, and reduce the risk to public safety.

The ministry announced it is investing approximately \$1.7 million over two years in the Safer and Vital Communities (SVC) Grant program to strengthen community safety and well-being across the province by encouraging community collaboration to help fight the rapid increase in cybercrime.

SVC Grants provide funding to community-based, not-for-profit organizations and First Nations Chiefs and Band Councils to address local risks to safety and well-being in the community. The theme for the 2022-24 SVC grant is “Preventing Cybercrime through Community Collaboration.” With this investment, the ministry is ensuring key public safety partners have the resources needed to help prevent members of the community from becoming victims of cybercrime.

Reimbursed Northern Municipalities for Fire Protection Services

New program will make it easier for Northern municipalities to recoup costs associated with responding to emergency calls for assistance on Crown Land. Ensuring they are not paying out of pocket for their important efforts.

The ministry launched a new program to reimburse Northern municipalities that provide emergency response services in parts of the province that don’t fall under any municipal boundaries, known as unincorporated areas. Until now, it was the municipality where the fire department is based that had to pay the bill.

Through this reimbursement under the province’s Northern Fire Protection Program (NFPP), the province is allocating funds to help Northern municipalities recover the cost of fire protection services such as search and rescue, medical, motor vehicle collision and property fires that are not covered by any other funding agreements.

The NFPP provides assistance and support for fire protection services to 48 communities without municipal organization.

Built on the Community Reintegration Strategy to Improve Release Planning

A solid reintegration strategy is essential for the successful transition of inmates back into the community

The ministry built on the Community Reintegration Strategy to improve release planning and ensure integrated, coordinated services to support individuals re-entering the community. The ministry improved release planning and ensured integrated, coordinated services to support individuals in re-entering the community through the Community Reintegration Project.

Strengthening Frontline Corrections Support

Probation and parole officers are on the frontlines of protecting communities and ensuring individuals complete a safe and successful transition once they leave the institution.

The ministry continued to strengthen public safety by hiring 25 new community reintegration officers to directly support the successful transition of individuals in custody returning to their community. Community reintegration officers are specialized probation and parole officers who:

- o Work collaboratively with institutional staff to provide enhanced supports and services for offenders
- o Facilitate information sharing between corrections staff, justice partners and community-based service providers
- o Build and facilitate opportunities for community partners, agencies or local communities to link individuals to an array of social, labour and faith-based programs.

These new hires are part of a ministry investment of \$23 million over two years to hire 50 additional probation and parole officers across the province, strengthen the supports available to help individuals safely re-enter the community and reduce the risk of recidivism.

INVESTING IN MENTAL HEALTH AND ADDICTIONS CRISIS RESPONSE

Expanded Mobile Crisis Teams

Mobile Crisis Response Teams are best positioned to respond to people experiencing a mental health or addictions crisis and de-escalate situations that could pose a risk to public safety.

The ministry is improving public safety and supports for people in crisis by investing more than \$4 million over 2022-23 and 2023-24 to expand Mobile Crisis Response Teams. These teams consist of police officers and crisis workers working together to respond to complex situations where mental health or addictions may be a factor.

Police services in 28 communities will receive grant funding to increase their capacity to respond to calls from individuals experiencing a mental health or addictions crisis. The investment will enable police services to add mental health and addictions crisis workers to existing Mobile Crisis Response Teams and help ensure these specialized resources are available where and when needed.

The Mobile Crisis Response Teams Enhancement Grant is part of Ontario's Roadmap to Wellness to build the province's mental health and addictions system.

OPP Crisis Call Diversion Program

Having mental health and crisis professionals available to respond to callers in distress ensures individuals can get the appropriate help when they need it and reduces the need for police resources to be allocated to non-emergency situations.

The ministry extended resources to individuals experiencing a mental health or addictions crisis by expanding the OPP Crisis Call Diversion Program to Orillia and North Bay. The OPP Crisis Call Diversion program helps provincial police officers offer the most appropriate response to calls from individuals experiencing medical health or addictions crisis by embedding professional mental health and addictions crisis workers into OPP Provincial Communications Centres.

Once assigned to a call, a crisis worker can assist callers by providing resources and tools, offering referrals and helping them navigate the mental health system. Alternatively, the crisis worker can provide support and assist in preliminary de-escalation when a call has been assigned to a police officer.

The OPP provides frontline policing services to more than 300 Ontario municipalities and rural communities that do not have their own municipal or regional police services. Provincial

Communications Centres operate 24 hours a day, seven days a week to answer 911 emergency and non-emergency calls for service. London was the first provincial communications centre to offer the Crisis Call Diversion Program in 2020. Expanding to Orillia, Thunder Bay and North Bay, the program is now offered at four provincial communications centres.

DIGITALLY CONNECTING ONTARIO'S JUSTICE SECTOR

New Digital Technology Supports a More Efficient Justice System

The eIntake digital application is an important step toward the modernization of the criminal justice system, enabling police to file criminal charges electronically and streamline information sharing between police and other enforcement agencies and courts in real time.

In December 2021, the ministry rolled out its eIntake digital platform to City of Toronto courthouses. eIntake allows police officers to file criminal charges electronically and enables justices of the peace to enter their decisions, sign documents digitally and request additional information from police online. Improving the digital tools and information accessible to Ontario's police, prosecutors and justice partners is critical to bringing offenders to justice. The ministry successfully launched the eIntake system in the Northeast, Northwest, Central East, West and Toronto regions. More than 46,000 charging documents have been received by eIntake since the application's launch in January 2021.

The ministry is working to ensure the platform is available provincewide by the summer of 2022.

EMERGENCY MANAGEMENT

Coordinated the evacuation of First Nation communities in a pandemic environment during Ontario's worst forest fire season in over 50 years in 2021

Collaboration with multiple partners is mission critical in successful emergency management.

The 2021 wildland fire season was one of the most challenging since 1960, resulting in six First Nation communities evacuating to locations in Northern and Southern Ontario in a pandemic environment. With any First Nation emergency such as flooding or wildland fires, various levels of government and First Nation leadership have clearly defined roles and responsibilities.

The decision whether to evacuate a First Nation community belongs to the Chief and local Council. The province, including the ministry and other partners, play a support role in facilitating the safe evacuation and eventual return home of evacuees.

EMO deployed approximately 20 field officers into host communities to provide support and coordination for evacuees. Through the Provincial Emergency Operations Centre, EMO also provided coordination for evacuations and connected First Nations communities and Indigenous organizations with on the ground organizations such as the Canadian Red Cross, local medical staff and municipal services to support the care and well-being of the evacuees.

Approximately 3,700 First Nation community members were evacuated at the height of the forest fires. The ministry successfully adapted to the needs of First Nation communities by piloting new hosting models such as an EMO/non-government organization-led model in Sudbury and an EMO/private-led hosting model in Peel Region and London. These models included wraparound public health and Indigenous cultural supports.

Supported Increased Provincewide Emergency Management Preparedness and Resiliency

A Treasury Board Secretariat (TBS) jurisdictional staffing review was completed in 2021 across Canada and the US and identified EMO to be the lowest resourced jurisdiction based on a number of factors such as per capita, per municipality, and per emergency. In response, EMO took a phased approach to increase its staffing levels to more effectively deliver on its responsibilities. The ministry commenced hiring of up to 69 new positions to support increased provincewide emergency management resiliency.

In April 2022, amendments were made to the *Emergency Management and Civil Protection Act* as part of the *Pandemic and Emergency Preparedness Act, 2022* to strengthen emergency oversight and coordination by:

- Requiring the establishment of an accountability and governance framework for emergencies.
- Requiring the development of a provincial emergency management plan that is publicly available, reviewed and revised at least every five years, with an annual public report on progress of the plan.
- Enhancing identification, assessment and planning requirements for potential emergency hazards and risks.

SUPPORTING ONTARIO'S FRONTLINES

Improved Access to Best-in-Class Mental Health Supports for First Responders

Police and firefighters are among those at greatest risk of PTSD and other work-related mental health issues.

The Ontario government invested \$1 million for the Toronto-based Runnymede Healthcare Centre's First Responders Post-Traumatic Stress Injury Rehabilitation Treatment and Assessment Centre. It is estimated that over 13,000 first responders suffer from Post-Traumatic Stress Disorder (PTSD). That number is expected to grow to over 16,000 by 2040. The COVID-19 pandemic has also exacerbated the mental health challenges first responders face. The new centre would include up to two new facilities that will provide comprehensive mental health rehabilitation program to first responders across the Greater Toronto Area.

The ministry is working with Runnymede Healthcare Centre to finalize the early stages of planning, including identifying programming, operational space and funding needs. Over time, this project has the potential to be expanded provincially and include other frontline professionals to help improve access to safe and effective mental health supports.

Mobile Options to Meet Firefighter Training Needs

The introduction of two new Mobile Live Training Units give fire services greater access to high quality, live fire training in their own communities.

Two new Mobile Live Fire Training Units hit the road in 2021-22. The new units are part of the ministry's plan to expand and modernize access to firefighter training and are delivering high-quality, hands-on training directly to fire services in all regions of the province.

There are 441 fire departments in Ontario, including large municipal services, composite fire departments made up of full-time and volunteer personnel and small municipal fire services made up solely of volunteers. The 16-metre-long units are designed to operate across the province, including at Regional Training Centres and local fire departments. The new Mobile Live Fire Training Units simulate real situations involving fire, which forms an important part of firefighter training and complements in-class learning.

Expanded Mental Health Supports for the OPP

New investment will significantly enhance the mental-health and well-being services and supports that are available to valued OPP officers, staff and their families.

The ministry invested \$12.5 million over three years to strengthen the mental health services available to the OPP and their families. Police personnel are among the professionals who are most likely to be exposed to occupational stress situations while protecting communities. The funding will support the hiring of 20 additional mental-health support staff and enhance the OPP's Healthy Workplace initiative to address issues of mental health and occupational stress injuries.

The Healthy Workplace program is available to OPP officers and civilians, retired members, as well as their family members. The program's enhancements will also allow the OPP to provide consultation and support to Indigenous and municipal police partners.

Expanded Support for the Mental Health and Wellness of Ontario's Public Safety Personnel

To support the mental health and wellness of Ontario's public safety personnel, the ministry established four mental health collaborative tables in February 2021 to better support the mental health and well-being of corrections, emergency health services, fire, and policing personnel. The tables held quarterly meetings through 2021-22 and identified sector and cross-sectoral gaps and opportunities. They collectively indicated the need for improved access to programs specifically tailored to public safety personnel and greater access to trauma-informed clinicians.

The ministry established a Mental Health Secretariat that worked with key partners to define services to support mental health promotion, resiliency, early intervention, and treatment for public safety personnel.

In 2021-22, the Mental Health Secretariat delivered a Mental Health Action Plan to support public safety personnel across Ontario. 2021-22 accomplishments included the development and implementation of a performance measurement framework, the leveraging of over \$10M through the Roadmap to Wellness strategy, and the launch of the one-year PeerConnect pilot.

INVESTING IN NEW POLICING INFRASTRUCTURE

Implemented leading-edge policing equipment and technology to meet the complex demands of modern police operations

The ministry worked with partner ministries to eliminate licence plate renewal fees and the requirement to have a licence plate sticker for passenger vehicles, light-duty trucks, motorcycles and mopeds.

The ministry also invested in Automated Licence Plate Recognition (ALPR) technology to provide police with the tools they need to do their jobs, improve public safety and strengthen roadside law enforcement efforts across the province. ALPRs are a system of cameras and supporting software which captures licence plate information and immediately compares plate numbers to a Ministry of Transportation database with vehicle and owner information. An ALPR system can read thousands of licence plates per minute allowing officers to process more information on licence plates. It also has the capability of capturing vehicles of interest such as amber alerts, drivers with a suspended licence, and stolen vehicles.

Leading edge facilities provided officers with the tools they need to keep people safe.

In 2021-22 the OPP opened a brand-new detachment in Orillia and broke ground on a new detachment in Cambridge. These detachments are the latest developments in the ministry's OPP Modernization – Phase 2 project to replace aging OPP facilities across the province that are at the end of their lifespan and no longer meet the requirements of today's OPP operations.

The Orillia detachment provides approximately 34,000 square feet of space, a modern infrastructure design to support ever-changing technology requirements including facilities to secure evidence, 12 holding cells, closed-circuit television technology (CCTV) and other advanced security features. The Cambridge detachment will feature approximately 17,000 square feet of space to support ever-changing technology requirements including facilities to secure evidence, three holding cells and CCTV along with other advanced security features.

Both detachments include vehicle Collision Reporting Centres, are designed to be accessible and meet the Leadership in Energy and Environmental Design (LEED) Silver Standard, which recognizes buildings with reduced environmental impacts. Construction on the Cambridge detachment is expected to be completed in mid-2023.

INVESTING IN CORRECTIONAL INFRASTRUCTURE

Further Protection to Prevent Contraband Entering Correctional Facilities

Corrections staff must be equipped with the modern tools and technologies they need to do their job safely and securely.

The Ontario government implemented a series of new measures to prevent harmful items and substances such as drugs, alcohol, weapons and cell phones from entering the province's adult correctional facilities. The measures are part of Ontario's Contraband Strategy and Action Plan which includes investments in more tools and technology to increase detection, enhance security measures, and improve the collection, analysis and sharing of data with justice sector partners to ensure the safety of staff and individuals in custody.

The ministry enhanced security at 14 adult correctional facilities with the addition of high-tech ion scanners. Currently, there are a number of methods used to prevent, detect, confiscate and reduce contraband within adult institutions such as body scanners, hand-held and walk-through metal detectors, searches and canine units.

Ion scanners are tools used to detect and identify trace elements of drugs and are an added layer of security to help prevent illegal substances from entering facilities.

The addition of 14 ion scanners in 2021-22 brings the contraband detection technology to every adult correctional facility in the province as part of Ontario's Contraband Strategy and Action Plan.

New Infrastructure Will Transform Correctional Services

Replacing ageing facilities in Thunder Bay continues the transformation of Ontario's adult corrections system.

The Thunder Bay Correctional Complex, which is scheduled to open in 2026, will replace the ageing Thunder Bay Jail and parts of the Thunder Bay Correctional Centre. Thunder Bay's existing corrections infrastructure is among the oldest in the province, with pieces dating back to 1928.

The new state-of-the-art 345-bed facility will:

- Provide separate minimum, medium and maximum-security sectors along with behavioural and mental health housing options
- Offer programming and healthcare services in units instead of separate areas to better support inmate management and reduce risk to staff
- Add capacity to deliver more culturally responsive services and supports to the Indigenous population
- Connect with a new 50-bed modernization of the existing Thunder Bay Correctional Centre.

Frontline corrections staff and Indigenous leaders will be engaged to inform the design of the new complex. The Thunder Bay Correctional Complex builds on the province's strategy to invest more than \$500 million dollars over five-years to transform correctional services.

Addressed capacity challenges and expanded mental health supports in correctional services

The ministry has invested in the build of a new, modern 345-bed multi-purpose correctional centre complex in Thunder Bay to support safe community reintegration and address overcrowding with 50 additional beds.

The ministry continues to modernize the corrections system in Eastern Ontario Correctional Complex in Kemptville through the replacement of Brockville Jail with a new facility and expanding the St. Lawrence Valley Correctional Treatment Centre and Quinte Detention Centre to improve mental health services for women who are incarcerated.

KEEPING ONTARIO OPEN FOR BUSINESS

New Measures to Protect International Border Crossings

Hundreds of millions of dollars worth of essential goods for people and businesses pass across Ontario's international borders every day. New measures were needed to protect borders crossings, which are critical to the public.

In March 2022, the ministry introduced legislation that provides police with the necessary powers to respond effectively to future disruptions of protected transportation infrastructure, where those disruptions interfere with public safety, the economy, and international trade. This will enable greater protection of jobs that rely on international trade and shield the economy from future disruptions such as the illegal blockade of Windsor's Ambassador Bridge in February 2022. The blockade led to temporary factory closures, shift reductions and impacted billions of dollars worth of trade.

The **Keeping Ontario Open for Business Act, 2022** enables police officers to protect and respond to future obstructions of protected transportation infrastructure when an impediment disrupts ordinary economic activity or interferes with the safety, health or well-being of members of the public, and to remove and store objects making up an illegal blockade. The legislation provides police officers and the Registrar of Motor Vehicles with tools related to licence and plate suspensions to deal with such impediments. It also makes amendments to the *Highway Traffic Act* to permit the suspension of driver's licences and denial of vehicle permit renewals for people who have unpaid fines for violating the legislation.

The act was passed by the legislature on April 14, 2022. The ministry is also investing nearly \$96 million in new measures and tools to support provincewide responses during unlawful demonstrations and illegal blockades that impede protected infrastructure.

Table 3: Ministry Interim Actual Expenditures 2021-22* (\$M)

COVID-19	\$ 136.9
Other Operating	\$ 3,008.3
Capital	\$ 36.6
Staff Strength** (as of March 31, 2022)	18,575.33

* Interim Actuals reflect the numbers presented in the 2022 Ontario Budget.

** Ontario Public Service Full-Time Equivalent positions.

Estimates Briefing Book 2022-23

Ministry of Transportation

Ce document est disponible en français

PART I: 2022-23 PUBLISHED PLAN

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Link: [Published Plan and Annual Report 2021-22](#)

<https://www.ontario.ca/page/published-plans-and-annual-reports-2021-2022-ministry-transportation>

PART I: 2022-23 PUBLISHED PLAN

MINISTRY OVERVIEW

Ministry of Transportation Vision

Enabling access to activities by providing and supporting safe, equitable, efficient, sustainable, and convenient mobility options for people and goods.

Ministry Contribution to Government Priority Outcomes

The Ministry of Transportation (MTO)'s plan supports economic growth by making investments that create jobs, accelerate infrastructure delivery, and help Ontario's economy recover faster. Working with other ministries, it also supports making Ontarians' lives easier by improving digital services, enabling mobility, and providing people and businesses easier access to the things they need to thrive.

Core Commitments and Key Deliverables

#1 - Enable access & mobility options in the transportation system that make life easier for people and businesses.

- Delivering long-range transportation planning following the release of *Connecting the East: A draft transportation plan for eastern Ontario* and supporting implementation of plans for other regions developed to date.
- Supporting Low Carbon Vehicle (LCV) Technologies by implementing programs to encourage Electric Vehicle (EV) adoption outside of urban centres.
- Improving transportation outcomes for Indigenous communities by continuing to support the Indigenous Transportation Initiatives Fund (ITIF) - an 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.

#2 - Improve usability, accessibility, and desirability of ministry programs and services through modernization.

- Accelerating the ministry's transition to digital, modern, user-centered service offerings through initiatives such as the ongoing transformation of the ministry's transportation-safety-related IT systems and processes which will make it easier for the public to access MTO services such as the renewal of driver and vehicle products.
- Supporting Environmental Assessment (EA) Modernization by continuing to update the MTO Class EA process in support of EA modernization objectives to ensure strong environmental oversight while reducing delays on infrastructure projects that matter most to Ontario communities and focusing projects that have the highest impact to the environment.

#3 - Keeping Ontario's transportation network safe. Ensuring the province's transportation system is among the safest in the world.

- Enhancing commercial vehicle compliance and enforcement by expanding the deployment of Smart Roadside Technology.
- Improving safety in the towing sector by implementing a new regulatory framework to improve safety for the towing industry under *Towing and Storage Safety and Enforcement Act*.
- Improving road safety and traffic flow through innovations such as a consideration of a 2+1 highway model pilot on Highway 11 north of North Bay.
- Enhancing winter maintenance services in Northern Ontario through continued effective oversight of private contractors, enhancing rest areas, improving equipment and adopting new technology (e.g., underbody plows).

#4 - Enable economic prosperity and future sustainability for all Ontario communities by investing in integrated and efficient transportation infrastructure.

- Accelerating the completion of priority transit projects by continuing to implement *Building Transit Faster Act* measures to streamline project delivery.
- Support the operationalization of two hybrid-electric ferries that will run passenger and vehicle ferry service between the mainland with Amherst Island and Wolfe Island.
- Connecting communities by advancing key highway and bridge projects, including:
 - Twinning of the QEW Garden City Skyway in Niagara to support rehabilitation work on the existing structure which will address long term structural, safety and operational needs.
 - Continuing work on the Bradford Bypass, an expansion project linking Highway 400 to Highway 404.
 - Constructing a new interchange is underway at Highway 17 and Calabogie Road, in the Township of McNab/Braeside.
 - Constructing a new interchange in the City of Hamilton at the Highway 5 and Highway 6 intersection.
- Ensure state of good repair of our highway and bridge assets by pursuing evidence-based rehabilitation investments.
- Help municipalities with the construction and repair costs for municipal roads and bridges that connect two ends of a provincial highway or to a border crossing through the 2022-23 Connecting Links Program.

#5 - Work effectively with agency partners to deliver transportation solutions for the people of Ontario.

- Work with Metrolinx to advance the GO Rail Expansion program and delivery of Ontario's priority transit projects.

- Work with Ontario Northland Transportation Commission to advance the return of passenger rail service to Northern Ontario.
- Work with Owen Sound Transportation Company to provide safe, efficient, and reliable ferry transportation.

#6 - Ensure our organization can efficiently achieve its business goals and address the transportation needs of all Ontarians.

- Support anti-racism awareness and capacity building within our ministry through its Anti-Racism Action Plan.
- Optimize processes and add value for end users by delivering Lean and service design projects throughout the organization.

COVID-19 Response

The Ministry of Transportation has implemented measures and initiatives in response to the COVID-19 pandemic to reduce the financial burdens for Ontarians. Key actions include:

Supporting the Commercial Carrier Industry

- Providing relief for the heavy commercial vehicle industry by implementing a financial relief payment plan in January 2022 to pay outstanding renewals over a period of up to two years (ending December 31, 2023) and provide reduced validation fees.
- Ensuring business continuity by keeping all 23 ONroute Centres open amid lockdown and stay-at-home orders for take-out, grab and go, and drive-through services, also allowing access to washrooms and implementing enhanced cleaning measures to ensure the safety of patrons.
- Keeping transportation system users well informed by providing messaging for Variable Message Signs and Portable Variable Message Signs regarding the closure of the US border to all non-essential travel.
- Allowing for continued provision of safety training by enabling 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.

Delivering Essential Services

- The ministry established and implemented a plan to resume passenger vehicle road tests and substantially reduce the number of deferred tests resulting from cancellations due to the COVID-19 pandemic.
- Working with our partners to implement Transport Canada COVID-19 pandemic related interim measures on both ferry services and winter air service operations.
- Committing resources to ensure that Remote Airports continue uninterrupted operations and deliver essential supplies (food, fuel, water, etc.) and services.

Supporting Transportation System

- Providing joint federal-provincial funding to address municipal transit systems' COVID-19 related pressures to ensure continuity of transit services.
- Continuing to tender the highway capital construction program and ensuring there are adequate design projects to help sustain construction activity throughout the 2022/23 season and beyond.

Ministry Programs

Ministry Administration delivered by the Corporate Services Division provides leadership for the ministry in several key areas, including: strategic planning and transformation, enterprise risk management, business improvement and innovation, financial planning, procurement and controllership, strategic human resource planning, operation and management of all provincial motor vehicle fleet assets, and accommodations & facilities management.

Agency Oversight and Partnerships Program oversees decision-making and delivery of transit and transportation infrastructure funding programs and investments delivered by provincial agencies or through municipal funding agreements. The program is also responsible for managing the province's relationship with Crown Agencies, including Metrolinx and the Ontario Northland Transportation Commission (ONTC).

Major initiatives include, but are not limited to, transforming core segments of the GO rail network to provide two-way all-day service; supporting municipal transit projects across the province; advancing the largest subway expansion in Ontario history with the Ontario Line, the Yonge North Subway Extension, the Scarborough Subway Extension and the Eglinton Crosstown West Extension; and supporting the implementation of *Building Transit Faster Act, 2020* measures in order to streamline project delivery and support the accelerated completion of priority transit projects.

Transportation Safety develops and implements strategies to improve transportation system safety and mobility. 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.

Transportation Safety is undertaking a multi-year strategy to transform the way the ministry and its partner ministries deliver driver and vehicle services and build a foundation for more effective and efficient delivery of people-centred digital services. The transformation will improve current 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, working with relevant provincial agencies such as Infrastructure Ontario as appropriate. Provincial transportation infrastructure projects, including highway and bridge rehabilitation activities, are planned to support the sustainability of the provincial transportation network. In addition, new expansion projects are planned to improve mobility options for the people of Ontario over the longer term.

The program continues to explore and implement improved and more environmentally friendly techniques and materials for construction including asphalt paving, pavement preservation and concrete construction. This is supported through specialized laboratory testing of materials, including asphalt, cement, concrete, steel and aggregates for road and bridge construction.

Information Technology program is delivered by the ministry's Labour and Transportation Cluster (LTC) who are responsible for innovative technology projects that solve ministry business problems, enhance program delivery, enable new business opportunities, improve customer service, and provide digital leadership to programs and projects.

Integrated Policy and Planning Program develops transportation policies and plans to improve mobility and access to goods and services for people and businesses in Ontario. 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 division works to advance Ontario's strategic transportation objectives with other provincial ministries and government agencies, the federal government, other provinces, municipalities, and Indigenous communities.

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 Ontario communities (primarily First Nation communities), traveller information services to the motoring public, and supports 11 ferry services across the province, either directly, indirectly or through the Owen Sound Transportation Company (OSTC), an agency of the Ministry of Transportation.

The program also provides funding for roads in 53 First Nations, and funding for the design, construction, renewal, rehabilitation, and replacement of municipal roads designated as Connecting Links.

2022-23 STRATEGIC PLAN

COVID-19 Response: The Ministry of Transportation is planning to deliver several key initiatives in 2022-23 to help the province in its continued recovery from the COVID-19 pandemic.

Support Funding for Municipal Transit to ensure continued availability of transit and service levels:

- Partnering with municipalities to explore options to ensure the safety, sustainability, integration and affordability of local transit, both during COVID-19 and beyond.
- Establishing an allocation model and funding parameters to deliver on new time limited federal-provincial funding to address municipal transit systems' COVID-related pressures.
- Flowing remaining Safe Restart Agreement funding to municipalities who requested eligibility period extensions to December 2022, along with additional funding to support municipal transit systems as they recover from the COVID-19 pandemic.

Driver Vehicle and Carrier Products return to pre-pandemic service levels:

- The ministry established and implemented a plan to resume passenger vehicle road tests which will be sustained in order to reduce the number of deferred tests resulting from cancellations due to the COVID-19 pandemic.
- The ministry is continuing implementation of a financial relief payment plan to support the heavy commercial vehicle industry, including buses and farm vehicles, to pay outstanding renewals over a period of up to two years (ending December 31, 2023) and provide reduced validation fees.

Support Remote Airports:

- Measures include continued support for remote airports to ensure continuation of essential material shipments and the use of the free 511 app providing truck drivers with immediate access to information.

Summary of Key Decisions Approved for 2022-23 that will support economic growth by making investments that create jobs, accelerate infrastructure delivery, and help Ontario's economy recover faster.

Time-Limited COVID Funding for Municipal Transit - Establishing an allocation model and funding parameters to deliver on new time limited federal-provincial funding to address municipal transit systems' COVID-related pressures.

Continued delivery of Transit Projects - MTO will continue to work with Metrolinx and municipal partners to:

- Advance implementation of the GO Rail Expansion program which would transform core segments of the GO rail network to provide two-way all-day service.
- Advance implementation of Ontario's priority transit projects including the Ontario Line, Scarborough Subway Extension, the Eglinton Crosstown West Extension, the Yonge North Subway Extension, and the Hamilton LRT.
- Ensure completion of Eglinton Crosstown LRT so that the line is brought into revenue service, as well as continuing construction on the Finch West LRT and Hazel McCallion Line.

Northeastern Passenger Rail – The ministry will work with the ONTC to advance the return of passenger rail service to Northern Ontario and providing people with a safe, reliable, and convenient travel option.

Highways, Roads and Bridge Infrastructure – MTO will continue to move forward with several key projects to improve highway network connectivity including:

- Strategic work on the Highway 401 corridor to support future widening of key segments in the GTA and in Eastern Ontario.
- Phase 1 of the rehabilitation work on the QEW Garden City Skyway in Niagara to address long term structural, safety and operational needs. The phased approach involves constructing a new twin structure adjacent to the existing bridge, followed by future rehabilitation of the existing structure.
- Early works on the Bradford Bypass, a new four-lane freeway connecting Highway 400 and Highway 404 in Simcoe County and York Region, that will relieve gridlock, create jobs, and spur economic growth in the rapidly growing Greater Golden Horseshoe region.
- A new interchange in the City of Hamilton at the Highway 5 and Highway 6 intersection.

Digital First - The Digital First Program is a multi-year initiative that will fundamentally redesign the driver, vehicle, and carrier services offered by the Ministry of Transportation. The program is delivering on MTO's digital priorities that aim to provide simpler, faster, better services to Ontarians through digital applications that are user-focused and provide efficiencies for government and Ontarians. This is being done by shifting the delivery of driver, vehicle and carrier products and services to online channels and reducing the need for in-person visits to complete transactions.

Transportation Safety Initiatives – The ministry is moving forward on initiatives to provide municipalities with more tools to support transportation safety, including:

- Work to establish a new pilot program for electric assist large quadricycles (commonly known as Pedal Pubs). This program will be opt-in and will require a municipality to pass a by-law to enable them on-road. Municipalities are in the best position to understand what roads would be most appropriate to allow these vehicles on-road.

- Implementation of regulations to reduce the burden of administration of automated enforcement camera programs on municipalities by establishing an administrative penalty framework to allow municipalities to process these offences outside of the court system.

Entry-Level Training (ELT) for Class A truck drivers – The ministry is continuing consultation with industry stakeholders to obtain their feedback in the development and implementation of ELT enhancements, such as the introduction of a Commercial Driver Instructor Program.

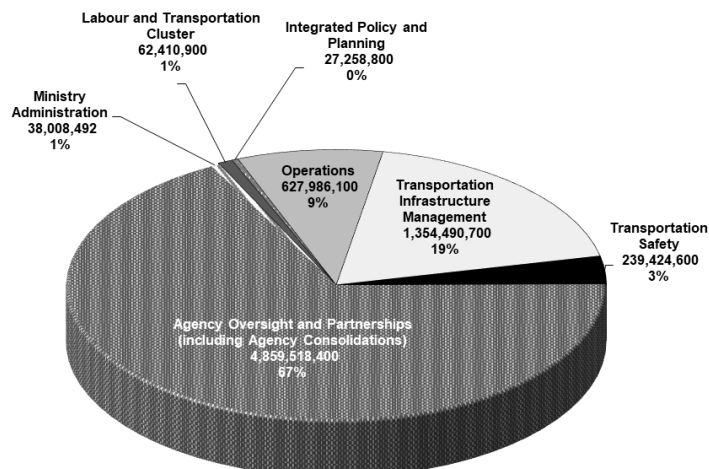
Transportation Electrification – MTO will continue to move forward with reducing emissions from the transportation system through low carbon vehicle commitments including developing policies/programs to reduce barriers and further support the adoption of electric vehicles (EVs) in Ontario. Program design is underway to implement a Rural Connectivity Fund to support the installation of EV chargers in rural communities and encourage EV adoption outside of urban centres. Program details including eligibility, potential charger locations, and how rural communities can apply will be provided in 2022-23.

Regulatory Framework for Towing – In response to Ontario's provincial towing task force recommendations, the province introduced the *Towing and Storage Safety and Enforcement Act* (TSSEA) to enable a comprehensive provincial oversight framework for the towing and storage sectors. MTO is operationalizing the recommendations of the towing task force through the development of regulations required under the TSSEA. These regulations include specific requirements that the towing industry must meet to obtain a certificate, as well as operating standards and customer protections required to retain their certification.

An Ontario Marine Transportation Strategy – MTO has commenced development of a marine transportation strategy with input from private and public partners. The strategy will establish Ontario's vision and strategic policy for marine transportation and support the performance and sustainability of the marine transportation system.

Table 1: Ministry Planned Expenditures 2022-23

COVID-19 Approvals	\$584,998,000
Operating	\$2,883,996,692
Capital	\$3,724,992,700
TOTAL	\$7,193,987,392



Total Expense: \$7,193,987,392

(Ministry Total Expense Including Consolidation and Other Adjustments. Note graph excludes adjustments for General Real Estate Portfolio (GREP) (\$10,006,600) and Ontario Infrastructure and Lands Corporation (IO) (\$5,104,000))

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 2022-23	Change from 2021-22 Estimates	%	Estimates 2021-22 *	Interim Actuals 2021-22 *	Actuals 2020-21 *
	\$	\$	%	\$	\$	\$
OPERATING EXPENSE						
2701 Ministry Administration	37,320,100	(850,000)	(2.2)	38,170,100	39,915,800	36,750,597
2702 Agency Oversight and Partnerships	1,414,919,000	501,182,600	54.8	913,736,400	1,513,298,400	3,183,072,421
2703 Transportation Safety	211,195,700	81,452,900	62.8	129,742,800	192,487,300	118,298,025
2704 Transportation Infrastructure Management	35,692,300	8,301,300	30.3	27,391,000	29,211,000	24,974,788
2705 Labour and Transportation Cluster	62,409,900	(4,100)	(0.0)	62,414,000	68,414,000	65,623,290
2706 Integrated Policy and Planning	27,257,800	64,800	0.2	27,193,000	27,193,000	21,169,342
2707 Operations	573,464,100	11,406,400	2.0	562,057,700	591,579,700	553,798,547
Total Operating Expense to be Voted	2,362,258,900	601,553,900	34.2	1,760,705,000	2,462,099,200	4,003,687,010
Statutory Appropriations	393,392	-	-	393,392	45,393,392	42,095,367
Ministry Total Operating Expense	2,362,652,292	601,553,900	34.2	1,761,098,392	2,507,492,592	4,045,782,377
Consolidation Adjustment - Hospitals	-	-	-	-	-	(2,775)
Consolidation Adjustment - Ontario Northland Transportation Commission	67,841,900	1,217,800	1.8	66,624,100	70,151,800	50,681,158
Consolidation Adjustment - Ontario Infrastructure and Lands Corporation	(5,104,000)	(100,100)	-	(5,003,900)	(5,003,900)	(337,120)
Consolidation Adjustment - Centre for Addiction and Mental Health	-	-	-	-	-	(22,000)
Operating Expense Adjustment - Municipal Gas Tax Allocation	343,322,400	-	-	343,322,400	266,037,200	381,692,119
Consolidation Adjustment - Metrolinx	710,288,700	192,979,100	37.3	517,309,600	282,245,900	236,225,603
Consolidation Adjustment - General Real Estate Portfolio	(10,066,600)	212,200	-	(10,218,800)	(8,911,100)	(10,159,868)
Total Including Consolidation & Other Adjustments	3,468,994,692	795,862,900	29.8	2,673,131,792	3,112,012,492	4,703,859,494
OPERATING ASSETS						
2701 Ministry Administration	1,000	(1,000)	(50.0)	2,000	2,000	-
2702 Agency Oversight and Partnerships	1,000	-	-	1,000	1,000	-
2703 Transportation Safety	1,000	-	-	1,000	1,000	-
2704 Transportation Infrastructure Management	1,000	-	-	1,000	1,000	-
2705 Labour and Transportation Cluster	1,000	-	-	1,000	1,000	-
2706 Integrated Policy and Planning	1,000	-	-	1,000	1,000	-
2707 Operations	1,000	-	-	1,000	1,000	-
Total Operating Assets to be Voted	7,000	(1,000)	(12.5)	8,000	8,000	-
Ministry Total Operating Assets	7,000	(1,000)	(12.5)	8,000	8,000	-
CAPITAL EXPENSE						
2701 Ministry Administration	1,000	-	-	1,000	1,000	-
2702 Agency Oversight and Partnerships	7,604,814,700	1,341,413,700	21.4	6,263,401,000	6,296,689,800	4,527,179,171
2703 Transportation Safety	1,000	-	-	1,000	1,000	-
2704 Transportation Infrastructure Management	75,872,600	(14,921,800)	(16.4)	90,794,400	63,624,400	30,536,334
2707 Operations	54,521,000	9,928,000	22.3	44,593,000	41,593,000	43,533,020
Total Capital Expense to be Voted	7,735,210,300	1,336,419,900	20.9	6,398,790,400	6,401,909,200	4,601,248,525
Statutory Appropriations	1,271,453,700	39,171,600	3.2	1,232,282,100	1,197,282,100	1,067,710,963
Ministry Total Capital Expense	9,006,664,000	1,375,591,500	18.0	7,631,072,500	7,599,191,300	5,668,959,488
Consolidation Adjustment - Ontario Northland Transportation Commission	(38,783,800)	(15,303,000)	-	(23,480,800)	(40,278,900)	(39,055,962)
Consolidation Adjustment - Metrolinx	(5,242,887,500)	(1,193,820,500)	-	(4,049,067,000)	(4,476,367,000)	(3,028,051,771)
Total Including Consolidation & Other Adjustments	3,724,992,700	166,468,000	4.7	3,558,524,700	3,082,545,400	2,601,851,755
CAPITAL ASSETS						
2701 Ministry Administration	20,544,200	386,200	1.9	20,158,000	12,158,000	10,752,845
2702 Agency Oversight and Partnerships	1,000	-	-	1,000	1,000	-
2703 Transportation Safety	46,850,000	33,650,000	254.9	13,200,000	24,120,600	37,510,403
2704 Transportation Infrastructure Management	2,318,469,500	299,473,300	14.8	2,018,996,200	2,337,335,300	2,117,606,122
Total Capital Assets to be Voted	2,385,864,700	333,509,500	16.3	2,052,355,200	2,373,614,900	2,165,869,370
Ministry Total Capital Assets	2,385,864,700	333,509,500	16.3	2,052,355,200	2,373,614,900	2,165,869,370
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	7,193,987,392	962,330,900	15.4	6,231,656,492	6,194,557,892	7,305,711,249

* 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 2022 Ontario Budget.

Historic Trend Table

Historic Trend Analysis Data	Actuals 2019-20*	Actuals 2020-21*	Estimates 2021-22*	Estimates 2022-23
	\$	\$	\$	\$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	5,137,683,343	7,305,711,249	6,231,656,492	7,193,987,392
		42%	-15%	15%

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

The increase between 2021-22 and 2022-23 is mainly due to time-limited support for municipal transit related to COVID-19. The other major increase is due to highway amortization of construction projects now in service.

For additional financial information, see:

<https://www.ontario.ca/page/expenditure-estimates>
<https://www.ontario.ca/page/public-accounts-ontario-2020-21>

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

Name of Agencies, Boards and Commissions	2022-23 Estimates	2021-22 Interim Actuals	2020-21 Actuals
Ontario Highway Transport Board, expenditures	n/a *	83,946	185,432
Ontario Highway Transport Board, revenue	n/a *	1,300	12,187
Ontario Northland Transportation Commission, operating	37,421,000	42,541,300	44,800,002
Ontario Northland Transportation Commission, capital	61,636,500	61,526,900	59,751,865
Owen Sound Transportation Company, operating	3,863,000	5,472,800	5,594,902
Owen Sound Transportation Company, capital	22,059,000	7,518,000	1,511,327
Metrolinx, operating subsidy	737,196,700	1,009,757,800	961,559,830
Metrolinx, capital	6,500,127,900	5,573,049,000	3,904,806,850

* Ontario Highway Transport Board is now dissolved

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 payment system, the Union-Pearson (UP) Express, as well as planning and construction of a host of rapid transit and heavy rail projects throughout the region, including the priority transit projects identified under the *Building Transit Faster Act, 2020*. 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)

The 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, and the Cochrane Station Inn; motor coach services, including bus parcel express, 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; and rail remanufacturing and repair services. ONTC is also advancing work to bring back passenger rail service in Northeastern Ontario.

Owen Sound Transportation Company, Limited

The Owen Sound Transportation Company (OSTC) is a non-share capital corporation incorporated pursuant to the *Business Corporations Act (Ontario)*. OSTC is mandated to provide safe, efficient, and reliable ferry transportation through the ownership and operation of the M.S. Chi-Cheemaun, which serves the communities of Tobermory and South Baymouth; and the M.V. Niska 1, which serves the communities of Moosonee and Moose Factory Island.

Additionally, OSTC provides transportation management services for MTO for three vessels, the M.V. Pelee Islander, and the M.V. Pelee Islander II and the M.V. Jiimaan (currently not operational), to operate the Pelee Island Transportation Service (PIT). OSTC also administers daily air service between the Ontario mainland and Pelee Island during the winter months when the ferry service is not in operation.

MINISTRY ORGANIZATION CHART

AUGUST 2022



APPENDIX: 2021-22 ANNUAL REPORT

COVID-19 Response: MTO committed to supporting the people of Ontario through the COVID-19 through the following:

Extending Validity of 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.
- As of March 1, 2022, the majority of driver and vehicle extensions have ended.

Supporting Business Continuity for 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.
- 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 implemented regulatory measures in Spring 2021 to temporarily lift Reduced Load Period restrictions during a state of emergency for trucks in select areas of southern Ontario to support the trucking industry in efficiently moving essential goods such as food, agricultural products, medical supplies, and fuel. The temporary regulation expired on June 30, 2021.

Continued Highway Capital Construction to Support Recovery

- The ministry is continuing to deliver the highway capital construction program to support the government's efforts at jumpstarting the economy and is continuing to procure engineering service providers to ensure there is adequate design projects for sustained construction activity in the 2022/23 season.

Continued Operations of Essential Transportation Services of Remote Airports

- Remote airports continued to operate with additional funding support of \$4 million from the province.
- COVID-19 measures included:
 - Seasonal staff, and additional temporary staff where needed.
 - Increased terminal cleaning and disinfecting.
 - Signs for physical distancing and promoting handwashing / sanitizing.
 - Sustaining charter flights to remote airports to complete essential/emergency work.

Safe Restart Agreement and Municipal Transit:

- Since 2020-21, provided joint provincial-federal funding of approximately \$2.1 billion, including \$650 million for eligible expenditures between April and December 2021 plus an additional \$127.6 million in Phase 3 top-ups and an additional \$81.7 million in supplementary funding for January 2022. (For Phase 3 only, municipalities were able to request an extension of the eligibility period to December 31, 2022, on a case-by-case basis).

Safe Metrolinx Operations

- Metrolinx implemented health and safety protocols that have helped limit the spread of COVID-19 and prevented outbreaks on trains and buses. In alignment with public health advice throughout 2021-22, the safety protocols include mandatory masks, additional personal protective equipment for staff, and enhanced cleaning protocols,, as well as a mandatory COVID-19 vaccination policy for all staff to ensure they remain protected and keep their families, colleagues, and customers safe.
- Throughout the pandemic, Metrolinx has adjusted trip schedules to meet ridership demand, while still providing customers a reliable and consistent experience across the network.

Safe Ontario Northland Transportation Commission Operations

- The ONTC implemented enhanced cleaning protocols, mandatory face coverings, air purification systems, hand sanitizing dispensers, touchless payment options, and conducted passenger health screening prior to boarding, in alignment with public health advice throughout 2021-22.
- Seating capacity on ONTC motor coaches and passenger rail services was also temporarily reduced to allow for physical distancing, and service levels were adjusted to align with passenger demand, in consultation with local communities.
- In alignment with public health advice throughout 2021-22, the agency also implemented a mandatory COVID-19 vaccination policy for all staff to ensure they remain protected and keep their families, colleagues, and customers safe.

Safe Owen Sound Transportation Company Operations

- 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.

2021-22 RESULTS

Integrating the Principle of Sustainability

- MTO's Statement of Environmental Values (SEV) provides guidance and ensures that environmental considerations are applied and integrated with social, economic, and scientific considerations in decision-making within the ministry.
- The SEV was updated in 2021 to reflect the ministry's current vision including consideration of a connected, sustainable, and resilient transportation system. The changes were posted to the Environmental Registry of Ontario for public comment.

Preparing for emerging transportation technologies

- The province continues to prepare for the safe deployment of connected and automated vehicles (CV/AVs) through collaboration with industry and all levels of government on research and testing.
- Through the Ontario Vehicle Innovation Network (OVIN) and in partnership with the Ministry of Economic Development, Job Creation and Trade (MEDJCT), MTO is supporting the commercialization, testing, and development of innovative electric and CV/AV technology by small-to-medium-sized enterprises.

Enhancing Accountability and Agency Oversight to improve accountability and agency operations

- As part of Bill 43, *Build Ontario Act (Budget Measures), 2021*, amendments were made to the *Ontario Northland Transportation Commission Act* and received Royal Assent on December 9, 2021. The legislative amendments are intended to improve agency and board operations, strengthen oversight and accountability, modernize drafting and remove outdated provisions.
- On July 1, 2021, Bill 213 (entitled the *Better for People, Smarter for Business Act, 2020*) was proclaimed into force. The bill included provisions to repeal the *Ontario Highway Transport Board Act, 1990* and dissolve the OHTB. MTO oversaw the OHTB's wind-down activities leading up to the agency's dissolution.

Advancing Transit Projects to Improve Connections Across Communities

- In May 2021, the province entered into an Agreement in Principle with the federal government including joint funding for the priority subway projects and the new Hamilton LRT project that will run from McMaster University to Eastgate Square.
- In May 2021, the contract to design, build and finance the tunnels for the Eglinton Crosstown West Extension and Scarborough Subway Extension were awarded.
- Metrolinx continued to progress the environmental assessment work for the Ontario Line, culminating with the Notice of Publication of Final Environmental Impact Assessment on April 8, 2022. The official ground-breaking on the project took place in March 2022 at the GO Transit/Ontario Line Exhibition Station site.

- In December 2021, Metrolinx issued the Request for Qualifications (RFQ) for the first package of Early Works on the Yonge North Subway Extension at Finch Station. The final Environmental Project Report (EPR) Addendum for the project has been submitted for review to the Minister of Environment, Conservation and Parks.
- In February 2022, Metrolinx issued the Request for Proposal (RFP) for the SRS package of the Scarborough Subway Extension, inviting three teams to submit their proposal on how they will design and build the three new subway stations, tracks and install the technology to connect the existing Line 2 TTC subway.
- Progress continued on other key rapid transit projects, including:
 - The Eglinton Crosstown LRT project: Significant progress has been made on the construction and certification of the project and the key focus now is on safety and operational readiness testing. Metrolinx is working closely with the operator (Toronto Transit Commission) and maintainer (Crosslinx Transit Solutions) to ensure safe, high quality customer service on Day 1, and every day thereafter.
 - The Hazel McCallion Line (formerly Hurontario LRT) project: construction of the Maintenance and Storage Facility in Brampton was completed, approximately 7.5 kms of new watermain, sanitary and stormwater sewers were installed along Hurontario Street, and construction began on both the tunnel under Port Credit station and on the Highway 403 elevated guideway.
 - The Finch West LRT project: construction continued 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.

Improving GO Transit Service by Increasing Service Frequency and Opening New Stations

- Key milestones achieved in 2021-22 include:
 - Moving forward with construction at Bradford GO station that will enhance station features and amenities while supporting future two-way, all-day service along the Barrie GO line.
 - Opening of the new Bloomington GO Station that will further extend the Richmond Hill line.
 - Completion of the new Kipling Transit Hub.
 - Executed an agreement with ONxpress Transportation Partners to enter the Development Phase of the On-Corridor Works project – the largest project in Metrolinx's GO Rail Expansion program.
 - Completed excavation of the second of two tunnels under Highways 401 and 409. Procurement for improved infrastructure is also underway in the corridor from Georgetown to Kitchener to enable service expansion.
 - Moving forward with other GO Rail extension projects including the Bowmanville GO Rail Extension and the Niagara GO Rail Extension.
 - Introduction of weekday GO train pilot service between London and Toronto.

Implementing the PRESTO Fare Payment System and Supporting Fare Integration to improve access to and efficiency of public transit systems

- Metrolinx continues to implement the PRESTO fare payment system across the GTHA and in Ottawa:
 - Metrolinx introduced new PRESTO fare payment devices across GO Transit, UP Express and transit agencies in the 905 region. 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 contactless payment by credit, debit and mobile phones for future modernization planning.
 - Metrolinx also launched a pilot in March 2021 on the UP Express for customers to pay fares using credit cards, followed by debit cards in October 2021.
- In March 2022, the province eliminated the fare for more local transit when using GO Transit service and increased PRESTO discounts for youth and post-secondary students.
 - Local transit is now free for riders connecting to and from GO Transit on 12 municipal transit systems with GO Transit co-fare agreements. These transit systems include: Barrie Transit, Bradford West Gwillimbury Transit, Brampton Transit, Burlington Transit, Durham Region Transit, Grand River Transit, Guelph Transit, Hamilton Street Railway, MiWay, Milton Transit, Oakville Transit and York Region Transit.
 - PRESTO discounts for youth and post-secondary students have increased to 40 per cent off the full adult fare, almost double the previous discounts.
- Metrolinx and the Ministry of Transportation will continue to work collaboratively with all municipal partners, towards more accessible and affordable transit across the region through improved fare and service integration.
- The Ministry continues to explore all options that align with the goals and objectives of fare and service integration, like co-fare agreements with other municipalities.

Supporting Municipal Transit to Improve Service and Advance Construction and Expansion of Existing Projects.

- Through the province's 2021-22 Gas Tax Program, 107 municipalities in 142 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 \$375.6 million has been committed for the 2021-22 program.
 - This amount included \$120.4 million in one-time additional funding to stabilize Gas Tax allocations for the 2021-22 program year, due to the drop in gasoline sales in 2020 caused by the pandemic.
- Through the Community Transportation Grant Program, which is funded through provincial gas tax revenue, the province is providing up to \$44 million over seven years (2018-2025) to 38 municipalities to support 43 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 250 municipal projects have been approved for funding.

Promoting Safer Roads Through Legislation and Regulation

- Beginning in June 2021, MTO moved forward a package of new legislative, regulatory and public education measures, through the *Moving Ontarians More Safely Act, 2021*, that support improving road safety by targeting aggressive and high-risk driving behaviours (e.g., stunt driving, speeding and other aggressive driving behaviours, which have increased over the last few years and especially during the COVID-19 pandemic).
- The ministry made regulatory amendments which came into force on June 12, 2022, (commercial bus carriers operating in Ontario only will be required to comply as of July 1, 2023) to require drivers of commercial motor vehicles who operate within Ontario to use an Electronic Logging Device (ELD) to record their Hours of Service. To provide flexibility to operators and align with the enforcement of the federal ELD mandate, an education and awareness period has been implemented from June 12, 2022 through January 1, 2023 (without penalties). These improvements will assist drivers in complying with Hours of Service requirements, reduce driver fatigue and improve the safety of our roads.
- The ministry introduced a new Commercial Vehicle Waiver Program in July 2021. This program enables individuals who cannot meet mandatory visual field requirements, for class A, C, D or F driver's licences, to undergo individualized assessment to determine if they can compensate for their visual deficit.

Investing in highways, roads, bridges and other priority infrastructure to improve reliability and connectivity of the highways network

- The ministry continued to invest in infrastructure upgrades to improve highway trade corridors, manage congestion and increase capacity. In total, MTO committed more than \$2.6 billion in 2021-22 to repair and expand provincial highways and bridges across Ontario. This funding included over \$763 million to expand the province's highways, and almost \$1.5 billion for rehabilitation projects. This investment is estimated to create or sustain nearly 16,000 direct and indirect jobs.
 - Overall, the improvement of approximately 637 centreline-km of provincial highway and 119 bridges was completed in 2021-22.
 - In addition, 157 lane-km of new/widened highway and 26 new bridges were completed in 2021-22.
- Key projects completed in 2021-22 included:
 - Extending Highway 427 from Finch Avenue to Major Mackenzie Drive was a key priority in addressing the efficient movement of people and goods within the

context of the province's Growth Plan for the Greater Golden Horseshoe and this expansion project was opened to the public on September 18, 2021. One High Occupancy Vehicle (HOV) lane was opened in each direction of Highway 427 to further help improve traffic flow.

- Highway 400 interim widening of from six to eight lanes from Major Mackenzie Drive to King Road with HOV lanes was opened on September 11, 2021. The ultimate widening of Highway 400 through York Region will include widening to 10 lanes (including two HOV lanes) from Langstaff Road to Highway 9 by 2026.
- Highway 404 Major Mackenzie Drive to Stouffville Road in Markham, Whitchurch-Stouffville 8.2 km HOV expansion project was completed in 2021.
- Key projects delivered in the North include the following:
 - Four-laning a 14-kilometre section of Highway 69 Parry Sound to Sudbury, south of Alban was completed in 2021.

2021-22 Infrastructure Summary				
Infrastructure	Measurement	Southern Ontario	Northern Ontario	Total
Pavement Rehabilitation	Centreline-km ¹	251	386	637
Bridge Rehabilitation/ Reconstruction	Structures	89	30	119
New Highway	Lane- km ²	97	60	157
New Bridges Built	Structures	16	10	26

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).

Reducing Environmental Impact in Highway Construction

- Up to 25% of the total amount of cement in concrete used on MTO projects is replaced by supplementary cementing materials such as slag or fly ash, often in combination with the use of Portland-limestone cement. These materials are far less carbon-intensive to produce than cement, which makes up 80 to 85% of the carbon footprint of concrete over its lifecycle.
- MTO encourages the reuse and recycling of materials on roadways as it conserves aggregate resources, minimizes processing and transport costs and reduces GHG 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 2021, MTO rehabilitated 300 lane-km of pavement using this environmentally friendly technique, saving over 173 million megajoules of energy, 176,580 tonnes of aggregate and emitting 10,103 fewer tonnes of CO₂ compared to conventional methods.
- The ministry conducts Rapid Bridge Replacements (RBR) to avoid lengthy construction-related traffic congestion, using a weekend closure for superstructure replacement. Last year MTO issued a contract with 10 RBR replacements occurring in the Ottawa area. Preparation work began in 2021/22, with four RBR's planned in 2022/23 and remaining six in the following few years.

Reducing Red Tape and Increasing Efficiencies

- Effective July 1, 2021, the ministry made updates to its low-speed vehicle pilot to increase participation by reducing some of the requirements at the request of industry to remove the requirement for doors and lowering the insurance requirements.
- Effective March 13, 2022, the ministry reduced burden for nearly eight million vehicle owners by eliminating licence plate renewal fees and the requirement to have a licence plate sticker for passenger vehicles, light-duty trucks, motorcycles. Additionally, the ministry is refunding eligible individual owners of vehicles for any licence plate renewal fees paid since March 2020. Through the *Fewer Fees, Better Services Act, 2022*, the ministry contributed key amendments which not only eliminated those fees but also removed tolls from highways 412 and 418.
- As part of the Ontario Truck Inspection Station Automation Project (OTAP), four Truck Inspection Stations (TIS) are currently equipped with Smart Roadside technology designed to screen commercial motor vehicles for defects.
 - 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.

Supporting Digital First Investment

The ministry has been working actively to deliver early outcomes to Ontarians. These include:

- *Paper Renewal Notice Elimination:* MTO is working with Ontario Digital Services (ODS) and ServiceOntario to eliminate paper reminder notices for Driver's Licences and Licence Plate renewals 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.

- *Ontario Photo Card (OPC) Online Renewal:* On June 28, 2021, successfully launched online OPC renewals, which enables OPC holders the ability to complete OPC renewals online versus having to attend a ServiceOntario office in person. Over 29,000 online renewals have been completed as of the end of March 2022.
- *International Registration Plan (IRP) Modernization:* International Registration Plan (IRP) is a US based registration/reciprocity agreement for Carriers that includes Canada. MTO led the development of enhancing and upgrading the IRP, Permitting and Registration for the International Registration Plan and Oversize/Overweight (PRIO) system and service delivery so that users will be inclined to use the system to complete their IRP renewals online rather than needing to contact an IRP Office.
- *Roadside Data Capture (RDC):* RDC is used by the law enforcement community (MTO Enforcement Officers, OPP and Municipal Police) to capture roadside data for commercial vehicles in Ontario to support key law enforcement functions with the aim at making Ontario's roads safer. MTO successfully implemented enhancements to RDC to provide officers with more time to enforce the law and keep roads safe, less time entering data, eliminates data duplication, decreases user error, reduces processing time, and overall improves efficiency for officers and office support staff.
- *Continuing innovation in Carrier Online Services:*
 - MTO Implemented additional self-fulfilled online services for Oversize/Overweight Single Trip Permits with Enhanced Annual Dimensions.
 - MTO Introduced the Online Carrier Record, providing clients with real-time access to the Commercial Vehicle Operator Registration record to assist carriers in monitoring their safety performance.
- *Driver Medical Review (DMR):* MTO implemented a new case management solution to manage 250,000 medical cases annually as well as new digital channels for clients, law enforcement and medical practitioners.

Enhancing Towing Sector Oversight

- In June 2020, the Premier established a task force to improve provincial oversight of the towing industry. In March 2021, the task force released a number of recommendations to improve customer protections and prevent crime and fraud throughout the towing sector, including:
 - creating a Tow Zone Pilot program,
 - establishing a Joint Forces Operation led by the OPP,
 - introducing legislation for the towing and storage sectors, and
 - forming a Technical Advisory Group (TAG) made up of stakeholders to provide input on upcoming regulations.

- After extensive consultation, the *Towing and Storage Safety and Enforcement Act* (TSSEA June 2021) was passed to improve provincial oversight for towing and storage sectors. The TSSEA is enabling legislation that:
 - Establishes a certification system for tow operators, tow truck drivers, and vehicle storage operators.
 - Allows for the development of standards of practice for certificate holders.
 - Allows for the establishment of minimum vehicle and equipment requirements.

Reducing carbon emissions by supporting the Adoption of Low Carbon Vehicles

- In Fall 2021, MTO, in collaboration with the ministries of Energy (ENERGY), Environment, Conservation and Parks (MECP) and Economic Development, Job Creation and Trade (MEDJCT) established a Transportation Electrification Council to seek advice from industry leaders and community partners to help inform future electrification policy and investments intended to identify opportunities for action to support EV uptake across the province.
- In March 2022, the province announced an investment of \$91 million to make EV chargers more accessible to the public across the province by:
 - Supporting EV charger installation in public areas such as highway rest stops, carpool parking lots, Ontario Parks, and in community hubs like hockey arenas and municipal parks.
 - Establishing a Rural Connectivity Fund to provide rural municipalities the opportunity to apply for provincial funding to support the installation of EV chargers in their communities.

Enhancing Environmental Assessment and Protection

- MTO worked with MECP to complete a streamlined Environmental Assessment (EA) process and exemption regulation to support the delivery of the Bradford Bypass project. This streamlining will better align the EA process with procurement approaches while ensuring environmental protection. This project will continue to be subject to reporting and consultation requirements and issues raised around environmental impacts will still be considered, following a transparent, consultative process, while balancing environmental considerations.
- MTO recognizes the impact of transportation related noise on local communities. The Noise Guide was updated to provide increased protection for sensitive receptors, such as places of worship, and to better align with industry best practices and MECP direction by updating the software used for noise modelling.

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 skills development for the Constance Lake First Nation community, while improving important highway infrastructure.

- In 2021, the ministry launched Regional Roundtables with the focus of bringing together MTO staff and Indigenous community representatives to take part in open dialogue about specific transportation interests. The Regional Roundtables occur regularly 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.

Planning for the Future through Long-Range Transportation Planning

- In April 2021, the province launched a multi-year long-range planning study for Southwestern Ontario. Findings from the study will inform the ministry's policy and capital decision-making processes, provide planning direction to transportation agencies and service providers in Southwestern Ontario, support further refinement and implementation of the 2020 draft plan, *Connecting the Southwest*, and advance a future update of the plan for the horizon year of 2051.
- In January 2022, a task force was established, including local mayors, Indigenous leaders, community leaders, business representatives and transportation service providers, to improve Northern Ontario's transportation network. The task force is focused on the transportation needs and opportunities in Northern Ontario with a strong emphasis on ensuring people can travel more efficiently and connect to critical services. The task force was one of more than 60 actions in *Connecting the North: A draft transportation plan for northern Ontario*.
- On March 10, 2022, the province released *Connecting the GGH: A Transportation Plan for the Greater Golden Horseshoe*. The Plan sets out a clear path forward for a regional transportation network to 2051 to meet the region's unique transportation needs and demands that will come with the forecasted population and employment growth.

Promoting market activity and increasing consumer choice by deregulating the Intercommunity bus sector

- On July 1, 2021, Ontario removed the economic route licensing regime that historically regulated the intercommunity bus sector (ICB).
 - A deregulated, open market provides more opportunities to fill service gaps by allowing multiple carriers to offer services on any route, supporting more transportation choices for the people of Ontario. Under the previous regime, often only one carrier was licensed to provide service on a route.
- As part of deregulation, the ministry also updated safety and insurance standards for buses in the *Highway Traffic Act* and introduced a new safety regime for vehicles carrying fewer than 10 passengers.

Maintaining Ontario's Highways and Improving Efficiency

- The ministry continues to use transition maintenance contract renewals from Area Maintenance Contract (AMC) model to the Contractor Directed Maintenance Contract (CDMC) model and the Ministry Directed Maintenance Contract (MDMC) model to maintain provincial highways. Since 2017-18 MTO has successfully implemented ten CDMC and four MDMC contracts.
- 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 2021, the ministry also treated approximately 1000 hectares of phragmites along the highway corridors to improve drainage, sightlines and minimize damage to highway infrastructure.
- Speed limits have been raised permanently from 100 km/h to 110 km/h on six sections of provincial highways in southern Ontario. In addition, speed limits have also been raised to 110 km/h on a trial basis on two sections of provincial highways in Northern Ontario. The change follows several speed limit pilots and consultations and will align posted speeds with other jurisdictions across Canada.

Supporting strategic municipal road infrastructure through the Connecting Links Program

- The ministry continues to provide funding under the Connecting Links program to municipalities. In 2021-22, \$30 million in funding was made available to 14 Connecting Link projects in 14 municipalities for the design, construction, renewal, rehabilitation and replacement of Connecting Link infrastructure.

Measuring Performance

MTO regularly reports on ministry-level performance measures, also known as Key Performance Indicators (KPIs), which track the ministry's progress towards delivering on key government priorities.

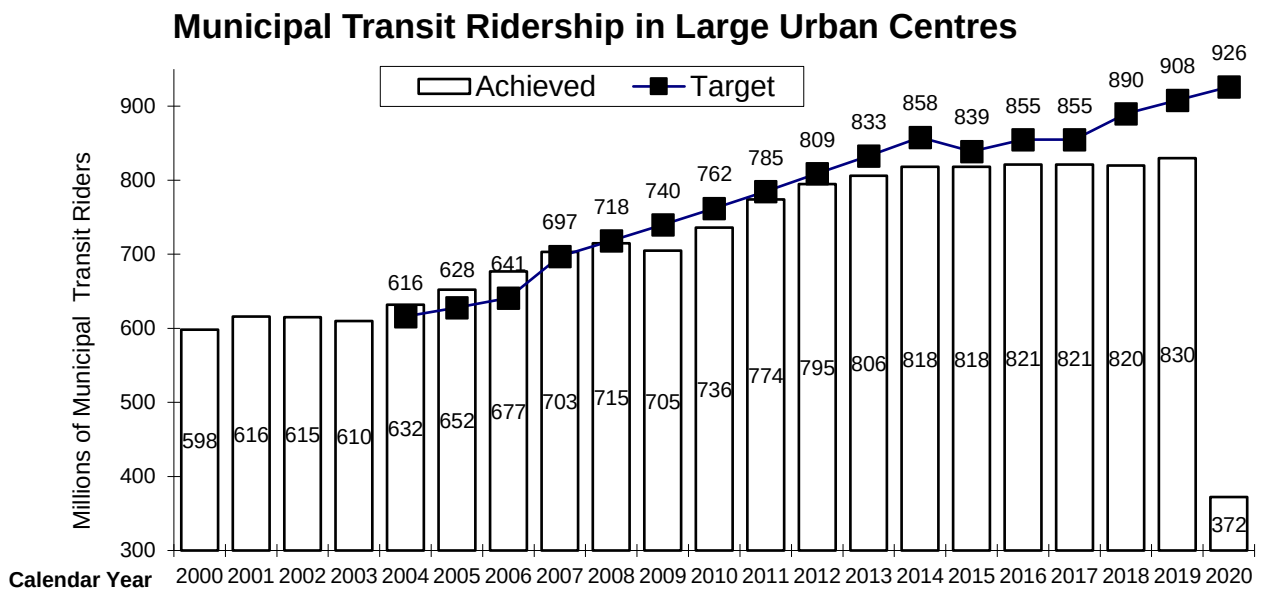
Highway and Bridge Condition

The ministry aims to keep assets in a steady state of good repair over the long term. The performance targets for provincial pavements and bridges in good condition for 2021-22 were 67% and 85%, respectively. In 2021-22, 81% of Ontario's pavements and 89% of Ontario's bridges were in good condition, exceeding the targets.

Note: Highway pavement and bridges condition are categorized as "Good", "Fair" or "Poor" to reflect the need for repair, rehabilitation or replacement based on the asset management life cycle. The condition results do not reflect the safety status of these assets.

Municipal Transit Ridership in Large Urban Centres

Municipal transit systems serving Ontario's 15 largest urban centres carried 372 million passengers in 2020 (latest statistics available) on conventional and specialized services. The COVID-19 pandemic has had a profound impact upon the municipal transit sector, with significant declines in ridership in 2020 and even temporary service suspensions in some cases. According to the Canadian Urban Transit Association (CUTA), transit ridership across Canada fell from approximately 2.9 billion in 2019 to approximately one billion in 2020. Even this understates the actual impact of COVID-19, as the 2020 data includes approximately three months of ridership before the impact of the pandemic was felt.

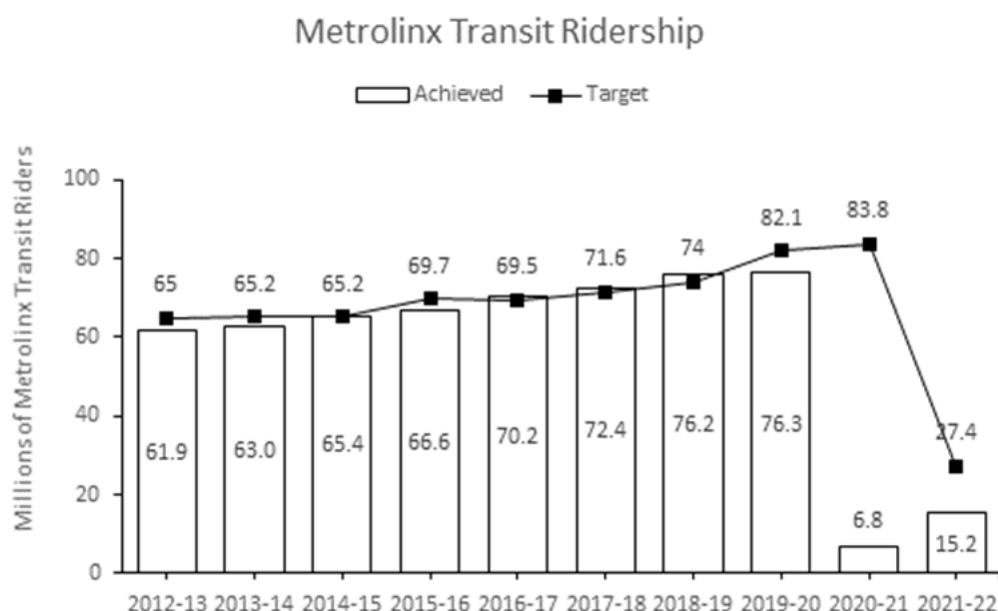


Across Ontario, overall municipal transit ridership fell by approximately 56.4% in 2020 compared to 2019. Municipal transit ridership in large urban centres in Ontario over this period decreased by 55.2%.

The effects of the pandemic have lasted well past 2020, though the exact impact cannot yet be quantified, as 2021 ridership data will not be available until later in 2022. However, overall 2021 ridership is still expected to be lower than it was prior to the pandemic.

Metrolinx Transit Ridership

Metrolinx transit ridership (GO trains, GO buses, and UP Express) in 2019-20 was 76.3 million, up from 76.2 million passengers in 2018-19. At the onset of the COVID-19 pandemic, GO and UP ridership in 2020-21 dropped to 6.8 million, or nine per cent of the pre-pandemic 2019-20 levels. Ridership for 2021-22 was 15.2M. Ridership across the GO network has fallen by approximately 80 per cent due to COVID-19.



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.

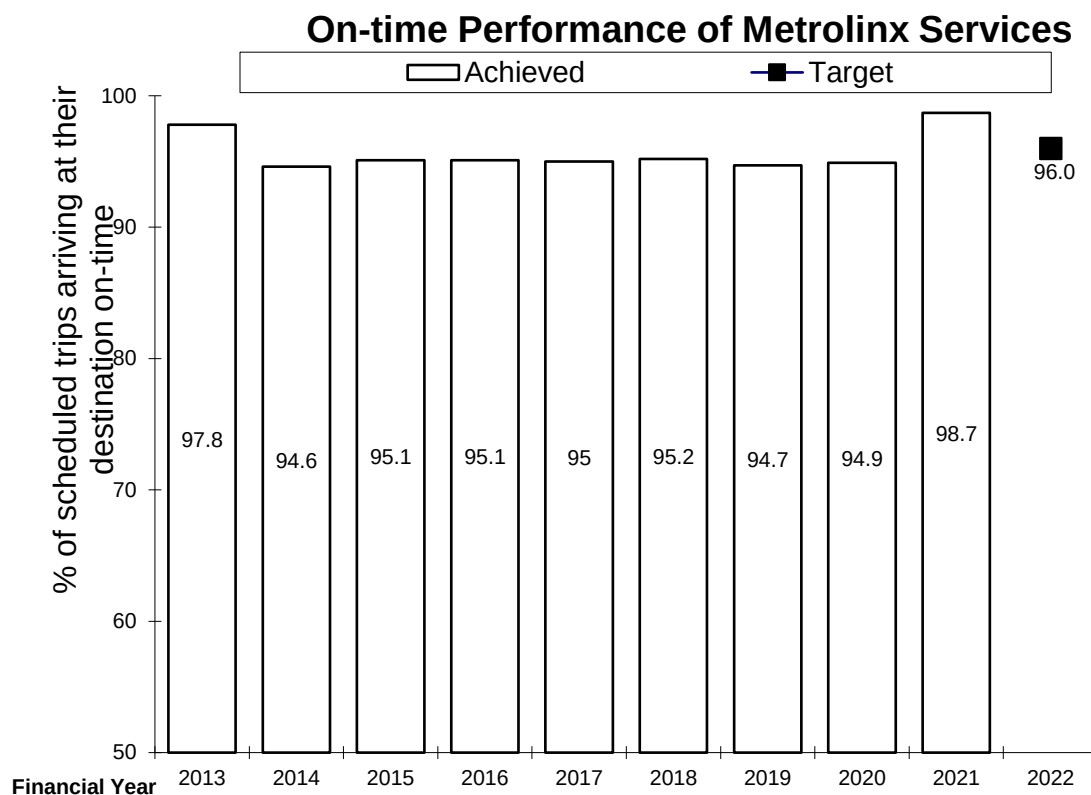
Related link: [2022-23 Metrolinx Business Plan](#)

Metrolinx On-Time Performance

On-time performance is defined as within 5 minutes of scheduled arrival time for GO rail trips, within 15 minutes of scheduled arrival time for GO bus trips, and within 30 minutes of total run-time between Union and Pearson for UP Express trains.

The on-time performance of Metrolinx improved from 97.8 per cent of trips being on time in 2012-13 to 98.7 per cent in 2020-21. The ministry is targeting performance of 96 per cent in 2021-22.

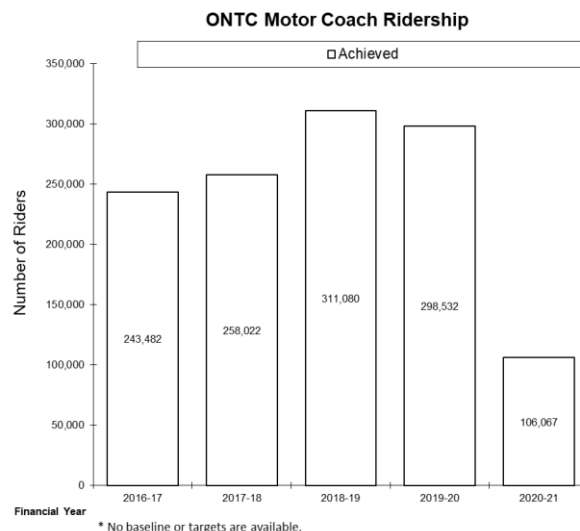
Note: This indicator is not a province-wide measure and only reflects Metrolinx's transit services (GO Rail, GO Bus, and UP Express).



ONTC Ridership

ONTC provides transportation services connecting Northern, rural and remote communities, including remote First Nation communities.

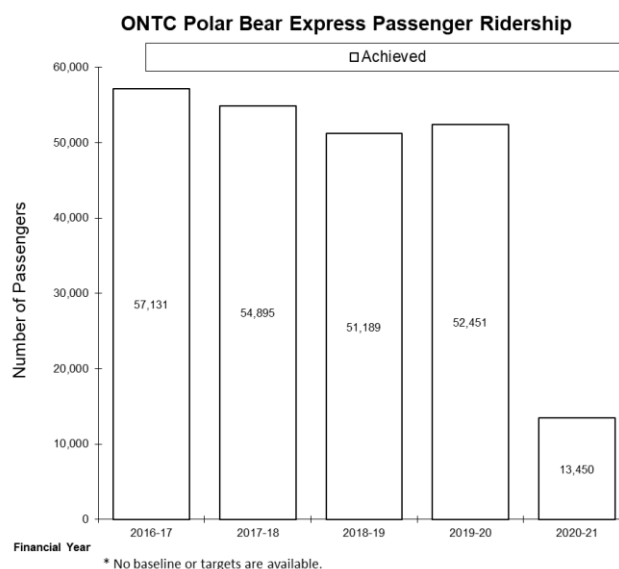
ONTC motor coach ridership in 2020-2021 (latest statistics available) decreased by 64 per cent from 2019-2020. Ridership trends reflect the impact of the COVID-19 pandemic.



Related link: [ONTC Annual Report 2020-21](#)

The Polar Bear Express (PBX) passenger train connects passengers from Cochrane to Moosonee and the First Nation communities on the James Bay Coast. This is the only year-round land link servicing these communities.

The ridership for the PBX in 2020-21 decreased by 74 per cent from the previous year. The PBX ran for 155 days in 2020-21 compared to 239 days the previous year. The PBX passenger train service was temporarily paused during 2020-21 (for 45 days) to help stop the spread of COVID-19 to the communities of the James Bay Coast.

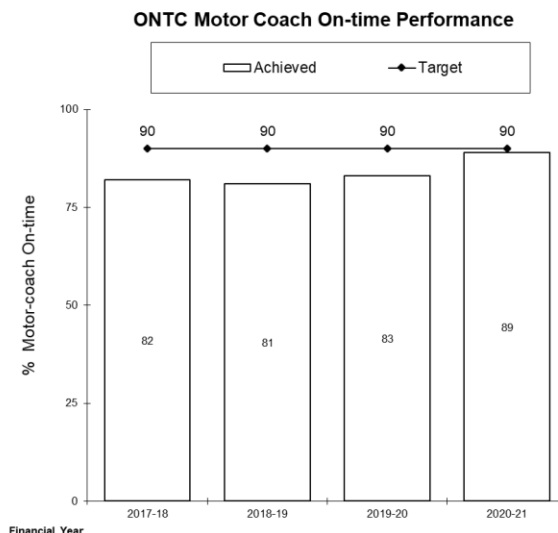


Related link: [ONTC Annual Report 2020-21](#)

ONTC – On-Time Performance

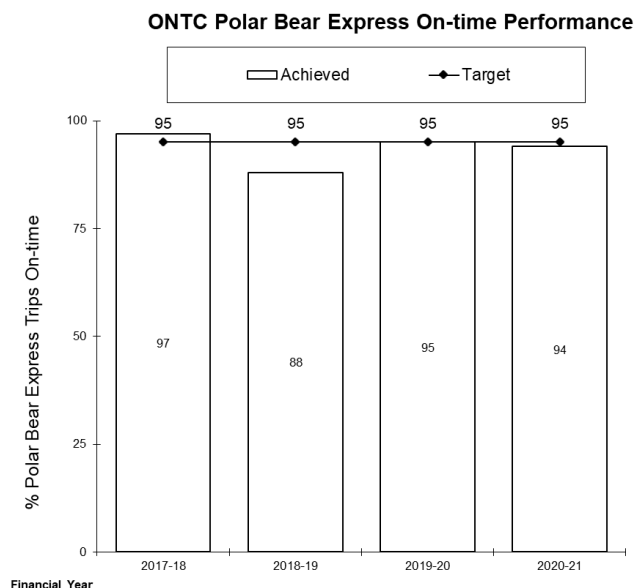
ONTC defines on-time performance as within 15 minutes of scheduled arrival time for both motor coach and rail trips.

The on-time performance of the ONTC motor coach services for 2020-21 was 89 per cent, an increase of 6 per cent from the previous year. While ONTC did not reach its target for 2020-21, the agency continues to work on factors contributing to on-time performance including length of agency stops and maintenance of fleet.



Related link: [ONTC Annual Report 2020-21](#)

On time performance for the PBX in 2020-21 was 94 per cent, a 1 per cent decrease from the year before. The service did not meet its target of 95 per cent as a result of slow orders and seasonal track work. However, the agency continues to implement its extensive maintenance program to ensure that the fleet and track infrastructure is kept in a state of good repair and is safe for its staff and passengers.



Related link: [ONTC Annual Report 2020-21](#)

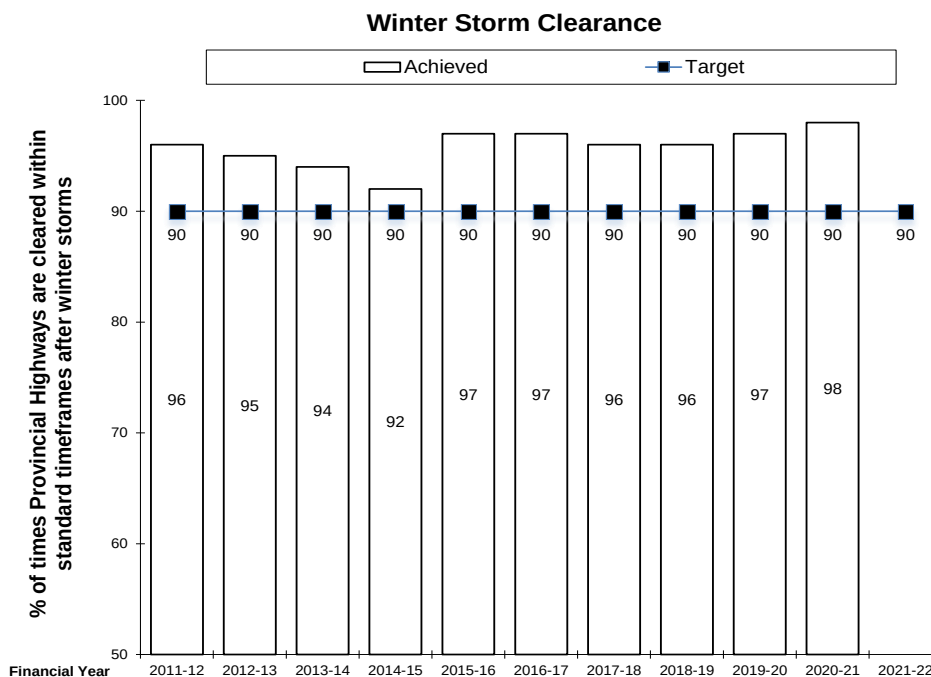
Fatalities Per 10,000 Drivers

Ontario recorded a rate of 0.55 fatalities per 10,000 licensed drivers in 2019 (most recent data available) and ranked first with the lowest motor vehicle collision fatality rate in Canada and second in North America (behind only Washington D.C.). Preliminary data for 2020 and 2021 show further declines in this KPI, to 0.51 fatalities per 10,000 drivers. Fatalities have fallen for more than a decade due, in part, to public education campaigns, road safety improvement programs, and effective enforcement.

Related link: [Ontario road safety annual reports \(ORSAR\) | Ontario.ca](#)

Winter Storm Clearance

- For winter highway maintenance in the province, MTO aims to maintain a Bare Pavement standard 90% of the time each winter. Over the last 10 years, the province has met or exceeded this standard.
- In 2021-22, Ontario highways were cleared to the bare pavement standard within standard timeframes 95% of the time. Ontario will maintain the performance target for 2022-23 at the Bare Pavement standard of 90%.



Publicly reported Bare Pavement information is available at <https://www.ontario.ca/page/how-we-clear-ontarios-highways-winter>

Table 3: Ministry Interim Actual Expenditures 2021-22

	Ministry Interim Actual Expenditures (\$M) 2021-22 *
COVID-19 Approvals	\$345,400,000
Other Operating	\$2,766,612,492
Other Capital	\$3,082,545,400
Staff Strength ** (as of March 31, 2022)	3,489

* Interim actuals reflect the numbers presented in the 2022 Ontario Budget.

** Ontario Public Service Full-Time Equivalent positions

Estimates Briefing Book 2022-23

Treasury Board Secretariat

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Part I: 2022-23 Published Plan

Ministry Overview

Ministry's Vision

Treasury Board Secretariat (TBS) was established to support the President of the Treasury Board in leading the government's efforts on accountability, risk management, openness and modernization. TBS also 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 and expenditure management to support TBS' role in managing the government's fiscal plan, to develop and maintain corporate policies related to government administration, 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; overseeing and monitoring the Agency Modernization Initiative and leading mandate reviews for provincial agencies to ensure all agencies are aligned with government priorities, 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.
- Leading OPS accessibility, inclusion and equity initiatives, including the implementation of the OPS Leadership Pledge to build a more diverse,

inclusive, equitable, accessible and anti-racist workplace, with more responsive policies, programs and services for Ontarians.

- Ensuring OPS compliance with the legislated obligations under the *Accessibility for Ontarians with Disabilities Act, 2005*. 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, controllership practices, and internal control frameworks across the OPS.
- Leveraging Enterprise Risk Management (ERM) to empower the OPS to take smart risks and 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 ministry partners 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 ministry partners across the OPS to optimize the value of their services to taxpayers.
- 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.
- Managing and coordinating the government's multi-ministry Emergency Preparedness Response legislation to ensure Ontario is equipped to effectively manage any future pandemics or emergencies.

The Estimates structure does not reflect ministry realignments announced in-year, such as TBS' expanded mandate for Emergency Management Ontario, Procurement (including Supply Ontario), and Human Resources.

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 supported the Ministry of Health, Ministry of Long-Term Care, and Ministry of Children, Community and Social Services in implementing the temporary wage enhancement for personal support workers (PSW) and direct support workers (DSW). Since October 1, 2020, Ontario has invested over \$1.3 billion to temporarily enhance wages for 158,000 publicly funded PSWs and DSWs. This funding has helped stabilize, attract, and retain the workforce needed to provide high-quality patient care during the COVID-19 pandemic. The government is investing \$2.8 billion over the next three years to make the current temporary program permanent. The Supporting Retention in Public Services Act, 2022 (SRPSA) enables the government to provide funding for targeted compensation enhancements in response to emerging needs. Under the SRPSA, a regulation was made to make the temporary enhancement for employed PSWs and DSWs permanent.

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 continued response to the COVID-19 pandemic. TBS provides effective support to Treasury Board/Management Board of Cabinet by facilitating timely disbursement of the Contingency Fund 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 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 oversaw the implementation of the Ontario Onwards Action Plan: Ontario's COVID-19 Action Plan for People Focused Government, 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 to modernize the way people and businesses interact with the government and is based on lessons learned from the COVID-19 pandemic. These projects were enabled and accelerated by the 4-year \$500 million Ontario Onwards Acceleration Fund announced in the Fall 2020 Budget.

FSMC endorsed and helped advance a suite of policy and modernization initiatives that supported the government in addressing long-standing operational issues and the need for responsive change, including on the digital front. These initiatives included the following achievements:

- Many patients can now speak to their physicians from the comfort of their own home or book appointments on their smartphones.
- Ontarians can get digital notices to renew common government documents, driver's licences and health cards thanks to a digital reminders system.
- By eliminating red tape and simplifying policies, businesses and individuals in Ontario have saved approximately \$373 million annually and there has been a 6.5% reduction in the number of requirements businesses must comply with to operate.
- It is faster and easier for Ontarians to renew their Ontario Photo Card by using an online renewal system.

Having accomplished its mandate, the Future State Modernization Committee has now wound down. Future state modernization initiatives will continue with appropriate oversight and accountability moving forward.

Provincial Emergency Preparedness Response

TBS is also managing and coordinating the government's multi-ministry Emergency Preparedness Response legislation to ensure Ontario is equipped to effectively manage any future pandemics or emergencies.

Other advancements

In collaboration with ministry partners, 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:

- Implemented the Rapid Antigen Testing Program Solution based on Microsoft Rapid Screening Solution. This is used to track, store and report on testing results of unvaccinated staff (or staff who have not disclosed vaccination status).

- 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, thus 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.

TBS in its oversight role of the enterprise-wide human resource strategy implemented several initiatives to strengthen the resiliency of the OPS workforce, such as:

- Adapted programs and focused on efforts to support the temporary redeployment of talent across the OPS to support the delivery of critical OPS programs and services.
- Led the coordination of the ongoing delivery of initiatives under the Ontario Public Service Leadership Pledge – a ten-point plan to make the OPS an accessible, anti-racist and inclusive organization.
- Led the people-focused elements of the Ontario Onwards Future State Modernization process, including new digital approaches to recruitment and talent management.
- Leveraged the 2020 Pulse Survey and 2021 OPS Employee Experience Survey to understand the employee experience in the current COVID environment and inform decision making on policies and programs, including human resources, anti-racism, accessibility and inclusion.
- Expanded the OPS suite of training resources to provide support for remote working, re-opening of workplaces, the OPS Mental Health Strategy as well as management engagement and recognition during the pandemic.
- Enabled the delivery of a virtual hiring environment for clients in response to the pandemic and led to the rapid deployment of staff and executives to the front lines of the pandemic response and in the long-term care, procurement, vaccine task force, transformation and recovery efforts sectors.
- Supported 673 public appointments, including 412 associated Orders-In-Council that were successfully brought through Cabinet.

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 emergency management, 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 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 oversight regarding insurance benefits program participation).

The **Employee and Pensioner Benefits (Employer Share) Program** provides for the government's expenses as an employer for insured benefits, statutory programs, non-insured benefits and certain public service pension plans, including third party administration and adjudication costs. The expenses are based on changes in the accrued liabilities of the government as sponsor or co-sponsor of certain insured benefit plans, pension plans and termination of employment entitlements.

The **Treasury Board Support Program** provides leadership and advisory services that support evidence-based decision making, prudent financial management and transparent public reporting across the public sector in Ontario. The program also provides leadership to ministries and provincial agencies through the delivery of strategic enterprise-wide policies, directives and advice designed to promote excellence in public service, including leading and supporting the review of Ontario's provincial agencies.

The program fosters accountability and fiscal integrity by providing expertise and advice on the development and implementation of fiscal, financial management, performance measurement 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, accessible and anti-racist workplace across the public service in Ontario. The program shapes and defines the organizational culture, leadership capacity and talent development to build a diverse, skilled and engaged Ontario Public Service workforce. CPCT drives organizational performance through employee experience priority-setting, workforce analytics, and HR strategy and policy development.

CPCT provides secretariat services for the Public Service Commission and enables OPS compliance with the *Public Service of Ontario Act, 2006*.

The **Central Agencies Cluster (CAC) Program** provides user-centred, digital solutions to enable technology delivery in collaboration with its partner ministries for their citizen-centred services. The Cluster develops and maintains the underlying IT solutions necessary to create a modern, tech-enabled government that ensures Ontarians have a simple, reliable, and consistent experience.

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 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, enterprise risk management and internal audit communities.

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.

2022-23 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 decision-making processes to ensure effective support to ministries working on tight timelines to effectively manage expenditures, including pandemic-related investments, while providing sound guidance and support to TB/MBC members.
- Coordinating an ongoing 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.
- Supporting ministry partners in establishing new agencies that are critical to the delivery of key government priorities (e.g., Ontario Health, Invest Ontario, Supply Ontario, and Skills Trade Ontario).
- Leading and coordinating labour relations fiscal policy to support central agency decision-making for multi-year planning and in-year TB/MBC decisions. Working with ministry and BPS partners to enhance oversight of compensation and collective bargaining in the BPS.
- Exploring the collection of provincial workforce data and providing evidence-based insights to support government decision-making on labour relations and compensation issues. These evidence-based insights also increase transparency and accountability while allowing the government to make more effective use of public resources.

- Advancing transformational Information Technology and digital policies and practices, including IT and digital governance, common technology enablers, capacity building and capacity assessment.
- Supporting the transition of locally managed data centre services to enterprise service offerings, thus minimising the risks associated with self-managed data centres outside the government's corporately run data centres.
- Using innovative technologies to support the work of Ministry of Finance by using remote sensing/satellite imagery to identify potential areas of non-compliance for the growing of raw leaf tobacco. Also, artificial intelligence is being used to assist with investigations into tax anomalies that support tax policy improvements and potential audit recoveries.
- 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 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.
- Managing and coordinating the government's multi-ministry Emergency Preparedness Response legislation to ensure Ontario is equipped to effectively manage any future pandemics or emergencies.
- Improving outcomes and prudent leadership in labour relations with its OPS and BPS partners.
- Leading mandate reviews for provincial agencies to ensure all provincial agencies are aligned with government priorities, relevant, efficient and have appropriate oversight structures in place.
- Procuring and implementing an information technology solution to improve efficiencies in government financial planning and management processes.
- Expanding the FORTE application to all employee groups 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. This expansion will also enable a nimbler workforce, supporting OPS employees to work anywhere in the province ensuring accountability, productivity, and efficiency.
- Replacing ageing recruitment technology through a Digital Recruitment Modernization initiative that modernizes the technology platform and enhances strategic talent management by improving how OPS talent is hired, developed, and deployed in order to advance digital government.

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, enterprise risk and audit capability and capacity.
- Enabling a smart risk culture where there is an effective, open, and transparent environment for the discussion of risk throughout the organization and where risk information is clearly communicated to inform all aspects of government spending and decision making.
- Continuing to establish a Data Analytics Centre of Excellence and supporting forensic investigation function capacity within the Ontario Internal Audit Division to enable enhanced business risk intelligence for internal audit planning, more agile and leaner practices, and evidence-based approaches.

Value for Money

TBS delivers value for taxpayer dollars and enables investments in key programs and services that Ontarians rely on by:

- 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.
- Supporting the application of 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 adapt to meet changing needs and requirements.

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 deliver on government priorities through the ministry's mandate of:

- Leading the government's efforts on accountability, enterprise 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 government programs and services to ensure increased efficiency and effective outcomes.
- Enabling an engaged and future-ready OPS and fostering a diverse and inclusive workplace that is reflective of Ontario's demographics.

Government-Directed Key Performance Indicators

Supporting Fiscal Responsibility and Transparency

TBS supports the government's commitment to enhance transparency, timeliness, and accountability of public financial reporting. The Public Accounts, Expenditure Estimates and Public Sector Salary Disclosure were released on time to support this commitment and demonstrate full compliance with the applicable requirements.

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.

TBS also monitors the province's efforts in containing program growth through:

- Analyzing compensation outcomes reached across comparable jurisdictions and the private sector. This includes conducting compensation studies and jurisdictional scans to inform evidence-based compensation decisions that help to restore sustainability to the province's finances.
- Managing 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).

- Ensuring effective government 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).

Strengthening Accountability and Internal Audit Controls

TBS is supporting strong fiscal management by ensuring accountability and value-for-money in government spending through supporting 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, 56 per cent of the recommended actions from the 2019 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 support completion of engagements where Ontario Internal Audit Division (OIAD) has the authority to audit, which supports the Office of the Comptroller General's mandate of a strengthened internal audit function with independent value-added assurance and advisory services.

Increasing Administrative Efficiencies

As part of the government's mandate to increase administrative efficiencies, TBS continues to implement government priorities while achieving its multi-year savings and efficiency targets. The targets for these administrative efficiencies were set three fiscal years ago and the implementation of the targets continues to strengthen sustainability of front-line services.

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). A cumulative total of \$109,455,563 in previously

unclaimed HST rebates from the CRA has been recovered since the start of this review.

Ontario is Prepared for Emergencies and Provision of Critical Government Services

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 2021 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 the 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 ministry is automating several high-volume and manual internal financial processes to streamline operational work. The main purpose of this automation is to increase operational efficiency, reduce errors and to capitalize on cost savings using Robotic Process Automation (RPA).

Ministry Identified Key Performance Indicators

Compliance with Treasury Board/ Management Board of Cabinet Timelines

TBS continues to monitor the compliance with TB/MBC submission timelines for Deputy Minister and Minister approval as required in the TB/MBC Terms of Reference. This facilitates timely and informed decision making by TB/MBC for government services and programs delivered to Ontarians. This work is also in alignment with the Auditor General's recommendation in the 2020 "Business Case Development in the Ontario Public Service" report that requires TBS to track ministry compliance with TB/MBC submission timelines. An appropriate compliance target will be set for an upcoming fiscal year.

Enabling an Engaged and Future-ready OPS

TBS supports the government's commitment to build a modern and efficient workforce by ensuring employees can manage public service challenges today and in the future.

TBS as the enterprise Employer conducts an annual OPS Employee Engagement Survey and the 2021 results reflect continuous improvement in employee engagement compared to previous years.

Enabling an Engaged and Inclusive Workforce

The government continues to build a diverse talent pipeline and provide leadership development opportunities to employees from groups underrepresented in senior leadership positions (i.e., Indigenous/racialized/persons with disabilities). TBS also continues to support compliance with the *Accessibility for Ontarians with Disabilities Act, 2005*.

Detailed Financial Information

Table 1: Ministry Planned Expenditures 2022-23 (\$M)

Account Type	(\$M)
COVID-19 Approvals*	0
Other Operating	6,251.1
Other Capital	224.2
Total	6,475.3

*Treasury Board/Management Board of Cabinet approvals reported by applicable ministries.

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	Change From 2021-22 Estimates %	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
Operating and Capital Expense						
Ministry Administration Program	24,309,600	(31,400)	(0.1)	24,341,000	23,686,100	26,008,105
Labour Relations and Compensation	54,526,200	(16,500)	(0.0)	54,542,700	28,329,000	24,789,673
Employee and Pensioner Benefits Program (Employer Share) Program	1,368,000,000	14,000,000	1.0	1,354,000,000	1,748,000,000	1,141,790,376
Treasury Board Support Program	4,603,698,900	2,153,278,200	87.9	2,450,420,700	110,231,700	28,584,962
Center for People, Culture and Talent Program	54,913,600	14,524,400	36.0	40,389,200	45,041,700	41,299,925
Central Agencies Cluster Program	38,447,300	1,503,700	4.1	36,943,600	37,355,300	36,781,174
Bulk Media Buy Program	51,949,200	330,000	0.6	51,619,200	51,619,200	0
Office of the Comptroller General	55,330,600	(1,794,400)	(3.1)	57,125,000	52,758,000	46,239,418
Ontario Digital Service**	0	0	0.0	0	4,340,500	0
Future State Modernization	1,979,900	(123,355,700)	(98.4)	125,335,600	32,743,800	0
Total Operating and Capital Expense to be Voted	6,253,155,300	2,058,438,300	49.1	4,194,717,000	2,134,105,300	1,345,493,633
Statutory Appropriations	431,189,187	(77,398,000)	(15.2)	508,587,187	(53,015,813)	387,150,274
Consolidation and Other Adjustments	(209,005,000)	(113,002,000)	(117.7)	(96,003,000)	(45,000,000)	(44,098,773)
Total Including Consolidation and Other Adjustments	6,475,339,487	1,868,038,300	40.5	4,607,301,187	2,036,089,487	1,688,545,134

Votes/Programs	Estimates 2022-23 \$	Change from Estimates 2021-22 \$	Change From 2021-22 Estimates %	Estimates 2021-22 * \$	Interim Actuals 2021-22 * \$	Actuals 2020-21 * \$
Operating and Capital Assets						
Ministry Administration Program	1,000	(1,000)	0.0	2,000	2,000	0
Treasury Board Support Program	13,872,500	6,131,500	0.0	7,741,000	2,317,200	0
Central Agencies Cluster Program	1,000	0	0.0	1,000	1,000	0
Total Operating and Capital Assets to be Voted	13,874,500	6,130,500	79.2	7,744,000	2,320,200	0
Statutory Appropriations	1,000	0	0.0	1,000	1,000	862,803,658
Ministry Total Operating and Capital Assets	13,875,500	6,130,500	79.2	7,745,000	2,321,200	862,803,658

* 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 2022 Ontario Budget.

**Ontario Digital Service was transferred to Ministry of Finance through the 2022-23 Multi-year Plan. 2021-22 Interim Actuals reflect the residual after restatements.

Chart 1: Distribution of 2022-23 Approved Allocation by Ministry Programs (Votes)

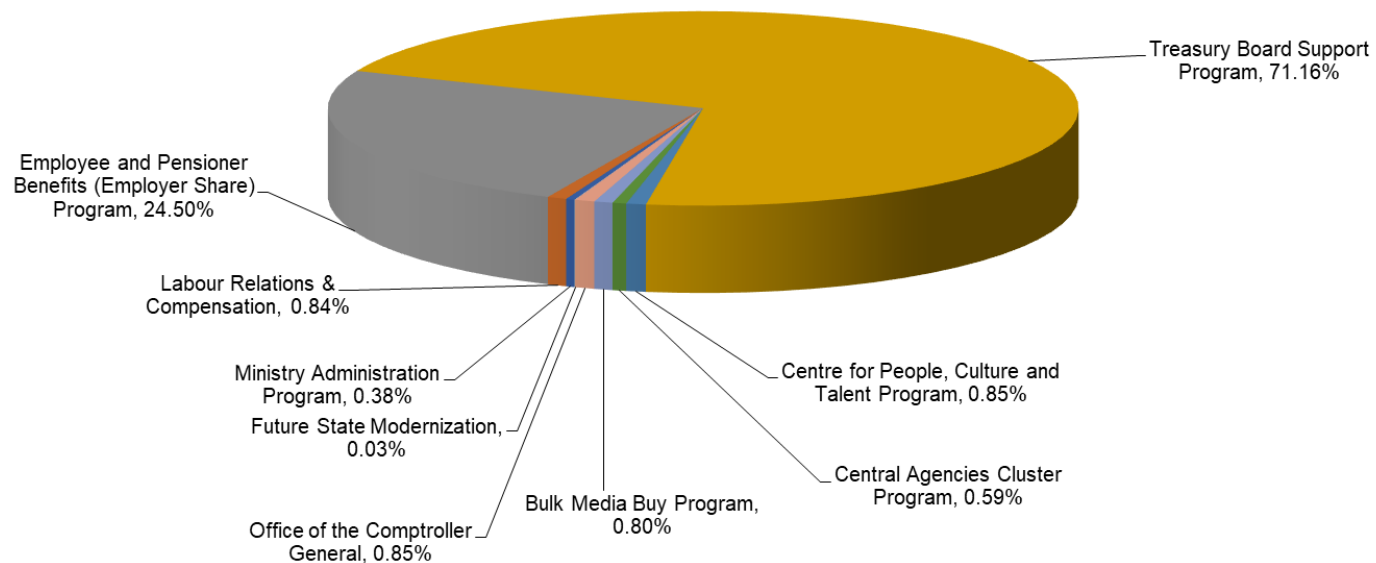


Table 3: Historical Trend Analysis

Historical Trend Analysis	Actuals* 2019-20 \$	Actuals* 2020-21 \$	Estimates* 2021-22 \$	Estimates 2022-23 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including assets)	1,863,578,690	1,688,545,134	4,607,301,187	6,475,339,487
Year over Year Change in Percentage	35%**	-9%	173%***	41%

* 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 2018-19 Actuals to the 2019-20 Actuals.

***The percentage compares the 2020-21 Actuals to the 2021-22 Estimates. The 173% increase is mainly due to increases through the 2021-22 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>)

2022 Budget (URL: <https://budget.ontario.ca/2022/index.html>)

Provincial Agencies and Other Bodies

Associate Judges (Previously 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 Associate Judges (Previously 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. OIAC supports the President of the Treasury Board (in his role as the Chair of the Audit and Accountability Committee) in delivering its mandate and reports back on the status/key findings of top priority risk-based audits.

Sector Audit Committees (nine) are sub-committees of the Ontario Internal Audit Committee and remain accountable to the President of the Treasury Board in his role as Chair of the Audit and Accountability Committee, in consultation with the Secretary of the Cabinet, providing advice and recommendations through the Chair of the Ontario Internal Audit Committee. Sector Audit Committees also support Deputy Ministers and senior executives in the management and stewardship of public resources through audit committee operations, advice, and outcomes.

Ontario Public Service Employees' Union Pension Plan Board of Trustees

Chair: 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: Deborah Richardson

Established under the *Public Service of Ontario Act, 2006* (PSOA). Ensures the effective management and administration of human resources in relation to public servants appointed under Part III of PSOA. Ensures non-partisan recruitment and employment of public servants.

Table 4: Agencies, Boards and Commissions – Financial Summary

Organization	Classification	2022-23 Estimates	2021-22 Interim Actuals	2020-21 Actuals
Case Management Masters Remuneration Commission	Advisory	0	0	1,612
Deputy Judges Remuneration Commission ¹	Advisory	30,000	0	182,020
Justices of the Peace Remuneration Commission ¹	Advisory	0	0	0
Ontario Internal Audit Committee	Advisory	424,800	161,650	153,940
Ontario Public Service Employees' Union Pension Plan Board of Trustees	Not Applicable	0	0	0
Ontario Public Service Pension Board ²	Trust	60,000	457,538	1,727,354
Provincial Judges Pension Board ³	Trust	655,000	681,304	352,219
Provincial Judges Remuneration Commission ¹	Advisory	0	13,788	65,777
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 Retirement Compensation Arrangement implementation fees of \$1,500,000 in 2020-21 Actuals and \$300,000 in 2021-22 Interim Actuals.
3. Includes expanded administrative and management services under new mandate and estimates for TBS' portion of actuarial and legal services. 2021-22 Interim Actuals includes a one-time project charge for the implementation of the Annual Pension Statement cost of \$156,777.

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.

Ministry Organization Chart

President of the Treasury Board – The Honourable Prabmeet Singh Sarkaria

Group of 4 Chair positions:

Chair, Public Service Commission

Chair, Ontario Pension Board

Chair, Provincial Judges Pension Board

Chair, Ontario Internal Audit Committee

Deputy Minister, Treasury Board Secretariat and Secretary of Treasury Board and Management Board of Cabinet – Deborah Richardson

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 – Vacant

ADM, People and Culture – Sean Twyford

ADM, Talent and Leadership – Stephen Brown

Associate Deputy Minister, Office of the Treasury Board – Ali Veshkini

ADM, Planning and Performance – Shannon Fenton

ADM, Health, Social and Communities – Lisa Zanetti

ADM, Resources and Economic Development – 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 – Beili Wong

Chief Risk Officer and ADM, Office of the Chief Risk Officer – Nancy Lavoie

Provincial Controller and ADM, Office of the Provincial Controller Division –
Maureen Buckley

Chief Internal Auditor, Ontario Internal Audit Division – Sanjeev Batra

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 2022-2023 Act, 2021

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

Supply Act, 2022

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' 2021-22 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 remains 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 continued to pursue back-office administrative efficiencies by streamlining leasing 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.

- Implementing the Revenue, Imaging and Data Capture solution that supports Ministry of Finance's delivery of time sensitive services, as part of the Revenue, Imaging and Data Entry Transformation Initiative (RIDE-TI).
- Launching Ontario Pay and File (OPAF), a simple and secure online service for Ontarians to make payments to the province, with over 2,500 transactions totalling approximately \$1.75 million in payments processed as of December 2021.

Strengthening Accountability and Controllershship

TBS continues to deliver on government accountability through a collaborative working relationship with the Auditor General. This is evidenced by the release of the 2020-21 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 fourth 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 thousand or more in the 2021 calendar year. The Compendium was released in a downloadable, machine-readable format. The data is also available in sortable, searchable tables on the Ontario website (URL: <https://www.ontario.ca/page/public-sector-salary-disclosure>) 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. In addition, the recommendations identified efficient and effective ways to improve the customer experience offering more virtual and online services. The government is working to implement the recommendations from these reviews and is monitoring progress. In 2021, the government launched mandate reviews for all provincial agencies. Between 2021 and 2027, every provincial agency will be reviewed to ensure their mandate continues to align with government priorities.

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 to manage compensation growth while respecting taxpayers and the services they rely on, as well as ensuring that public-sector jobs and vital frontline services are protected. Since the government introduced the *Act*, the majority of in-scope unionized workers have entered their moderation period.

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 government-approved mandates, which have directed wage outcomes for approximately 90 per cent of unionized staff covered by the provincial agencies sector as of December 2021.

Public Service Modernization

TBS is committed to modernizing the OPS and creating a purpose-driven workplace culture that attracts, retains, reskills, and redeploys skilled 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:

- Developed human resource strategies and policies to enable employees to leverage their full potential, and to support the OPS in implementing transformation and achieving organizational effectiveness.
- Creating an integrated division for managing enterprise talent, and consolidating recruitment and development programs and services. This integrated division will strengthen effectiveness and efficiency in how the OPS sources, diversifies, develops, and deploys talent.
- 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.
- Creating an Implementation Advisory Council (IAC) to provide advice, input and feedback on initiatives related to the Leadership Pledge commitments to build an equitable, accessible, and anti-racist public service.

- Delivering on the government's commitment to two equity-focused teams that will be devoted to leading work that addresses systemic anti-Indigenous and anti-Black racism, as well as advancing the processes of renewal and reconciliation within the OPS.
- Developing and publicly releasing the OPS' second annual report on the work underway to achieve parity with the diversity of the Ontario labour force by 2025 for the most underrepresented groups in OPS senior leadership.
- Promoting 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.
- Implementing innovative changes to the one-year Ontario Internship Program (OIP) with new end-to-end supports to reduce costs while still providing the OPS with a pipeline of exceptional and diverse new talent. Eighty-nine interns participated and 96 per cent were retained in the OPS.
- Expanding the FORTE talent management application to all employee groups to enable a high-performance culture and a more responsive and flexible public service. This expansion will also support employee career advancement and growth.
- Modernizing enterprise talent acquisition by leading research and Lean Six Sigma process reviews with user groups (i.e., applicants, hiring managers, talent acquisition staff, HR program areas and best practice organizations) to understand the challenges with current hiring processes and technology, and to identify opportunities for improvement with a digital talent acquisition solution.
- Improving the nomination process and the targeted curriculum to prioritize diversity and anti-racism content as well as doubling the annual cohort for the Advancing into Management (AIM) program and Leadership Development Program (LDP), which are two signature leadership development programs in the OPS.
- Developing an enterprise learning and development action plan to set learning priorities in a post-pandemic business environment and a distributed learning landscape where there are multiple avenues for developing skill and expertise.
- Providing strategic advice to the Public Service Commission to shape and define the culture and talent of the organization, and help the agency fulfill its obligations to the President of the Treasury Board.

- Creating a succession management unit to develop an enterprise talent planning framework and to implement business processes for identifying and developing top talent to replace leaders when they exit critical positions.

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 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 enables 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 drives responsive transformation and applies sound business practices to government, thereby achieving greater efficiency to ensure programs and services are sustainable. During the past year in collaboration with partner ministries, TBS provided support for Future State Modernization initiatives that resulted in achievements such as:

- Many patients can now speak to their physicians from the comfort of their own home or book appointments on their smartphones.
- Ontarians can get digital notices to renew common government documents, driver's licences, and health cards as a result of a digital reminders system.
- By eliminating red tape and simplifying policies, businesses and individuals in Ontario have saved approximately \$373 million annually and there has been a 6.5 per cent reduction in the number of requirements businesses must comply with to operate.
- It is faster and easier for Ontarians to renew their Ontario Photo Card by using an online renewal system.
- Creation of 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 40.5 million times since launching in mid-March 2021.

- Creation of 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 33 million times.
- Ensuring that service on the Ontario.ca website was 99.99 per cent available during a period of record-setting traffic (over 356 million visits in 2021, a 103 per cent year-over-year increase) and several large, unexpected traffic spikes.
- Eliminating mailed paper renewal notices for government documents like licence plate stickers, driver's licences, and health cards in favour of convenient digital reminders, which is expected to reduce the need for 80 million pieces of paper.
- Simplifying the province's justice system by digitizing and streamlining the lifecycle of a criminal case and making it simpler for members of the public to interact with the justice system online.

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 may have been embedded and not previously rebated by the Canada Revenue Agency. TBS has embarked on the review of provincial programs and identifying previous expenditures that may have had embedded HST payments. A cumulative total of \$109,455,563 in previously unclaimed HST rebates from the CRA have been recovered since the start of this review.

Table 5: Ministry Interim Actual Expenditures 2021-22

Account Type	Ministry Interim Actual Expenditures 2021-22*
COVID-19 Approvals	0
Other Operating	\$2,036.1M
Other Capital	\$0M
Staff Strength** (as of March 31, 2022)	1,852 FTEs

* Interim actuals reflect the numbers presented in the 2022 Ontario Budget.

** Ontario Public Service Full-Time Equivalent (FTE) positions.