



Published plans and annual reports 2020-2021: Ministry of Colleges and Universities

Plans for 2020-2021, and results and outcomes of all provincial programs delivered by the Ministry of Colleges and Universities in 2019-2020.

Ministry overview

Ministry's vision

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

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

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

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

securing that world class talent is attracted to, and remains in, the province.

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

COVID-19 response

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

- providing six months of Ontario Student Assistance Program (OSAP) loan and interest accrual relief for student loan borrowers.
- working with eCampusOntario to make digital learning supports available, as needed, to postsecondary institutions that will provide postsecondary institutions with the educational learning technology they need to conduct year-end assessment.
- distributing \$25 million in additional funding to publicly-assisted colleges, universities and Indigenous Institutes to help address each institution's most pressing needs in the wake of the COVID-19 outbreak..
- investing up to \$20 million in research and innovation funding to support COVID-19 research by leveraging the strengths of Ontario's world-class research institutions, industry and non-profit scientific partners. It is also ensuring access to targeted data needed for research to be as effective as possible.
- consulting research stakeholders, postsecondary education students, stakeholders and partners to support planning for the economic recovery phase of Ontario's Action Plan: Responding to COVID-19

Ministry programs

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

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

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

Promoting better outcomes for students

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

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

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

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

institutions in the coming months.

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

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

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

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

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

A world-renowned postsecondary education system

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

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

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

Innovative entrepreneurial partnerships

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

The policy will also help colleges be more financially sustainable and competitive, so they can invest that economic benefit back into their main campus and local communities. It will also give colleges more flexibility to meet the strong demand from international students for high-quality Ontario postsecondary education and support student diversity.

Red tape reduction

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

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

Université de l'Ontario français

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

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

To support the Université de l'Ontario français, Ontario has been working with the federal government to share start-up costs of the Université de l'Ontario français. A

new funding agreement, developed in early 2020, sets the stage for the Université de l'Ontario français to be able to welcome its first cohort of students at a new Toronto campus in September 2021.

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

Increasing affordability of a postsecondary education

Reducing tuition by 10%

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

Ontario Student Assistance Program (OSAP)

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

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

Supporting growth through research and technology

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

- supporting Ontario's research capacity (talent, infrastructure and operations)

- providing funding for basic and applied research across disciplines, with a focus on priority sectors
- filling the gaps created by industry and the federal government, while leveraging maximum partner dollars (institutional, federal, and industry)

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

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

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

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

Creating a competitive business environment

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

Moving forward on Intellectual Property

New technologies and innovative ideas present opportunities for the province to stimulate sustainable, competitive and long-term economic growth in Ontario

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

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

Building healthier, safer communities

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

Mental health

The government knows that over the last several years, the mental health needs of postsecondary students have increased dramatically in Ontario. The ministry will continue to work with postsecondary sector partners to create the right conditions to help young people access and succeed in postsecondary education. This includes the provision of mental health supports. In addition to annual funding for postsecondary education mental health supports, the ministry will continue to work with the Ministry of Health on Ontario's mental health and addictions roadmap as a lead partner ministry.

Support for students with disabilities

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

The funding can be used for a range of services including arranging accommodations, providing transitions supports and accommodation advice, arranging for diagnostic

assessments advocacy, academic and social support for students with disabilities. The ministry will consult with institutions to determine the most appropriate guidelines for the funding.

Capital Funding

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

Digital Learning

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

Supporting students and institutions during the COVID-19 outbreak

Key initiatives include:

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

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

Digital solutions to help students complete their studies

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

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

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

Supporting our institutions during the COVID-19 outbreak

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

Supporting COVID-19 research

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

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

2020-21 Strategic Plan

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

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

Ensuring academic continuity

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

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

- **Online Delivery/Remote Delivery of Courses and Programs:**

To ensure students can successfully complete the academic year, Ontario has provided funding to eCampusOntario to make digital learning supports available to postsecondary institutions. These interim digital learning supports, available in both French and English, provide publicly-assisted colleges and universities with the technology they need to conduct secure online assessments, while preserving student privacy and the integrity of academic assessment. Ontario is working with other partners who may be interested in offering digital learning, such as Indigenous Institutes and private career colleges.

- **Private Career Colleges use of online course delivery:**

The ministry outlined a process for registered private career colleges to seek temporary permission to move programs to alternative training methods, such as online learning, to accommodate students. As a result, hundreds of private career colleges have moved programs to an online format and more requests continue to be made.

- **Financial Support for Borrowers:**

Providing six months of OSAP loan payment and interest relief, in coordination

with the federal government's measures, leaving more money in the pockets of student loan borrowers.

Listening to our sector partners

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

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

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

Supporting our world-class institutions

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

- Distributing \$25 million in additional funding to publicly-assisted colleges, universities and Indigenous Institutes to help address each institution's most pressing needs in the wake of the COVID-19 outbreak. This emergency funding allows institutions to address immediate priorities such as existing and emerging efforts in the areas of support for student and staff transitions or accommodations; infrastructure related to the provision of online-enabled learning and testing or telework; increased use of cleaning or medical supplies; increased reliance on physical or mental health services on campus; or increased security costs.
- Working closely with colleges, universities and Indigenous Institutes to understand and address the challenges of COVID-19 impacts facing individual institutions and the sector.
- Communicating a deferral in the deadline for signing Strategic Mandate

Agreements. Over the coming months, the government will work with Ontario's public postsecondary institutions to develop agreements that further positive outcomes for students.

- Investing up to \$20 million in research and innovation funding to support COVID-19 research by leveraging the strengths of Ontario's world-class research institutions, industry and non-profit scientific partners.
- Supporting researchers currently conducting Ontario Research Fund and Early Researcher Award projects by allowing salary payments, changing reporting deadlines and extending projects that would have otherwise been completed before March 31, 2021.

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

Ministry programs (operating and capital expense) – voted

Postsecondary education, 95.8%

Research program, 4.0%

Ministry administration, 0.2%

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

Some issues that have been identified:

- **Revenue Impact:**

The ministry recognizes many institutions are forecasting decreased enrolment for the upcoming academic semesters. The ministry is monitoring the situation and will provide the sector with updates on this issue in the future. The ministry

expects postsecondary institutions to begin developing and implementing mitigation plans to address potential fiscal impacts.

- **Ontario Student Assistance Program (OSAP):**

The ministry remains committed to working with postsecondary institutions to minimize the operational and financial impact to students. The Ontario government temporarily suspended OSAP loan payments between March 30, 2020 and September 30, 2020 and initiated a six-month interest-free moratorium on OSAP loans.

- **International Students:**

Many international students at Ontario colleges and universities are impacted by travel restrictions, and the movement to online course delivery. The Federal government has made changes to extend expiring study permits for international students unable to leave Canada, to study online, and to work off-campus for more hours if they work in an essential service function. Implications of online program delivery on Fall 2020 international student enrolment are being considered, including Federal government capacity to process study permits.

- **Online Delivery/Remote Delivery of Courses and Programs:**

With all publicly assisted colleges, universities and Indigenous Institutes having suspended in-class course instruction, Ontario has provided funding to eCampusOntario to make digital learning supports available to postsecondary institutions. These supports will enable institutions to conduct secure year-end assessments on an as-needed basis. The ministry recognizes many institutions are challenged in providing alternative learning during essential service operations mode. The ministry is monitoring the situation. Stakeholders have noted challenges regarding broadband access, especially in northern/remote communities.

- **Practicums:**

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

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

Item	Amount
Operating	10,153.3
Capital	513.8
Total	10,667.1

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

Highlights of 2019-20 results

- Introduced a new policy to support public college-private partnerships that allows colleges to be more financially competitive. In return, the economic advantages from delivering their programs to more students in more locations can be invested back into the colleges' main campuses and local communities.
- Reached a funding agreement with the Government of Canada to share start-up costs in the creation of the new Université de l'Ontario français in Toronto.
- Made changes to permit colleges and universities to offer Bachelor nursing degree programs on a stand-alone basis. For colleges, this will be the first time

they would be able to offer the Bachelor of Science in Nursing (BScN) degree independently of a university partner.

- Higher Education Quality Council of Ontario (HEQCO) released its first report on free speech, which showed that all universities and colleges are in compliance with a free speech policy that meets the government requirements.
- Simplified how colleges, private and out-of-province institutions receive consent to offer new degrees in Ontario and how publicly assisted institutions receive program funding approvals.
- Announced that the government received the report on Intellectual Property in Ontario's Innovation Ecosystem submitted by the Expert Panel on Intellectual Property and are reviewing recommendations to determine next steps.
- Encouraged research and the commercialization of discovery in Ontario by Ontario's investment in research.
- Restored public trust in how public money is spent through changes to OSAP to make it a financially sustainable program that will continue to provide financial support to students who demonstrate financial need.
- Invested \$22.8 million in the nine Indigenous Institutes in Ontario to help them provide high-quality education that responds to community and local labour market needs, and provides a culturally holistic learning environment that prepares learners for success in the workforce.
- Prioritized student safety to ensure students are able to reach their potential by providing safe and supportive learning environments.
- Helped expand access to mental health services for postsecondary students through texting platforms.
- Higher Education Quality Council of Ontario (HEQCO) published a report on Digital Learning in Ontario, which demonstrated Ontario's leadership in digital learning and opportunities for continued growth and development of this space.

Agencies, Boards and Commissions (ABCs)

Na me	Description	20 20 -2 1 Ex p e n di tu re Es ti m at es (\$)	2 0 2 0- 2 1 R e v e n u e Es ti m at es (\$)	20 19 -2 0 Ex pe n di tu re In te ri m Ac tu al s (\$)	2 0 1 9- 2 0 R e v e n u e In te ri m Ac tu al s (\$)	2 0 1 8- 1 9 E x p e n di tu r e Ac t u al s (\$)	2 0 1 8 - 1 9 R e v e n u e Ac t u al s (\$)
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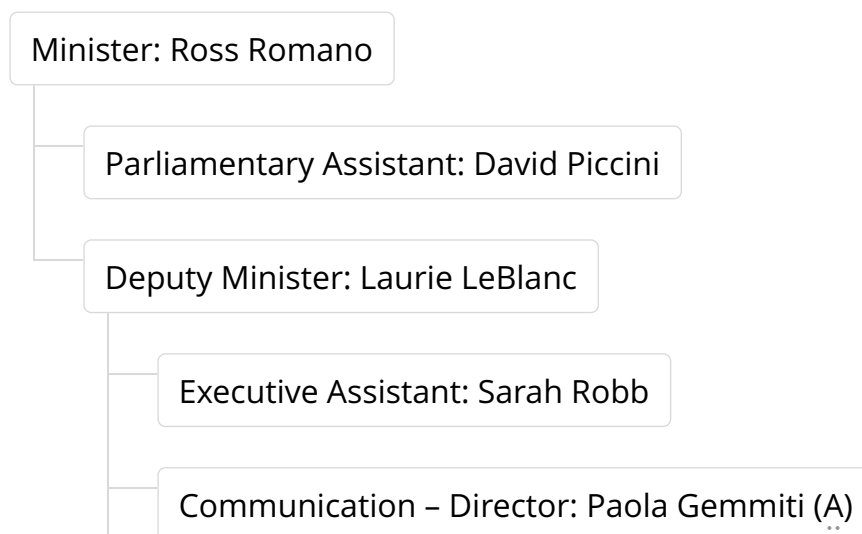
Hig her Edu cati on Qua lity Cou ncil of Ont ario (HE QCO)	Assists the Minister to improve all aspects of postsecondary education, including improving the quality of, and access to, postsecondary education, and enhancing the accountability of postsecondary education institutions. The agency also: • recommends targets to be achieved and performance measures to be used to evaluate the postsecondary education sector • evaluates the postsecondary education sector, reports to the Minister and makes results public	4, 10 0, 00 0	N / A	4, 10 0, 00 0	N / A	5 , 1 9 8 , 7 8 4 . 1 6	N / A
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	• conducts research on postsecondary education. • researches, evaluates and reports on free speech across the postsecondary sector						
Tra ining Com plet ion Ass ura nce Fun d Advi sory Boa rd (TC AF)	Provides advice to the Superintendent of Private Career Colleges (PCC) on the administration of TCAF, including financial administration of the fund; criteria for assessing financial viability of PCCs; general guidelines for responding to PCC closures; and responses to specific PCC closures. TCAF is a Special Purpose Account (SPA), authorized by the Ministry of	0	N / A	0	N / A	0	N / A

	Finance within the Consolidated Revenue Fund (liability account) and represents money received or collected by Ontario for a special purpose.						
Post sec ond ary Edu cati on Qua lity Ass ess men t Boa rd (PE QAB)	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.	97 0, 00 0	1 5 0 , 0 0 0	84 3, 00 0	3 9 0 , 0 0 0	9 0 4 , 0 0 0	5 5 , 0 0 0
Ont ario	Reviews research proposals	5, 00	N / 1001	0	N / 1001	1 ,	N / 1001

Research Fund Advisory Board (OR FAB) *****	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.	0	A ***		A ***	2 4 4 . 9 0	A ***
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Ministry organization chart



Executive Lead/ Special Advisor to the Deputy Minister on Strategic Mandate Agreements: Marny Scully

Data, Research and Innovation Division – Assistant Deputy Minister: Rachel Simeon

Executive Assistant: Isabella Di Cristofaro

Information Management and Data – Director: (Vacant)

Science and Research – Director: Katherine Kelly Gatten

Advanced Education Learner Supports Division – Assistant Deputy Minister: Carol Strachan (A)

Executive Assistant: Olga Lenskaia (A)

Private Career Colleges – Director: Travis Coulter (A)

Student Financial Assistance – Director: Maria Mellas

Digital Learning Policy – Director: Anna Boyden

Postsecondary Education Division – Assistant Deputy Minister: Kelly Shields

Executive Assistant: Lauren Albert (A)

Postsecondary Education Policy – Director: Paddy Buckley

Postsecondary Accountability – Director: Ivonne Mellozzi (A)

Indigenous Education – Director: Barry McCartan

Postsecondary Education Quality Assessment Board
Secretariat – Director: James Brown

Postsecondary Finance & Information Management –
Director: George Xenos (A)

Corporate Management & Services Division – Assistant Deputy
Minister: Susan Flanagan

Executive Assistant: Caroline Noakes

Ontario Internal Audit Education Audit Team (Reports to
Ministry of Education and Ministry of Colleges and
Universities) – Director: Michael Benn (A)

Corporate Finance & Services – Director: Konrad Stypka (A)

Strategic Human Resources – Director: Nadine Ramdial

Corporate Coordination (Reports to Ministry of Education
and Ministry of Colleges and Universities) – Director: Sarah
Truscott

Legal Services (Reports to Ministry of Education and
Ministry of Colleges and Universities) – Director: Shannon
Chace

French Language Teaching, Learning & Achievement Division –
Assistant Deputy Minister: Denys Giguère

Executive Assistant: Shabbirr Auhammud (A)

MCU French-Language Priorities – Director: Gilles Fortin

Community Services I&IT Cluster (Reports to Ministry of Education and Ministry of Colleges and Universities) – Chief Information Officer/ Assistant Deputy Minister: Soussan Tabari

Executive Assistant: Marie Dearlove

Case & Grant Management Solutions (Reports to Ministry of Education and Ministry of Colleges and Universities) – Director: Sanaul Haque

Strategic Planning & Business Relationship Management (Reports to Ministry of Education and Ministry of Colleges and Universities) – Director: Aleli Gulak (A)

Data Collection & Decision Support Solution (Reports to Ministry of Education and Ministry of Colleges and Universities) – Director: Carm Scarfo

iACCESS Solution (Reports to Ministry of Education and Ministry of Colleges and Universities) – Director: Sanjay Madan

Detailed financial information

Table 2: Total operating and capital summary by vote

Operating Expense						
Votes/Programs	Estimates	Change from	Change from	Estimates	Interim	Actuals

	2020-21 \$	Estimates 2019-20 \$	Estimates 2019-20 %	2019-20 [1] \$	Actuals 2019-20 [1] \$	2018-19 [1] \$
Ministry Administration	16,147,000	1,388,600	9.4	14,758,400	17,470,200	20,683,313
Postsecondary Education	6,455,038,100	(131,741,500)	(2.0)	6,586,779,600	6,491,779,600	7,398,858,795
Research Program	187,399,200	(1,290,400)	(0.7)	188,689,600	188,689,600	174,629,39
Total Including Consolidation & Other Adjustments	10,153,240,914	78,774,700	0.8	10,074,466,214	9,958,732,214	10,543,024,512

						9
Total Operating Expense to be Voted	6,658,584,300	(131,643,300)	(1.9)	6,790,227,600	6,697,939,400	7,594,171,507
Statutory Appropriations	55,106,014	0		55,106,014	55,106,014	36,264,081
Ministry Total Operating Expense	6,713,690,314	(131,643,300)	(1.9)	6,845,333,614	6,753,045,414	7,630,435,588
Total Including Consolidation & Other Adjustments	10,153,240,914	78,774,700	0.8	10,074,466,214	9,958,732,214	10,543,024,512

Consolidation & Other Adjustments - Colleges	3,5 04, 321 ,70 0	210, 997, 500	6.4	3,2 93, 324 ,20 0	3,2 69, 671 ,70 0	2, 96 1, 02 7, 35 1
Operating Expense Adjustment - Student Assistance Interest Expense Reclassificati on	(48 ,97 9,9 00)	0		(48 ,97 9,9 00)	(48 ,97 9,9 00)	(3 3, 05 5, 24 6)
Consolidation & Other Adjustments - Hospitals	(9, 886 ,60 0)	5,10 7,40 0		(14 ,99 4,0 00)	(15 ,00 5,0 00)	(1 5, 19 3, 84 4)
Total Including Consolidation & Other Adjustments	10, 153 ,24 0,9 14	78,7 74,7 00	0.8	10, 074 ,46 6,2 14	9,9 58, 732 ,21 4	10, 543 ,02 4,5 12

Consolidation & Other Adjustments - General Real Estate Portfolio	(5 , 904 ,60 0)	(5 ,6 86 ,9 00)		(21 7 ,7 00)	N/A *****	(1 89 ,3 37)
Total Including Consolidation & Other Adjustments	10 , 153 ,24 0,9 14	78 ,7 74 ,7 00	0 . 8	10 , 074 ,46 6 ,2 14	9 ,9 58 , 732 ,21 4	10 , 543 ,02 4 ,5 12

Operating Assets

Votes/P rogram s	Esti mat es 202 0-21 \$	Chang e from Estim ates 2019-2 0 \$	Chang e from Estim ates 2019-2 0 %	Esti mat es 201 9-20 [1] \$	Inte rim Actu als 2019 -20[1 -20[1] \$	Act ual s 201 8-1 9[1] \$
Ministry Total Operati ng Assets	395 ,10 1,0 00	(44 ,9 00 ,00 0)	(10 . 2)	440 ,00 1,0 00	440 , 001 , 000	149 ,52 1,5 16

Votes/P rograms	Esti mat es 202 0-21 \$	Chang e from Estim ates 2019-2 0 \$	Chang e from Estim ates 2019-2 0 %	Esti mat es 201 9-20 [1] \$	Inte rim Actu als 2019 -20[1]] \$	Act ual s 201 8-1 9[1] \$
Ministry Adminis tration	1,0 00	0		1,0 00	1,00 0	N/A *****
Postseco ndary Educatio n	395 ,10 0,0 00	(44,9 00,00 0)	(10.2)	440 ,00 0,0 00	440, 000, 000	149 ,52 1,5 16
Researc h Program	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****
Ministry Total Operatin g Assets	395 ,10 1,0 00	(44,9 00,00 0)	(10.2)	440 ,00 1,0 00	440, 001, 000	149 ,52 1,5 16

Votes/P rograms	Esti mat es 202 0-21 \$	Chang e from Estim ates 2019-2 0 \$	Chang e from Estim ates 2019-2 0 %	Esti mat es 201 9-20 [1] \$	Inte rim Actu als 2019 -20[1] \$	Act ual s 201 8-1 9[1] \$
Total Operati ng Assets to be Voted	395 , 10 1, 0 00	(44, 9 00, 00 0)	(10.2)	440 , 00 1, 0 00	440, 001, 000	149 , 52 1, 5 16
Ministry Total Operatin g Assets	395 , 10 1, 0 00	(44, 9 00, 00 0)	(10.2)	440 , 00 1, 0 00	440, 001, 000	149 , 52 1, 5 16

Capital Expense

Votes/Programs	Estimates 2020-21 \$	Change from Estimate s 2019-20 \$	Change from Estimate s 2019-20 %	Estimates 2019-20 ^[1] \$	Interim Actuals 2019-20 ^[1] \$	Actuals 2018-19 ^[1] \$
Postsecondary Education	173,021,900	81,265,200	88.6	91,756,700	91,756,700	391,066,458
Research Program	90,700,000	(2,700,000)	(2.9)	93,400,000	83,400,000	88,700,000
Total Including Consolidation & Other Adjustments	513,800	24,732,200	5.1	489,077,600	458,154,000	646,552,907

Total Capital Expense to be Voted	263 , 72 1, 9 00	78, 5 65, 2 00	42 . 4	185 , 15 6, 7 00	175 , 15 6, 7 00	47 9, 76 6, 45 8
Statutory Appropriations	7, 0 60, 500	0		7, 0 60, 500	7, 0 60, 500	5, 14 2, 68 8
Ministry Total Capital Expense	270 , 78 2, 4 00	78, 5 65, 2 00	40 . 9	192 , 21 7, 2 00	182 , 21 7, 2 00	48 4, 90 9, 14 6
Consolidation & Other Adjustments - Colleges	266 , 60 4, 2 00	(46, 142, 200)	(14 . 8)	312 , 74 6, 4 00	294 , 38 8, 0 00	23 1, 95 6, 18 3
Total Including Consolidation & Other Adjustments	513 , 80 9, 8 00	24, 7 32, 2 00	5 . 1	489 , 07 7, 6 00	458 , 70 5, 4 00	646 , 55 2, 9 07

Consolidation & Other Adjustments - Schools	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	(6 3, 50 0)
Consolidation & Other Adjustments - Hospitals	(23 , 57 6, 8 00)	(7, 6 90, 8 00)	N/A *****	(15 , 88 6, 0 00)	(17 , 89 9, 8 00)	(2 5, 37 8, 51 4)
Consolidation & Other Adjustments - General Real Estate Portfolio	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	(2 31 , 9 09)
Consolidation Adjustments - Strategic Investment Fund	N/A *****	N/A *****	N/A *****	N/A *****	N/A *****	(4 4, 63 8, 49 9)
Total Including Consolidation & Other Adjustments	513 , 80 9, 8 00	24, 7 32, 2 00	5.1	489 , 07 7, 6 00	458 , 70 5, 4 00	646 , 55 2, 9 07

Capital Assets						
Votes/Programs	Estimates 2020-21 \$	Change from Estimates 2019-20 \$	Change from Estimates 2019-20 %	Estimates 2019-20 ^[1] \$	Interim Actuals 2019-20 ^[1] \$	Actuals 2018-19 ^[1] \$
Postsecondary Education	1,000	0		1,000	1,000	5,170,805
Total Capital Assets to be Voted	1,000	0		1,000	1,000	5,170,805
Ministry Total Capital Assets	1,000	0		1,000	1,000	5,170,805
Ministry Total Operating and	10,667	103,50	1.0	10,563	10,417	11,1

Capital Including Consolidation and Other Adjustments (not including Assets)	, 05 0 , 7 1	6 , 90 0		, 54 3 , 8 14	, 43 7 , 6 14	89 , 5 77 , 4 19
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Historic trend table

Historic Trend Analysis Data	Actu als 2017 -18 \$	Actu als 2018 -19 \$	Estim ates 2019- 20^[2] \$	Estim ates 2020- 21 \$
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	10 , 4 65 , 4 88 , 6 42	11 , 1 89 , 5 77 , 4 19	10 , 5 63 , 5 43 , 8 14	10 , 6 67 , 0 50 , 7 14
Percent change (%)	N/A *****	7	- 6	1

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

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

Appendix: 2019-20 Annual Report

2019-20 results

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

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

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

Key initiatives and results

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

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

Making tuition more affordable

Helping students who demonstrate financial need

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

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

Keeping education affordable

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

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

For the 2020-21 academic year, tuition fees will remain frozen at 2019-20 levels.

Since their launch, Ontario's investment in the development and availability of Open Educational Resources has saved students over \$10 million.

Supporting Northern institutions

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

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

Sharing ideas openly

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

universities.

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

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

Restoring financial sustainability in the postsecondary education sector

Innovative entrepreneurial partnerships

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

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

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

Streamlining approvals for offering new degrees

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

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

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

More choices to learn

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

On April 3, 2019, *Bill 66, Restoring Ontario's Competitiveness Act, 2018*

(<https://www.ola.org/en/legislative-business/bills/parliament-42/session-1/bill-66>)

received Royal Assent. The bill amended the *Private Career Colleges Act, 2005*

(<https://www.ontario.ca/laws/statute/05p28>) to make it easier for private career colleges to do business in the province.

Setting incentives for success

Performance-based funding

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

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

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

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

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

Maximizing commercialization opportunities

Intellectual Property

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

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

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

Ensuring dynamic postsecondary education workforce

Experiential learning

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

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

The government has also worked with Mitacs (<https://www.mitacs.ca/en>) – an organization that builds partnerships between education and industry – to create more than 1,400 high-quality research internships for graduate students and postdoctoral fellows in 2019.

Stand-alone nursing policy

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

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

Access to education

Université de l'Ontario français

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

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

Indigenous Institutes

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

To support the recognition of Ontario's nine Indigenous Institutes as part of the

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

Accessible, safe campuses

Students with disabilities

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

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

Mental health supports

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

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

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

Making campuses safer

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

Research institutes and funding

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

The Ministry of Colleges and Universities supports three Research Institutes:

- Ontario Institute for Cancer Research (OICR)

- Ontario Brain Institute (OBI)

- Clinical Trials Ontario (CTO)

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

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

- Early Researcher Awards (<https://www.ontario.ca/page/early-researcher-awards>)
- Ontario Research Fund – Research Excellence (<https://www.ontario.ca/page/ontario-research-fund-research-excellence>)
- Ontario Research Fund – Research Infrastructure (<https://www.ontario.ca/page/ontario-research-fund-research-infrastructure>)

Acknowledging and rewarding innovation

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

economy and improve lives.

- The annual Premier's Awards acknowledge college graduates that have demonstrated outstanding achievement related to their college experience and have made a significant contribution to their communities. In 2019, eight individuals were recognized for their important work in the areas of apprenticeship, business, community service, creative arts and design, health sciences, technology and more.
- The ministry also awarded the 2019 Minister's Lifetime Achievement Award to Sonia Del Missier, retired Vice President, Academic, for her 39-year career at Cambrian College.
- The John Charles Polanyi Prizes are awarded annually to researchers who are in the early stages of their careers, are pursuing post-doctoral research at an Ontario university and represent the province's next generation of innovators. In February 2020, Ontario recognized five of the province's leading researchers for their contributions to the fields of literature, chemistry, physiology/medicine, physics and economic science.

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

Table 3: Ministry interim actual expenditures 2019-20^[3]

Item	Amount
COVID-19 approvals (\$M)	25 . 6
Other operating (\$M)	9 , 933 . 1

Item	Amount
Capital (\$M)	458 . 7
Staff strength ^[4] (as of March 31, 2020)	383 . 3

Updated: March 31, 2022
Published: December 14, 2020

Footnotes

- [1] ^ Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.
- [2] ^ Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure.
- [3] ^ Interim actuals reflect the numbers presented in the March 2020 Economic and Fiscal Update.
- [4] ^ Ontario Public Service Full-Time Equivalent positions.