

Office of the Treasury Board

2017-18 Second Quarter Update – Phase II

Treasury Board/Management Board of Cabinet

November 28, 2017

Overview

TBS

2017-18 Second Quarter reports were due from ministries in two phases.

- Phase I (presented on October 31st) provided an early read on Q2 risks (i.e., pressures and savings)

- This presentation is based on information submitted in Q2 Phase II on the:

- **In-year expenditure management strategy**, including updates on pressures and savings since Phase I [slides 3-10, 50-65]

- **Ministry report backs** [slides 11-13, 66-99]

- **Agency risks** [slides 14-22, 100-138]

- **I&IT Quarterly update** [slides 23-36, 139-150]

- **Major Public Infrastructure Projects** [slides 37-48]

Current Strategy

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- TBS has been following an in-year expenditure management strategy that is based on four key elements:
 - Improving the accuracy and timeliness of forecasts by identifying substantive changes in ministry forecast since the First Quarter.
 - Tracking the rate of implementation of initiatives.
 - Fully integrating emerging policy risks in the fiscal risk picture.
 - Providing details on planned discretionary spending.
- As of Q2 Phase II, the total savings required to offset pressures and meet the Year-End Savings target is \$1.4B:

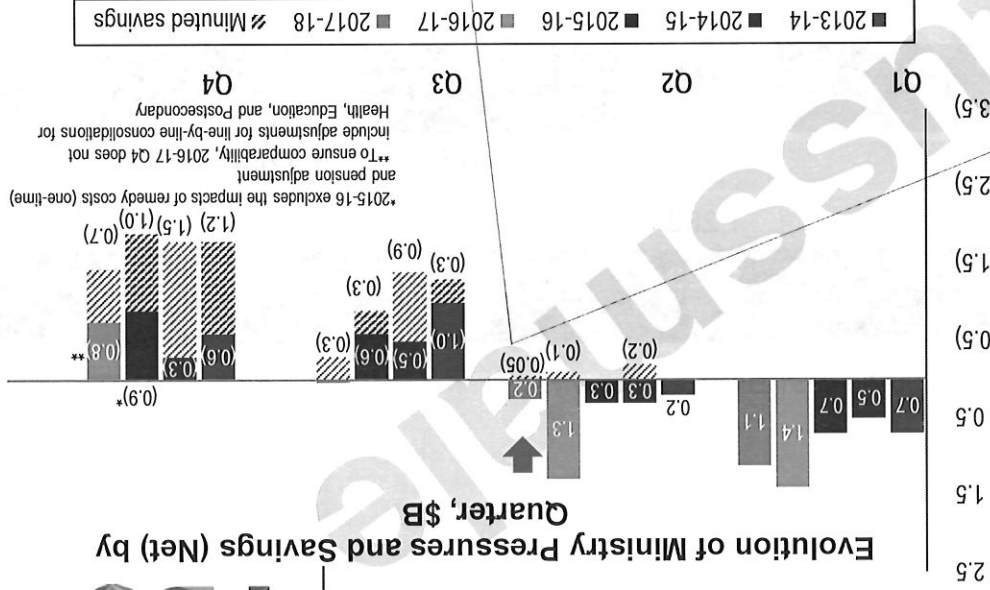
\$M	Q2 2016-17	Q1 2017-18	Q2 Phase I 2017-18	Q2 Phase II 2017-18
Year End Savings Target ¹	447.6	1,200.0	1,149.6	1,149.6
Net Ministry Pressures	1,282.0	1,116.3	568.8	247.6
Total Savings Required to Offset Pressures and meet the Savings Target at Q2	1,729.6	2,316.3	1,718.4	1,397.2

¹ In 2016-17 and 2017-18, the Year-End Savings Target was \$800M and \$1,200M respectively.

Sector Pressures/Savings

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Evolution of Ministry Pressures and Savings (Net) by Quarter, \$B



- Through Q2 reporting, ministries provided an update on their risks (pressures and savings).
- TBS analysis included updating ministry risks to reflect their assessment and adding certain compensation and other risks that are tracked corporately.
- Net Q2 pressures include:
 - \$1.7B in pressures
 - \$1.5B in savings

Net pressure of \$0.2B

Sector	\$M	2013-14	2014-15	2015-16	2016-17	2017-18	2017-18	2017-18
Health	270	465	312	691	558	495	495	495
Education	(50)	13	40	273	25	15	(24)	51
Postsecondary & Training	(94)	43	(45)	(15)	115	254	254	51
Children's & Social Services	28	(141)	44	262	100	94	94	88
Justice	18	43	37	83	85	103	103	112
Other Programs	39	(113)	(81)	(13)	234	(392)	(474)	248
Total	211	310	307	1,282	1,116	569	569	248

Savings to Managing To	be minuted through Q2	2013-14	2014-15	2015-16	2016-17	2017-18	2017-18	2017-18
Health	0	0	0	0	0	0	0	0
Education	0	0	0	0	0	0	0	0
Postsecondary & Training	0	0	0	0	0	0	0	0
Children's & Social Services	0	0	0	0	0	0	0	0
Justice	0	0	0	0	0	0	0	0
Other Programs	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0

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In-year expenditure management

Net Pressure Changes Since Phase I

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- Changes in net pressures are mainly due to:
 - EDU – decrease in pressures of approximately \$39M mainly due to removal of a \$25M pressure for lower than forecast school sales
 - MAESD – decrease in pressures of \$203M as TB/MBC approved \$118M to offset pressures for the Ontario Student Assistance Program, and the remaining \$85M is noted as a risk against the C-Fund.
 - MCYS – increase in pressures of approximately \$5M mainly due to the addition of a pressure for the In-year transition for Ontario Autism Program
 - MCSS – decrease in pressures of \$10.8M due to a decrease in the Social Assistance Forecast
 - MAG – increase in overall pressures of approximately \$9M mainly due to:
 - Increase of \$7M for Court Settlements and Unpaid Fines pressure
 - Decrease in savings of \$2M as ministry now plans to implement the Serious Fraud Office
 - MOI – increase in savings of approximately \$88M mainly due to
 - Removal of \$22M pressure for Capital Repairs Proactive Asset Management
 - Increase of \$34M in savings for Fed-Prov Infrastructure Programs (fiscally neutral)
 - MNDM – decrease in overall pressures mainly due to a decrease of \$6.8M for Intercommunity Bus
 - BIE has a pressure this year of \$26.5M which has been added to Other Sector pressures

Minutable Savings

- As part of Q2 reports, ministries identified \$99.1M savings that will be minuted into the Contingency Fund towards achieving the Year-End Savings target in Q2:

Ministry	Description	\$M
MTO	• Delayed implementation – Municipal Transit Projects	(58.2)
MMA/MHO	• Delayed implementation – Development Charge Rebate Program	(25.0)
OMAFRA	• Forecast Update savings for Jobs and Prosperity Fund related to Food and Beverage Fund*	(8.0)
MIT	• Delayed implementation – Locally Engaged Staff	(4.0)
MCYS	• Delayed implementation – Grandview Children's Treatment Centre	(2.5)
MTCs	• Delayed implementation – Canadian Canoe Museum (\$1.0M) • Delayed implementation – Famous People Players (\$0.045M)	(1.1)
MOF	• Forecast Update for Budget Talks	(0.4)
Total Savings To Minute at Second Quarter**		(99.1)
ENERGY	• Forecast Update savings for Ontario Fair Hydro Plan	(148.2)
Total Savings To Minute at Q3		(148.2)
Total Savings towards Year End Savings Target		(247.3)

* OMAFRA indicates that \$8.0M of minutable savings include \$6.4M of the internal holdback on discretionary spending.

** In addition, there are fiscally neutral savings to be minuted as follows:

- \$200M for MTO appropriation savings in the Public Transit Infrastructure Fund, to be offset by a reduction in federal revenue.
- \$110M for MOI appropriation savings in the Building Canada Fund to be offset by a reduction in federal revenue.
- \$3.6M for MOECC expense savings related to land improvement costs that are fiscally neutral upon GREP consolidation.

In-year expenditure management

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Q2 Capital Asset Underspending

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- As part of Q2 reports, ministries have also identified net \$1.7B in capital asset underspending, of which \$1.1B is minutable:

Ministry	Description	Total Savings (\$M)	Minutable (\$M)
<u>Underspending</u>			
MTO	• Delayed implementation – Metrolinx projects including Regional Express Rail	(1,441.1)	(1,000.0)
	• Delayed Implementation (net amount) – Ministry Owned Assets (e.g. Hwys)	(209.5)	(75.0)
MAESD	• Seneca College Asset Re-profile- 2017-18 to 2018-19	(23.2)	(23.2)
Various	• Delayed implementation/Consolidation Adjustments*	(21.9)	(8.3)
Total Net Underspending		(1,695.7)	(1,106.5)

*Minutable savings are \$5.8M for Re-profiling of Funds for the 125 RR Lab Relocation and \$2.5M RMYC and Brookside Project Re-profiling.

- This underspending does not benefit the fiscal plan, beyond potential interest on debt savings.

TBS | Status of the Year-End Savings Target

2017-18 Savings Requirement	
Year End Savings Target	1,200.0
Actions to date:	
Q1 Minuted Savings (MSA - \$1M, MOF - \$29.8M, MCSS - \$19.6M)	(50.4)
Proposed Actions through Q2 Phase II:	
Account for Other Savings Minuted In-Year (MAESD: delayed implementation – Ontario Student Financial Supports for Indigenous Learners – Nov 14)	(3.3)
Minute Savings at Second Quarter Savings (slide 6)	(99.1)
Minute Savings at Third Quarter (Slide 6)	(148.2)
Remaining Year-End Savings Target	899.0

Next Steps on Year-End Savings target

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2017-18 Savings Requirement	\$M
Move forward with Immediate Steps, which could include:	
Limit use of the contingency funds to provide offsets for in-year approvals (and consider setting aside a notional amount of remaining funds towards the YES)	50 – 75
Review funding remaining on holdback to minute out amounts that are not likely to be required	50 – 75
Review the Capital Plan and identify additional expense savings	TBD
Work with OPCD and ministries on consolidation forecasts to identify any potential savings	TBD
Actively pursue savings in specific ministries (e.g., review of forecasting in MOHLTC, EDU)	TBD
Communicate to ministries to consider opportunities to slow discretionary and project spending	TBD
Consider additional measures through Q3 based on success of immediate steps taken:	
Review discretionary spending for potential savings;	
• Minute discretionary spending that ministries placed on internal holdback	TBD
• Freeze specific discretionary spending allocations within ministries	TBD
Track the Greenhouse Gas Reduction Account underspending	TBD
Remaining Year-End Savings Target	TBD

Proposed TB/MBC Minute

TBS

- **Receive** a Second Quarter Phase II update on ministry risks and progress towards managing from within the Ministry's approved allocation.
- **Approve** a Treasury Board Order to minute Ministry Q2 savings of \$99.1M.
 - Note Ministry of Energy Savings of \$148.2M to be minuted as part of the Third Quarter Report.
- **Approve** expenditure decreases in various ministries to minute Ministry Q2 appropriation savings of \$1,420.0M.

See Attachment 1 for detailed minutes

In-year expenditure management

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Report Backs

Overview Of Report Backs

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- 216 report backs were received (Appendix 2, slides 66-99)
- Identified issues related to implementation

– Delayed/On Hold (8):

- ENERGY: Green Investment Fund First Nations Microgrid and Energy Storage
- MCSCS: First Nations Policing Critical Infrastructure
- MGCS: ServiceOntario Modernization
- MEDG/MRIS: Transformative Technology; Ontario Neurotrauma Foundation
- MNRF: Contaminated Sites
- MOECC: Green Ontario Fund
- MOF: Horse Racing Long-term Funding Strategy

– New/increased fiscal pressures (5):

- MAESD: Alternative Financial and Procurement Projects [\$3.2M increase in total costs]
- MCYS: Grandview Children's Treatment Centre [Risk of \$22M to \$28M in future years. *Savings of \$2.5M in 2017-18 due to re-profiling*]
- MCSS: ODSP Offices Retrofits [Requesting \$13.7M through 18-19 PRRT]
- MCSS: Transition of Young Adults with Complex Special Needs [Risk of \$9M to \$12M in 2017-18]
- MIRR: Land Claims Forecast [\$5.2M in 2017-18]

- The report backs for an additional five initiatives are outstanding or require additional information to be provided:

- EDU: Extension of Land Funding to Support the Purchase of Land by School Boards
- MAG/MOF/MCSCS: Serious Fraud Office (reporting back as in-year item to TB/MBC on Nov. 28)
- MOF/MCSS: Benefits Transformation Boulder
- MFA: Francophone Community Grants Program
- MOHLTC: 2017-18 PRRT Savings Initiatives and Risks

Proposed TB/MBC Minute

TBS

- **Receive** ministry report backs as detailed in Appendix 2, with further direction provided to ministries in respect of some report backs (e.g., to specify reporting requirements for future report backs).

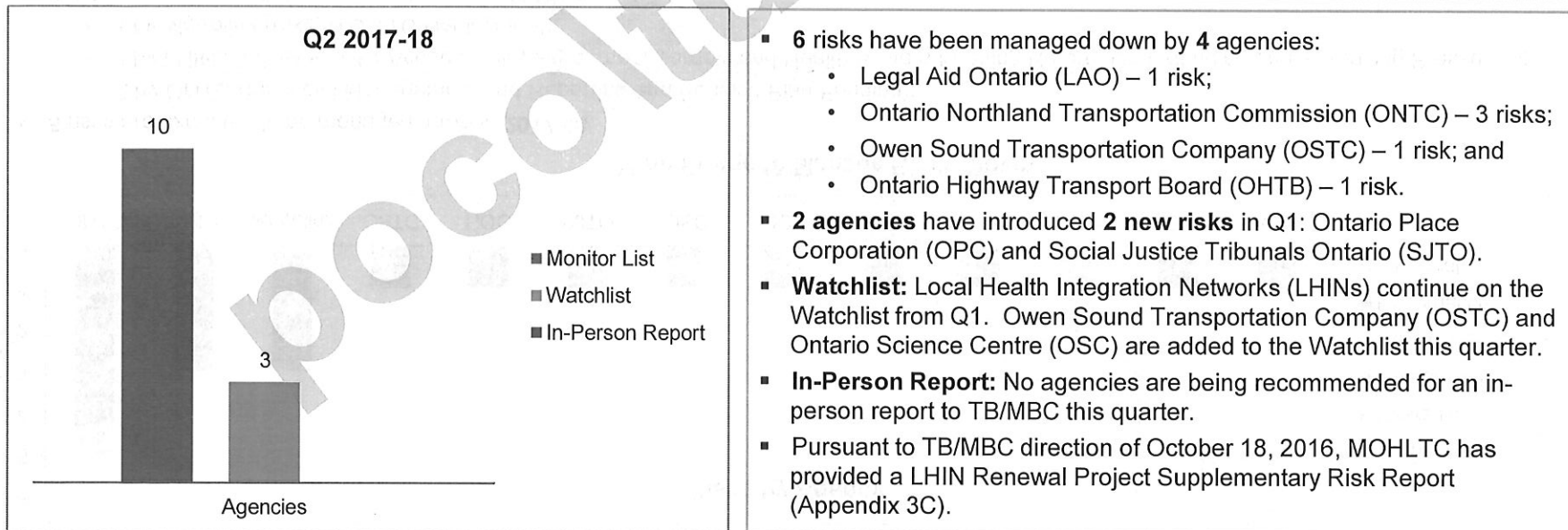
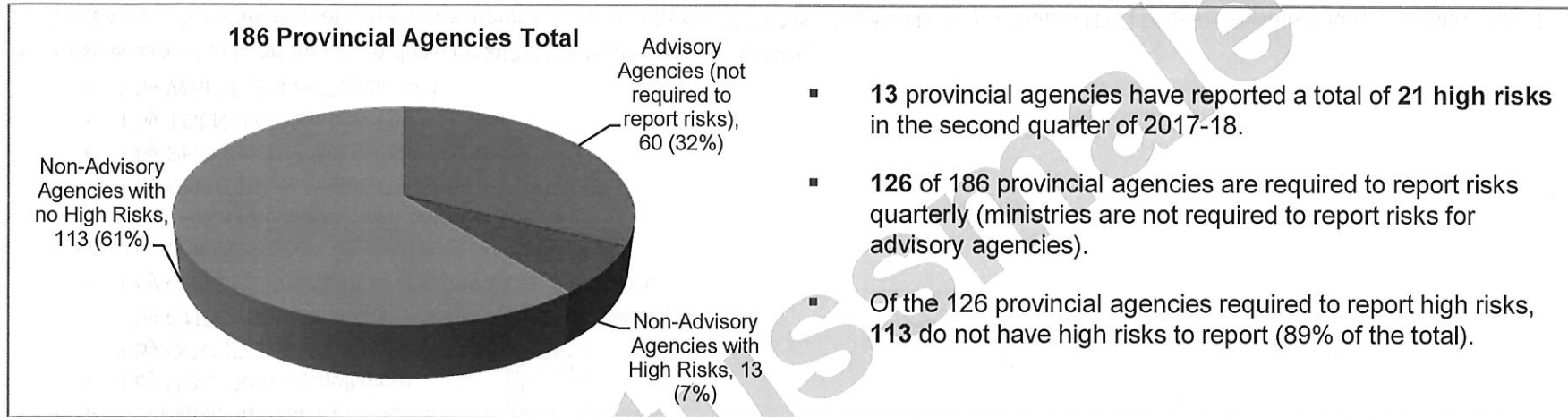
See Attachment 1 for detailed minutes

Agency Risks

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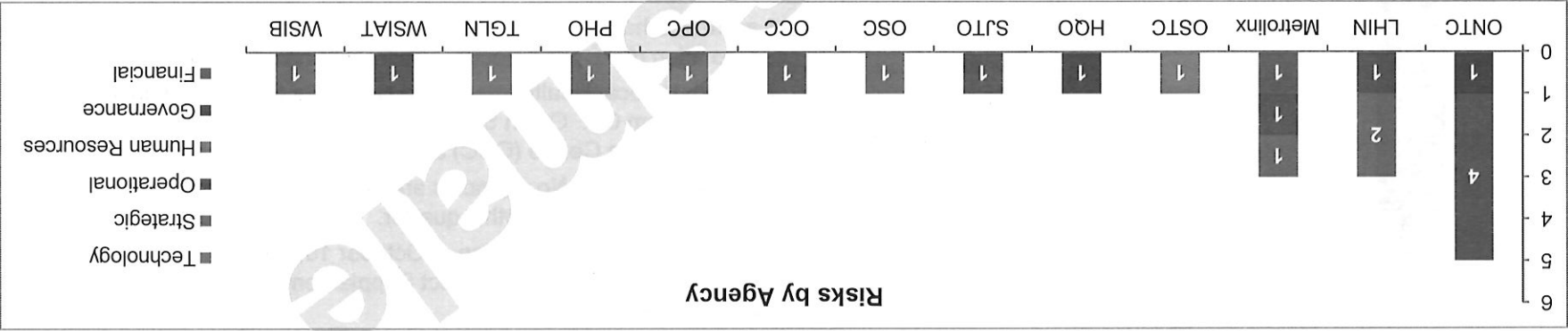
Agency Risk Overview

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Agency Risk Overview (Cont'd)

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Time Frame to Manage Risks Down:

- 5 risks are expected to be managed down in 2017-18:
 - 2 by ONTC (Financial Management and Reporting and Pension Plan Funding);
 - 2 by LHINs (Ministry-LHIN Accountability Agreement Targets and Health System Funding Reform Underfunding and Increasing Pressures);
 - 1 by Metrolinx (PRESTO TTC Deployment).
- 4 risks are expected to be managed down in 2018-19:
 - 1 by HQO (Non-Compliance);
 - 1 by OCC (Redevelopment Loan Repayment);
 - 1 by ONTC (Remanufacturing Repair Centre Services);
 - 1 by OSTC (Senior Leadership and Skills Shortage);
- 5 risks are expected to be managed down in 2019-20:
 - 1 by LHINs (Implementation of Patients First)
 - 1 by ONTC (Governance Capacity)
 - 1 by PHO (Lack of Sustainable Funding);
 - 1 by TGLN (I&IT System TOTAL); and
 - 1 by WSIAT (Active Caseloads).
- 1 risk is expected to be managed down by 2022: WSIB (Unfunded Liability).
- 6 risks don't have an estimate time to be managed down: 1 from OPC (OPC Capital Needs); 1 from SJTO (Transfer Payment Accounts Shortfall); 1 from ONTC (Capital Project Management); 1 from OSC (OSC Capital Needs) and 2 from Metrolinx (Three Service Delivery/Stakeholder Management and Two Financial Risks).

Agency Risks

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Key Observations for Q2: New Risk

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MAG

Risk Title: Transfer Payment Accounts Shortfall

Agency: Social Justice Tribunals Ontario (SJTO)

Fluctuation on Criminal Injuries Compensation Board (SJTO-CICB) Transfer Payment accounts including shortfall in transfer payment annual allocation and deficit in the accrued liability account. The accruals made for awards to be paid out in future years underestimated the actual payments, resulting in a shortfall in the accrued liability account. The accrued amount is calculated based on several variables including caseload levels, the average award, and award rate at the time the application was received. As the award is paid out in future years, any changes in these variables over time could impact the amount of funding available in the liability account.

The SJTO-CICB operates under the Compensation for Victims of Crime Act. The SJTO-CICB assesses and awards financial compensation for victims and family members of deceased victims of violent crimes committed in Ontario. The annual transfer payment covers: periodic payments; medical expenses/reports paid directly to service providers over the course of the year; financial awards for new cases received and paid within the current fiscal year; and financial awards for new cases received and accrued for payment in future years.

- Shortfalls in the SJTO-CICB transfer payment allocation could result in insufficient funds for the cases that will be paid in the future and compensation delays for victims of crime, which could lead to public scrutiny and complaints.
- Recent legislative changes could potentially increase the number of applications (caseload) at CICB and contribute to this risk. These include changes to the Compensation for Victims of Crime Act to remove the 2 year time period for applications resulting from sexual or domestic abuse, government strategy to combat human trafficking, the provision of free legal advice for sexual and domestic assault, a focus on improving justice services to aboriginal communities and dealing with historic inequity and abuse as well as the class action by crown wards.
- The likelihood of the risk is high, but the amount of the shortfall has yet to be determined. Given that there are a number of variables including the potential increase in the number of applications, the award rate and average award, it is difficult to forecast with certainty the amount of shortfall or the exact timing of the pressure for the SJTO-CICB transfer payment.

Category:
Financial

Impact:
TBD

Likelihood:
High

Speed of Onset:
Unknown

Time Frame to Manage Down:
TBD

Risk Mitigation Plan:

- Monthly forecasts will be completed and reviewed for accuracy, including a review of the accrued liability shortfall.
- Continue the work with SJTO, the Agency and Tribunal Relations Division (ATRD) and the Corporate Services Management Division (CSMD) to confirm the amount of liabilities and propose adjustments to the SJTO-CICB forecasting model (including regular reviews and adjustments of the award rate) and SJTO-CICB reporting.
- Internal audit to be conducted in fiscal year 2017-18 to review transfer payments processes and provide recommendations.
- The ministry, in conjunction with SJTO, will continue to monitor the accrual model and monthly statistics to ensure accuracy in forecasting.

TBS | Key Observations for Q2: New Risks

MTCS Risk Title: OPC Capital Needs

Agency: Ontario Place Corporation (OPC)				
OPC has identified several concerns related to the condition of the pods, bridges, ramps and Cinesphere, with potential implications for health and safety and/or asset preservation.				
Ensuring the availability of the pods and Cinesphere for planned use may require additional funding. Engineering assessments are currently underway to determine with greater precision the nature and impact of risks and the cost of recommended repairs. Due to the age of the structures, ongoing exposure to harsh environmental conditions, and requirements related to cultural heritage preservation, the scope and scale of the risk could increase exponentially without near-term action.				
OPC's capital needs, if not adequately addressed, will impact the agency's ability to maintain the site, to attract and retain visitors and generate revenue from site rentals to offset operating requirements.				
■ Impact: Engineering assessments are currently underway to determine the scope of costs.				
■ Speed of Onset: Variable across the range of assets, however it is anticipated that some needs are likely immediate.				
■ Risk will remain high until the most critical infrastructure needs are undertaken.				
Category:	Strategic	Impact:	TBD	Likelihood:
		High		
Speed of Onset:		Unknown		
Time Frame to Manage Down:		TBD		

Risk Mitigation Plan:

- MTCS is working with OPC to identify and prioritize imminent health and safety needs as well as critical needs to help ensure asset preservation.
- Engineering assessments to determine the scale and scope of risks and necessary repairs are underway and should be received in November 2017.
- MTCS will provide OPC with annual repair and rehabilitation capital funding to address the most critical capital projects.
- MTCS will identify and communicate annual repair and rehabilitation allocations in November 2017 to enable emergency repairs to begin.
- MTCS will work with OPC to review the \$7.2M Interim Activation Strategy (IAS), approved by TB/MBC in January 2017, to determine whether adjustments to scope or budget are required.
- MTCS will consider these needs as part of recommended next steps under the Ontario Place Revitalization West Island Call for Submissions Process. The pods, bridges and Cinesphere are available for adaptive re-use by potential tenants under the process. Development concepts submitted under this process could include capital investments in these assets.
- The West Island Call for Submissions Process concluded October 16, 2017. MTCS is targeting a TB/MBC decision for December 2017 that could include proposed solutions for the pods, bridges and Cinesphere.

Key Observations for Q2: Risks Managed Down

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MAG	Risk Title: LAO Operational Pressure
Agency: Legal Aid Ontario (LAO)	Risk LAO has operational pressures on three fronts: a structural (operating) pressure, Immigration and Refugee pressure, and financial eligibility pressure.
How this risk was managed down?	▪ The structural (operating), I&R , and financial eligibility risks are no longer considered high. In early October, the federal government announced an additional contribution of \$7.1 M for the Immigration and Refugee Program. ▪ As well, the Law Foundation of Ontario (LFO) gives LAO 75 per cent of the interest earned on lawyers' and paralegals' trust fund balances, after the foundation deducts its operating expenses. The rapid growth in the real estate market has had a positive impact on LAO's revenue. ▪ ATRD continues to work with LAO to develop a Balanced Budget Plan to eliminate its operating deficit across a two year period. ▪ LAO, ATRD and CSMD have developed, approved and implemented a forecasting template to report back on LAO's revenue and expenditures budget on a particular focus on savings initiatives and their status. ▪ LAO submitted its first monthly report utilizing the new forecasting template on September 10, 2017.

MNDM	Risk Title: Motor Coach Deregulation
Agency: Ontario Northland Transportation Commission (ONTC)	Anticipated provincial motor coach regulatory modernization (i.e. deregulation) may result in increased competition in the ONTC's motor coach service area. This could limit the effectiveness of the ONTC's transformation initiatives, which focus on a revenue growth strategy. The situation may result in the ONTC requiring increased provincial subsidy to offset the decrease in revenue.
How this risk was managed down?	▪ Minister Committee and Cabinet approval received in September 2017 for an Inter Community Bus approach that does not include deregulation. Deregulation of motor coach is no longer likely. ▪ Inter Community Bus approvals received at October 31 TB/MBC meeting. Ratified by Cabinet on November 1.

Key Observations for Q2: Risks Managed Down

TBS

MNDM	Risk Title: Rail Safety Compliance and Planning	Agency: Ontario Northland Transportation Commission (ONTC) How this risk was managed down? ■ No new regulatory changes are expected at this time. ■ Sustained capital investments (10 Year Capital Plan – approximately 10 million/year) reduced future risk of network/infrastructure deficiencies and the impact of changes in rail safety regulations. ■ Increased maintenance work and inspections have occurred on rail/track.
MNDM	Risk Title: Management of Self Insurance Fund	Agency: Ontario Northland Transportation Commission (ONTC) How this risk was managed down? There is a risk that the ministry could be financially exposed as a result of two major incidents in 2016-17, which depleted the ONTC's Self Insurance Fund (\$4.7M). Should a derailment occur between now and an option being developed and approved, the financial burden of any disaster would fall on the province. ■ The ministry suggested ONTC create a \$1M annual risk provision (based on five year average costs incurred) with their operating allocation to address their risk exposure through 2018-19 PRR. The ministry advised that since the risk of derailments is a contingent risk, it would be more appropriate to look to the province's Contingency Fund, after the ONTC and ministry have exhausted their resources in the event of a future derailment, in order to stay within allocation.

Key Observations for Q2: Risks Managed Down

TBS

MNDM

Risk Title: Port Divestiture

Agency:
**Owen Sound
Transportation
Company
(OSTC)**

The federal government owns the two port facilities (Tobermory and South Baymouth) used by the agency for its ferry service. The Transport Canada's (TC) current policy on port facilities is to divest. The TC may press for the OSTC or the Province to cost share future repairs and upgrades.

How this risk was managed down?

- Ministry and TC met in-person August 2017 to discuss the Port Asset Divestiture Program (PAPT) as it is TC's intent to enter into new agreements with Ontario to assume ownership of the port facilities/properties. The ministry's position remains unchanged in requesting TC to submit a proposal for the province's review. The 1972 agreement between the province and federal parties are binding including TC's maintenance and cost obligations.
- At this time, TC has indicated that following Tobermory's 5 year inspection, TC will submit a report to the ministry to include maintenance, dredging and engineering costs for the remaining 40 years+ life of the M.S. Chi-Cheemaun.

MTO

Risk Title: OIC appointment of a board member and permanent Chair

Agency:
**Ontario
Highway
Transport
Board (OHTB)**

The current Acting Chair is the only member empowered to fulfil the agency's main function (i.e. adjudicate applications under the Public Vehicles Act, averaging two days per week) and manage agency staff. The continued risk relates to succession planning as there is no back-up member (Acting Chair is currently the only member). Another member is needed to help ensure continuity of the OHTB's operations.

There is a risk that private sector intercommunity bus companies will be unable to operate if there is no Board member to adjudicate licence applications.

How this risk was managed down?

- The current Chair was appointed as of November 1st for a two year term ending on Oct 31, 2019.

Proposed TB/MBC Minute

TBS

- Receive TBS' Second Quarter 2017-18 Provincial Agency Risk report, as required by the Agencies and Appointments Directive.
- Direct the ministries reporting high risks to report back in the Third Quarter 2017-18 on progress made in mitigation of the agency high risks reported at Second Quarter 2017-18 for those agencies, as a component of its regular quarterly agency risk report.

See Attachment 1 for detailed minutes

I&IT Quarterly Update

Purpose

TBS

- The IT Quarterly Update Report is a quarterly report that includes:
 - Update on the status of IT Projects that enable significant business transformation over \$1M
 - Summary of the Q2 I&IT Project Approval Committee Decisions
 - Update on the IT Efficiencies Initiative (formerly called IT Modernization)
 - Update on eHealth – Digital Health Scorecard
 - New this quarter – Draft (metrics are still being refined)
 - Lessons Learned Summary

I&IT Projects At a Glance

Quarter over Quarter

TBS

End of Q1 17/18	Projects Added to Report this quarter	Projects Removed	Q2 17/18 Projects
7 Projects over \$20M	1 projects added this quarter IFIS Infrastructure Modernization (\$22.5M)		8 Projects over \$20M
40 Projects \$1M – \$20M	23 projects added this quarter 9 ITPAC approved Projects Approved in Q2 - Basic Income Pilot - Automated Income Verification and Business Services - Laboratory Information management System - Digital Voice Recording and Retrieval Solution for 911 Ambulance Communications - Ministry of Labour 360 - Employment Standards - Modernized Ontario Parks Reservation and Registration Service Approved in Prior Quarters - Revenue Processing, Image Capture and Data Entry Transformation Initiative - Initial Phase (RIDE TI) - Corporate Hyperion Information Reporting - Microsoft Office 365 - One Voice 14 Cluster approved Projects (\$1M - \$2M)	1 Project Completed Residual Imaging for Tax Administration	62 Projects \$1M – \$20M

Q2 2017-18 Status of Major I&IT Projects

The Major I&IT Projects Report (MPR) is a quarterly report on the status of large information technology projects that enable significant business transformation. Assessments are based on current TB/MBC approvals.

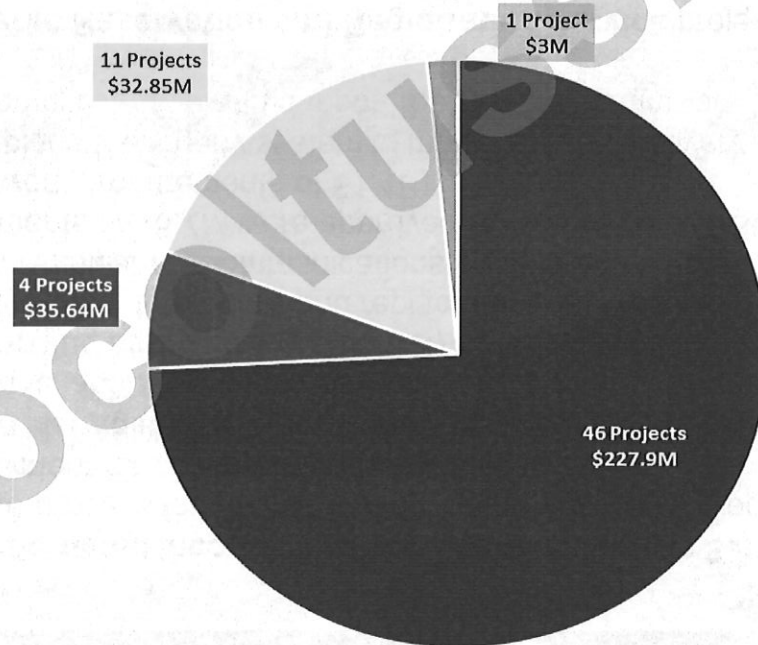
Project	Approved Cost (\$M)	Spent to Date (\$M)	End Date	*Overall Outlook	**Δ Q1 17-18
Investing in Transit and Transportation Infrastructure					
1 MetroInx – PRESTO on the TTC Project	444.40	347.00	Dec-17	Yellow	=
Fostering a Fair Society					
2 MCYS – Child Information Protection Network (CPIN)	204.76	169.27	Sep-19	Green	=
3 MAESD - Program Approval and Registration Information System (PARIS)	18.74	13.88	Mar-19	Green	=
Managing Responsibly					
4 MGCS – Contact Centre Modernization (CCM) Part 2	28.41	9.20	Sep-19	Green	=
5 MGCS - Ontario Business Information System Project (ONBIS)	42.20	3.14	Mar-20	Green	=
6 MGCS – IFIS Infrastructure Refresh Project	22.50	3.20	Oct-18	Green	new
7 MNDM - Mining Act Modernization (MAM)	11.95	8.93	Sep-17	Green	=
Managing the Health Care System Effectively					
8 MOHLTC - Digital Health Drug Repository (Formerly Comprehensive Drug Profile Repository)	19.69	13.26	Mar-18	Green	=

** Trend data (↑,↓ or "N/A") show change in assessment relative to last quarter. Refer to Appendix 4A for Assessment Scheme

Q2 Status of I&IT Projects with an Estimated Cost Between \$1M and \$20M

TBS

- Projects between \$1M and \$20M are self-assessed by the Ministry/Clusters. These projects are reviewed quarterly by the Information Technology Executive Leadership Committee (ITELC) and Information Technology Project Approval Committee (ITPAC).
- 62 projects with an aggregate project of \$300M active as of September 30, 2017



■ Green ■ Red ■ Yellow ■ Hold

Q2 I&IT Project Approval Committee



- Between July and September 2017, ITPAC reviewed the following:

Item	Ministry	(\$M)	Date
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Project Approvals			
Project Approvals	Basic Income Pilot - Automated Income Verification and Business Services	MOF	2.5
	will provide an automated process for income testing, determination of program eligibility and provide payment for pilot program participants		17-Jul
	Laboratory Information Management System will support the day to day operations of province wide laboratory analytical services.	MOECC	3.9
			17-Jul
	New Digital Voice Recording and Retrieval (DVR) solution for 911 Ambulance – approved request to procure and replace all existing voice recording solutions at 21 Ambulance Communications centres across the province (Note: procurements of 18.7M were approved as part of the MCSCS Public Safety Radio Network procurements of \$1.4B)	MOHLTC	12.9
			17-Jul
	MOL 360 Project will replace the legacy system to modernize the delivery of employment standards administration and support the implementation of legislative changes.	MOL	11.3
			13-Sep
	Modernized Ontario Parks Reservation and Registration Service project will procure a vendor for a service period of 10 years	MNRF	3.5
			13-Sep
Project Approval Recommendations*			
	Vital Events Modernization will modernize vital events registrations and related services	MGCS	21.96
			13-Sep

*Note: The I&IT Project Approval Committee (ITPAC) is an ADM-level committee that MBC assigned authority to approve, or recommend approval of, I&IT projects. ITPAC can approve funded I&IT projects with a value of \$2M-\$20M, and recommend approval to TB/MBC for projects \$20M and above.

Update on IT Efficiencies Initiative

TBS

- The Ministry indicates that the IT Efficiencies initiative (formerly called IT Modernization) is on track to achieve \$98.6M by 2020-21.

	2017-18	2018-19	2019-20	2020-21
Original Minuted Target (2016-17 PRRT)	42.9	66.1	90.8	97.8
Additional Savings minuted (2016-17 PRRT)	1.0	0.6	0.6	0.6
Revised Savings Target (2017-18 PRRT)	43.9	66.6	91.4	98.4
Forecast per 2018-19 PRRT update*	41.7	66.7	91.6	98.6
Above/(Below) Target	(2.2)	0.1	0.3	0.3

Breakdowns on next slide

- Changes approved in August 2017 for the new Task-based I&IT Services VOR has impacted the 2017-18 target and TBS anticipates that the target will fall short by \$2.2M.
 - These changes also create an impact in the out-years, currently estimated at approximately \$6M. The Ministry is working on options to mitigate.

* Out-year figures do not reflect impact of changes to the VOR procurement strategy.

Update on IT Efficiencies Initiative Breakdown of IT Savings Across Portfolio – Minuted Targets



Initiatives (\$M)									2017-18	2018-19	2019-20	2020-21
Vendor Optimization	Contract Optimization	Market Rate Pricing	2017-18 PRR	11.8	-	-	-	-	-	-	-	
			2018-19 PRR	9.6	-	-	-	-	-	-		
			2017-18 PRR	4.0	4.0	4.0	4.0	4.0	4.0	4.0		
			2018-19 PRR	4.0	8.1	8.1	8.1	8.1	8.1	8.1		
		FFS to FTE Conversions	2017-18 PRR	4.0	4.0	4.0	4.0	4.0	4.0	4.0		
			2018-19 PRR	2.0	-	-	-	-	-	-		
			2017-18 PRR	2.0	-	-	-	-	-	-		
			2018-19 PRR	2.0	-	-	-	-	-	-		
		Early Payment Discount	2017-18 PRR	2.0	-	-	-	-	-	-		
			2018-19 PRR	2.0	-	-	-	-	-	-		
New Vendor of Record (VOR)	2017-18 PRR	-	20.2	20.2	20.2	20.2	20.2	20.2				
	2018-19 PRR	-	18.2	18.2	18.2	18.2	18.2	18.2				
Oracle Licensing		2017-18 PRR	-	5.0	5.0	5.0	5.0	5.0	5.0			
		2018-19 PRR	-	3.0	3.0	3.0	3.0	3.0	3.0			
		2017-18 PRR	-	6.0	6.0	6.0	6.0	6.0	6.0			
		2018-19 PRR	-	6.0	6.0	6.0	6.0	6.0	6.0			
		Cluster Modernization	2017-18 PRR	-	-	-	-	-	-	-		
			2018-19 PRR	-	-	-	-	-	-	-		
		Shared Infrastructure (eHO)	2017-18 PRR	-	-	-	-	-	-	-		
			2018-19 PRR	-	-	-	-	-	-	-		
		ITS Modernization	2017-18 PRR	23.7	28.5	28.5	35.2	36.2	36.2	36.2		
			2018-19 PRR	23.7	28.5	28.5	35.2	36.2	36.2	36.2		
Reduce Complexity		2017-18 PRR	2.4	2.4	2.4	2.4	2.4	2.4	2.4			
		2018-19 PRR	2.4	2.4	2.4	2.4	2.4	2.4	2.4			
Organizational Rebalance	Enterprise Service Management (eSM)	2017-18 PRR	-	0.5	0.5	0.5	0.5	0.5	0.5			
		2018-19 PRR	-	0.5	0.5	0.5	0.5	0.5	0.5			
Totals		2017-18 PRR	43.9	66.6	91.4	98.4	98.6	98.6	98.6			
		2018-19 PRR	-	66.7	91.6	98.4	98.6	98.6	98.6			
		Above Target*										

* Target per the 2017-18 PRT
 Note: The 2018-19 PRT forecast does not reflect the impact of changes to the procurement strategy for the new Task-based I&IT Services VOR.

I&IT Quarterly Update

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Update on eHealth - Digital Health Scorecard

Assessments are as provided by Ministry of Health and Long Term Care and eHealth Ontario

TBS

	Goal	Status
1	Expand patient access to their information	On Track – Citizen access to health records and/or basic services and parents access to children's immunization records has met the 2018 target
2	Make care available in more places	Risk Exist: Program and re numeration challenges are being addressed meeting for score care targets for patients using Virtual Care visits and digital self care.
3	Stimulate innovation in consumer health	Metrics still under development
4	Improve public engagement and transparency	Metrics still under development
5	Share integrated patient records with authorized users	On Track – approximately 90% of 2018 target achieved
6	Improve care quality by sharing medication records	On Track – almost 75% of health care organizations have access to patient drug records
7	Make it easier for providers to communicate with one another	Risks exit - Progress made to expand referral and e-consult to additional LHINs. While the total volume of e-notification has increased efforts are being made to ensure consistency of adoption across the province
8	Support information flow and decision-making through improvements to Electronic Medical Records (EMR)	Risks exist – Although community based physician's access is on track, the percentage of physicians making advanced use of their electronic systems is significantly lower than expected.
9	Maximize value of hospital information system investments	On Track – the 2018 target for reduction in hospital systems has been met. The number of hospitals using systems that enable decision support is at 90% of the 2018 target
10	Build Digital Capacity in the home and community sector	On Track – Target met – 100% of LHINs have assessment records accessible in sharing solutions and Community Care Providers accessing at least one system is over 90% of the 2018 target

Major IT Projects - Lessons Learned

MTO – Road User Safety Modernization – Segment 1

Project Outcome

The Road User Safety Modernization program is a comprehensive modernization initiative to transform and re-engineer the Road User Safety Division business and systems in three key modernization areas 1) Business Modernization 2) Technology Modernization and 3) Organizational modernization. It will result in a modernized system for driver, vehicle and carrier licensing, registration and administration business systems to more effectively deliver on its road user safety and customer service mandate, improve data integrity, and support many service delivery providers and partners.

Segment 1 delivered a flexible, extensible solution that implemented "Carrier Solutions" to transform business needs including: development of a client-centric approach whereby all records of a client will be linked (one client/one record). Carrier Solutions Project built a solution for Carrier Registration, Carrier Performance Monitoring, Facility Audit, Motor Vehicle Inspection Station services. Carrier services used the selected Enterprise Services: Document Management, Financial Management, Forms Management and Knowledge Management, product catalogue (for carrier only), stock management, payment management, service location configuration, notifications, fraud management and Order management.

Lessons Learned	Detailed Description
Training and Knowledge Transfer required multiple refresher sessions for certain user groups	Adjust approach and timeframe for engaging target groups for training and knowledge transfer
Expand user engagement during usability design to achieve highly positive user experience	Engage more users through iterative prototype – based design. Incorporate agile principles into delivery model to enable evolving design to best meet business needs.
More time is required to complete business transition to operations than planned	Increase project support levels, and duration to 6 to 12 months post go-live

Financial Summary

Item	Total Project Approval (\$M)
TB/MBC Approval 2013/14	\$195M
Actual	\$205M

Major IT Projects - Lessons Learned

MTO – Driver Examination Services (DES) IT Project



Project Outcome

Over the past 10 years MTO has been outsourcing the Drive Test business operations to Serco DES Inc. Part of this requirement included that the provider deliver the driver exam service and move away from using MTO's Licensing and Control System workstations. Specifically, the DES IT project included the creation of 1) New Web Services to allow the service provider's applications to access MTO backend systems, in the areas of: driver examination web services, customer images and documents, and transaction reconciliation 2) New data warehouse and business intelligence integration to support collection of all driver examination services data captured by the service provider and data mining capabilities to support decision making processes in the area of contract management, policies enforcement and operational effectiveness. 3) Provisioning of supporting infrastructure services (e.g. connectivity) and 4) Integration with enterprise services created by other initiatives (e.g. RUS Modernization) that are available during the project duration.

Lessons Learned	Detailed Description
Early engagement of key resource areas including Cluster, Corporate or Ministry Partners	The guidance and help provided by a dedicated architect during the concept phase made it possible to connect with key areas such Supply Chain Ontario and the IT Due Diligence. Suggestions for improvement would be to enhance existing project standards to ensure that an architect is assigned as early as possible in the project lifecycle.
Existing Business Functional Models (BFM) can be enhanced	BFM was used for project scoping/charter and as a reference questionnaire at Joint Application Design planning stage to improve completeness of architectural work. Suggestions for improvement is to improve the quality of overall Joint Application Design outputs and completeness of architectural work
Ensure availability of Data De-Identification Guidelines (if required)	As there is no OPS policy for data "anonymization" and de-identification the project created Data De-Identification Guidelines that can be reused by other initiatives transferring data from transactional to analytical systems. It would be good to make these guidelines available for other projects to OPS resources.

Financial Summary

Item	Total Project Approval (\$M)
TB/MBC Approval 2013/14	\$9.98M
Actual	\$9.94M

Major IT Projects - Lessons Learned

MAESD – Modernizing Ontario Student Assistance Plan (MOSAP)



Project Outcome

The Modernizing Ontario Student Assistance Program (MOSAP) addressed critical deficiencies in the legacy OSAP system. Specifically, this initiative: 1) improved the ability to implement new program requirements and handle increasing volumes; 2) improved security and protection of privacy and data; 3) improved system sustainability by updating the underlying technology; 4) improved audit trails and brought the system up to the current OPS standards.

Added to the initial project scope was the Ontario Tuition Grant, which impacted MOSAP timelines, but the project realigned deliverables within the planned budget. The project was well received by both ministry staff and students, with over 99.5% of students using the online transactions.

Part-time, over payments and data archiving have been deferred to be implemented in alignment with priorities identified as part of OSAP Transformation project

Lessons Learned	Detailed Description
Early Business Alignment	Business knowledge and clear direction on expected deliverables and objects were key and had a positive impact on the quality and speed of deployments
Leverage existing Architecture	MOSAP leveraged the approved logical and physical architecture of the existing iACCESS platform
Use Prototyping	Using prototyping as an additional tool when development mapping is ongoing was proven to be a powerful resource to enhance the process of requirements gathering and proposing solutions to the business area. This enabled faster development along with clarity of requirements
Early Risk Mitigation	An iterative and incremental approach enabled rapid delivery in a timely manner while minimizing risk and the overall risk perception by Business areas
Importance of joint Project Governance	Early engagement and commitment of all parties, including ministry program, IT Cluster, Internal Audit, Corporate Teams (Architecture/Cyber Security/Privacy, etc) and Steering Committee was critical in the project achieving its goals

Financial Summary

Item	Total Project Approval (\$M)
TB/MBC Approval 2010/11	\$37.39*
Actual	\$35.98*

* Does not include imputed interest allocation

1&IT Quarterly Update

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Major IT Projects - Lessons Learned

MOHLTC: eHealth - Identity, Access & Privacy (IAP) I&IT Project

TBS

Project Outcome

The Identity Access and Privacy (IAP) program provides an integrated approach to managing client and provider identity information and enabling secure electronic access to eHealth enabled solutions. This program provides eHealth Ontario with the ability to deliver services to authorized individuals, in a secure manner compliant with all appropriate government regulations. As well, the IAP program provides foundational components of Ontario's eHealth blueprint for the Electronic Health Records (EHR).

The IAP program provided authenticated and secure methods for: 1) identification of every person who receives care in Ontario; 2) identification of every person/organization who provides care or participates in the collection use and disclosure of personal health information; 3) verification of the identify and level of access for individuals granted access to eHealth repositories; and ensuring the only the appropriate authorized access is granted to personal health information

Lessons Learned	Detailed Description
Need to base scheduling on environment availability	Sharing environments with other projects/applications impacts testing windows. Scheduling could be improved by having multiple testing environments.
Need for a technical resource that has full knowledge of the solution (end-to-end)	It would have be helpful to have a technical Solution Lead for all technical aspects of the project (from initiation to Closeout) to work with Solution/infrastructure Architects, Business, Developers, Vendor and Support teams. During this project different roles provided input from a limited perspective,(Architects, Technical Support, QA testers, Vendor Liaison, etc)
Need have clear Vendor accountabilities	Vendor should be held responsible for defects. Vendor testing was not as robust as expected and eHealth Ontario teams discovered issues and problems that required vendor correction. This resulting in multiple troubleshooting calls. More robust methods are recommended to instantiate environments and deploy code (for example 5 code changes were received in May 2017 to correct errors).
Ensure the ability to testing in an environment that closely mirrors production	Issues with the inability to test High Availability in the test environment.

Financial Summary

Item	Total Project Approval (\$M)
TB/MBC Approval: Dec 2010	145.4M
Actual	108.9M

Proposed TB/MBC Minute

TBS

- Receive the 2017-18 Second Quarter Major I&IT Projects Report (MPR) which reports on the status of large I&IT projects as of September 30, 2017.

In this regard, note that:

- a) The following I&IT projects are included in the Report:
 - MAESD – Program Approval and Registration Information Systems (PARIS)
 - MCYS – Child Protection Information Network (CPIN)
 - MGCS – Contact Centre Modernization (CCM) Part 2
 - MGCS – Ontario Business Information System Project (ONBIS)
 - MGCS – IFIS Infrastructure Refresh Project
 - MNDM – Mining Act Modernization (MAM)
 - MOHLTC – Digital Health Drug Repository (formerly Comprehensive Drug Profile Repository)
 - Metrolinx – PRESTO on the TTC Project
- b) The report contains an update on the IT Efficiencies (formerly the IT Modernization Initiative)
- c) The report contains information on decisions by the Information and Information Technology Project Approval Committee in the Second Quarter, 2017-18
- d) The report contains an update on the status of IT Projects over \$1M that enable significant business transformation
- e) The report contains the Update on eHealth – Digital Health Scorecard
- f) The report contains close out summaries for the following I&IT Projects:
 - MTO – Road User Safety Modernization – Segment 1 (RUSMOD S1)
 - MTO – Driver Examination Services (DES)
 - MAESD – Modernizing Ontario Student Assistance Program (MSOP)
 - eHealth – Identity, Access and Privacy (IAP)

See Attachment 1 for detailed minutes

I&IT Quarterly Update

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Major Public Infrastructure Projects

Purpose

To report to TB/MBC on the status and risk assessment of major public infrastructure projects (MPIPs) as of 2017-18 Q2.

This report includes:

1. Overview of the status of MPIP quarterly reporting
2. Results of quarterly reporting, including:
 - Summary of major projects under construction
 - Assessment of major projects with reported risks
3. Proposed TB/MBC minute

Major Public Infrastructure Projects Report: Executive Summary

TBS

	Q3 2016-17	Q1 2017-18	Q2 2017-18
Number of Projects Reported	52	64	71
Total Project Costs	\$28.0B	\$31.8B	\$34.1B
High Risk Projects	5	2	7

Q2 Report to TB/MBC – Key Highlights

- Increase in the number of projects and total project costs quarter to quarter
 - Reflects changes to projects tracked from previous quarters, along with continuous improvement in ministries' reporting on their major projects (e.g., 14 new MTO transit projects reported in Q2)
- Seven “high risk” projects
 - Two ministries recommended to report-back based on sustained or high levels of risk

Major Public Infrastructure Projects: Changes to project status



Substantially Completed	New Projects
6 projects substantially completed Q2 2017-18 • MOHLTC: Atikokan General Hospital - Phase 1 Redevelopment • MNRF: Thunder Bay Provincial Logistics Centre • MEDU: Greater Fort Erie • MEDU: Leamington District • MEDU: Jean Augustine • MEDU: Bill Hogarth (formerly named as Cornell)	15 new projects began tracking Q2 2017-18 • MTO: QGV- 417 - Maitland Ave. to Island Park Dr., Ottawa • MTO: Maple GO Station Parking Expansion • MTO: Union Station GO Concourse Improvements • MTO: Union Station Train Control • MTO: Bloomington GO Station: Richmond Hill Line • MTO: Bramalea Station and Multi-Level Parking Structure • MTO: Confederation GO Station - LSW • MTO: GO Communications Centre Oakville • MTO: GO Transit Train Control System (GTCS) • MTO: Port Credit GO Station • MTO: Stouffville 2nd Track and Signals • MTO: Union Downtown Bus Terminal • MTO: Union Station Train Shed Restoration • MTO: USRC East and West Track Enhancement • EDU: St. Joseph Morrow Park

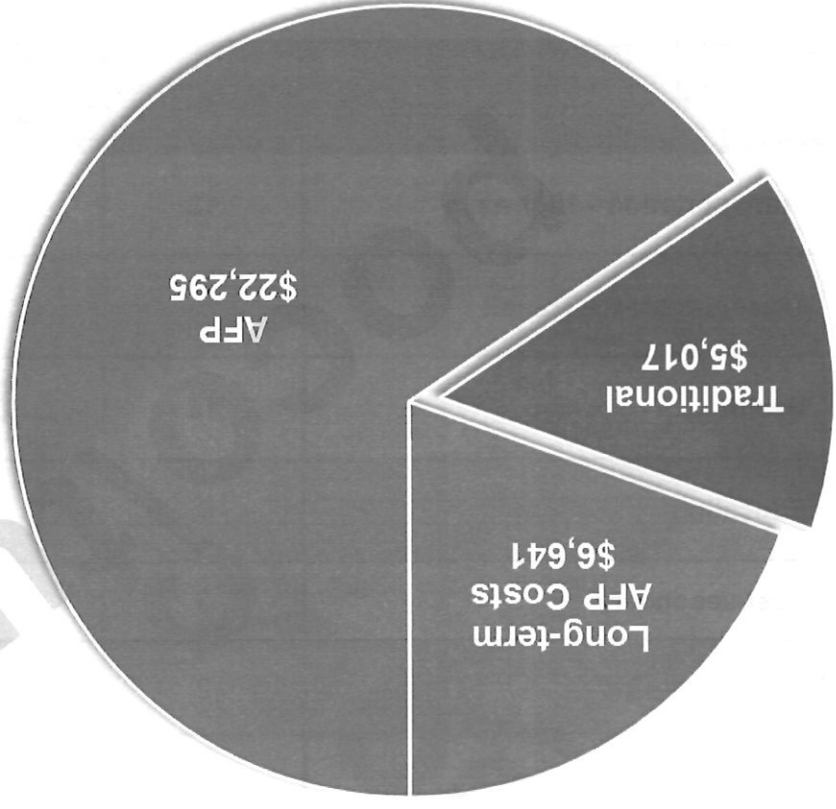
Major Public Infrastructure Projects Report: Sector Summary

TBS

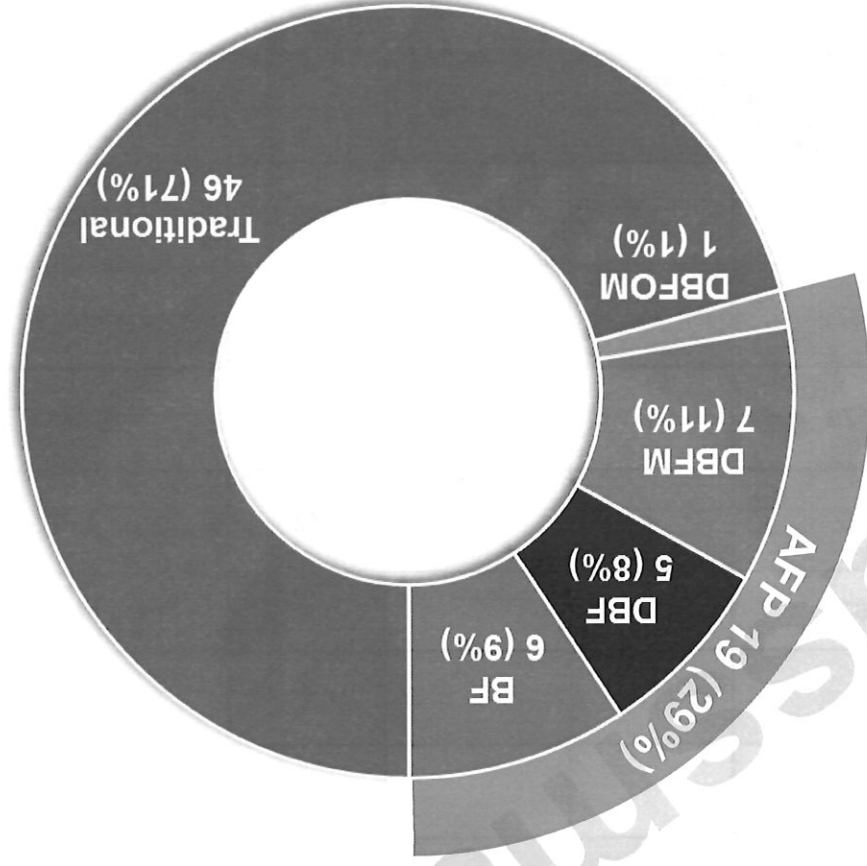
Sector	Construction		Completed		Total	
	#	\$M	#	\$M	#	\$M
Transportation – Highways	12	2,647			12	2,647
Transportation – Transit	23	24,379			23	24,379
Health	15	6,176	1	15	16	6,191
Education	9	279	4	131	13	410
Post-secondary	3	167			3	167
Justice	2	82			2	82
Social	1	223			1	223
Government & Other			1	23	1	23
TOTAL	65	33,953	6	170	71	34,122

Projects at a Glance

AFP and Traditional Project Costs (\$M)



Projects by Delivery Model (Number, Percentage)



Assessing Project Risk

TBS

- Project risk levels are informed by self-assessments by ministries and TBS review and analysis.
- Risk assessments for each project reflect the Residual Risk (risk remaining after mitigation strategies). Residual Risk for projects is determined based on:
 - 1) Inherent Risk observed in data presented in the ministry submission;
 - 2) Mitigating factors, including stated project risk mitigation strategies;
 - 3) Other considerations based on analysts' knowledge of the status of the project, including subsequent approvals by TB/MBC for changes.

Low Risk: there is **no** or **very little variance** and the project is forecast to remain on track for delivery.

Cost

- **No variance** from approved budget

Schedule

- **Less than 3 month variance**
- Identified delays to completion date with high likelihood to recover

Scope

- **No impact** on project outcomes

Medium Risk: variance is **below** that required for additional approvals by the IDLC or TB/MBC. Project may have encountered some issues, but are likely to **recover** (i.e., can be brought back on track with appropriate remedial efforts).

Cost

- Variance is above project budget (**up to 5%**) and contingencies but below the High Risk threshold

Schedule

- **3-6 month variance**
- Limited or one-time delays to completion date with limited likelihood to recover

Scope

- Changes **may affect project outcomes** with fiscal/policy impact and some ability to recover

High Risk: variance is **greater than** that authorized by the Directive (Section 6.0) without additional approvals. Project demonstrates potential **systemic risks**. A business case for the revised budget, timelines, and/or scope to IDLC and/or TB/MBC may be required

Cost

- Variance is **greater than 5% or \$10M (social), or 5% or \$25M (civil)**, or ongoing/multiple cost increases
- Project has exceeded available contingency funds

Schedule

- Project is **unlikely to meet publically communicated milestones**
- Unclear, unstated, or unviable mitigation strategies

Scope

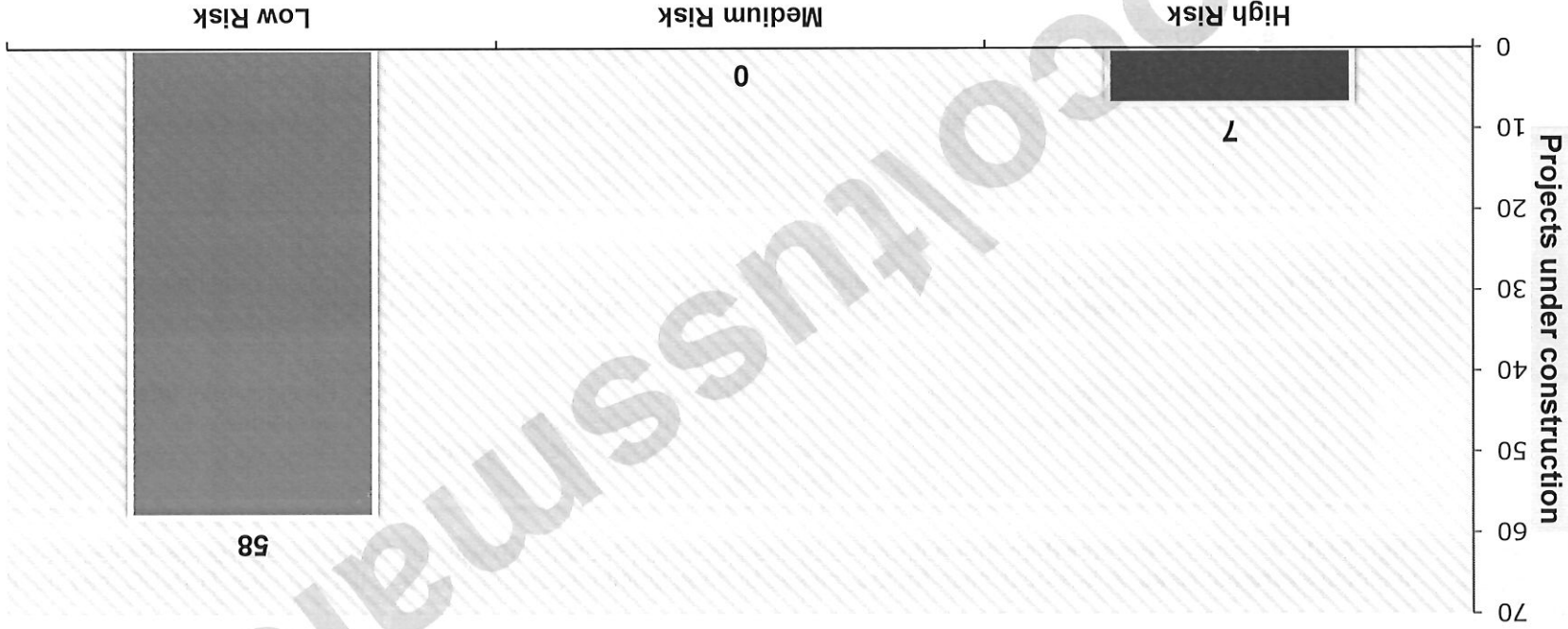
- **Unlikely to deliver on outcomes**
- Unclear, unstated, or unviable mitigation strategies relating to project scope changes

Major Public

Projects at a Glance



Q2 2017-18: Risk Levels for Reported Projects Under Construction



Rating Criteria		
Variance in actual or forecast cost, schedule, or scope is greater than that authorized by the Directive for Major Public Infrastructure Projects. Sustained high risk may require a business case for the revised budget, timelines, and/or scope to TB/MBC.	Project is likely to recover with appropriate remedial efforts.	There is no or very little variance in actual or forecast cost, schedule, or scope. Project is forecast to remain on track for delivery.

Major Infrastructure Projects

Watchlist Q2 2017-18 – High Risk

TBS

Project	Forecast Project Cost	Delivery Model	Q3 2016-17	Q1 2017-18	Q2 2017-18			Comments	TBS Recommendation
					Cost (%)	Schedule (Months)	Scope		
MNDM									
11-17 - Nipigon River Bridge and Approaches	\$164.3M	Traditional DBB	Low Risk	Low Risk	High Risk (12%)	Low Risk	Low Risk	The project cost increase (\$17.5M – 12%) is primarily driven by a bridge failure that lead to delays. Cost increases reflect the permanent repair including fabrication and installation, as well as the associated contract administration. The costs will be managed from the existing Northern Highways allocation.	Monitor and provide update at Q3 2017-18
					Overall: High Risk				
MCYS									
ErinoakKids Centre for Treatment and Development	\$223.5M	AFP-DBF	Medium Risk	Medium Risk	Low Risk	High Risk +3	Low Risk	MCYS has identified an expected substantial completion date of November 30, 2017. The Ministry also identified in PRRT that there is a risk of not reaching substantial completion by March 31, 2018, which the Ministry estimates would cause a fiscal impact of \$5.3M in 2018-19 due to reprofiling. The delays are due to the ProjectCo still finalizing work at the Brampton site. The Ministry continues to meet regularly with IO and ErinoakKids to monitor progress, and advises that ErinoakKids intends to occupy all three sites (Mississauga, Brampton, Oakville) by late January 2018.	Monitor and provide update at Q3 2017-18
					Overall: High Risk				

Watchlist Q2 2017-18 – High Risk



Project	Forecast Project Cost	Delivery Model	Q3 2016-17	Q1 2017-18	Q2 2017-18			Comments	TBS Recommendation
					Cost (%)	Schedule (Months)	Scope		
Kingston Central	\$39.8M	Traditional	N/A	High Risk	High Risk (5.7%)	Low Risk	Low Risk	Costs are \$2.3M (5.7%) higher than reported in Q1 and \$6.1M (16.9%) higher than the original MEDU approval, but will be funded by the school board. Different drivers have caused cost forecasts to increase over the last two consecutive quarters. The ministry continues to monitor the project as it proceeds through the tendering process.	Monitor and provide update at Q3 2017-18
John Diefenbaker	\$22.9M	Traditional	N/A	Low Risk	High Risk (10.2%)	Low Risk	Low Risk	Forecasted costs have not changed since Q1, but they remain \$2.1M (10.2%) higher than the original EDU approval due to unique site costs; MEDU approved additional funding for these costs in May 2017. The ministry will adjust funding when it receives tender results from the school board. Note: project was inadvertently classified as being low risk in Q1.	Ministry to report back on status of the project. Monitor and provide update at Q3 2017-18
St. Joseph Morrow Park	\$22.5M	Traditional	N/A	N/A	High Risk (5.4%)	Low Risk	Low Risk	Costs are \$1.15M (5.4%) higher than Q1 and original MEDU approvals due to additional costs required to comply with City of Toronto Green Standards and site plan approvals; MEDU has approved additional funding for these costs and has advised the school board that it should not accept a tender which exceeds the new approved cost.	Ministry to report back on status of the project. Monitor and provide update at Q3 2017-18

Watchlist Q2 2017-18 – High Risk

TBS

Project	Forecast Project Cost	Delivery Model	Q3 2016-17	Q1 2017-18	Q2 2017-18			Comments	TBS Recommendation
					Cost (%)	Schedule (Months)	Scope		
MAESD									
Durham College - Centre for Collaborative Education	\$40M	Traditional	Low Risk	Low Risk	High Risk (14.3%)	Medium Risk +6	Low Risk	Costs are \$5M (14.3%) higher than approved. The project is delayed by approximately six months and is therefore a medium risk.	Ministry to report back on status of project through Q3 2017-18 report
					Overall: High Risk				
MOHLTC									
Sunnybrook Health Sciences Centre - On-site/Off-site Dialysis	\$23.6M	Traditional	Low Risk	Low Risk	Low Risk	High Risk +12	Low Risk	This project is on budget and within scope, but is classified as High Risk due to construction delays of approximately 12 months .	Monitor and provide update at Q3 2017-18
					Overall: High Risk				

Proposed TB/MBC Minute

TBS

- Receive the 2017-18 Second Quarter risk-based report on major projects as required under the Directive for Major Public Infrastructure Projects.

- In this regard,

- Direct the Ministries of Advanced Education Skills and Development (MAESD) and Education (MEDU) to report back to IDLC through the third quarter of 2017-18 with updates on the status and risk mitigation strategies for the following high-risk projects:

- Durham College - Centre for Collaborative Education (MAESD)

- John Diefenbaker (MEDU)

- St. Joseph Morrow Park (MEDU)

- Note that TBS will continue to monitor and review the medium and high risk projects as part of the quarterly reporting process, and provide a status update to IDLC and TB/MBC based on the results in the third quarter of 2017-18.

See Attachment 1 for detailed minutes

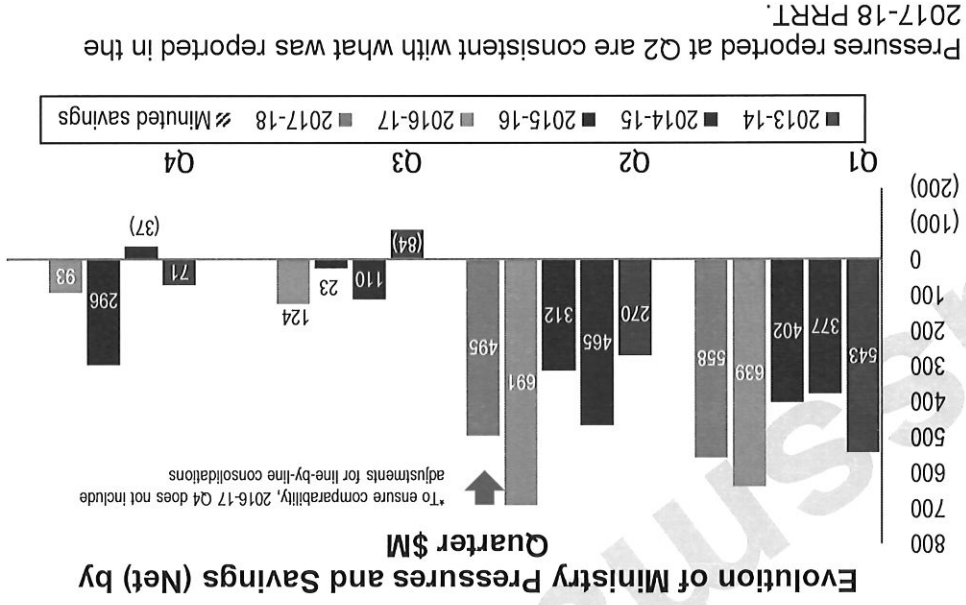
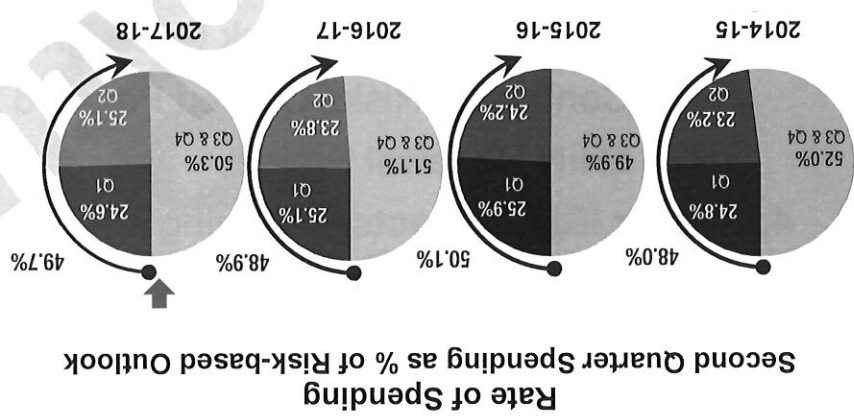
Appendices

TBS

- 1. Sector Slides**
- 2. Report Backs**
 - A. No Issues Identified
 - B. Delayed/On Hold
 - C. Fiscal Pressures
 - D. Outstanding/Incomplete
- 3. Agency Risks**
 - A. TBS' Approach to Risk Oversight
 - B. Continuing Risks Carried Forward from Q1 to Q2
 - C. LHIN Renewal Project
- 4. Major I&IT Projects Reporting**
 - A. Project Assessment Scheme
 - B. Project Assessment Summaries Format
 - C. Project Assessment Details
 - D. Project Assessment Trends – Past Four Quarters

Appendix 1: Health Sector

Ministry	2017-18 Approved Allocation	Net Risks	Risk-based Outlook @ Q2	Minutable Savings at Q2	Currently managing to
MOHLTC	\$57,952.8M	\$494.7M	\$58,447.5M	(\$0.0M)	100.9%



Main cost drivers: Contributing factors to past savings:

- Demand/utilization and cost growth in major sectors (OHIP, Drugs and Hospitals), new drugs & treatments, demographics and higher costs (e.g., inflation, US dollar exchange rate).
- Delayed implementation of eHealth projects.
- Delayed progress of Health Capital projects.

Appendix 1: Health Sector (cont'd)

TBS

- MOHLTC has **total net pressures** of approx. **\$494.7M**, primarily related to:

Type of Risk	Pressures: \$782.4M	Savings: \$287.7M
Demand Driven / Forecast	\$35.1M for Canadian Blood Services primarily due to higher demand for plasma protein products. \$80.0M in Hospitals due to capacity pressures. \$40.0M for Home Care associated with home care capacity pressures. \$45.0M for other programs, including municipal ambulance operations and northern travel program.	\$10.0M in eHealth Ontario due to lower than anticipated expenditures. \$20.0M in the Ontario Public Drug Program due to reduction in forecasted utilization. \$68.0M other underspending across a number of programs (e.g., community mental health - \$15M, independent health facilities - \$8M, long-term care homes \$6M, and other direct operating expenditure \$8M).
Compensation	\$87.4M in OHIP due to increasing costs to physician services as per Physician Services Negotiating Mandate.	
Other	\$229.7M for Administrative savings target and \$38.2M for Hospital sector operating consolidation. \$37.3M in Hospital Sector capital consolidation.	

*Please note that the table only highlights key pressures and savings and is not an exhaustive list of all identified pressures and savings

Appendix 1: Health Sector (cont'd)

- What's different from Q2 Phase 1?
 - No changes.
 - Managing Within Allocation
 - Ministry's Plan [100.9%]
 - The Ministry will continue to carefully monitor and manage all program expenditures with the objective of balancing by year end.
 - The Ministry will continue with the new executive-level governance committee to advance the Ministry's expenditure management strategy, including:
 - a monthly review of program saving strategies;
 - review of underspending; and
 - phased roll-out for new initiatives.
 - No specific additional savings initiatives identified in Q2.
 - Details on Planned Discretionary Spending
 - The Ministry did not submit details of planned discretionary spending

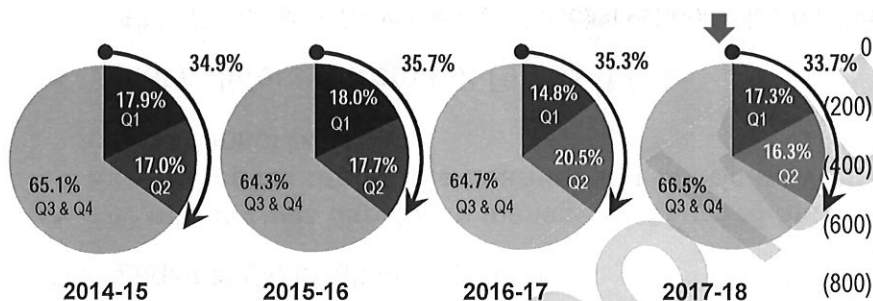
Appendix 1: Education Sector

TBS

Ministry	2017-18 Approved Allocation	Net Risks	Risk-based Outlook @ Q2	Minutable Savings at Q2	Currently managing to
EDU	\$27,546.2M	(\$24.1M)	\$27,522.1M	\$0.0M	99.9%

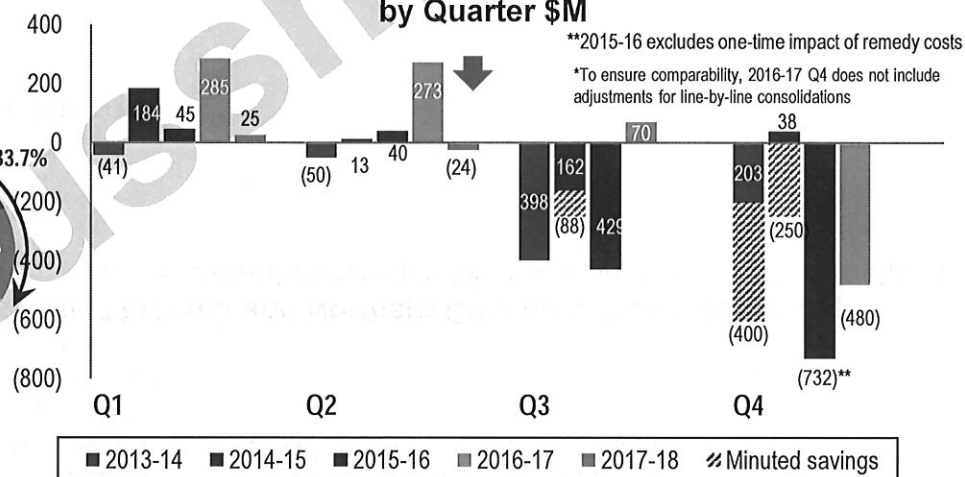
*does not include Teachers Pension Plan

Rate of Spending
Second Quarter Spending as % of Risk-based Outlook



Rate of spending is consistent with prior years, excluding the one time variance in 2016-17 due to School Board Capital Grants and Early Learning capital understatements due to a delay in posting adjustment journals.

Evolution of Ministry Pressures and Savings (Net) by Quarter \$M



Savings reported in Q2 are mainly due to delayed implementation in Education Programs – Other.

Main cost drivers:

- Student enrolment
- Compensation
- Aging portfolio of school infrastructure

Contributing factors to past savings:

- Lower-than-forecast enrolment
- Forecast changes related to 2012-14 labour agreements
- School board consolidation (e.g., use of reserves, construction delays in capital projects)

In-year expenditure management

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Appendix 1: Education Sector (cont'd) | TBS

- EDU has total net pressures of approx. (\$24.1M), primarily related to:

Type of Risk		Implementation
Pressures: \$32.6M	Savings: \$56.7M	
		\$51.8M due to delayed implementation of various initiatives across the ministry.
\$33.1M in Education Programs – Other due to managing priority initiatives that EDU was directed to manage from within its 2017-18 PRRT submission (e.g., Student Vote, Global Competencies Program).		Other

*Please note that the table only highlights key pressures and savings and is not an exhaustive list of all identified pressures and savings

Risks against the Contingency Fund

- The ministry was directed to manage costs of \$38.5M related to Rural and Northern Education Fund, Achieving Excellence for the Whole Learner, and Childcare Wage Enhancement from within its allocation and return to TB/MBC if offsets cannot be found.
- What's different from Q2 Phase 1?
 - \$25.0M pressure for lower than forecast school sales has been removed.
- Managing Within Allocation
 - Ministry's plan [99.9%]
 - EDU expense variances (pressures and savings) are largely related to school board expense, which depends on factors such as student enrolment
- Details on Planned Discretionary Spending
 - The ministry has applied an internal holdback of approximately \$6.5M. The ministry indicates it will be held to address the future risks/pressures that the ministry may have by the end of the fiscal year.

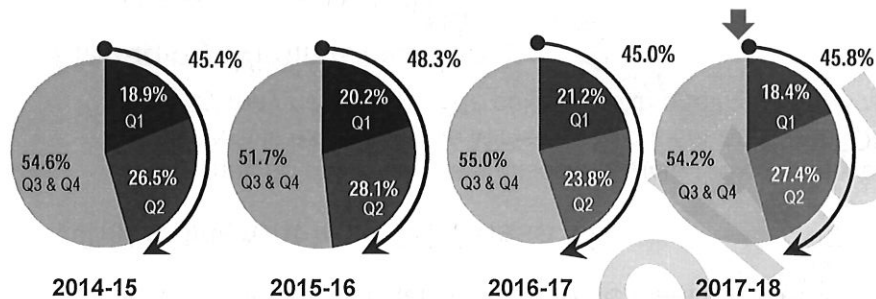
Appendix 1: Post-Secondary Sector

TBS

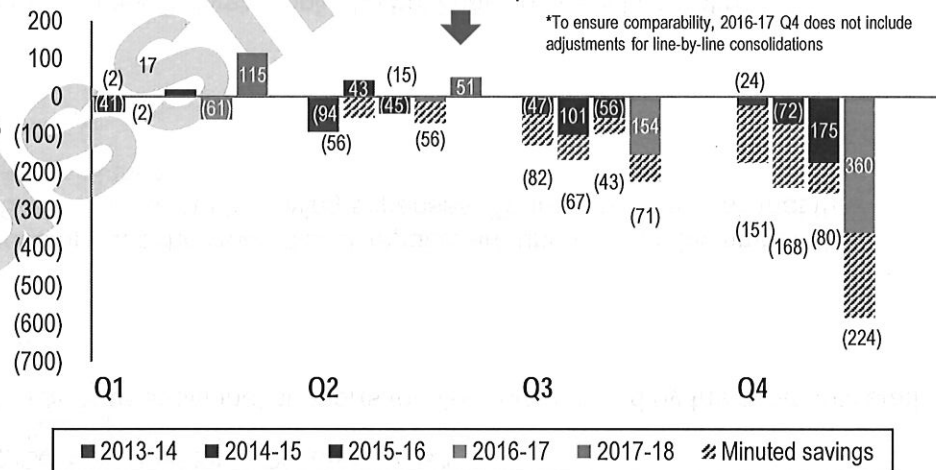
Ministry	2017-18 Approved Allocation	Net Risks	Risk-based Outlook @ Q2	Minutable Savings at Q2	Currently managing to
MAESD	\$11,034.4M	\$50.8M	\$11,085.2M	(\$0.0M)	100.5%

**Includes adjustments for Line by Line Consolidation.*

Rate of Spending
Second Quarter Spending as % of Risk-based Outlook



Evolution of Ministry Pressures and Savings (Net) by Quarter \$M



Compared to the prior two fiscal years, 2017-18 is reflecting a higher Q2 Risk-based Outlook and similar to Q2 Actuals. Based on the prior year rates, the Risk-based Outlook has been closely aligned with full year actual spending.

Pressures reported at Q2 are higher than prior years mainly due to the higher number of OSAP awards.

Main cost drivers:

Costs primarily driven by student enrolment and uptake in Student Financial Assistance programs, as well as client intake for employment and training programs.

Contributing factors to past savings:

- Lower-than-forecast student enrolment and uptake in Student Financial Assistance.
- Underspensing in employment and training programs (e.g., Second Career).

Appendix 1: Post-Secondary Sector (cont'd)

TBS

- MAESD has total net pressures of approx. \$50.8M, primarily related to:

Type of Risk		Pressures: \$50.8M
Demand Driven / Forecast	\$26.0M in Post-Secondary Operating Costs due to rising student retention resulting from OSAP policy changes.	
	\$24.8M in support for Graduate Enrolment. The Ministry has identified a risk associated with higher-than-expected graduate enrolment. The risk will continue to be monitored throughout the 2017-18 school year.	

Risks against the Contingency Fund

- The ministry was directed to report back to TB/MBC in 2017-18 with updates to the forecast and funding requirements of the reported \$85.0M OSAP pressure related to policy changes. Note TB/MBC approved \$118.0M on Nov 14th.
 - The ministry is requesting an increase of \$20.0M in 2017-18 to provide additional supports for students affected by the academic staff strike at Ontario colleges. Note TB/MBC meeting on Nov 28th.
- What's different from Q2 Phase 1?

- There may be potential costs associated with the college work stoppage, however, fiscal impacts are unknown at this time. If the study term is extended, the Ministry could incur additional OSAP costs for student living expenses. There is also the risk that the Ministry may need to provide colleges with additional financial assistance

Managing Within Allocation

- Ministry's plan [100.5%]
 - To support in-year expenditure management, the ministry has administratively applied a hold back on direct operating expenditures. The ministry will closely monitor expenditures to identify areas of underspending and help to address the high likelihood risks/pressures that materialize in-year.
 - The ministry will continue to closely monitor enrolment trends.
- ### Details on Planned Discretionary Spending
- The ministry has applied an internal holdback of approximately \$5.0M. The ministry indicates it will be held to address the future risks/pressures that the ministry may have by the end of the fiscal year.

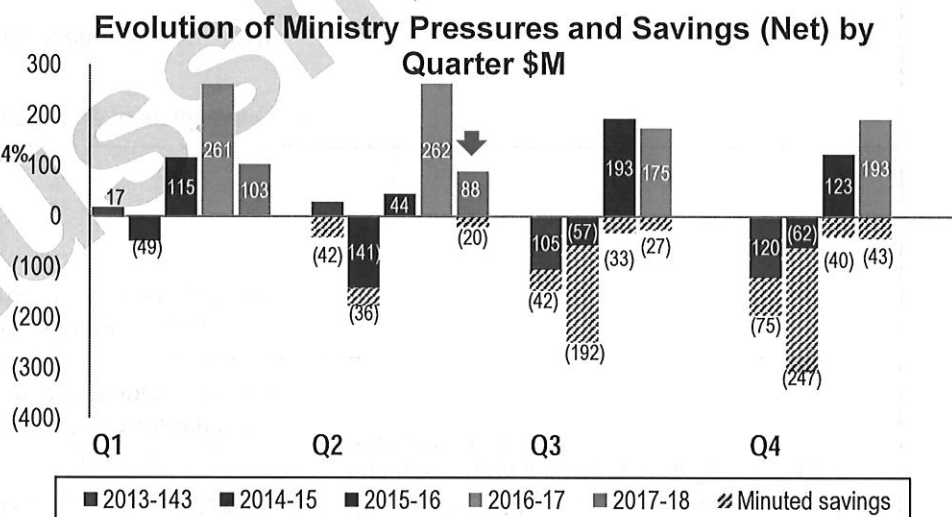
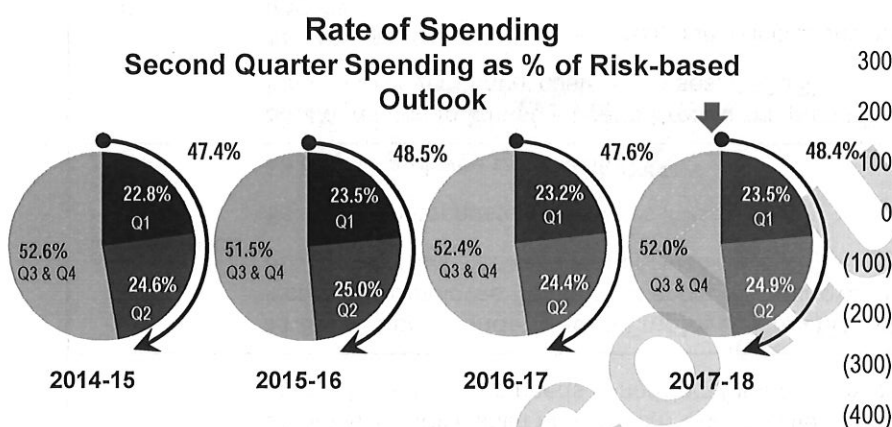
In-year expenditure management

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Appendix 1: Children's & Social Services Sector

TBS

Ministry	2017-18 Approved Allocation	Net Risks	Risk-based Outlook @ Q2	Minutable Savings at Q2	Currently managing to
MCYS					
MCSS	\$16,824.6M	\$88.2M	\$16,912.8M	(\$2.5M)	101.6%
					100.0%



Rate of spending is consistent with prior years.

Pressures reported at Q2 are **lower** than the two prior years mainly due to a **lower Social Assistance Forecast (SAF)**.

Main cost drivers:

MCSS: Legislated Social Assistance program, which is based on caseload, cost per case and labour market trends.

MCYS: Risk from transition of waitlisted children resulting in additional \$32M risk (tentative pending reportback in November); Balanced Budget Fund for CASs and designation of Indigenous societies.

Contributing factors to past savings:

MCSS – Downward adjustment in Social Assistance forecast pressures based on updated information related to caseload, and expenditure trends (e.g., higher than anticipated manufacturer's rebate for the Ontario Drug Benefit program).

MCYS – Delayed implementation of capital projects (e.g., ErinoakKids capital project)

In-year expenditure management

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Appendix 1: Children's & Social Serv. Sector (cont'd)

TBS

- MCYS and MCSS have total net pressures of approx. \$88.2M primarily related to:

Type of Risk		Pressures: \$96.2M	Savings: \$8.1M
Demand / Driven / Forecast	\$10.3M related to Social Assistance Forecast (\$21.1M at Q2 Phase 1), primarily due to pressures in the Ontario Works Financial Assistance (OWFA) Program. [MCSS]		\$2.5M related to an updated project schedule for the Grandview Children's Treatment Centre. [MCYS] [Fiscal savings]
	\$27.7M in Autism direct funding payments for children transitioned off the Intensive Behavioural Intervention waitlist. [MCYS]		\$5.5M related to a scope change for the Roy McMurtry Youth Centre and Brookside Youth Centre. [MCYS] [Appropriations savings only due to reversal in the General Real Estate Portfolio, MOI]
Compensation	\$4.5M in Mental Health for Northern Communities to address immediate mental health service needs in northern First Nations communities [MCYS]		
	\$1.8M related to Underfunded Employee Benefits primarily due to increasing Employee Benefits expenditures year over year while the base budget has remained relatively constant. [MCSS]		
Other	\$4.6M in Compensation pressures [MCYS]		
	\$3.6M in Employee Benefits [MCYS]		
		\$5.2M related to Ministry Lease Pressures, primarily due to insufficient base funding to cover annual costs increases. [MCSS]	
		\$4.7M in Ministry Lease Pressures, due to increases in annual lease costs [MCYS]	
		\$2.1M in Justice Sector Boulder savings target [MCYS]	
		\$4.2M for In-year transition for Ontario Autism Program [MCYS – New]	

*Please note that the table only highlights key pressures and savings and is not an exhaustive list of all identified pressures and savings.

In-year expenditure management

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Appendix 1: Children's & Social Serv. Sector (cont'd)

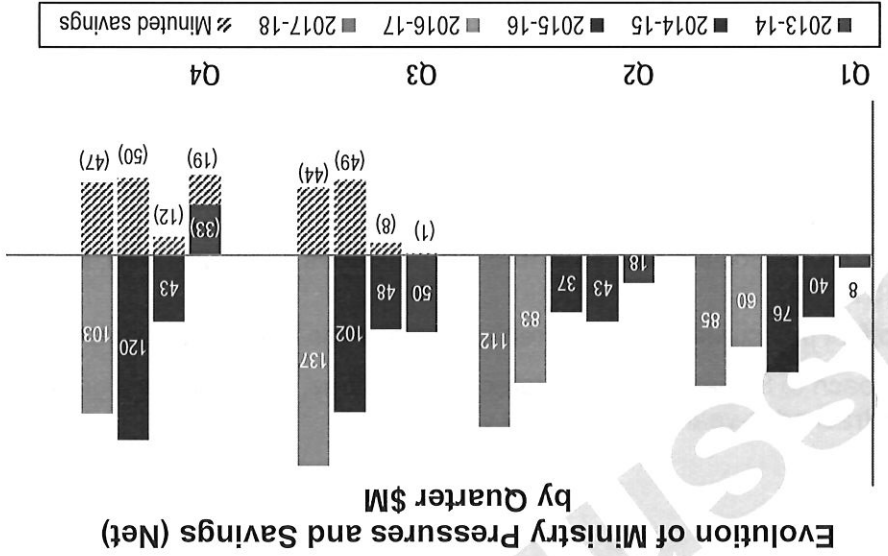
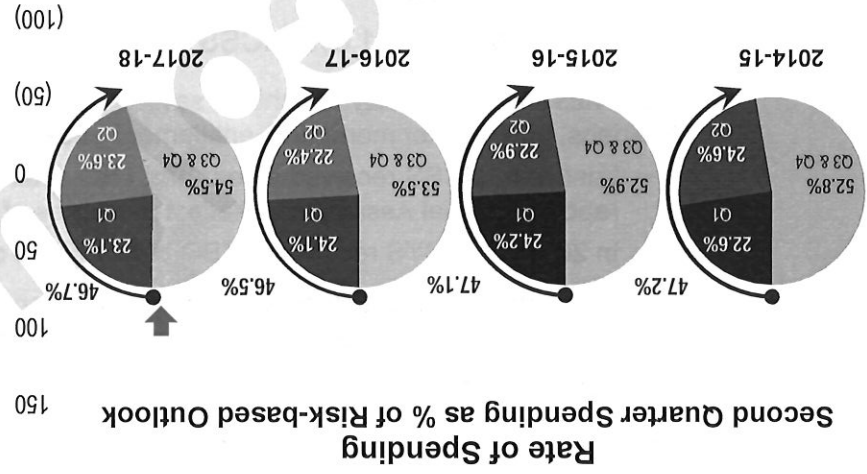
TBS

- What's different from Q2 Phase 1?
 - For MCSS, Social Assistance forecast pressures have decreased by \$10.8M. In Q2 Social Assistance forecast pressures are being driven by Ontario Works rather than ODSP. As of September 2017, Ontario Works caseload and cost per case are tracking slightly higher than forecast, while ODSP cost per case is lower than previously forecasted. In addition, MCSS has indicated that there is a greater proportion of recent immigrants and Syrian refugees entering into Ontario Works, relative to ODSP.
 - For MCYS, pressures have increased primarily due to the addition of a risk for In-year transition for Ontario Autism Program.
- Managing Within Allocation
 - Ministry's Plan [MCYS 101.6%; MCSS 100.0%]
 - Sector has limited flexibility to achieve savings as 96% of operating expense is for transfer payments to support vulnerable Ontarians, primarily for mandated, entitlement-based programs like social assistance.
 - » Last year, MCSS received a year-end TBO of \$213.7M for Social Assistance forecast pressures. In Q2 2017-18, MCSS is reporting Social Assistance forecast pressures of \$10.3M.
 - » In 2016-17, MCYS received a TBO of \$11.5M to offset pressures in the Children's Aid Societies Balanced Budget Fund.
 - In recent years, TBS has taken a risk management approach to Social Assistance forecast pressures, where modest growth is funded into the fiscal plan, and remaining pressures are tracked in-year and funded at year-end.
 - No specific additional savings initiatives identified in Q2.
 - Details on Planned Discretionary Spending
 - Neither ministry submitted details on discretionary spending.

Appendix 1: Justice Sector

TBS

Ministry	2017-18 Approved Allocation	Net Risks	Risk-based Outlook @ Q2	Minutable Savings at Q2	Currently managing to
MAG	\$4,726.0M	\$111.5M	\$4,837.6M	(\$0.0M)	102.9%
MCSCS					102.0%



Rate of spending is consistent with previous years.

Pressures reported at Q2 are higher than prior years mainly due to new emerging policy risks and reported statutory pressures.

Contributing factors to past savings:

- Vacancy management; and
- Capital implementation delays.

- ## Main cost drivers:
- New policy risks (Cannabis Legalization, Correctional Reform, Police Oversight); and
 - Statutory Expenses (Proceedings Against the Crown Act, OPP Undercover Operations).
- In-year expenditure management*

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Justice Sector (cont'd)

TBS

- MAG and MCSCS have **total net pressures** of approx. **\$111.5M**, primarily related to:

Type of Risk	Pressures: \$134.1M	Savings: \$22.6M
Demand Driven / Forecast	\$50.6M for Court Settlements and Unpaid fines (\$44.7M at Phase 1)[MAG] \$17.6M is related to Statutory payments under the FAA primarily for the cost of OPP undercover operations and payments by the OPP under <i>the Police Services Act</i> . (\$17.6 at Phase 1) [MCSCS]	
Emerging New Policy	\$5.8M for Modernization Strategy for reducing time-to-trial, criminal code reform and family legal services review [MAG] \$4.3M is related to Class Action Resource Team , to assist MAG in building a defence against claims related to correctional facilities operation [MCSCS] \$10.3M for Corrections Reform initiatives (\$9.3M at Phase 1) [MCSCS]	
Other	\$7.8M for WSIB – Corrections/OPP for increased WSIB premiums related to post-traumatic stress disorder [MCSCS] \$5.9M for Legal Aid Ontario , including both consolidation amounts and benefits transformation savings target pressure [MAG]	\$15.0M for various Ministry savings (i.e., vacancy management and strategic project delays). [MAG] \$6.8M for Halton and Toronto courthouse construction savings [MAG]

*Please note that the table only highlights key pressures and savings and is not an exhaustive list of all identified pressures and savings.

Risks against the Contingency Fund

- TBS identified additional pressures related to previously approved items where ministries were directed to manage costs from within allocation and return to TB/MBC if offsets cannot be found:
 - MAG: **\$10.6M** for the 3rd **Case Management Masters Remuneration, Local Planning Appeal Support Centre, Far North Electoral Boundaries Commission, Attorney Compensation and Cannabis Legalization**.
 - MCSCS: **\$5.3M** for the new **Coroner's Inquest Legal Fee Reimbursement Program and Cannabis Legalization**.

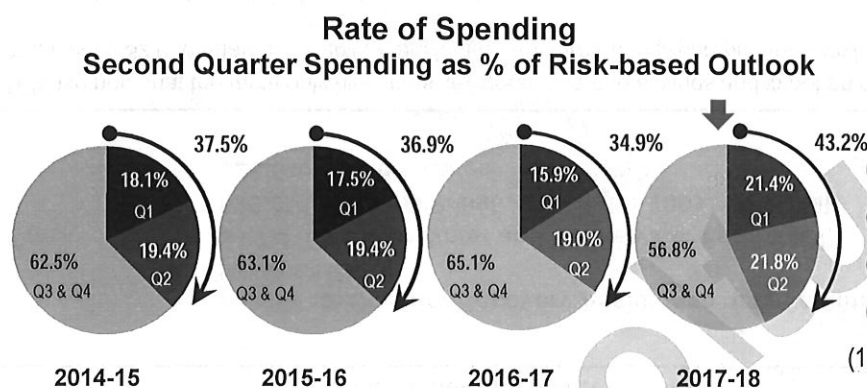
Appendix 1: Justice Sector (cont'd)

- What's different from Q2 Phase 1?
 - \$2M savings from the Serious Fraud Office in MAG is no longer available, as the ministry plans to implement.
 - Pressures for Court Settlements and Unpaid Fines [MAG] have increased.
 - Pressures for Cannabis Legalization [MCSCS] have slightly decreased due to delayed implementation.
- Managing Within Allocation
 - Ministry's Plan [MAG 102.9%; MCSCS 102.0%]
 - MAG indicates that 60% of its allocation is directed to program delivery, which makes it difficult to forecast pressures and manage them from within, while managing boulder-related savings of \$16.7M.
 - » Although MAG has placed discretionary funding on holdback, the Ministry would continue reporting their pressures quarterly to see if the funding is required to be released from holdback.
 - MCSCS indicates it is an essential services provider, which limits its ability to mitigate the identified risks without impacting public/staff safety.
- Details on Planned Discretionary Spending
 - MAG has applied an internal holdback of \$15M, which includes a \$5M holdback of discretionary spending.
 - Holdback has been set aside to manage pressures.
 - MCSCS has applied a holdback of \$13.0M, which is approximately 21% of its identified discretionary spending.
 - Ministry indicates that it may need to use this holdback to offset existing pressures.

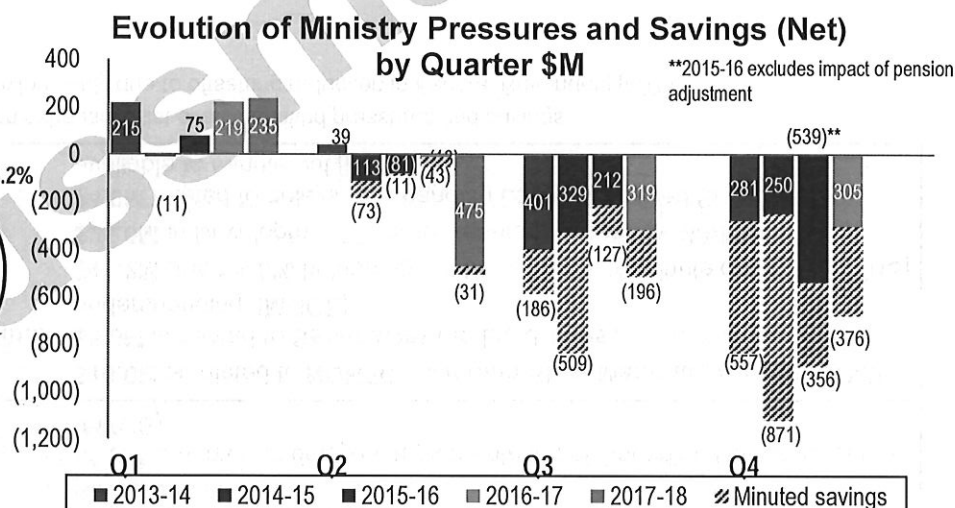
Appendix 1: Other Programs Sector

TBS

Ministry	2017-18 Approved Allocation	Net Risks	Risk-based Outlook @ Q2	Minutable Savings at Q2	Currently managing to
All Others	\$19,457.5M	(\$473.5M)	\$18,984.1M	(\$96.6M)	97.4%



Rate of spending is higher this year primarily because 2016-17 saw the end of the Ontario Clean Energy Benefit (OCEB) and the completion of the Pan/Parapan American Games.



Pressures reported at Q2 are comparable with 2016-17.

Main cost drivers:

- Primarily related to discretionary transfer payments, weather-related programs, forecasted construction timing for municipal capital TP projects, and increasing amortization as infrastructure investments come into service.

Contributing factors to past savings:

- MOF: Underspending in Tax and Benefits Administration.
- OMAFRA: Lower demand for Business Risk Management Programs.
- ENE: Revised forecast updates from OCEB.
- Slower than forecasted construction progress in municipal capital TP projects has previously resulted in year-end underspending in several ministries.

In-year expenditure management

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Appendix 1: Other Programs Sector (cont'd)

- Ministries have total net savings of approx. \$473.5M, primarily related to:

Type of Risk	Pressures: \$601.8M	Savings: \$1,075.3M**
Demand Driven / Forecast	\$18.7M is related to ServiceOntario operational pressures. [MGCS]	\$8.0M for Jobs and Prosperity Fund related to Food and Beverage Fund. [OMAFRA]
Emerging New Policy	\$8.0M is related to a marketing campaign focused on international markets [MEDG/MRIS]	
Implementation	\$9.7M is related to the Scale-up Voucher Program. [MEDG/MRIS] \$8.6M for ServiceOntario boulder savings target, including implementation delays from the Renewal Notice Modernization initiative. [MGCS] \$10.0M for Distribution Rate Protection [ENE] \$30.0M for Metis Nation of Ontario Negotiations related to Hydro One Ownership [ENE]	\$30.0M for Hydro One Second Offering services costs. [ENE] \$56.0M for Ontario Rebate for Electricity Consumers [ENE] \$100.0M for the Ontario Electricity Support Program [ENE] \$68.5M is related to delayed municipal transit projects (e.g. Waterloo Rapid Transit, London Bus Rapid Transit Project, and TTC Streetcar Replacement) [MTO] \$1.0M is related to delayed implementation of Canadian Canoe Museum (MTCs)
Other	\$29.9M for Disaster Recovery Assistance to Ontarians. [MMA/MHO] \$6.7M for Clean Water and Wastewater Fund [MOI] \$99.0M for ONTC Pension Transfer Impact [MNDM] \$26.5 for BIE pressures	\$10.0M is related to NOHFC – Algoma Steel Manufacturing. [MNDM] \$5.0M is related to ServiceOntario Land Titles Assurance Fund underspending. [MGCS] \$11.2M (the full 5% holdback) will be available to minute out by Q3. [TBS] \$25.0M in Development Charge Rebate Program. [MMA/MHO] \$4.0M related to delays in expanding Locally Engaged Staff may be available to minute out [MIT].

Please note that the table only highlights key pressures and savings and is not an exhaustive list of all identified pressures and savings.
 ** Includes \$217M related to Public Transit Infrastructure Fund [Appropriations savings only due to offsetting reduction in Federal Revenues] [MTO].

Risks against the Contingency Fund

- There are additional pressures of \$37.2M for Compensation Risks as per OPSEU and AMAPCEO collective agreements.
- There are also multi-year impacts (amounts TBD) for the Ontario Seniors' Strategy, which is expected to be released in Fall 2017.
- Potential Savings
- Through the 2017-18 PRRT MEDG had \$58.5M from legacy business support programs and the JPF placed on holdback.
- The ministry intends to use this funding to offset its pressures.

Appendix 1: Other Programs Sector (cont'd)

TBS

- What's different from Q2 Phase 1?
 - MOI – increase in savings of approximately \$88M mainly due to
 - Removal of \$22M pressure for Capital Repairs Proactive Asset Management
 - Increase of \$34M in savings for Fed-Prov Infrastructure Programs (fiscally neutral)
 - MNDM – decrease in pressures of \$6.8M due to Intercommunity Bus
- Managing Within Allocation
 - Ministry's Plan [97.4%]
 - 14 ministries are managing to or slightly under 100%.
 - 10 ministries are managing above 100%
 - » MFA, MGCS, MOL, MNDM, MCI and MSW will continue to explore savings options and refine forecasts to address pressures
 - » MEDG/MRIS intends to offset its high-likelihood pressures with the funding currently on holdback in its legacy business support programs and the JPF
- Details on Planned Discretionary Spending
 - Ministries have identified approximately \$38.5M in discretionary spending that has been placed on holdback.
 - TBS, ENERGY, MNRF, and OMAFRA constitute the majority of this holdback.
 - OMAFRA indicates that it's \$6.4M holdback is part of the \$8.0M savings in the JPF.

Appendix 2A: No issues identified



Ministry	Report Back - Description
MOHLTC	• Accessing Digitized Health Data (I&IT) - To date, the Ministry has funded the Immunization Connect Ontario (ICON) SecureKey project (\$85,000) and the Patient Access Channel initiative that will enable patients to access core electronic health records (\$171,000) from the total estimated budget of \$1M. MOHLTC and Ministry of Finance (MOF) will seek TB/MBC approval for a transfer, in 2017-18 of \$1M from MOF to MOHLTC to recover costs. • Canadian Men's Health Foundation (Health Promotion) - Partnership with the Canadian Men's Health Foundation (CMHF) to increase men's health literacy, improve research and data collection, reach men in ethnic communities at increased risk, and engage with health care professionals and chronic disease organizations to help men make better health decisions. Current timelines are being met and on track, and \$0.5M is projected to be spent by year-end. Development of TP Agreement to be executed in fall 2017. Evidence-based outcome measures to be provided in Q2 with additional details in Q3. The Ministry maintains its plans to meet its budget commitment of \$5M over 5 years. • Expanding Access to Safe Abortion (Drugs) - Mifegymiso is a combination of two drugs (i.e., mifepristone/misoprostol) in an oral format used for medical abortion of a pregnancy in women under specified criteria (i.e., gestational age up to 49 days). As of August 10, 2017, Ontario has been funding Mifegymiso which is available in pharmacies at no charge to eligible persons who require it. As if it still early in its implementation phase, the Ministry will continue to track its expenditure. • Northern Health Travel Grant (NHTG) Accommodation Allowance Expansion (OHIP) - The \$9.9M was released from holdback. Following the policy change effective November 1, 2017, the \$9.9M in funding allocated will be spent as eligible applications are approved and paid. No spending to date. MOHLTC plans to update program policies, infrastructure and processing system and communicate with stakeholders prior to rollout. • OHIP+ Children and Youth Pharmacare (Drugs) - MOHLTC received approvals from TB/MBC and LRC to create and implement OHIP+ Children and Youth Pharmacare to expand access to ODB Program benefits for all children and youth aged 24 and under, effective January 1, 2018. Program area has currently not spent any allocated TP funds. As part of the TB/MBC approval, MOHLTC was directed by TB/MBC to report back on its plan to manage prescribers' requests under the Exceptional Access Program (EAP) in support of the implementation of OHIP+. MOHLTC has reported that an agreement has been reached with private insurance industry to continue to provide coverage for some EAP drugs until June 2018. Also, MOHLTC is working towards streamlining its EAP request process to minimize the likelihood of delays of funding approval decisions. • Ontario's Dementia Strategy - Implementation plan and evaluation framework received TB/MBC approval and 2017-18 hold back was released. No spending to date. Funding packages with Minister for approval. MOHLTC plans to spend \$10.7 of the \$11M allocated for 2017-18. No information on outcome measures or links to transformation provided • Increasing Social Assistance Rates and Asset Limits - The Ministry is currently forecasting spending of \$1.23M in 2017-18 to increase the comfort allowance for eligible LTC home residents to \$146 per month, effective September 1, 2017. • Supporting Respite Care at Home and in Communities (Community) - TB/MBC approved establishment of a caregiver organization as a charitable corporation in August 2017 to coordinate supports, information and resources for caregivers, funded from within MOHLTC's allocation. The Ministry is reporting back on the results of consultations, implementation plans for launch in 2018-19, system navigation services, and development and implementation of evidence-based outcome measures.

Appendix 2A: No issues identified



Ministry	Report Back - Description
MOHLTC	• Assistive Devices and Supplies Program – Expenditure growth is forecast to be 5.8% in 2017-18, which can be managed in the program allocation. The Ministry continues to look for opportunities to find efficiencies by undertaking regular pricing reviews for different categories of assistive devices and supplies, as well as looking for future options to update the program design. In preparation, the Ministry contracted with a vendor to do an insurance coverage study with a report back expected late March 2018.
	• Hospital Sector / Increase in Hospital Base Funding – Hospitals received a base increase of \$518M in 2017-18 for operating expense including for additional procedures under Priority Services, to improve access and reduce wait times, and to support high-growth communities, as well as northern and rural areas. The Ministry also announced an additional \$100M investment in 2017-18 to address capacity pressures in different areas of the province.
	• Ontario Health Insurance Program – The Ministry is reporting \$87.4M in net pressures in OHIP largely due to projected increases in Fee-for-Service costs, consistent with the Physician Services Negotiating Mandate.
	• Ontario Public Drug Programs (Drugs) – The Ministry is forecasting net savings of \$20M in 2017-18 and is reporting back on key activities including negotiating lower prices for drugs and implementing a system to monitor the use of narcotics and controlled substances. To achieve minuted savings targets, the Ministry indicates it will implement initiatives such as generic savings from a bridging strategy, pharmacy savings, and Formulary modernization initiatives.
	• Long-Term Care Homes (LTCH) Sector – LTCH funding has risen from \$2.12B in 2003-04 to \$4.14B in 2017-18. In 2017-18, long-term care homes received a 2% increase to Resident Care Needs (\$60.9M). – The Enhanced Long-Term Care Home Renewal Strategy was announced in fall 2014 with a goal of providing increased incentives for homes to redevelop beds. As of September 2017 the Ministry has received applications to redevelop more than 12,000 beds and approved 10 projects with up to 968 beds eligible for redevelopment.
	• Mental Health and Addictions (MHA) Strategy (Community) – Ministry advises that implementation progress and planning for upcoming decade are on track. The Ministry is spending \$10M in base funding to support MH&A Strategy initiatives of which \$2M supports the Poverty Reduction Strategy. The 2017 Budget announced an investment of \$127M over 3 years to address critical gaps in mental health services with structured psychotherapy, youth wellness hubs and additional supportive housing units. In the 2017-18 PRRT, TB/MBC asked MOHLTC to identify opportunities to cost-share or use federal Health Accord funding. MOHLTC has identified a \$1.5B shortfall in overall MHA funding, and near-term needs for more than \$135M (growing in out-years), from Health Accord or another source to continue to address critical service gaps.
	• Social Housing for Homelessness – MOHLTC reports implementation on track.

Appendix 2A: No issues identified



Ministry	Report Back - Description
MOHLTC	• Community Services Sector (Community) – The Ministry is reporting back on community services activities and spending to date and planned that support the shift from high-cost institutional care to lower-cost community based care. Projected spending is on track with no pressures, and risks and performance measures identified. • Public Health Programs – The Ministry reported back Public Health programs including those delivered by Official Local Health Agencies and the Healthy Smiles Ontario Program. With a reported budget of \$738M, the Ministry reported that spending is on track. • Cancer Care Ontario – MOHLTC indicates that total funding for Cancer Care Ontario (CCO) is \$2.1B in 2017-18, although the CCO transfer payment line is \$1.6B, which includes funding primarily for cancer treatment services, and chronic kidney disease programs. • Ontario's First Nations Health Action Plan (Community) – The Action Plan targets investments in four key areas: primary care, public health and health promotion, seniors' care and hospital services, and life promotion and crisis support. Investments total \$222M over three years (2016-17 to 2018-19) and \$104.5M annually thereafter. Implementation is "on track" or "approaching full allocation requirements." Of the 2017-18 budget of \$63.75M, \$15.5M was spent at end of Q2, with the balance forecasted to be fully spent by year end. • LHIN Renewal: All report back requirements are on track with further updates expected in future Ministry quarterly reports. – As of June 21, 2017 all 14 CCAC to LHIN transactions have been competed with no interruptions to patient care. Performance monitoring and evaluation has been implemented and is being tracked against baseline data. Indicators for patient experience, such as service provider complaints, are being tracked. – The 8% savings target, amounting to \$10.7M, has been applied to each LHIN base allocation for 2017-18. Savings generated will be reinvested in home care services. – As reported in Q1, one-time severance costs were incurred totalling \$13.3M. Costs have been managed by CCACs and LHINs and addressed as needed, by the Ministry from within its existing budget. • Opioid Strategy – Ministry states all initiatives are "in progress/On track," and reports on developing & implementing outcome measures. MOHLTC does not report back on spending to date as directed; most new investments are in approvals; MOHLTC plans to report back on this in Q3. MOHLTC states it is submitting a multi-year tracker (TBC) in place of the spending update • Office of the Chief Health Innovation Strategist (I&IT) – The Ministry is reporting back on the status of initiatives undertaken by the Office including (1) progress on the Health Technologies Fund (2) updates on projects using the EXCITE process to accelerate the adoption of new health technologies for (3) the appointment of three Innovation Brokers who will help accelerate the shift to value-based procurement in the health sector (4) key milestones for three pilot projects under the Value-Based Innovation Program (VBIP) to design, test and utilize value-based funding models for the Health sector.

Appendix 2A: No issues identified



Ministry	Report Back - Description
MOHLTC	• Hospital Information System (HIS) Renewal (I&IT) – Significant activity is underway with hospitals and LHINs developing plans for the clustering and consolidation of HIS implementations. The Ministry will provide a more detailed update once the information is reported in the hospital sector quarterly expenditure monitoring reports. Progress in HIS Renewal implementation will also be reported quarterly through the Digital Health Scorecard, which is presented as part of the Major I&IT Projects Reports.
	• Enhanced Compensation for Allied Health Professionals (Health Human Resources) – The ministry has met with the sector associations to develop an implementation plan. No funding has been provided to recipients to date. Funding flow is expected in Q3, retroactive to April 1, 2017 – Consistent with TB/MBC approvals.
	• Clinical Education – Key activities such as health workforce planning for physicians, nurses and other allied health professionals are on track, and spending as of Q2 is at 42%. During the 2017-18 PRRT the ministry identified program savings of \$7.3M in the Resident Interest Relief Program, Clerkship Stipend and Travel Programs which are subject to negotiations with the Ontario Medical Association. The resulting pressures are being managed from the Clinical Education program.
	• Ontario Neurotrauma Foundation (ONF) and Rick Hansen Institute (RHI) (MOHLTC/MEDG/MRIS) – The government committed to provide \$4.68M per year from 2017-18 to 2019-20 to the ONF/RHI. In addition, MOHLTC will be providing \$1M in 2017-18 offset from the Health System Research Fund-TP. MOHLTC and MRIS are currently negotiating the Transfer Payment Accountability Agreement (TPAA) with ONF / RHI and expects that performance data will be available by Q1 2018-19 for the 2017-18 funding year. MOHLTC is confirming spending by ONF / RHI prior to the finalization of the TPAA's and is expected to report back in Q3 with expenditure estimates.
	• Funding of Five New Major Hospital Projects BI – The five (5) major organizations have received planning grant approvals, have executed Agreements and have received some or all of the funds owed to them for planning project progress. The hospitals continue to work on their approved early capital planning stages.
	• Funding for Additional Major Hospital Projects – To date, full funding has been flowed to seven (7) out of total fourteen (14) projects.
	• Enhanced Funding for Small Hospital Projects Program – As of Q2, the ministry is forecasting pressures for small hospital funding, which is attributed to construction and planning progress projects. As of August 31, \$23.3M has been provided to hospitals for planning and construction progress payments. The same forecast shows an additional \$37.3M to be spent by the end of 2017-18.
	• Social Infrastructure Fund (SIF) (Capital): In May 2016, MHO, MCSS and MOHLTC received TB/MBC approval to design principles of the SIF program investments. As of March 2017, all of the funding allocated to MOHLTC for Social Housing Improvement Program (SHIP) was dispersed to health service providers. Implementation is on track - all funding agreements have been signed and all designated projects are underway with one project completed.

Appendix 2A: No issues identified



Ministry	Report Back - Description
EDU	• Enhanced Funding for Child Care Expansion and Creation of New Child Care Spaces – Service agreements with expansion targets for each community were released on May 4, 2017. Updated service agreements were due back to the ministry on August 28, 2017. CMSMs and DSSABs have until the end of 2018 to spend Expansion Plan funds and meet their expansion targets. The ministry is holding ongoing meetings with CMSMs/DSSABs to confirm the expansion targets for each community. • St Michael's Choir School – Capital funding to consolidate St. Michael's Choir School in a single building within the Cathedral precinct. No report back provided, ministry has indicated that it is working with MTCS and the Toronto DSB to explore options to report back in November 2017, although the ministry was minuted to report back by fall 2017. [Note: the Ministry has indicated that this is not a BI, but it was minuted as one.] • Creation of New Child Care Spaces – Child Care Program: Year 1 Early Year Child Care Capital Submissions were received by the Ministry as of August 4, 2017. The ministry plans to announce details of its community-based capital plan in late fall 2017. The Community-Based Child Care Capital Program will serve as the primary means for capital funding requests associated with community-based child care and/or child and family program capital projects. • School Consolidation School Board Efficiency and Modernization (SBEM) – In June 2017, the ministry announced the completion of its commitment to invest \$750M for School Capital Consolidation. Through Q2, the Ministry indicated that the status of implementation and spending to date of the initiative is on track. No Further details provided. • Highly Skilled Workforce – EDU plans to announce the majority of funding to support HSW implementation to school boards in fall 2017. A number of measures including financial modelling, development of communications materials and Transfer Payment Agreements to manage portions of planned activities have been designed, completed and implemented. Work on the recommendations is being staggered to focus on priority items and alignment to other ongoing initiatives. Total allocation \$33.5M; \$0M spent in Q2 (Enveloped and earmarked for school board TPAs in fall 2017, notional allocations established). • Broadband and Modernization Program (BMP) – The initiative aims at helping school boards reach broadband levels of 1 megabit per second per student. Wave 1 of the BMP continues to be a collaborative effort between the ministry and school boards to deliver infrastructure upgrades to a select number of schools. Findings and outcomes from Wave1 will inform the strategy and approach for the full scale rollout in Wave 2, and completion in Wave 3. Wave 1 is targeting approximately 110 to 180 schools, with representation from English, French, public and Catholic boards across all regions of the province, including northern Ontario. As of September 30, 2017, a total of 77 schools have successfully implemented the technical solution, positively impacting over 34,000 students; implementation in 110 schools is targeted to be reached in Q3 2017-18, and 180 schools by the completion of the 2017-18 school year. Wave 2 was kicked-off in Q2, a large number of school boards expressed interest in starting broadband modernization work immediately; the Ministry is working with school boards to support early engagement.

Appendix 2A: No issues identified



Ministry	Report Back - Description
MAESD	Enhancements to the Ontario Student Assistance Program (OSAP) related to the Registered Education Savings Plan (RESP) exemption – Ministry has implemented changes to OSAP to exempt financial contributions from RESPs. Performance measures are under development.
	Enhancements to the Ontario Student Assistance Program (OSAP) for Indigenous Learners – Enhancements were implemented for the 2017-18 school year. The Ministry received approval for release from holdback of these funds. \$3.3M in underspending was directed to the contingency fund.
	Enhancements to the Repayment Assistance Program (RAP) – Ministry has outlined plans to implement changes to the RAP income threshold to help ease the transition from postsecondary education to employment for more student loan borrowers in fall 2018.
	Career Kick-Start Strategy – Investments to close the job experience gap for many of students and recent graduates, through hands-on learning opportunities to help students cultivate meaningful work-related skills and experiences that, alongside advice and guidance from mentors, can significantly impact career exploration and entry into the workforce. Ministry has received approval for release from holdback for all of the funding.
	Lifelong Learning and Skills Plan – The majority of the funding is for additional funding for the Literacy and Basic Skills program. The Ministry has received approval for release from holdback of these funds.
	Labour Market Information (LMI), Partnership and Local Leadership – Initiative will enhance labour market information through a new Planning and Partnership Table (PPT), Demonstration Fund (to be launched Fall 2017) and enhanced LMI website. Ministry has received TB/MBC approval for release from holdback for this funding.
	Aboriginal Institutes – Initiative will sustain current programs and support capacity building and increasing enrollment at Ontario's nine publicly funded Aboriginal Institutes. Ministry received approval to release funding from holdback. Details on pressures/savings expected in Q3 and Q4.
	Supporting Employers Investing in their Workforce – Initiative will provide funding to the Ontario Centre for Workforce Innovation in order to implement skills pilot programs. Funding has been released from holdback, however there has been no spending to date.
	New Funding for Digital Literacy and Coding Pilot – Cabinet Office, in partnership with EDU, has engaged Brookfield Institute to fund the Digital Literacy Pilot through at TPA and has agreed in principle to flow \$1M over two years. Cabinet Office will provide updates to MAESD on the progress of the pilot from the workforce skills perspective.
	Postsecondary Education Sustainability – Ministry will report back at a later date with additional details on this initiative. Funding is currently on holdback.
	Major Capacity Expansion – \$127.3M announced June 9, 2017 to support the York University Campus in Markham, in partnership with Seneca College, TPA currently being finalized. The Ministry has also announced a capital investment of up to \$180 million for postsecondary expansion in Brampton and Milton (MCE II). Final proposals from two institutions were received on October 2, 2017 and are being reviewed by the Ministry.

Appendix 2A: No issues identified

TBS

Ministry	Report Back - Description
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MCYS	- Enhanced Ontario Youth Action Plan – All initiatives implemented, performance measurement framework is in place, and 98.9% of spending is committed. - Ontario Black Youth Action Plan – Fast tracking implementation of three programs, public calls for applications for the remaining programs were issued, select calls for applications have closed and are being reviewed. All programs will begin reporting on outcomes by Q1, 2019-20. Performance measures have been developed for each program, the Ministry is validating them with the Ontario Black Youth Action Plan (OBYAP)'s External Implementation Steering Committee. Transfer Payment Agreements will be in place (totaling \$2.82M or 47% of the total \$6M 2017-18 allotment) in Q3, 2017-18. - Support for Nutrition for Learning (NFL) – Program is a sub-contracted community partner in the delivery of the Student Nutrition Program in Waterloo Region. NFL seeking to expand services in higher-needs school, and will provide an implementation plan in Fall 2017 for review and approval. The Ministry will approve proposed schools for NFL targeted expansion using a consistent approach from the Healthy Kids Strategy (2013) and Poverty Reduction Strategy (i.e., review of data and local information gathering). - Enhanced Support for Fetal Alcohol Syndrome Disorder (FASD) – Strategy involving six initiatives to reduce the prevalence of FASD, increase co-ordination of services, improve quality of life for those with FASD, and enhance support for families and caregivers. Development of performance measures, implementation plans and communications strategy are on track. \$0.024M spent to date of \$6.185M 2017-18 budget. \$1.9M in underspending was declared at Q1. - Ending Violence Against Indigenous Women – Family Well-Being Program – Implementation is on track. \$12.9M (43%) of \$30M has been flowed to Indigenous partners so far with the expectation to be fully spent by Q4. MCYS and Indigenous partners are working together to co-develop and carry out a provincial program evaluation to begin in Q3. - Ontario Child Benefit (OCB) Accrual Liability– MCYS and MOF have reviewed and analyzed historical data and trends. MCYS, TBS and MOF will report back to TB/MBC in Fall/Winter 2017-18 with a recommended strategy for treatment of the accrued OCB liabilities and adjustments to current OCB expenditure forecasting. - Ontario First Nations Health Action Plan – MCYS has been working with Indigenous partners to co-design and co-implement youth life promotion /suicide prevention initiatives. Based on input received to date from First Nations, Métis, Inuit and urban Indigenous partners, as well as inter-ministerial and federal government partners, MCYS has moved forward to roll-out: holistic/land-based programming and prevention supports; enhancements to the Tele-Mental Health Service to reach more Indigenous communities; Indigenous mental health and addiction workers and supports for students in First Nations schools; and Mental Wellness Teams across the province in partnership with Health Canada, First Nations and Inuit Health Branch. The majority of funding for 2017-18 and 2018-19 and ongoing has been allocated/notionally committed.
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Appendix 2A: No issues identified



Ministry	Report Back - Description
MCYS	• Roy McMurtry Youth Centre and Brookside Project – Both Centres have Stage 2 construction activities completed (Demolition of Toronto West Detention Centre and Land due diligence) or underway (i.e., request for Proposal release (Construction), to be awarded in 2018-19). Consultants have been retained through Infrastructure Ontario (IO) and are currently completing the design of the new MCYS facilities and MCSCS RMYC redevelopment; and an exit strategy is being developed for the Brookside facility to allow for uninterrupted programming and to maintain close to home principles.
	• Justice Sector Reform – The Justice Sector continues to pursue transformation strategies in order to modernize and enhance the justice services it provides; including: the Attorney General's plan to make the Criminal Justice System faster and fairer, Strategy for a Safer Ontario (SSO); Corrections Reform; and strengthening achievements of MCYS transformation of youth justice services. The ministry has reported progress of the Criminal Justice Sector Task Force, including development of a strategy for improving the effectiveness and efficiency of the criminal justice system (MAG, MCSCS and MCYS). MCYS is on track to achieve its \$2.5M savings target in 2017-18.
	• Performance Measurement System – Ministry has provided updated results for the three KPIs. Work on the ministry's performance measurement system has resulted in the refinement of four KPIs that have been approved within the ministry. The ministry continues to work with the Centre of Excellence for Evidence-Based Decision Making to refine and finalize its performance measurement system.
	• New Funding for Developmental Services and Complex Special Needs – On track. As of Sept.30, 2017, approximately 165 CSNs in the children's system have transitioned into adult developmental residential services with an estimated cost of \$30M. Transition of the remaining 143 individuals is in progress and being planned for 2017-18. The projected cost associated with these 308 CSNs could be higher than the 2017-18 budget of \$46M.
	• Ontario Indigenous Children and Youth Strategy – Phase One Implementation is on track. Ministry has completed comprehensive corporate and community-based mapping of Indigenous children and youth programs and services, and reported key findings, including barriers and priority needs in the community-based mapping final report. First Nations, Inuit, Métis and urban Indigenous partners and MCYS co-developed a transformative performance and outcome measurement framework: Transformed Relationships through Improved Outcomes (TRIO). The ministry is examining opportunities to realign funding from mainstream organizations to Indigenous organizations. All transfer payments flowed to Indigenous organizations are now processed under the new Indigenous Account Codes.
	• Child Welfare – Quality Strategy – The Ministry has forecasted a pressure of \$0.7M for 2017-18. The Ministry plans to continue to implement short-term reform activities and will offset the costs from within its existing allocation. Any other activities will be deferred until after the proclamation of The Child, Youth and Family Services Act, 2017 (anticipated Spring 2018).
	• Footprint Expansion for Youth Justice Services – On track. The Ministry continues to work with TBS CEMD, TBS OPCD, and IO to capitalize previously approved leasehold improvements for youth justice services beginning in 2018-19.

Appendix 2A: No issues identified



Ministry	Report Back - Description
MCSS	• Increasing Social Assistance Rates and Asset Limits – Implementation is on track. On July 25, 2017, MCSS received approval from Legislation and Regulation Committee for regulatory amendments that are required to implement increases to social assistance rates and asset limits. The social assistance rate increase was implemented on September 1, 2017 for ODSP and October 1, 2017 for Ontario Works. The asset limit increase was also implemented on September 1, 2017, which was earlier than planned for both programs (January 2018). Development of evidence-based outcome measures is on track and expected to be completed in Fall 2017. Ministry is forecasting to spend \$0M in Q1, \$7.2M (10%) in Q2, \$31.8M (45%) in Q3, and \$31.8M (45%) in Q4. • Support for Luso Canadian Charitable Society – Ministry received \$0.5M (one-time funding through the 2017 Budget) to support the retrofit of a new centre in Mississauga/Brampton to deliver services for individuals with physical and developmental disabilities. The ministry is finalizing the grant letter with the agency and will start flowing funds by the end of October.
	Ontario Basic Income Pilot (OBIP) – To date, a total of 481 participants have been enrolled in the OBIP. The ministry has completed the procurement for the third party evaluator, who will be required to provide an evaluation report on a quarterly and annual basis, as well as a final evaluation report at the end of the OBIP. MOF has implemented the Automated Income Verification and Business Services model to enable automated redetermination of eligibility and entitlements for participants, continued payment issuance, and other administrative and client services. Also, MCSS continues to work with MOHLTC in implementing the interim solution to ensure social assistance recipients have ongoing access to their drug and dental benefits, as they transition from social assistance programs to participate in the OBIP. Note: TB/MBC minuted \$19.6 million in savings through Q1 2017-18.
MAG	• Halton Region Consolidated Courthouse – Funding for the construction and ongoing operation and maintenance of the new courthouse. Based on the latest forecast from Infrastructure Ontario (IO), capital expense savings of \$6.8M has been identified under court construction for the Halton Regional Courthouse and the New Toronto Courthouse. No funds have been spent, Ministry and Infrastructure Ontario are forecasting the project to be on budget and on schedule. • Automobile Accident Benefits Services (AABS) Case Backlog – Currently, AABS is not experiencing a back-log. MAG continues to work with MOF to negotiate a potential transfer of FTEs in to support AABS. AABS current FTE cap of 89 temporary FTEs will expire March 31, 2018. The AABS program is currently using 125 FTEs in core operational service delivery and in indirect support (transition team, legal services, executive and corporate support). MAG has requested 125 temporary FTEs in the 2018-19 PRRT for LAT-AABS in order to continue negotiations with MOF into 2018-19. • Justice Sector Reform (MAG, MCSCS, MCYS) – The Justice Sector ministries continue to work collaboratively to achieve the vision for a criminal justice system that is modern, accessible, sustainable, and enhances community safety and improved outcomes for people in / at risk. The justice sector continues to pursue transformation strategies to modernize and enhance justice services including: MAG broader transformation plan, Strategy for a Safer Ontario; Correctional Services Reform Strategy; and strengthening achievements of MCYS transformation of youth justice services (began in 2005-06). The sector has a 'Boulder' savings target of \$30M for 2017-18. [no indication if they are on track to achieve this]

Appendix 2A: No issues identified



Ministry	Report Back - Description
MAG	New Toronto Courthouse – MAG has identified \$4M in underspending in court construction and is requesting that this be-profiled as part of the ministry's 2018-19 PRRT submission. These savings are related to the need for additional upfront due diligence on the project. Commercial close and construction start dates have been moved from Fall 2017 to Winter of 2018; however, Infrastructure Ontario is forecasting project completion to be on schedule and on budget.
MCSCS	Leasehold Asset Management Plan – The ministry is in the process of completing LAMP assessments for all of its correctional facilities across the Province: assessments have been completed at 19 facilities with the remaining assessments slated for completion by end of 2017-18. The ministry is on-track to spend \$6.5 million in 2017-18 by year-end and will request the release of funds from holdback through the year-end TBO submission. New Multi-Purpose Correction Centres – Ottawa and Thunder Bay – TB/MBC approved release of project funds on June 13. Ministry is targeting full spend of project funds in 2017-18 and will report back with a request for Stage 2 construction approval through the 2018-19 PRRT. Closed-Circuit Television (CCTV) – Ministry continues to manage expenses for upgrading to 100% CCTV camera coverage in each institution. Targeted completion for Maplehurst CC is Dec.31, 2018 and Vanier CFW is Dec.31, 2019; Sarnia Jail is complete; Niagara DC CCTV work expected to commence early 2018 and installation of re-purposed CCTV at Fort Frances Jail targeted for end of FY 2017-18. Going forward, the ministry must still renew 18 of its sites to meet the Ombudsman's recommendations the ministry will commit \$8M-\$16M per year towards major CCTV projects. Justice Sector Reform – The report back included updates on individual justice ministry transformation strategies to modernize/enhance justice services, including: MAG/MCSCS/MOHLTC work to develop a strategy for improving effectiveness and efficiency of the criminal justice system, Attorney General Transformation Plan, Strategy for a Safer Ontario (SSO); Corrections Reform; and strengthening achievements of MCYS transformation of youth justice services. The report back also highlighted ongoing collaborative efforts to align key priorities across the Justice ministries (MAG, MCSCS, MCYS); outcome performance measures to monitor justice sector transformation; and an update on savings (2017-18 savings target of \$30M moving forward as planned).
OMAFRA	Expansion of Ontario Community Infrastructure Fund – OCIF provides funding for small, rural and northern communities to address critical core infrastructure projects (roads, bridges, water and wastewater) and improve asset management planning. Municipalities are now allowed to bank funding for up to five years. Funding announcements for 2017-18 are planned for early 2018. The report back provides details on the performance measurements for the program.
CO	Ontario Digital Service (ODS) – Continues to make progress towards setting a foundation for digital transformation across government. Spending on track and work is underway on comprehensive performance measures; ODS KPIs, Program Outcome, and Output Measure were submitted through the 2018-19 PRRT. All FTE positions and funding related to 2017 Budget Initiative have been filled. An accommodations project is underway for a workspace that is conducive to digital delivery. Construction is set to begin at the end of November 2017, with completion estimated by June 2018. CO is anticipating a \$1.3M capital pressure for ODS in 2017-18, which will be managed from within ODS' approved operating allocation through a year-end TBO.

Appendix 2A: No issues identified



Ministry	Report Back - Description
MCI	• Investments in Highly Skilled Workforce (Bridge Training) – Maintaining current service levels and expanding services to internationally trained individuals through new initiatives. Ministry launched call for proposals June 8 for new projects and on Aug. 10 for renewals. Funding for successful new projects to flow in Q3, following contract negotiations. The Ministry will report back with details on performance measurements and evaluation. • Multicultural Community Capacity Grant – Projects to build diverse and inclusive communities by enhancing ability of newcomers and ethnocultural communities to participate fully in the civic, cultural, social and economic life of Ontario. Program design completed and implementation on track. Performance measurement framework being developed. Call for proposals was launched June 27; applications been evaluated and funding recommendations have been developed. Funding for new projects is scheduled to flow in Q3 • Credit Canada Financial Literacy Workshop – Financial literacy training to help newcomers gain knowledge needed to manage their personal finances. A Transfer Payment agreement is in place with Credit Canada Debt Solutions detailing terms and conditions of funding, approved budget, project deliverables, and performance measures. The Ministry will report back with details on performance measurements and evaluation. • Improving Refugee Outcomes – All 2017-18 funds have been allocated to sustain service levels in existing refugee projects with \$2.25M allocated for 2017-18. • Support for Refugees and Newcomers: – Program implementation on track. Released call for proposals on June 20 for Settlement and Integration Services for Refugees and Vulnerable Newcomers. A performance measurement framework is being developed – an RfP was released in Summer 2017. Funding for approved projects is scheduled to flow in Q3.
MEDG/ MRIS	• Quantum Valley Ideas Lab – QVIL intends to follow a governance model similar to the Perimeter Institute, i.e., comprised of a Board, Director / team; and Science Advisory Advice Mechanism. QVIL also plans to be the direct recipient of the project funding, with no intermediaries, (consistent with Perimeter Institute's transfer payment relationship with Ontario), and to own all intellectual property that its researchers develop. QVIL is in ongoing dialogue with the federal government to identify an appropriate mechanism for funding support, and is also exploring how to establish Ideas Lab as a business-led national centre of excellence. QVIL has indicated that the next set of projects will likely include quantum sensor technology. The ministry has been in discussion with QVIL about outcome measures. • Vector Institute - Implementation on track. The VI recently received \$10 million from the Province after it met the necessary milestones outlined in the Transfer Payment Agreement, thus entering into the Project Transition Phase. The second of three phases which will end no later than March 31, 2018, at which point the VI will enter the Project Operational Phase. In order to successfully transition into this phase, pursuant to the TPA, the VI has executed a Strategic Framework; Roadmap to the end of FY 2017-18; and appropriate expertise and controls for the VI to manage the Province's contribution. Total budget \$50M; \$14.725M forecasted to be spent in fiscal 2017-18. YTD Actual Expenditures through to September 30, 2017 are: \$2.917M. Performance measurement development on track, to be provided by Q3.

Appendix 2A: No issues identified

TBS

Ministry	Report Back - Description
MEDG/ MRIS	• Talentedge – Internship and fellowship program that provides Ontario post-secondary students and recent graduates with real-world experience, enabling them to apply their expertise to industry challenges. In July 2017, TB/MBC approved release of \$2.8M in funding from holdback, which will support 56 additional fellowships and 84 additional internships per year. The current model has demonstrated effectiveness; in its first three years the program has supported 1,082 placements for postsecondary students and recent graduates; 62 percent of interns were hired by the company at the end of the project; and most of those participants who were not hired were students who returned to their studies upon completion of the internship. • Baycrest Health Sciences – Canadian Centre for Aging and Brain Health Innovation (CC-ABHI) – Continuing with implementation of its mandate to accelerate the development, validation, commercialization and adoption of innovative solutions in brain health as it relates to aging and older adults. CABHI 5-year Business Plan (including Performance Measurement Plan) and Annual Operating Plan are both up-to-date for fiscal year 2017-18. This includes support for a new round of projects in FY 2017-18 through each of the 4 new funding programs launched in 2016-17: Spark Program; Researcher Clinician Partnership Program; Industry Innovation Partnership Program; and Knowledge Mobilization Partnership Program. Spending is on track to date. Baycrest CABHI has drawn the full \$4.7M per year budgeted in each of the two previous fiscal years, and has \$2.2M in spending through the first half of FY 2017-18. • MaRS Phase II – The ministry has reported that all key priorities have been met or are on track regarding MaRS Phase 2 Inc.'s compliance with the amended 2017 Credit Agreement, including repayment of the hybrid facility. The agreement requires MaRS to make schedule repayments on the fixed and variable term facilities as well as submit various documents at prescribed intervals for the term of the agreement. To date, MaRS is on track with all payments. • Cybersecurity Pilot - The Ministry has provided a status update on a pilot project to support cybersecurity innovation, including the participation of the five major banks, including funding and proposed performance metric details. • Institute for Quantum Computing (IQC) – In 2014-15, Ontario provided \$25M over five years to the IQC. The Ministry is reporting back on activities supported and results achieved to date.

Appendix 2A: No issues identified



Ministry	Report Back - Description
MEDG/ MRIS	• Jobs And Prosperity Fund (JPF) – The Ministry is reporting back on projects, funding and results to date for the JPF.
	• NOVA Chemicals – The Ministry is reporting back on the status of negotiations with NOVA on federal and provincial funding for two projects: (1) construction of a new polyethylene production plant near Sarnia that would increase NOVA's polyethylene production capacity in Ontario by 64% and (2) expansion of the company's ethylene manufacturing capacity in Corunna by 50%. • OCGC 2.0 – OCGC has a limited partnership interest in three venture capital funds and 11 remaining direct company investments held as the Ontario Emerging Technologies Fund (OETF) program, which been paused to new investments since May 2012. OCGC is currently negotiating to make limited partnership interests in two cleantech venture funds (\$55M). In Q3, the OCGC and Ministry will begin work on: (1) a more comprehensive risk-based approach to appropriately manage the future risk associated with the OCGC's enhanced investment activity and (2) additional performance monitoring and measurement that will reflect the goals and objectives of the OCGC under the enhanced mandate, including metrics that would allow OCGC's performance to be benchmarked to other venture capital firms' performance. • Social Enterprise Demonstration Fund – The Ministry is reporting back on the first two rounds of the Social Enterprise Demonstration Fund (SEDF), issuing a total of \$6.2 million to fund 18 projects, delivered by 14 organizations as well as plans for the 2017-18 round. The report back outlines plans to refine the program's performance measurements. • Cleantech Equity Fund (CEF) – 2016 Ontario Budget announced \$55M to develop new approaches to making equity investments in high-potential, innovative Ontario-based cleantech businesses, target launch of the fund in Fall 2017. A request for Expressions of Interest (EOI) launched on January 16, 2017 to identify one or more fund managers with the experience and expertise to establish one or more CEFs, closed on March 13, 2017 with 10 EOIs. The OCGC Board has selected one or more preferred fund manager(s), though this selection remains confidential as the Board negotiates fund terms and next steps. The Ministry requires approval to execute the binding agreements for Fund A, Valetown Innovation Growth Fund, and approval of the commitment and terms for Fund B, Emerald Canadian Cleantech Fund. • Green Investment Fund – Delivered through the Ontario Centres of Excellence (OCE), Target GHG supports the development, demonstration and adoption of new clean technologies for large industrial emitters, small and medium enterprises, and research consortiums. The report back on the outcomes achieved and current status of the three program components/streams includes Stream 1 and 2 funding announcements expected Summer/Fall 2017, Stream 3 Solutions 2030 Challenge program launch/announcement on April 13, 2017 and NRG COSIA X-Prize work on-going in preparation of advancing teams to stage 2 of the competition. The end date for project implementation is 2020 with OCE project administration and management costs extended to 2022. The Ministry reported two performance measures (others to be reported at a later date). The OCE has not yet announced any projects and the Ministry proposes to report back on funding and performance measures at a later date.

Appendix 2A: No issues identified



Ministry	Report Back - Description
ENERGY	• Green Investment Fund – Audits and Energy Efficiency Retrofits for Single Family Homes: – In January 2016, \$100M was approved to fund the Green Investment Fund to expand existing home energy audit and energy efficiency retrofit programs with Enbridge and Union Gas . The program was formally launched in October 2016, with both companies continuing to track and report to ENERGY the number of participants (1,485 home audits and retrofits in Q1 2017-18, and 4495 home audits and retrofits since launch), as well as fuel and GHG savings. In May 2017, the Enbridge, Union, IESO and ENERGY coordinated the launch of the IESO Whole Home Pilot (WHP), which augments the existing programs to electricity customers. Updated participation and gas savings numbers for September 2017 will be reflected in Ministry's Q3 report.
	• Climate Change Action Plan Minute #10 - Electric Vehicle Overnight Charging – On March 23, 2017, implementation of the Overnight Electric Vehicle Charging initiative was approved, with funding of up to \$8.7M over four years to be drawn from the Greenhouse Gas Reduction Account. 2017-18 funding has been placed on holdback pending completion of an evaluation, and a joint report back to TB/MBC and MOECC. Implementation and program design proposal to be presented to Minister's Table on Climate Change (MTCC) in November 2017. Once approved, funds allotted for 2017-18 will be committed prior to March 31, 2018. Ministry will present a joint report back in Q3 with MOECC on the status of implementation.
	• Affordability Fund - Created in March 2017 to assist customers in bill arrears and facing service disconnection. TB/MBC approved \$100M to establish the fund. The Ministry entered into a TPA with Computershare, a professional Trustee company which included the creation of an Advisory Committee. Spending to date totals \$0.3M. Updated spending to date, results to date and a value for money assessment expected in Q4.
MOECC	• Support for Greenbelt Foundation – Initiative to leverage additional investments to further protect safe drinking water and environmentally sensitive land, and to promote food security within Ontario's Greenbelt. On track - the Ministry is currently working with the Friends of the Greenbelt Foundation on program design, timelines and performance measures of the Transfer Payment Agreement.. No spending has occurred to date as funds are on holdback pending a report back to TB/MBC on program design in Fall 2017.
	• Support for the Implementation of a Remediation Action Plan for Grassy Narrows – Total 2017-18 funding of \$4.835M; \$0.758M spent as of end of Q2. for accelerated fieldwork and pre-remediation work related to mercury contamination. On track.
	• Budget Talks: Reducing and Preventing Food Waste – Initiative to expand food rescue services by improving access to transportation and storage of surplus perishable and prepared foods. Development on track. Total budget \$0.6M; no spending to date as ministry is working on developing program design and implementation details. More details to be provided in Q3 2017-18 .
	• Drive Clean – Program was allocated \$38.5M for TP's to Drive Clean Facilities in 2017-18 as a result of the elimination of the Drive Clean test fee. Q2 spending totals \$20.1M. Ministry will continue to monitor payment trend patterns.

Appendix 2A: No issues identified

TBS

Ministry	Report Back - Description
MOECC	Greenhouse Gas Investment Plan (GHGIP) – Assessment of Governance and Decision-Making Model – In September 2016, MOECC provided TB/MBC with a detailed submission outlining the GHGIP development process and assessment criteria to ensure a fair and objective assessment of Climate Change Action Plan (CCAP) initiatives. The report back summarizes key findings of this assessment and identifies process design improvements to be implemented in the development of the 2018-19 GHGIP, including: GHG Estimation & Quantification Guidance, Grants Ontario System (GOS) for GGRA, Technical Assessment Committee (TAC), and Performance Measures and Reporting • GGRA: Greenhouse Gas Reduction Account: Implementation is on track. It is expected that all Ministries that were provided with GGRA funding for 2017-18 will flow allocated funding to their respective CCAP initiatives within the 2017-18 fiscal year. Ministries currently at risk of not spending their allocated amounts will work with their corporate finance branch and OPD as required to ensure they meet compliance requirements. Through the two joint report backs submitted to TB/MBC, MOECC has provided an updated plan to disburse the proceeds of future 2017-18 auctions to CCAP initiatives to reflect the latest results from auctions and to ensure Ministries are prepared to deliver on the Climate Change Action Plan. • Support for Development and Implementation of the Cap and Trade (C&T) Program – The Cap and Trade Regulation (C.Reg. 144/16) requires four auctions of Ontario allowances per calendar year. Total auction proceeds to date recorded in the GGRA are \$976.2M, cumulative of two auctions. MOECC has finalized amendments to the regulations that govern the greenhouse gas cap and trade program. The Ministry is also working to develop offset protocols which establish the methods proponents must follow and documentation they must generate and maintain to create offsets for use in Ontario and Quebec as well as draft regulations to support the use of the offset protocols. The Ministry has outlined initiatives to be deferred to 2018-19 including Border Carbon Adjustments, Low Carbon Heat Study and Renewable Fuel Standard Analysis. The Ministry reports that the program will be fully spent for 2017-18. • Climate Change Action Plan (CCAP) – The Ministry is reporting back on the relationship between the Climate Change Action Plan and the Fiscal Plan. Ontario has had three successive cap and trade auctions that exceeded projections. If the proceeds continue to exceed forecasts, the government will need to determine how to disburse the additional funds. The Ministry, working with TBS and CO, are starting to plan for opportunities to apply additional proceeds to GHG reducing initiatives not currently identified in the 2017-18 GHGIP. • Green Investment Fund (GIF) – The Sustainability Colab GIF project, overseen by MOECC, is one of nine programs approved for funding from the GIF and provides performance-based funding to non-profit organizations to support the growth of local programs that help businesses achieve reductions in GHG emissions. The Ministry has reported back on spending and key performance milestones to date. • Electric Vehicle Incentive Program (EVIP) – Due to exceedingly high program demand, MTO is currently working through the 2016-17 backlog of EVIP applications and hasn't begun to process the 2017-18 applications. As a result, no information is available at this time to base an estimate of 2017-18 GHG reductions achieved. Forecast spending for 2017-18 is \$94M. • 125 Resources Road Lab Relocation – The ministry received Stage 2 construction approval on October 17, 2017 to build a new environmental sciences centre, to replace the current facility and have sought approval through the 2018-19 PRR to re-profile \$3.6M of capital expense funding and \$5.7M of capital asset funding in 2017-18 into out-years due to delays in implementation

Appendix 2A: No issues identified



Ministry	Report Back - Description
MOECC	Western Climate Initiative (WCI) Inc. – Ministry is reporting back on actions taken to address risks i.e. risks related to the auction process and Financial Services Administrator (FSA). In Q2, the Ministry partnered with MOF to develop a list of questions to be answered with respect to having a Canadian bank act as FSA under the Auction on behalf of Deutsche Bank AG, as it continues to demonstrate a weak credit profile. Results of the discussion will be provided in subsequent report-backs. Infrastructure Plan – The Ministry reports that it is undertaking the analysis to develop an inventory of its assets based on the Infrastructure Asset Management Framework and plans to develop targets and timelines in 2017-18. Contaminated Sites Liability – Provided report back on the coordinated approach to contaminated sites management through the 2018-19 PRRT, including updates on the recommendations from the 2015 OAGO Audit on Management of Contaminated Sites. Ministries have reviewed the prioritization and put forward requests to draw down on the liability as part of remediation work. The ADM Steering Committee has reviewed drawdowns on liabilities totalling \$88.2M in 2018-19 to conduct remediation work on 92 provincial contaminated sites. There is no fiscal impact associated with these requests.
MOF	Support for Power Dam Special Payment Program – One-time funding to support retroactive payment to Terrace Bay. MOF would continue to work with MPAC to determine the cause and amount of error in payments to Terrace Bay under this program. Once identified, the Ministry would negotiate a retroactive payment to cover the discrepancy. MOF is forecasting a full spend of \$340K. There are no changes since 2017-18 Q1. Support for Hickory Drive Homeowners – One-time funding to provide full property tax relief for home owners affected by an explosion on Hickory Drive in Mississauga. The province committed to match the municipal tax relief provided by the city and region and will issue a single payment of \$43k in late Fall 2017 to provide property tax relief. There are no changes since 2017-18 Q1. Support for Budget Talks Initiatives (with MOECC, MOHLTC, MTCS) – - Reducing Food Waste – MOF transferred \$0.6M to MOECC, approved by TB/MBC on September 26, 2017. - Improving Digital Services for Libraries – MOF transferred \$1.0M to MTCS, approved by TB/MBC on June 13, 2017. - Accessing Digitized Health Data – MOF working on Treasury Board Order (TBO) of \$1.0M to transfer to MOHLTC before Q3 of 2017-18. \$0.4M in Budget Talks funding is currently unallocated. MOF has declared this as minutable savings in Q2. Strategic Real Estate Assets Divestment Review – MOF was directed in 2014-15 RbP to report back on a regular basis on the divestment of real estate assets. <u>LCBO head office</u> sale closed in June 2016; <u>OPG head office</u> sale closed in April 2017; <u>Seaton</u> lands being sold as 10 individual bundles through a phased approach. The first bundles of Phase 1 were listed on open market in October 2016. Negotiations are underway on a number of bundles, with gross proceeds of \$163M expected in 2017-18; <u>Lakeview</u> lands sale process underway. IO estimates upfront revenue from sale of \$195M - \$255M in 2017-18, with a proposed closing date of March 30, 2018 accepted by the purchaser. The upfront impact includes the expected net gain on sale and the capital gains tax from payments-in-lieu of tax (PILs).

Appendix 2A: No issues identified



Ministry	Report Back - Description
MGCS	• Accelerated Conversion of Red and White Health Cards – In February 2015, the Premier's Office approved a 2.5-year project to convert red and white health cards to photo including a mandatory phase that would have resulted in the elimination of red and white health cards by 2018. In June 2016, a decision was made not to proceed with the mandatory phase of the red and white conversion program. MGCS will return to TB/MBC as part of the year-end TBO submission to seek approval to realign any underspending from the conversion project to offset other ServiceOntario pressures. 2017-18 is the last year of allocation (\$2.0M) for the project. • Action Plan for Reconciliation: Single Naming/Reclaiming Names and Identify and Locate Relevant Death Records – The Ministry is reporting back on plans to implement these two commitments in support of the Action Plan for Reconciliation, including financial details and the status of key deliverables, engagement with Indigenous organizations/communities and the federal government, and performance measures for the projects. • ServiceOntario Public Office Modernization (POM) Phase 2 – In February 2017 a decision was made not to proceed with the POM Phases 2 and 3 so these centres will remain open. To mitigate funding pressures, ServiceOntario is developing an updated multi-channel strategy to support its digital evolution. Given the decision not to close, the Kemptville office will either need to be renovated or relocated. The research/analysts and design phase of this project are underway – with actual work to begin in 2018-19.
	• Natural Gas Grant Program – The multi-ministry assessment process concluded at the end of September 2017 and 12 successful projects have been identified. Conditional approvals for provincial funding, which will be largely conditional upon approval from the Ontario Energy Board (OEB), are expected to be shared with successful applicants in November 2017. MOI is planning to request MPP approval from TB/MBC for these projects in November 2017. Most projects will then need to subsequently proceed to the OEB for approvals, including a rate setting and leave-to-construct (if applicable) application. Once OEB approval has been confirmed, MOI will work with IO to execute transfer payment agreements and some projects could begin as early as spring 2018.
MOI / OMAFRA / ENERGY	• Moving Ontario Forward – Outside the GTHA – Launched in 2014, this initiative provides \$15 billion over 10 years in dedicated funding for transit, transportation and other priority infrastructure outside the GTHA. Given the complexities of delivering the several large-scale infrastructure projects under the plan, progress continues to be monitored at the project-level by the Province (MOI, MTO, and MNDM), Metrolinx, and the relevant and respective stakeholders. Report backs on the projects are provided by the appropriate ministry throughout this appendix.
MOI / MTO / MNDM	• Community Hubs Appropriation Fund – Progress on ongoing initiatives and a number of new initiatives currently underway since the original PRRT request for the Community Hubs Appropriation Fund, approved-in-principle, substantiate the need for the fund in 2018-19. These initiatives include the FMV Policy Framework, Social Purpose Real Estate Strategy, the Surplus Property Transition Initiative (SPTI) and the Affordable Housing and Lands Program (AHLRP). Through the 2018-19 PRRT process, MOI is requesting a \$15 million allocation for 2018-19 through 2020-21 to support below Fair Market Value (FMV) sales / FMV offsets.
MOI	

Appendix 2A: No issues identified

TBS

Ministry	Report Back - Description
MOI	Kenora 7th St Bridge – To provide emergency access for fire, police and ambulance services to the Lakeside and Central neighbourhoods. MOI has been directed to manage the \$1,083,800 provincial contribution from within its multi-year allocation. The cost of the initiative is being offset by reducing the funding allocated to the OCIF application stream. -In August 2017, MOI requested that OMAFRA execute a contribution agreement with the municipality and flow funding. OMAFRA has confirmed project details with the municipality and is working with their legal services branch to develop a contribution agreement. Kingston Third crossing – Involves construction a bridge over Cataraqui River to join the east and west ends of the City. On track, currently working with delivery agent to develop TPA, proponent has provided project scope, feasibility and cost-benefit analysis. The total estimated eligible project cost is \$180,000,000. The approved provincial contribution is \$60,000,000. Funding had originally been projected to begin in 2019-20, but revised estimates now project funding of \$6.3M in 2018-19. MOI officially nominated the project under the Building Canada Fund (BCF) for federal funding and anticipates that a decision will be made in December 2017. Provincial funding for the Kingston Third Crossing project will be offset with funding set aside under the Moving Ontario Forward (MOF) - Outside GTHA fund, to be transferred to MOI. After receiving the transferred funding, MOI will report back to TB in 2018-19, to transfer project funds to OMAFRA for program delivery, and transfer payment administration. Supporting House Affordability - Surplus Land Disposition – The Ministry is reporting back on implementation details to date for Wave 1 (Grenville / Grosvenor + West Don Lands) and Wave 2 (Thistleton). Clean Water and Wastewater Fund (CWWF) – Implementation is on track. The Ministry is reporting a pressure for 2017-18 and has identified some offsets although they continue to manager approximately \$7M in pressures. The Ministry to monitor claims in 2017-18 and indicated that if the submitted claims are forecasted to exceed the identified offsets, the Ministry will return to Treasury Board to seek additional funding or offsets. Greenhouse Gas Reduction Account (GGRA) - Electric Vehicle Charging Infrastructure – Infrastructure Ontario (IO) on behalf of MOI is currently planning the rollout of the installation of EV charging infrastructure before the fiscal year-end. MOI advises that it is on track to spend funds by the end of the 2017-18 fiscal year. Office Footprint Reduction – The Ministry was directed to report back quarterly on 2012 commitment to a reduction target of 1.3 million square feet of rentable office space and status of space baseline in GREP. The Ministry is currently reviewing its methodology and will report back as part of the Third Quarter Report with more detailed information. Expansion of Ontario Community Infrastructure Fund (OCIF) – OCIF provides funding for small, rural and northern communities to address critical core infrastructure projects (roads, bridges, water and wastewater) and improve asset management planning. Municipalities are now allowed to bank funding for up to five years. Funding announcements for 2017-18 are planned for early 2018. The report back provides details on the performance measurements for the program.
MIT	Establishment of a United States Engagement Team – The U.S. Engagement Branch (USTE) has 9 of 10 staff in place with the additional FTE joining in 2017-18. NAFTA renegotiations have taken on a level of intensity and complexity beyond previous projections resulting in expenses increasing in Q2, however a delay in retaining U.S. legal counsel has contributed to lower year-to-date spending. Additional details to be provided in Q3.

Appendix 2A: No issues identified

TBS

Ministry		Report Back – Description
MIT		• Creation of a New Ministry - The Ministry has established its new structure and is delivering on its mandate. The Ministry has currently filled 135 of its approved allocation of 148 with plans to recruit the remaining 13 in 2017-18. • Going Global Export Strategy – On Track. \$3.0M was released from Holdback in August 2017. The strategy has supported 3 Premier and Minister international trade missions with another scheduled to being Nov. 23. A priority market office opened in Seoul in Sept with recruitment underway for staff at the Hong Kong office. KPI's will be submitted through the 2018-19 PRRT.
		• Ontario Development Charge Rebate - Ministry finalizing the program details and implementation plan. Flowing \$25.0M in fiscal year 2017-18 is very challenging as only rental housing units/projects for which development charges have been collected can be funded. It is forecasted that no funds will be expensed in the current fiscal year. MHO is reporting back to TB/MBC on Nov 28 on details related to the program design and the underspending. • Provincial Affordable Housing Lands (Surplus Land Disposition): MHO continues to work with MCI and Infrastructure Ontario to prepare for transactions in the first wave of pilot sites. Prior to signing any agreements, MHO and MCI will report back to TB/MBC on the details of the final transactions and to seek approval for an appropriation increase to reflect the subsidy the government is providing to the entity receiving the property. MHO identified a \$1.6M pressure in 2017-18 and \$1.7M pressure in 2018-19. Through TB/MBC submission on October 17th, MHO was directed to work with MCI to manage 2017-18 transaction cost from within. • Housing Supply Team (Residential Land and Development Facilitation Team) – Implementation and spending are on track. The MHO has established the Housing Delivery Group and the Market Housing Branch (formerly Housing Supply Team). Director recruitment is underway for both and 10 FTE positions have been filled. MMA/MHO is reporting back in the 2018-19 PRRT with out-year resource requirements. • Contaminated Sites – On track. Regular updates on two current liabilities are provided through PRRT, no changes. No new sites to be reported, MHO is working with MOECC to provide new information as needed.
MMA/ MHO		• Long-Term Affordable Housing Strategy (LTAHS) Update – Most components of the Investment Plan are on track. • Survivors of Domestic Violence – Portable Housing Benefit (SDV – PHB) Pilot – \$1.1M spent (including \$0.3M SIF funding) as at Q2. • Increased Supportive Housing – TPA's and Take-Up Plans related to approved projects were due to MHO by Oct. 31, 2017. MHO reported a \$6.7M net savings from unallocated funding to Service Managers in 2017-18, and requested a \$6.7M reprofile in the 2018-19 PRRT. • Increased CHPI Funding – Of approved funding of \$308.7M in 2017-18, \$151.3 M spent as at Q2. • Innovation, Evidence and Capacity Building Fund – 105 proposals received under the Fund totalling over \$7 million. \$0 spent as of Q2. • Housing and Homelessness Data Strategy – \$0.425M spent as at Q2 of \$2.375M 2017-18 approved allocation. • Housing Transformation – Received a temp. increase of 8 FTEs and \$1.1M allocation increase in 2017-18 to address implementation demands. • Town of Moosonee - In March 2017, the municipality was notified by the Minister of Municipal Affairs of the decision to increase the base funding by \$0.3M and of the ministry's intention to provide further annual inflationary increases commencing with the 2018-19 Transfer Payment Agreement, or order to help address the Town's chronic financial challenges. MMA continues to report this funding need as a risk and has made a corresponding funding request in the 2018-19 PRRT.

Appendix 2A: No issues identified

TBS

Ministry	Report Back - Description
MMA/ MHO	Social Infrastructure Fund – All elements for MHO, MCSS and MCHLTC are on track or have been completed. 2016-17 funding has been fully committed by March 31, 2017. There has been no spending to date on the MCSS component – New Construction and Renovation of Shelters and Transitional Housing for Survivors of Domestic Violence, however as of Q1 funds have been distributed to TPA's for approved VFV minor capital projects and disbursed for eligible invoices.
	Disaster Recovery Assistance Programs – As of the end of September, MMA has made payments that account for 37% of the total \$4.6M funding approved by TB/MBC in January 2017. Payments to individual claims will continue to be made on an ongoing basis. In addition, over 95% of the funding approved as part of the 2016-17 year-end TBO has been paid out. MMA expects one additional payment to be made in Q3 2017-18.
MNR	Land Use Carbon Inventory (GGRA) – The Ministry will develop and implement a land use carbon inventory (LUCI) to support estimation of GHG emissions and removals from agriculture, forestry and other land uses by 2020. The report back outlines the goals, key milestones over the four year timeline and proposed performance measures as well as status of implementation to date and immediate next steps.
MNR	Mass Timber Building Research & Demonstration Program (GGRA) – MNR received program approval for the Mass Timber Building Research & Demonstration program and released \$4.83M in associated funding for 2017-18. Program development and implementation is on track. MNR has not spent any funds to date, but expects a full spend in Q3 and Q4 related to research and training programs and various demonstration projects.
MNR	50 Million Tree Program (GGRA) - MNR received \$380k from GGRA in the 2017 Budget. Program development and implementation is on track as the majority of tree planting activities are completed for 2017. Forest Ontario, the organization that delivers on the 50 Million Tree Program, will prepare an annual planting report in winter 2018.
MNR	Contaminated Sites – Steep Rock Mines Rehabilitation Project: The Steep Rock Mine Site remediation continues as planned, with contracted work towards the Soil & Groundwater Remedial Investigations and Options Analysis Report and the Site Conceptual Rehabilitation Plan. The Steep Rock site rehabilitation will be complex and take place over a period of several years. Evolving conditions (e.g. advances in technology, changing climate, response of the environment to clean-up actions) will result in changes to the planning and implementation of the project. The project is on track to meet the 2017-18 milestones and budget.
MNR	Legacy Contaminated Sites – This program is responsible for assessing, prioritizing and remediating contaminated properties having remediation costs estimated at less than \$5,000 million (M) per site. The Ministry is on-track with 2017-18 milestones and budget.
MNR/ MIR/ MNDM	Funding for Capacity Building for Resource Revenue Sharing – Mining and Forestry Sector – On July 25, 2017, TB/MBC received a joint report back and approved release of \$3.8M from holdback for MNR and MNDM to support negotiation and capacity building for Resource Revenue Sharing in the forestry sector. MNR expects to fully spend their allocation in Q3 and Q4 to meet the expectations of Indigenous partners.
MNDM	Ontario Northland Transportation Commission Capital Program – Implementation on track, performance measures are 95% completed and will be implemented in Q3 2017-18. Ministry report back in 2018-19 PRRT with proposed 10 year capital plan for ONTC, outlining how future year funding allocated.
MNDM	Contaminated Sites – MNDM, MNR, MOECC, MTO and MOI have been working together to develop a coordinated approach for environmental clean-up activities. MNDM has expended \$15.5M on remediation efforts through the end of Q2. Total booked liability as of 2016-17 Fiscal Y/E is \$412.M. There are no new sites to report.

Appendix 2A: No issues identified



Ministry	Report Back - Description
MSA	• Support for Additional Elderly Persons Centres (EPC) – 2017 Budget announced \$2.7M per year for three years in order to support an additional 40 EPCs and to modernize the program.
	• Enhanced Funding for the Seniors Community Grant – Ministry returned \$1M saving to the Contingency Fund for 2017-18. Ministry is requesting to note to re-profile \$1M to next year through 2018-19 PRRT process.
	• Funding for Sprinklers Retrofit in Small and Rural Retirement Homes – On July 25 th , TB/MB/C approved the release from holdback of \$7M in capital expense for sprinklers retrofits in eligible small, rural and/or non-profit retirement homes. The Ministry provided details of program design and implementation, and number of eligible homes. The Ministry is finalizing a plan to deliver the project with assistance from Infrastructure Ontario.
	• Dovercourt Recreation Centre Phase 2 Expansion – No spending has been incurred to date and no underspending has been confirmed for this project. Funding expected to flow in Q4.
MTCS	• Francophone Community Arts Centre (Place des Arts) – On track-TP agreement is being negotiated, funding to flow subsequently.
	• Ontario Arts Council – Funding will be governed by the existing Memorandum of Understanding with the OAC and is expected to flow in Q3.
	• Stratford Festival - Tom Patterson Centre – In progress. On Sept 25, 2017, TB/MB/C approved release of \$5.0M from holdback to support the demolition of the existing Tom Patterson Theatre and the construction of a new, digitally-enabled facility. Ministry staff are working with the Stratford Festival to finalize a TP Agreement including budget information, timelines, performance measures and reporting details. Funding expected to flow in Q3 and Q4.
	• The Canadian Canoe Museum – On Sept. 25, 2017, TB/MB/C approved release of \$2.0M from holdback. The remaining \$1.0M from the 2017-18 budget will be requested to be re-profiled to 2019-20 to align with the planned spending by the recipient. Potential savings in 2017-19 of \$1.0M.
	• Massey Hall Revitalization Project – Phase 2 – On track. Project is currently in Phase 2A, the detailed design and early construction works phase.
	• Enhanced Support for the Canadian Film Centre – Ministry staff are working with the CFC on a Transfer Payment Agreement, including budget information, timelines, performance measures and reporting details. Ministry is forecasting spending of \$2.7M in Q3 and \$0.3M in Q4.
	• Diverse Productions Stream within the Ontario Media Development Corporation – Ministry is working with OMDC to finalize performance measures. The Diverse Production Stream was launched in Q2. OMDC expects to pay out grants in Q3 2017-18
	• The Famous People Players – Ministry staff are working with Famous People Players on a Transfer Payment Agreement, including performance measures. Funding is expected to flow in Q3. Potential savings of \$0.450 M
	• Budget Talks Initiative: Improving Digital Services for Libraries and Ontario Libraries Capacity Fund – In June 2017, MTCS reported back with implementation details on the Improving Digital Services for Libraries Budget Talks initiative, to be combined with the Ontario Libraries Capacity Fund. Program development is in progress and funds will flow in Q3.

Appendix 2A: No issues identified

TBS

Ministry	Report Back – Description
MTCS	Ontario150 – Initiatives including National Canadian Film Day and the Ontario Culinary Festival were successfully delivered in Q1.
	2021 Canada Games – On track. Transfer Payment Agreement being negotiated with host society and will likely be signed in Q3. Performance measurement plan is on track. \$0.3M to flow by the end of 2017-18.
	North American Indigenous Games – The games are complete. A final report will be submitted to the Province in Q3 and will include measures for economic impact and relations with Indigenous communities.
	Interactive Digital Media Fund – On Track. Program deadlines for 2017-18 have been announced. Performance measurement plan is in place. 2016-17 results will be reported in Q3.
	Ontario Music Fund – On Track. OMF was made permanent in Budget 2015. Performance measurement plan is in place. The program MOU was renewed in 2017 and commits the Ministry and ON Media Development Corp. (OMDC) to work together on new Performance Metrics expected to be available in 2018-19.
	Ontario Place - Urban Park and Waterfront Trail and Pre-construction – On Track. Park and Trail project 98% complete. Timing of transfer of the Park and Trail asset and associated amortization from MTCS to OPC (planned for 2017-18) is to be determined with support of OPCD. Update to come in Q3. Stage 1 Planning approval was provided on Nov. 15, 2017 for the planning and design of Celebration Common on the East Island. IO to undertake project management for OPC. Update on West Island submissions for anchor tenant process which closed on Oct. 16, 2017 is expected in several months. Unused pre-construction asset funding \$47.1M will be reprofiled through PRRT.
	Ontario Place - Contaminated Sites – A liability of \$50 has been recognized for the East and West Islands. No progress is expected until East Island Celebration Common construction commences in 2018. The Ministry will reprofile unspent funds through 2018-19 PRRT.
MTO	Highway 407 East – The Ministry is reporting back on (1) Phase 1 which is substantially completed and (2) Phase 2a and 2b on track to be completed in 2017 and 2020 respectively. The Ministry notes there are additional costs of \$500,000/year over 30 years anticipated for payments for operating, maintenance and repair associated with Phase 1 as a result of the May 2017 decision to defer the increase in tolls for two years.
	Highway 427 Expansion – Design work started in March 2017 with construction to start in fall 2017. The Ministry has identified potential capital asset underspending of \$137M in 2017-18 based on financial close budget.
	The Rt. Hon. Herb Gray Parkway – Project Co. achieved final completion of the Rt. Hon. Herb Gray Parkway on March 30, 2017. Final project costs are being finalized. Currently there are no changes to the year-to-date and long-term approved appropriation and fiscal profile as included through the 2017-18 PRRT. MTO continues to collaborate with the Canadian government through the Windsor Detroit Bridge Authority as it implements and coordinates a new international crossing. Ontario is currently in the process of detailed design of the final overpass (Bridge 1) that will connect the Parkway to the new inspection plaza. Subject to all clearances, construction of Bridge 1 is planned to begin early 2018, and will take approximately two years to complete.

Appendix 2A: No issues identified



Ministry	Report Back - Description
MTO	• Connecting Links – The Ministry is reporting back on key components of updated guidelines and contribution agreement documents that will support the collection of evidence-based outcome measures and contribute to the ministry's broader performance measurement and evaluation framework. • Highway 7 – Some construction has already been completed. For the balance of the project, the ministry will proceed with some parts while engaging with key stakeholders to address concerns with regard to other aspects of the project. • Ontario Senior's Public Transit Tax Credit – On track, program was announced June 1 2017. Development of performance measures underway. The program has an allocation of \$10 million in 2017-18. The majority of this allocation will be directed towards a tax credit to be administered by the CRA. MTO and MOF will report back in-year with a plan to transfer an estimated one-time implementation cost of \$500,000 in 2017-18 and annual administration costs of \$300,000 in 2017-18 and ongoing from the allocation of MTO to MOF • Enhanced Funding of Improvement of GO Transit Services – Components on track. Potential underspending of \$0.5M in GO Transit customer service. • Rideau Canal Crossing – On track. The City of Ottawa has received confirmation of federal funding for this project. Provincial funding is anticipated to flow in December 2017 after TP agreement is executed. • GO Bowmanville, Niagara, and Kitchen Service Expansion/Extension – The Ministry is reporting back on the status of negotiations with CN and CP to support the extension and expansion of GO service. Kitchener: An Agreement-in-Principle signed in June, 2016 is the basis for negotiations with CN. The parties are addressing key challenges e.g. impacts on stakeholders including municipalities, Hydro One, Enbridge, 407ETR, etc. Metrolinx has completed a Feasibility Study on a proposal for Metrolinx to build a new rail corridor for CN in exchange for the ownership of CN's existing Bramalea corridor. The proposed exchange would enable Metrolinx to provide dedicated GO RER service to Kitchener. Niagara: The Niagara expansion is on a CN-owned corridor and the project will be delivered as a traditional Design-Bid-Build procurement with in-corridor works performed by CN. Construction timelines and a final budget will be better understood as further analysis is completed and an agreement is reached with CN. A preliminary agreement is projected in early 2018. Bowmanville: The Bowmanville Expansion is a 20 km project that will operate on a new three km dedicated corridor crossing Highway 401 and 17 km of CP rail corridor. The construction procurement strategy is being developed and may consist of a combination of traditionally procured work on the CP rail corridor and AFP procured work at other locations. Discussions with CP on construction and operating agreements are at an early stage and are contingent on a finalized service plan integrated with RER. Construction timelines and final budget will be better understood as further analysis is completed and agreement is reached with CP. • GO Simcoe Concourse and Grade Separations – The Ministry is reporting back through 2018-19 PRRT to seek Stage 1 planning approval for the project. Planning costs (\$15M) will be managed from within. The project proposal involves building a below ground extension to the west of Union Station (close to Simcoe Street) for additional tracks and platforms.

Appendix 2A: No issues identified



Ministry	Report Back - Description
MTO	• Public Transit Infrastructure Fund – Municipal Transit – The Ministry is reporting back on the status of the projects and funding approved under the federal Public Transit Infrastructure Fund (PTIF). 85 municipalities have applied for funding and are currently in various stages of executing Transfer Payment Agreements. Metrolinx has received approval for two projects and is waiting for approval for a third project for a total of up to \$122M. Estimated PTIF underspending is \$217M in-year to be re-profiled through 2018-19 PRRT. Underspending is offset by a decrease in federal revenue. • Moving Ontario Forward Inside GTHA: Committed investment on major capital projects RER, Hurontario LRT, Hamilton LRT and planning for Next Wave projects. Metrolinx is advancing early works for RER and planning procurement for Hurontario and Hamilton LRTs. Metrolinx is also working with partner municipalities (Toronto, York, Durham) to establish project governance and advance planning work for a number of Next Wave projects including Downtown Relief Line, Yonge Subway Extension and Durham-Scarborough Bus Rapid Transit (BRT). • Metrolinx: Regional Express Rail (RER) Package 1 – Ministry is reporting back on progress on a number of procurements for Package 1 – Early Works that previously received Stage 2 approval. RFQs for additional procurements under Package 1 are expected to be issued over the course of 2017. Ministry is also reporting on progress on the GO electrification program and the new GO stations. While this report-back is specific to Package 1, MTO will report-back to TB/MBC in early 2018 with an update to the Procurement Strategy and seek stage 2 approvals for Packages 2 and 3. • Metrolinx: GO Transit – East Rail Maintenance Facility – Ministry is reporting back on the progress and spending to date for this project which is expected to be substantially completed by the end of 2017. • Metrolinx: Eglinton Crosstown LRT – The Ministry is reporting back on project progress and strategies to mitigate implementation risks. The ministry has reported on current construction activities. Due to concerns with Bombardier's ability to deliver the light rail vehicles (LRVs) to meet the service date for this project, Metrolinx executed an LRV procurement contract with an alternative supplier Alstom in May 2017. The Ministry is working with Metrolinx and Infrastructure Ontario to engage AFP Project Co. Crosslinx to undertake the LRT infrastructure redesign work to accommodate LRVs to be delivered by either one of the suppliers. The design and construction activities are currently 6 months behind schedule due to complex nature of works and coordination with stakeholders (e.g., TTC, City of Toronto). Crosslinx has prepared a recovery plan, which if successful will bring the project back on schedule over the next 18 months. • Metrolinx: Sheppard Maintenance and Storage Facility – Construction of this facility will be included as part of the Sheppard East LRT project. • Metrolinx: York Viva Gold LRT – The Ministry is reporting back on the status of the Viva Gold project, the AFP component of the broader VIVA Bus Rapid Transit project. The report back summarizes the roles and responsibilities for project management, ownership of assets and responsibility for providing service and maintaining assets. Segments of the broader York VIVA BRT project are already in service (approximately 9 km), and the balance is expected to be completed by the end of 2020.

Appendix 2A: No issues identified



Ministry	Report Back - Description
MTO	• Metrolinx: Finch West LRT – In September 2017, Metrolinx publicly acknowledged that the project is now estimated to open in 2022, one year later than the previously projected in-service date of 2021. Three teams were shortlisted for the Request for Proposals (RFP), which was released in February 2016, and is expected to close in early 2018. The report back notes that the RFP process was suspended in November 2016 and subsequently extended to allow for decision making in respect of an alternate vehicle supplier. • Metrolinx: Hurontario LRT – Due to concerns with Bombardier's ability to deliver the LRVs required to meet the Eglington Crosstown LRTs 2021 implementation date, Metrolinx executed a contract with Alstom Transportation Inc., which is structured to supply 17 vehicles for the Finch West LRT, and 44 vehicles for the Eglington Crosstown. If Alstom vehicles are needed for the Crosstown, the contract includes an option for additional vehicles for Hurontario. Construction is expected to begin in 2018 following commercial and financial close of the A/F procurement. The LRT is expected to be in service in 2022. • Metrolinx: Hamilton LRT – The Ministry will return to TB/MBC to seek approvals for the scope change and potential budget changes i.e. extending the B-Line LRT approximately 3km from Queenston Circle to Eastgate Square and three additional stops. Note that approval may also be sought for a change in delivery model to respond to the city's request to operate and/or maintain the LRT system. • Contaminated Sites – MNDM, MNRF, MOECC, MTO and MOI have been working together to develop a coordinated approach to contaminated site management. The Ministry is proposing to de-register two contaminated sites that are no longer contaminated to reduce the liability previously booked by \$2.1M. The Ministry has also identified two additional contaminated sites that meet PSAB 3620 liability eligibility requirements with remediation expense estimated at \$3.3M. In addition, the Ministry has outlined its plans to strengthen its control and oversight of its contaminated sites. • Centre of Excellence for Transportation Infrastructure – The Ministry is reporting back on the status of this project to consolidate laboratories and office space for a number of the Ministry's programs. Construction will begin in December 2017/January 2018 and be completed by November 2019. Staff relocation to the new building is anticipated in early 2020. Decommissioning of the existing labs will occur in 2020-21. • Highway Expansion Cost and Timing Changes for In Plan Projects – The Ministry is reporting back on the status of these projects. Since all in Plan projects are currently on track, the ministry is forecasting spending within approved expenditure profiles. With respect to the forecasts for amortization expense and capitalization of interest charges, the Ministry notes that they cannot provide a precise forecast due to uncertainty on the completion of projects. • Highway Rehabilitation Cost and Timing Changes for In Plan Projects – The Ministry is reporting back on the status of these projects. Since all in Plan projects are currently on track, the ministry is forecasting spending within approved expenditure profiles. With respect to the forecasts for amortization expense and capitalization of interest charges, the Ministry notes that they cannot provide a precise forecast due to uncertainty on the completion of projects.

Appendix 2A: No issues identified



Ministry	Report Back - Description
MTO	• GGRA Cycling Initiatives – A variety of incentives will be provided to partners to support local and provincial cycling infrastructure, cycling networks, and bike parking e.g. transfer payments to eligible municipalities, rebates to eligible businesses, schools, hospitals that install bike parking, funding to Metrolinx for bike rooms at GO stations. The Ministry plans to flow the 2017-18 funding of \$50M in Q3 and Q4. Although implementation is on track, the programs are not sufficiently underway to have had an impact on the number of commuter cyclists, and have therefore not yet resulted in any GHG reductions.
	• GGRA Electric School Bus Pilot – The Ministry is reporting back on implementation status, forecast spending for 2017-18 and performance measures for the program. The Ministry will launch the application process for school bus operators by end of July. Funding will be flowed in Q3 and Q4 to support purchase of Electric School Buses.
	• GGRA Electric Vehicle (EV) Infrastructure at GO Transit Locations – GO will implement EV charging at 15 stations in Q4 for a total cost of \$0.6M, with the remaining stations rolling out over the next four years. Adequate information on 2017-18 EVIP uptake is not available at this time upon which to base an estimate of GHG reductions achieved.
	• GGRA: Electric Vehicle Chargers Ontario Program (EVCO) – The Ministry is reporting back on progress to date on the program design and implementation plan, forecast spending for 2017-18 and approved performance measures. The Ministry projects spending of \$20M by year-end and will provide an estimate of GHG reductions achieved once the EV incentive uptake information is available.
	• GGRA: Regional Express Rail (RER) – The Ministry is reporting back on progress on procurements for Package 1 – Early Works that previously received Stage 2 approval. The Ministry is also reporting on progress on the GO electrification program and the new GO stations. Procurements of Package 1 will continue throughout 2017. The Ministry will report back in fall 2017 with an update to the RER procurement strategy and seek Stage 2 approval for Packages 2 and 3 in 2018. The evaluation by the Minister of the Environment and Climate Change is currently pending.
	• GGRA: Elective Vehicle (EV) Incentive Program – Program incentives updated effective January 1 2017. MTO received approval for additional FTEs from TB/MBC on July 25th 2017 to resolve the backlog and is developing a streamlined application process for dealers to be implemented by end of 2017. Current estimates indicate that MTO is on track to provide 6000 to 8000 incentives in 2017-18. Because of delays in the processing of applications, EVIP uptake information is not available upon which to base an estimate of GHG reductions achieved.
	• GGRA: Elective Vehicle (EV) Education and Awareness Campaigns – The Ministry is reporting back on implementation and spending for the remainder of 2017-18. \$3.5M is forecast to be spent by year-end on an awareness campaign to be launched in q4.

Appendix 2A: No issues identified



Ministry	Report Back - Description
TBS	• Career Kick-Start Strategy – Ontario government launched the Career Kick-Start Strategy as a result of the Highly Skilled Workforce Panel report and recommendations. Strategy aims to provide work-related learning opportunities and supports for students and recent graduates by providing 100 additional placements per year. 64 recent graduates were hired for 2017-18 with plans to fully implement in 2018-19. Total budget is \$5.5M with \$0.8M spent to date, and a projected spend to the end of FY 2017-18 of \$2.5M. • Bulk Media Buy – In 2017-18, the Bulk Media Program is tracking 40 campaigns against a total budget of \$56.7M. For Q2, the forecast is \$56.7M with no anticipated underspending (\$0M currently spent). \$4.6M for Ontario150 remains within MTCS pending a report back no later than Q3 2017-18 on actual media spending and confirmation that Cabinet Office has reviewed/approved the campaign. • Transfer Payment Modernization (TPAM) – The report back provided updates through the 2018-19 PRR on the following enterprise transformation initiatives: 1. Transfer Payment Systems: On Track, with future decisions required a. Grants Ontario: Estimated target of 359 programs on track to be on Grants Ontario System by 2018-19. 257 projected for 2017-18. b. TP Common Registration (TPCR): Approx. 5,000 organizations identified for Phase 1 with 1,232 responded (25%) and 656 successfully completed (13%). c. Systems Service Delivery: GOS and TPCR service delivery is set in the Grants ON Business Office to handle inquiries. Training is underway. d. Integration of GOS, TPCR and stand-alone systems: An Application Programming Interface (API) estimated one-time cost of \$288k to be managed from within. MAESD has been proposed to pilot the API. 2. TP Accountability Supports: On Track a. TP Guide and Operational Policy: A "Guide to Transfer Payment Administration and Accountability" was released in April 2017. Following consultations with ministries and enterprise partners, TBS is considering a phased approach by releasing the policy in April 2018 and then allowing up to two years to implement the new rules. 3. Opportunities: On Track, with future decisions required a. Ongoing Services I+T Strategy: Draft terms of reference created to support integration and interconnectedness between existing systems. Consultations underway. b. My TP Account: Once the API is implemented in MAESD a working group will be established to inform the development and implementation of My TP Account. c. Back Office Review: Consultations are complete. A model, focused on governance and support with an opportunity to deliver select specialized services i.e., Audited Financial Services, emerged.

Appendix 2B: Delayed/On Hold



Ministry	Report Back - Description	Action to be taken/Next steps
ENERGY	Green Investment Fund – First Nations Microgrid and Energy Storage – January 2016 approval \$8M to support development of microgrid and energy storage to reduce diesel fuel use in First Nation communities. - A transfer payment agreement for \$2M executed with Ontario Power Generation (OPG) for a project with Gull Bay First Nation (GBFN) had delays initially but is now moving forward with the project. - A \$2M transfer payment with Canadian Solar for a project in Keewaywin First Nation agreement is on hold/delayed by an estimated full year, awaiting Indigenous and Northern Affairs Canada (INAC) funding.	- OPG, GBFN and partners continue to move the project forward. The project is now expected to complete in Q4 2018. - To mitigate risks with Canadian Solar project, Ministry of Energy required that any agreement with the First Nation community be reviewed by a third party to provide independent advice to the community. The Ministry is considering whether or not it continues to be viable given the lack of progress over the past months. - An evaluation of the effectiveness of the GIF in reducing greenhouse gas emissions will be available once the projects are further along in development.
MCSCS	First Nations Policing Critical Infrastructure – As part of the 2017 Budget, \$5M in funding was approved to support the First Nations police services' most critical policing detachment-related requirements, and is on holdback on condition that Canada share in the cost. At this time, the ministry does not anticipate federal funding will occur, hence will unlikely request the \$5M from holdback.	As of Q2, the Ministry will continue to work with Public Safety Canada to obtain their support for critical capital projects related to First Nations policing detachments, Ministry will report back in Q3 on the status of these negotiations.
MGCS	ServiceOntario (SO) Modernization – In June 2017, MGCS was directed to report back in-year with clearly articulated outcomes, measurement details (and methods, baseline and target values), financial impacts, status update on the delivery of the Health Card /Driver's Licence Renewal Harmonization; and as part of the 2018-19 PRRT, the multi-year implications of a revised project plan. MGCS provided one report back for both Q2 and the 2018-19 PRRT including a progress update on SO Modernization initiatives and risks related to unallocated savings (\$7.0M in 2017-18, \$7.1M in 2018-19, \$7.2M in 2019-20 and \$10.6M in 2020-21). An analysis of initiatives will be provided in the 2018-19 PRRT.	MGCS indicated that it will continue to work with partner ministries on an appropriate methodology for work performed by ServiceOntario, to distribute savings across applicable ministries. In addition it is undertaking work with a third party to develop a forward looking channel strategy that would address sustainability for its retail network given the drive to digital service transformation; and would develop an innovative cost/funding model to assist with sustainability of ServiceOntario's financial allocation.

Appendix 2B: Delayed/On Hold

TBS

Ministry	Report Back - Description	Action to be taken/Next steps
MEDG / MRIS	• Transformative Technology – The Ministry is reporting back on the OCE's activities and expenditures for each program it delivers on behalf of the Ministry over the planning horizon – Autonomous Vehicle Innovation Network (AVIN) – The Government of Ontario, through the Ontario Centres of Excellence (OCE), committed \$80 million over five years in Budget 2017 to capitalize on the economic potential of C/AVs and help the province's transportation systems and infrastructure adapt to C/AV technology. While program roll out have been slower than expected, the ministry anticipates that all program funding will be required. – ENCOR 5G Project (Evolution of Networked Services through a Corridor in Québec and Ontario for Research and Innovation) – A \$400 million public private initiative, with the Governments of Ontario, Québec and Canada each funding \$66.7 million of the total \$200 million public investment in an industry-driven partnership led by five multinational technology corporations. The ministry will provide implementation details through the 2018-19 PRR. – Next Generation Networks (NGN) Project – Investment of \$63.3M over five year in an industry-led partnership project led by the Centre of Excellence in Next Generation Networks (CENG) to build NGN testbeds across Ontario. CENG has agreed to make changes to its executive and governance structures. With these changes, OCE and Ontario Government expect to resume contract negotiations with CENG and finalize the agreement in Q3 and launch in late Fall 2017. OCE is on track to meet its planned expenditure targets for 2017-18 and 2018-19	• Contract negotiations with project partners have taken longer than expected. Anticipate being back on track by end of FY 2017-18.
	– Ontario Neurotrauma Foundation (ONF) – Total budget \$8.61M over three years: \$3.25M in 2017-18, and \$2.68M in each of 2018-19 and 2019-20. Negotiation of the ONF transfer payment has been delayed but is in progress and is expected to be finalized in Q3. This delay may result in delayed spending or underspending of the full allocation for 2017-18. The 2017-18 milestones may not be met by ONF due to the delay in funding disbursements. No disbursements have been made in 2017-18. Details of milestones, deliverables and performance measures will be provided in Q3.	• To mitigate the above-mentioned potential risks, ONF will be required to confirm spending and if applicable, revise deliverables and timelines for 2017-18, to ensure funding allocated for 2017-18 reflects confirmed spending and activities

Appendix 2B: Delayed/On Hold

TBS

Ministry	Report Back - Description	Action to be taken/Next steps
MNRF	Contaminated sites – Hawkesbury CIP WET Lagoon Remediation Project : The project is delayed while the waste dries and a plan for the final configuration of the site is developed. Mid-Canada Line Radar Sites Remediation Project: Because of weather conditions affecting winter roads, it will not be possible to receive the final waste disposal documentation, invoicing and reporting needed to verify the actual quantities of waste disposed until early in the 2018-19 fiscal year.	- The Ministry plans to do further work to meet with MOECC requirements on the Hawkesbury site in 2018-19 while managing risks arising from poor weather and stakeholder concerns from First Nations communities. - For the Mid-Canada Line Radar sites, the Ministry will seek approval to utilize the environmental liability drawdown funds in the amount of \$720,250 (estimate) in 2018-19 as part of the 2018/2019 PRRT.
MOECC	Green Ontario Fund: The Home Energy Concierge Service, the Residential Low-Carbon Technology Incentives Program for single family homes are tracking for implementation in 2017-18. However, in late August 2017, the Independent Electricity System Operator (IESO) informed MOECC that for fiscal year 2017-18 it could not implement low carbon technology rebates for low-income households, Indigenous communities, multi-unit residential buildings, and commercial buildings, and it could not support the implementation of an on-site technical assistance program for small and medium sized businesses.	MOECC is developing plans to support the implementation of alternative delivery approaches for the programs which the IESO has identified it cannot implement in 2017-18. In addition, the Ministry has implemented risk management strategies to support programs that the IESO has indicated are delayed.
MOF	Horse Racing Long-term Funding Strategy: MOF and OMAFRA were directed to report back to TB/MBC in Spring 2016 with a long-term funding strategy for the horse racing industry. MOF provided an overview of long-term funding options at Major Projects on June 16, 2016 and OLG was directed to consult with the industry on a possible long-term funding strategy throughout Summer-Fall 2016. On March 17, 2017, Ontario Racing (OR) released its final report on industry consultations, including recommendations for enhancements to the proposed long-term funding model. - OLG, in consultation with OR and the horse racing industry, is in the process of developing a long-term funding agreement for the horse racing industry.	Once a funding model has been developed and agreed to by industry partners, OLG and OR will submit a final proposal to government for review and approval, which will be brought forward to TB/MBC for consideration in Winter/Spring 2018 (TBC).

Appendix 2C: Fiscal Pressures

TBS

Ministry	Report Back - Description	Action to be taken/Next steps
MCYS	• Other Direct Operating Expense Constraint – The Ministry reported back on causes of pressures in leases, compensation and the mental health program, mainly due to escalating costs. MCYS has reported pressures of \$8.3M in Q2 • Grandview Children's Treatment Centre - Grandview is the only Children's Treatment Centre in Durham Region, and the province has committed up to \$31M for construction of a new facility in Ajax. Ministry is working with Infrastructure Ontario on the delivery options and cost estimates for the project. The Delivery Options Analysis Tool will be completed in October 2017.	• The Ministry is flagging an additional provincial contribution risk of \$22-28M in future years (in addition to the \$31M currently approved for this project; year-by-year risk profile is unknown). There are savings of \$2.5M in 2017-18 due to re-profiling. The Ministry has initiated a project plan to support a Stage 2 submission in the fall of 2017, however MCYS has not requested new funding for the project in 2018-19 PRR1.
	• ODSP Offices Retrofits – MCSS is retrofitting 47 Ontario Disability Support Program offices in order to ensure compliance with the AODA. In 2015-16 and 2016-17 a total of 11 offices have been converted to desk-side at a total cost of \$18.3M. Three additional sites are scheduled for completion by the end of 2017-18 with an expected total cost of \$6.1M. During this period, planning continues for the outstanding sites, signalling implementation of three sites in 2018-19, three sites in 2019-20 and four sites in 2020-21.	• To complete the remaining nine (9) offices, the estimated cost will be \$18.1M. Given the existing capital funding over three years, an additional \$13.7M is being requested as part of the 2018-19 PRR1 Ministry initiatives process, with no offsets identified.
MCSS	• Transition of Young Adults and Transforming the Sector (with MCYS) – Implementation is on track. MCSS is anticipating to transition more young adults with complex special needs than planned, in 2017-18 (310 vs. 308). Also, based on updated information, MCSS has indicated that the average annual cost to transition these individuals has increased by \$40,000 to approximately \$190,000 per person. In addition, MCSS has indicated that the demand for adult residential services continues to grow primarily due to growing caseload, and increasing complexity of service needs. MCSS is also on track to improving access to community supports, system enhancements related to the Developmental Services Consolidation Information System (DSCIS) project, and supports for transition housing. The Ministry is reporting a risk of \$9M - \$12M in 2017-18.	• The Ministry is reporting a risk of \$9M - \$12M in 2017-18. The Ministry has been directed to report back in Q3.

Appendix 2C: Fiscal Pressures

TBS

Ministry	Report Back - Description	Action to be taken/Next steps
MAESD	Alternative Financing and Procurement Projects - The Seneca King Campus Expansion project is currently under construction and is on target to achieve substantial completion by May 2018. The Ministry will need to re-profile capital funding (appropriation) of \$23M earmarked for the project from 2017-18 to 2018-19. Infrastructure Ontario is projecting an increase in project costs from \$90.1M to \$93.3M.	The Ministry will continue to work with IO to determine the nature and validity of this risk.
MIRR	Land Claims Forecast – MIRR is responsible for settling land claims with Indigenous communities in Ontario, and provides a quarterly forecast of upcoming Stage 1 (negotiating mandate) and Stage 2 (settlement funding) approvals required. There is no allocation, and TB/MBC approval is required for any compensation, to be paid from the C Fund. Forecasted stage 2 approvals is \$5.2M in 2017-18, up to \$1.1B in 2018-19 and \$178.4M in 2019-20. This risk profile could change depending on progress in negotiations and decisions about appropriate accounting treatment for each settlement.	- MIRR will report back quarterly with updates to its land claim forecast. - MIRR is tracking to TB/MBC for stage 2 approval for Wabigoon and Mitaanjigaming land claims in Fall 2017.

Appendix 2D: Outstanding/Incomplete



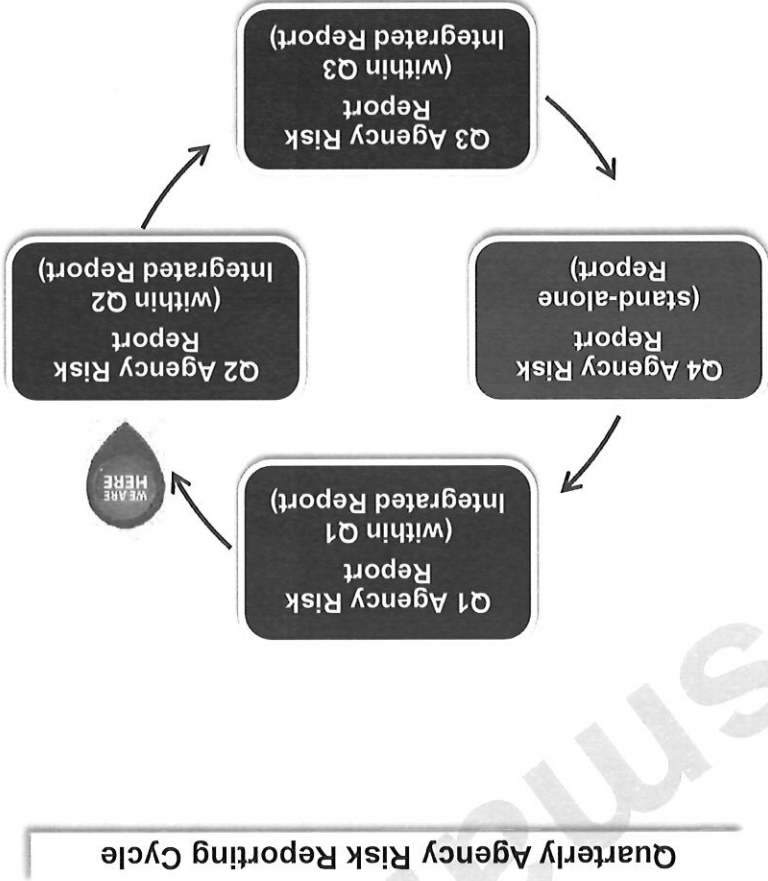
Ministry	Report Back - Description	Action to be taken/Next steps
EDU	• Extension of Land Funding to Support the Purchase of Land by School Boards – Ministry to report back with a comprehensive strategy to support land acquisitions by school boards as part of any request for additional funding. Although the Ministry has indicated that this report back is on track, information provided through the 2018-19 PPRt report back does not provide comprehensive details. In addition, the Ministry is requesting that \$60M in dedicated land funding for school boards be allocated to the ministry on an on-going basis starting in 2017-18.	• Ministry will provide additional information during the 2018-19 PPRt process.
MAG / MOF / MCSCS	• Serious Fraud Office – As noted in Q1, a model for the Serious Fraud Office has yet to be approved. MOF has \$0.5M in funding and MAG has \$2.0M.	• The report back has not been provided as part of Q2, MAG, MCSCS and MOF are expected to present a joint submission to TB/MBC on November 28, 2017, and it is expected they will request a release of funding from holdback.
MOF/ MCSS	• Benefits Transformation Boulder – In 2017-18 PPRt, MOF was directed to continue working with partner ministries to analyse and plan for near-term and longer-term initiatives, including expanding near-term initiatives to other benefit programs as quickly as possible and a plan to achieve outstanding savings. All MCSS Wave 1 initiatives are expected to be in implementation phase in 2017-18 and will be used to inform strategy for Wave 2 projects. Achievable savings and implementation costs will be refined through a future in-year TB/MBC submission, expected in Winter 2017-18.	• Ministry will report back at a future in-year submission, expected in Winter 2017-18.
MFA	• Francophone Community Grants Program – MFA received approval for the \$1M annual grant funding, and associated funding for one temporary FTE.	• Ministry will report back in Q3.

Appendix 2D: Outstanding/Incomplete

TBS

Ministry	Report Back - Description	Action to be taken/Next steps
MOHLTC	<i>2017-18 PRRT Savings Initiatives and Risks – The Ministry was directed to report back on managing within approved allocations for the 4-year plan, including savings targets, as well as a risk assessment on a multi-year basis. The Ministry states that it is strengthening governance and in-year cash management, as well as implementing DOE constraints. However, the detailed plan for achieving savings and managing risks is still outstanding.</i> <i>Further, the Ministry notes that late year transfer payment funding packages will be held back if necessary to meet its commitment related to an internal holdback of 5% of discretionary spending. The detailed information on what type of expense and amount the Ministry has identified as discretionary, is still outstanding.</i>	<i>TBS to work with MOHLTC through the 2018-19 PRRT process to determine if other savings opportunities can be found and to better understand multi-year risks.</i>

Appendix 3A: TBS' Approach to Risk Oversight



TB/MBC's role is to understand key agency risks, ensure that appropriate measures are in place to mitigate the risks, and to see that ministries integrate agency risk management into their corporate routine.

Ministries report to TBS those agency risks they deem to be "high". TBS reports selected parts of this information on to TB/MBC on a quarterly basis:

- Descriptions of all new and ongoing high agency risks that are deemed to be enterprise high risks, with any associated costs.
- Status of work to manage continuing high risks.
- Explanation of any high risks reported in the previous quarter that have been managed down.
- Recommendations for report backs to TB/MBC on specific risks.

Some agency risks may warrant additional in-person discussion with the responsible minister and agency chair at TB/MBC, so the Board has the details it needs on their risk mitigation strategies.

Q1 2017-18 was the start of the third full year of quarterly risk reporting for provincial agencies.

Appendix 3A: TBS' Approach to Risk Oversight (Cont'd)

TBS

After TBS analyzes the ministries' reports, it assigns each reported high risk to one of three oversight categories:

- **Monitor** (majority of reported risks)

Risks have been appropriately identified and adequate risk management plans appear to be in place. Reporting will continue next quarter. No immediate need for further TBS engagement.

- **Watchlist** (currently includes 3 provincial agencies: LHINs, OSTC and OSC)

TBS will closely scrutinize the agency's risks and plans for their management ("mitigation"). An in-person report back to TB/MBC or other may be warranted later, if the necessary changes are not made within a reasonable time.

- **In-Person Report Back** (5 agencies in the last two fiscal years)

TBS recommends to TB/MBC that it minute the Ministry and agency to appear together in person, to provide details on how they are managing the agency's risk, now and as anticipated in future.

In-person report backs to date:

- Workplace Safety and Insurance Board (MOL): minuted February 17, 2015, delivered June 16, 2015
- Public Health Ontario (MOHLTC): minuted February 17, 2015, delivered July 21, 2015
- Metrolinx (MTO): minuted February 17, 2015, October 6, 2015
- Trillium Gift of Life Network (MOHLTC): minuted December 16, 2015, delivered September 13, 2016.
- Ontario Northland Transportation Commission (MNDM): minuted July 19, 2016, delivered October 13, 2017.

Appendix 3A: TBS' Approach to Risk Oversight

TBS

- When reviewing ministry-reported agency high risks, TBS uses the following criteria to help determine which risks may require more detailed reports, or placement on a watchlist for shorter term consideration for such reports:
 - Potential for high-profile impact resulting in significant public reaction
 - Potential impediment to the entity's ability to deliver one or more of its mandated objectives
 - Significant adverse financial impact
 - Potential governance / leadership weakness that may negatively affect the agency's viability
 - High risks that are accepted rather than managed (i.e. the ministry exhibits a pattern of routinely accepting a risk rather than managing it)
 - Agencies for which ministry reports multiple significant residual risks
 - Agencies undergoing transformation
 - Specific types of risks identified to ministries by TB/MBC
- TBS also reviews the summaries of mitigation plans provided by the ministry in its Integrated Quarterly Report to assist in assessment of the agency risk.
- While all reported agency high risks may meet elements of the criteria, analysis from an enterprise-wide perspective identifies which reported high risks require (or may require in the near future) additional information and details for TB/MBC.

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk	Key Information	Risk Mitigation Plan
MNDM – Ontario Northland Transportation Commission (ONTC): Monitor Risk Title: Capital Project Management There is a risk that the ONTC will be unable to manage capital projects within established budgets and time frames. PBX project required an increase of \$8M in 2017-18 PRRT (i.e. 30% increase in project costs). As at October 2017, MNDM has been advised that to complete the full scope of the PBX project, as originally defined by the ONTC, will require up to an additional 30% funding (i.e. \$10M) and that only 11 out of 16 cars can be completed within the approved increased budget from 2017-18 PRRT.	Category Operational	▪ An audit by OIAD to review project costs and costing strategy. ○ Audit finalized May 2017. ○ MNDM is working on reconciliation of project costs and response to audit recommendations. ○ Mandate Review and Accountability Framework Review TB submission presented at July 25th TB/MBC meeting. ○ Implementation of minute requirements underway. ▪ An experienced project manager is in place and will be overseeing the completion of the PBX project. ○ Reporting including budgets and actual costs per car have been received by the required due date. Revised budget provided for PBX indicating 11 cars (out of 16) can be completed within approved budget. ○ Any variance in scope of project or additional funding required will need to be clarified and approved by TBS and re-minuted (original approval of \$28M minuted in 2015-16 PRRT submission). ▪ 2017-18 contribution agreement requires quarterly reporting showing project status, forecasts, milestones and budgetary information. ▪ 10-Year Capital Asset Plan. ○ MNDM scheduled to report back capital details in November of 2017. ▪ Third party engagement budgeted for 2017-18 to further develop 10-Year Capital Plan including service workshops, prioritization methodology, and state of good repair evaluation tools/techniques. ○ ONTC meetings with MTO in 2017 to leverage MTO investment in methodology and tools for capital asset management. ○ Estimate tendering in late 2017-18 or early 2018-19. ▪ No additional large multi-year projects to be undertaken until demonstrated success, or as agreed to between MNDM and ONTC. ○ Discussions underway to determine what constitutes demonstrated success, what is required to undertake future projects and what type of projects should be pursued. ○ Performance measures to be developed including remaining within budgeted hours and costs and others yet to be determined.
	Impact \$10 – 20\$M	
	Likelihood Certain	
	Speed of Onset Quarterly	
	Age of Risk (months): 14	
Time Frame to Manage Down:	Unknown	

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk		MNDM – Ontario Northland Transportation Commission (ONTC): Monitor					Risk Title: Governance Capacity		Time Frame to Manage Down:		
Key Information		Category	Impact	Likelihood	Speed of Onset	Age of Risk	Investment requirements.				
Risk Mitigation Plan		Governance	May range from \$0 to \$2M.	High	Moderate	(months): 29	This lack of clarity may result in increased provincial investment requirements.				
Risk Mitigation Plan		There is a lack of clarity surrounding government direction pertaining to the ONTC's revised mandate. In addition, there are divergent views held by the ministry and the agency on how best to achieve the objectives of the revised mandate. This lack of clarity may result in increased provincial investment requirements.									
Risk Mitigation Plan		MNDM – Ontario Northland Transportation Commission (ONTC): Monitor									
Risk Mitigation Plan		There is a lack of clarity surrounding government direction pertaining to the ONTC's revised mandate. In addition, there are divergent views held by the ministry and the agency on how best to achieve the objectives of the revised mandate. This lack of clarity may result in increased provincial investment requirements.									
Risk Mitigation Plan		MNDM – Ontario Northland Transportation Commission (ONTC): Monitor									
Risk Mitigation Plan		There is a lack of clarity surrounding government direction pertaining to the ONTC's revised mandate. In addition, there are divergent views held by the ministry and the agency on how best to achieve the objectives of the revised mandate. This lack of clarity may result in increased provincial investment requirements.									
Risk Mitigation Plan		MNDM – Ontario Northland Transportation Commission (ONTC): Monitor									
Risk Mitigation Plan		There is a lack of clarity surrounding government direction pertaining to the ONTC's revised mandate. In addition, there are divergent views held by the ministry and the agency on how best to achieve the objectives of the revised mandate. This lack of clarity may result in increased provincial investment requirements.									
Risk Mitigation Plan		MNDM – Ontario Northland Transportation Commission (ONTC): Monitor									
Risk Mitigation Plan		There is a lack of clarity surrounding government direction pertaining to the ONTC's revised mandate. In addition, there are divergent views held by the ministry and the agency on how best to achieve the objectives of the revised mandate. This lack of clarity may result in increased provincial investment requirements.									
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Risk Mitigation Plan		There is a lack of clarity surrounding government direction pertaining to the ONTC's revised mandate. In addition, there are divergent views held by the ministry and the agency on how best to achieve the objectives of the revised mandate. This lack of clarity may result in increased provincial investment requirements.									
Risk Mitigation Plan		MNDM – Ontario Northland Transportation Commission (ONTC): Monitor									
Risk Mitigation Plan		There is a lack of clarity surrounding government direction pertaining to the ONTC's revised mandate. In addition, there are divergent views held by the ministry and the agency on how best to achieve the objectives of the revised mandate. This lack of clarity may result in increased provincial investment requirements.									
Risk Mitigation Plan		MNDM – Ontario Northland Transportation Commission (ONTC): Monitor									
Risk Mitigation Plan		There is a lack of clarity surrounding government direction pertaining to the ONTC's revised mandate. In addition, there are divergent views held by the ministry and the agency on how best to achieve the objectives of the revised mandate. This lack of clarity may result in increased provincial investment requirements.									
Risk Mitigation Plan		MNDM – Ontario Northland Transportation Commission (ONTC): Monitor									
Risk Mitigation Plan		There is a lack of clarity surrounding government direction pertaining to the ONTC's revised mandate. In addition, there are divergent views held by the ministry and the agency on how best to achieve the objectives of the revised mandate. This lack of clarity may result in increased provincial investment requirements.									
Risk Mitigation Plan		MNDM – Ontario Northland Transportation Commission (ONTC): Monitor									
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Risk Mitigation Plan		There is a lack of clarity surrounding government direction pertaining to the ONTC's revised mandate. In addition, there are divergent views held by the ministry and the agency on how best to achieve the objectives of the revised mandate. This lack of clarity may result in increased provincial investment requirements.									
Risk Mitigation Plan		MNDM – Ontario Northland Transportation Commission (ONTC): Monitor									
Risk Mitigation Plan		There is a lack of clarity surrounding government direction pertaining to the ONTC's revised mandate. In addition, there are divergent views held by the ministry and the agency on how best to achieve the objectives of the revised mandate. This lack of clarity may result in increased provincial investment requirements.									

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk	Key Information	Risk Mitigation Plan
MNDM – Ontario Northland Transportation Commission (ONTC): Monitor Risk Title: Financial Management and Reporting ONTC may not have the capacity to provide reports with the appropriate level of detail and analysis. For example, in 2016-17, the ONTC incurred (without prior approval) \$1M in capital expenditures outside the approved scope of their capital projects to ensure that health and safety issues were addressed.	Category Operational Impact \$2-3M Likelihood High Speed of Onset Quarterly Age of Risk (months): 29	▪ 2017-18 Transformation Plan. Report back received June 2017. ○ MNDM will be reporting back on status during 2018-19 PRRT process in the fall of 2017. ○ Preliminary Q2 forecasting is indicating a \$2M operating pressure (a 7.3% increase from the funding levels identified in the agency's 2018-19 Transformation Plan), with operating subsidies growing over the PRRT planning period. ○ Program area has advised the ONTC to manage within its operating envelope in 2017-18. ▪ OIAD Accountability Framework Report: a review of the ONTC's accountability framework was performed in 2016. A TB/MBC submission has linked the results of the mandate and accountability framework reviews together. ○ The review highlighted Reporting Capacity and Performance. ○ The ONTC is currently developing their financial management capacity and MNDM continues to monitor reporting and is working with ONTC to develop options for performance measures explicitly linked to objectives. ○ Reconciliation of project costs is ongoing. • The ONTC's 2017-18 contribution agreement requires quarterly reporting. ○ Capital reporting including budgets and actual costs per car have been received by the required due date. Revised budget provided for PBX indicating 11 cars (out of 16) can be completed within approved budget. ○ Reports reflect that Rocky Mountaineer project will not be completed on a full cost recovery basis. • Continued oversight from agency liaison and ADM. ○ Meetings, conversations occurring almost daily. ○ Enhanced invoice review process implemented in January 2017 with improved oversight. ○ Cash flow management training provided in summer of 2017. ○ ADM attending monthly commission meetings.
Time Frame to Manage Down:		Q3 2017-18

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Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk	Key Information	Risk Mitigation Plan
MNDM – Ontario Northland Transportation Commission (ONTC): Monitor Risk Title: ONTC Pension Plan funding The ONTC's Pension Plan, as currently structured, is likely to continue facing solvency and going-concern challenges. The ministry has already funded an additional \$45.9M in special pension payments from 2010-11 to 2017-18. 2010-11: \$6M 2011-12: \$20M 2015-16: \$10M 2016-17: \$6M 2017-18: \$3.9M Future special pension payments: 2017-18: \$3.1M 2018-19: \$12.4M 2019-20: \$12.4M 2020-21: \$12.4M	Category Operational Impact Transition to the Public Sector Pension Plan (PSPP) is currently estimated at: \$44M cash basis and \$95.5M on a consolidated basis. Likelihood High (certain) Speed of Onset Immediate Age of Risk (months): 20	▪ Valuation: pension valuation occurred in Q4 of 2016-17. Final report received. Indicates a \$70.5M going concern liability and a \$200.6M solvency liability as of January 1, 2017. ▪ Plan Type: options and impacts developed to bring pension plan in line with public sector norms. The ONTC has been in contact with three Ontario Joint Sponsored Pension Plans (CAAT, OMERS, and OPTrust) and the Ontario Public Sector Pension Plan (PSPP) as part of making recommendation. Merger with PSPP has been identified as the preferred option. The ONTC Commission Chair wrote to the minister on September 28, 2017, seeking approval to transfer the ONTC's pension plan to the PSPP. ▪ Impact Plan: analyze impact of PSPP on employees and costs. Meetings with unions and employees have been conducted and indicate a positive response by Unifor. The ministry is working with Total Pension Compensation Group at TBS and OPCD to review the ONTC's Supplementary Employee Retirement Plan (SERP) to determine cost of including in the transfer to PSPP. ▪ Report back: TB/MBC report back under development for funding and approval for merger. Scheduled for December 14, 2017 TB/MBC meeting. ▪ Implementation plan: TBD – pending TB/MBC submission report back.
Time Frame to Manage Down:		Q4 2017-18

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

Risk		Key Information				
MNDM – Owen Sound Transportation Company (OSTC):		Category	Impact	Likelihood	Speed of Onset	Age of Risk
Watchlist		Workforce	\$43K/day in lost revenues, negative effect on consumer confidence.	High	Moderate-High	(months): 26
Risk Title: Senior Leadership and Skills Shortage		OSTC continues to experience difficulty in recruiting skilled certified officers and attract senior executives in the highly competitive marine industry, which requires a unique skill set.				
OSTC continues to experience difficulty in recruiting skilled certified officers and attract senior executives in the highly competitive marine industry, which requires a unique skill set.		OSTC ship operations could halt without an appropriate number of certified officers and engineers, as there are a number of key positions that require industry certifications/agency must follow minimum safe manning regulations in order to operate.				
OSTC continues with high turnover recruitment efforts, securing candidates with minimum qualifications only.						
Time Frame to Manage Down:		Q4 2018-19 (two years to implement workforce shortage strategy)				

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk	Key Information	Risk Mitigation Plan
MOHLTC – Health Quality Ontario (HQO): Monitor Risk Title: HQO Non-Compliance Non-compliance with key ministry directives due to varying approaches of HQO's board and the Patient Ombudsman. The Patient Ombudsman and the agency's Board have different opinions about the Board's authority in relation to the Patient Ombudsman's office, which has resulted in policy and operational concerns. Impact: Cannot be determined until HQO and the Ministry decide how to move forward.	Category Accountability/ Governance Impact Unknown Likelihood High Speed of Onset Immediate Age of Risk (months): 14	▪ HQO and OPO have independently spoken with the Minister and anticipate hearing from the Minister and his office around options in 2017-18. ▪ In response to the Ministry's September 2016 guidance to both HQO and the OPO, the OPO has shared some initial information on policies, implementation status and other key risks with the HQO Board. ▪ In addition, the HQO Board has informed the MOHLTC that, given their limited ability to govern until further clarity is received from the Minister, HQO will serve as a bookkeeping and other support function to Patient Ombudsman, only, with no direct governance oversight of the Patient Ombudsman or her office. ▪ As of the November 2017 Q3 Agency Risk Assessment Submission, HQO is still reporting this as a high risk. ▪ Since the receipt of the Minister's letter in September 2017, the OPO and HQO continue to work towards developing a corporate reporting relationship that will fulfill the legislated obligations of both organizations.
Time Frame to Manage Down:	Q1 2018-19	

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

Risk		Key Information		Risk Mitigation Plan	
MOHLTC – Public Health Ontario (PHO):		Category Strategic Accountability/ Governance Operational		Impact \$5M in 2018-19 and \$9M in 2019-20	
Monitor		Likelihood High		Speed of Onset Immediate	
Risk Title: Lack of sustainable funding		Age of Risk (months): 11			
Lack of sustainable funding might prevent PHO from delivering on its mandate and will significantly impact capacity and responsiveness in the affected areas.					
PHO has been operating within the Government's fiscal framework, where available funding from the MOHLTC has been "flat" on a year to year basis since fiscal 2012-13.					
For past two fiscal years achieving a balanced budget has required significant reductions in operating expenses to offset cost increases that are beyond PHO's control and might require staff and service reductions.					
Costs: \$5M in 2018-19 and \$9M in 2019-20 as stated in PHO's Annual Business Plan.					
Time Frame to Manage Down:					

Q4 2019-20	
- For 2017-18, PHO will continue to manage with flat lined funding primarily through vacancy management and constraining public health project expenditure. This will not be a sustainable mitigation strategy for following years. - PHO will continue to work with the MOHLTC to establish funding parameters to close the funding gap. - The ministry is aware of PHO's funding needs for the current year and future fiscal outlook as reflected in the 2017-20 Annual Business Plan and welcomes PHO's determination to find operating efficiency savings internally - The ministry continues to work with PHO to further detail the cost and cause of pressures along with potential pressure management strategies. The strategies include a review of PHO's test menu in the context of community lab reform currently underway and reviewing regional operations to identify potential efficiencies. - In addition, the ministry and PHO continue to develop efficiency plans related to a number of other strategies to identify potential cost savings/efficiencies. - The ministry is closely and steadily working with PHO to mitigate this risk.	

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk	Key Information	Risk Mitigation Plan
MOHLTC – Trillium Gift of Life Network (TGLN): Monitor Risk Title: TGLN's I&IT system, TOTAL TGLN's I&IT system, TOTAL, is not able to fully meet business requirements in its critical role in Ontario's organ donation and transplantation system thereby requiring TGLN to develop manual workarounds for system algorithms that match organ donors to recipients. This creates a higher risk of human error that may result in a misallocation, missed transplant opportunities or delay in transplants. No financial cost has been estimated at this time. However, there are potential legal and operational cost implications associated with the actualization of this risk.	Category Information Technology & Infrastructure Impact No financial cost has been estimated at this time. Likelihood Medium Speed of Onset Immediate Age of Risk (months): 29	- Creating manual workarounds for front-line staff to compensate for the backlog in system changes. - With assistance from Deloitte, TGLN developed a Business Case that sought input from internal/external stakeholders and conducted research with leading Organ Procurement Organizations to determine an optimal solution for Ontario. - In January 2017, TGLN submitted the Business Case for the Modernization of the Waitlist, Allocation and Transplantation Information System to the Ministry. In the Business Case, TGLN highlighted two options to mitigate the current high risk. TGLN has made a recommendation to the Ministry to proceed with a due diligence exercise on the recommended option. TGLN is awaiting the Ministry's agreement on the recommendation. - TGLN is targeting to release the Request For Proposal (RFP) by December 2017.
Time Frame to Manage Down:	TGLN estimates 2-3 years post RFP before the new system is fully operational.	

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk		Key Information		Risk Mitigation Plan	
MOHLTC – Local Health Integration Networks (LHINs): Watchlist	Risk Title: Implementation of Patients First Risk that ministry objectives may not be met due to LHIN mandate being expanded as part of the Patients First strategy. Project risks related to Patients First have been expanded upon through the LHIN Renewal Risk Assessment Evaluation and have been updated for Q2 2017-18. This risk applies to all 14 LHINs, to varying degrees. Impact: No financial impact is assigned to this risk at this time. It is expected that the new LHINs will manage within their existing management budgets.	Category	Strategic	- The ministry provided board governance training to the LHINs in October 2017 to ensure that their boards have the appropriate knowledge and skills to oversee the new expanded mandate. - The ministry continues to work closely with the LHINs and Health Shared Services Ontario (HSSOntario) on any remaining activities to ensure completion of all post-Transition-Day activities. HSSOntario is mandated to deliver consistent and coordinated corporate services to all 14 LHINs, including the provision of business, administration and technology services, to ensure the LHINs have the supports necessary to achieve the goals of their expanded mandate. - Extensive and up-to-date mitigations related to managing risks post-transition and entering the transformation phase of Patients First are expanded upon in the Risk Assessment Evaluation. Some examples include: - Establishment of a renewed project partnership model to support the achievement of LHIN Renewal Transformation objectives in partnership with the LHINs. - HSSOntario leading a multi-year Enterprise Review to identify savings and efficiencies across the LHINs and HSSOntario. - Ongoing communications activities to keep stakeholders informed of progress on transformation activities.	
		Impact	No financial impact is assigned		
		Likelihood	High		
		Speed of Onset	Within 12-24 months following transition.		
		Age of Risk	(months): 17		
Time Frame to Manage Down:		By end of Q4 2019-2020			

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk	Key Information	Risk Mitigation Plan
MOHLTC – Local Health Integration Networks (LHINs): Watchlist Risk Title: Ministry-LHIN Accountability Agreement (MLAA) Targets Inability of LHINs to demonstrate improvements towards the performance targets by the end of the term of the current agreement due to : • High demand in areas of MRI/CT funding. • HSPs financial and volumes forecasts being inaccurate. • Delay in finalization of provincial Wait Times strategy allocations. • Ministry shifted from local LHIN performance targets to province-wide targets making them harder to achieve and are considered stretch targets. • Performance metrics have not taken into account local circumstances and historical efforts/results. This risk applies to all 14 LHINs, to varying degrees. Impact: No financial impact is assigned to this risk as no additional funding is required for the LHINs to meet the MLAA targets and the LHINs reallocate funds to address any pressures.	Category Strategic Impact No financial impact is assigned. Likelihood High Speed of Onset End of 2017-2018 fiscal year. Age of Risk (months): 14	▪ Ministry/LHIN quarterly reporting and "stocktake reporting" are both recurring opportunities to discuss challenges and actions to facilitate improvement. ○ Stock take meetings will occur between November 2017 and March 2018. ▪ The ministry is working with Access To Care Clinical experts to implement initiatives that will improve appropriateness of MRI and CT referrals. The ministry is also evaluating the impact of funding targeted to high priority/cancer patients DI scans. ○ April 1, 2017, the first phase of the community and hospital contracts was established. ▪ Planning to demonstrate improvements on the MLAA indicator provincial targets is being incorporated into Annual Business Plans, and Sector Accountability Agreements (SAAs). ○ Negotiations with HSPs incorporate gradual achievement of the MLAA targets over multiple years. LHINs monitor and report on HSP performance as part of quarterly reporting to the ministry. ▪ Work is currently underway to plan for the next MLAA agreement for the years 2018-2021. The LHINs have been and will continue to be heavily involved in this process. A discussion paper on indicators was submitted to the ministry September 2017 by a joint Ministry-LHIN working group; the recommendations of the discussion paper will be taken into consideration when determining how indicators and targets are refined for the next MLAA cycle. ○ The ministry and LHINs will work together between Q3 and Q4 of 2017-18 to finalize the new MLAA agreement. ▪ 2017-18 allocations for wait times were provided in the April hospital funding package to LHINs. The ministry will continue to endeavour each year to expedite any funding as early in the year as possible.
Time Frame to Manage Down:	End of Q4 2017-18	

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk		Key Information		Risk Mitigation Plan	
MOHLTC – Local Health Integration Networks (LHINs): Watchlist		Risk Title: Health System Funding Reform (HSFR) Underfunding and Increasing Pressures Increasing population growth and pressures on hospitals pose a risk to services being properly delivered. The health system funding reform methodology for CCACs was based on historical actual rates as opposed to expected rates. Historical underfunding may lead to inequitable home and community care. For e.g. Central Region. Although the Health Based Allocation Model (HBAM) adjusted for population growth, in some cases this adjustment may not have been sufficient to keep pace with the high growth. This risk applies to all 14 LHINs, to varying degrees. Impact: No financial impact is assigned to this risk as the LHINs reallocate funds to address any pressures.		Time Frame to Manage Down:	
Category	Operational	The ministry recognizes that some hospitals are experiencing issues with HSFR funding that was introduced in 2012. The HSFR governance structure continues to work with the hospital sector to refine and update the funding models so that they can support the hospitals' operations.			
	Impact	No financial impact is assigned.			
	Likelihood	High			
	Speed of Onset	Potentially within the current fiscal year			
	Age of Risk	(months): 14			
		The ministry worked with the LHINs to maintain funding stability as the CCACs transitioned in 2017-18. The transition phase is complete and the ministry has resumed consultation with the homecare sector on funding for 2018-19. In-year pressures were managed by the \$40M in in-year funding for home care approved by Treasury Board in October.			
		In 2017-18, over \$500M was invested in hospitals, of which \$30M was provided to support hospitals in high growth communities.			
		Invested \$110.7M in 2017-18, comprising \$80M to support high needs clients and their caregivers, \$20M to address funding inequity and \$10.7M in base savings from LHIN Renewal that was reallocated into home care.			
		Update the funding methodologies and allocation to fund growth and pressures.			
		The ministry worked with the LHINs to maintain funding stability as the CCACs transitioned in 2017-18. The transition phase is complete and the ministry has resumed consultation with the homecare sector on funding for 2018-19. In-year pressures were managed by the \$40M in in-year funding for home care approved by Treasury Board in October.			
		The \$40M in in-year funding is in the process of being approved for distribution to 10 LHINs.			
		Explore opportunities to modify funding allocation methodologies to address historical difference.			
		Seek approval to increase investments.			
		Q4 2017-18			

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk	Key Information	Risk Mitigation Plan
MOL – Workplace Safety and Insurance Board (WSIB): Monitor Risk Title: Unfunded Liability (UFL) The WSIB strives to maintain reserves generally equal to the value of all future obligations. The reserves are to pay for future costs in the system. Currently, the WSIB's reserves are not fully funded. The WSIB has an Unfunded Liability (UFL) of \$2.6 billion at the end of its second quarter (June 30, 2017) for 2017.	Category Strategic, Governance/ Accountability Impact High Likelihood Low Speed of Onset Long-Term Age of Risk (months): 44	- Effective January 1, 2013, the government proclaimed Bill 135 amendments into force. The government also established O. Reg. 141/12, made under the Workplace Safety and Insurance Act, 1997 (WSIA), which requires the WSIB's insurance fund to reach specific funding targets on specific dates: 60% funded by December 31, 2017 80% funded by December 31, 2022 100% funded by December 31, 2027 - On January 1, 2014, O. Reg. 338/13 came into effect and modified the method used previously in O. Reg. 141/12 to calculate its assets and liabilities for the purposes of reporting its Sufficiency Ratio. - The UFL is part of the WSIB's long-term strategy that ensures the financial security of the compensation system. - The WSIB anticipates reaching 95.6% Sufficiency Ratio by December 31, 2017 exceeding the 60% legislated requirements. - At the end of 2016 the UFL was \$4.0 billion, a decrease of \$2.980 billion (or 42.7%) since December 31, 2015, on a sufficiency basis after reaching a high of \$14.2 billion in 2011. The WSIB's UFL has now been reduced significantly in 2017 to \$2.6 billion as at the end of their Q2 2017, with a sufficiency ratio of 91.8% - further reduced from the \$3.5 billion it was, at the end of Q1 2017. - The WSIB reports that it is on track to eliminate the UFL by 2021 ahead of the legislated obligations while providing for unforeseen and financial market shock.
Time Frame to Manage Down:	WSIB is legislated to eliminate the UFL by 2022.	

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

Risk		Key Information		Risk Mitigation Plan	
MOL – Workplace Safety and Insurance Appeals Tribunal (WSIAT): Monitor Risk Title: Active Caseloads At the end of the calendar year for 2015, the active caseload reached its peak of 9,456 cases, which is more than double the normal steady state of 4,000 cases. Service standards have been affected by this rise in the Active Inventory. Prior to the influx of appeals beginning in 2012, 57% of cases were resolved in nine months, and the average time it takes to reach the first offered hearing date was only 6.2 months. In 2015, 24% of cases were resolved in nine months, and the time to first offered hearing date was also longer, at 17.3 months. Stakeholders, including the media and the Ombudsman's Office, have raised concerns regarding the increase of cases in the Active Inventory, the significant delays in cases being heard and resolved, and the need for more Vice Chairs.		Category Strategic / Operational Impact Medium Temporal Funding: - The Ministry has approved additional funding to support more Vice Chairs and more processing staff as needed. Organizational Efficiencies: - A Caseload Reduction Committee continues to look at improvements to processes and dispute resolution approaches. The WSIAT developed a five-point action plan in order to meet its goal of time to first hearing date of between 6 and 8 months. The current Chair started on September, 2016 and was given express mandate to undertake transformational change to position the WSIAT as a flexible and responsive organization which is better equipped to manage such influxes of cases in the future. Monitor Incoming Appeal Trends from WSIB: - The WSIAT is confident that the growth in the Active Inventory has finally peaked and it anticipates the decline to continue through to 2018. As the number of incoming appeals trends down, the WSIAT is able to dispose of more cases than it receives, reducing the Active Inventory. - An active caseload reduction strategy has been implemented to deal with the backlog, including hiring more Vice Chairs, establishing a pilot project to review cases earlier, and increasing the number of available hearings. - The Tribunal's "briefing statistics" for the period of January 1 to June 30, 2017 shows the active inventory continued to decline in 2017. - As of August 2017, the complement of Vice Chairs is at 73. Steady state of 4,000 cases and hearings is targeted for 2020.			

Time Frame to Manage Down:

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk	Key Information	Risk Mitigation Plan
MTCS – Ottawa Convention Centre (OCC): Monitor Risk Title: OCC Redevelopment Loan Repayment OCC's five year loan amending agreement with OFA expires in September 2017 and the agency has notified MTCS and OFA that it will be unable to meet future loan repayments. Repayment is to resume in September 2018, at which time OCC will owe \$52,606,950 in principal and interest. Risk identified by both ministry and agency. Impact: Based on current projections and analysis, OCC will be completely unable to service the loan, or will be able to service only a small portion of the loan. As such, it is likely that a significant portion of the loan will need to be 'written-off/down' and new repayment terms and conditions established. The maximum outstanding amount, if no component was 'written down/off' as of September 2018 would be \$52,606,950. No change from Q4 2016/17 Report.	Category Contractual risk resulting from a performance risk. Impact High Likelihood Very High Speed of Onset Q2 2018-19 Age of Risk (months): 8	▪ The OCC developed a Debt Management Plan in 2015-16 and provided a detailed report back on the implementation of the plan in February 2017. MTCS is currently working with OFA and the agency on debt resolution options. OFA has requested a Third-Party Review of the agency to help inform the development of resolution options. It is expected that the options will likely include: Partial Debt Forgiveness; Renegotiated payment terms, rates and durations; and, possibly an annual distribution payment in lieu of debt repayment. MTCS is also exploring the possibility of providing some capital funding to the agency in order to maximize the amount of agency generated revenue available for debt repayment. ○ OFA completed its review of OCC background documents, plans, status reports and business and financial projections and requested a third-party assessment. Following the completion of the assessment OFA and MTCS will reconvene to identify and model potential debt resolution scenarios. It is expected that a Third-party Review will be completed in late January 2018 and that a final plan related to debt repayment will be finalized by the end of fiscal 2017/2018.
Time Frame to Manage Down:	Q2 2018-19	

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk		Key Information		Risk Mitigation Plan	
MTCS – Ontario Science Centre (OSC): Watchlist Risk Title: OSC Capital Needs OSC's 5-year estimated total for priority capital projects is in excess of \$130M, but its average capital repair and rehabilitation allocation since 2007-08 is \$1.4M because the ministry's discretionary capital funds are limited. These estimated capital needs are based on MTCS's Asset Management Information System, an inventory of agency facility condition assessments. Data in this system is routinely updated, with expected quarter over quarter changes in assessed value of risk. There is no change in this risk from Q4 2016-17. At the current rate of capital repair and rehabilitation funding, along with the standard deterioration of assets, the value of this risk is expected to continue to increase. OSC's capital needs, if not adequately addressed, will impact the agency's ability to attract and retain visitors and new members. Both the ministry and the agency have identified the condition of the OSC's facilities as a risk, although the ministry rates this risk more highly. Note: In its October 2016 Business Case on the Modernization of OSC, IO reported over \$195M in capital repair and renewal needs at the agency over the next twenty years. This estimate reflects figures included in 2013 facility condition assessments conducted by VFA; current estimates in AMIS have OSC's 20-year repair and renewal needs in excess of \$280M.		Category Strategic Impact Variable – depends on a number of factors, including material and labour costs and the rate of deterioration of capital assets. Likelihood High Speed of Onset Variable – depends on rate of deterioration of capital assets Age of Risk (months): 29		Risk will remain high unless a major investment is made in the renewal of the OSC's facilities.	
				■ The ministry will continue to provide capital funding to OSC as it becomes available (usually through its annual capital repair and rehabilitation allocation) for its most critical capital projects. However, the needs exceed funding availability and its risks have not all been addressed. ○ OSC will continue to receive funding for its most critical capital projects when it's available, but it will not be adequate.	

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk	Key Information	Risk Mitigation Plan
MTO – Metrolinx: Monitor Risk Title: Project Management – PRESTO TTC Deployment: Risk of delays and failure to deliver on commitments for PRESTO deployment on the TTC. This risk was previously included in the risk “Project Management – PRESTO Implementation” in the Q2 2016-17 risk report. It was been reintroduced as a separate risk in Q4 2016-17 to monitor the operating risk associated with system reliability (e.g., PRESTO card readers), additional functionality (e.g., limited use media (LUM)) on the TTC, and the TTC’s request for financial compensation for lost fare revenue due to device reliability issues. Costs: approximately \$10M.	Category Operational	TTC deployment: - Extension of the end of the five-staged TTC deployment from December 2017 to 2018, in order to negotiate complicated functionality with the TTC and to continue to focus on a measured roll-out of service offerings, while gradually retiring legacy fare media. Implementation of software updates to improve reader reliability. Roll out second generation Self-Serve Reload Machines (SSRMs) to replace older machines with reliability issues. Enhance testing of new equipment to mitigate future issues. - TTC implementation is on schedule, and Metrolinx is meeting its PRESTO commitments. Period passes (e.g., monthly) were introduced as part of a phased deployment beginning in summer 2017. In addition, Metrolinx and TTC are currently planning for implementation in 2018 of limited use media (LUMs)/Open Payments (i.e., fare payment by credit card), instead of the end of 2017, as previously scheduled. - PRESTO fare payment device reliability on TTC buses, streetcars, and turnstile readers is averaging 98 per cent, while availability of at least one fare payment reader on every vehicle in service meets an average of 99.5 per cent. TTC claim for lost revenue: - TTC has signalled that it will seek financial compensation for lost fare revenue due to PRESTO device failures. Metrolinx will undertake an analysis to determine if the remuneration provision in the PRESTO master agreement with the TTC has been triggered, and, if so, what the financial compensation could be. - The TTC submitted a report detailing its analysis and potential claim for lost revenue in August 2017. - Metrolinx is working to determine on what basis it has been calculated, formulate a position, and work towards a resolution with the TTC. - There is no time limit on when TTC could make a claim.
	Impact Major	
	Approximately >\$10M (operating)	
	Likelihood Medium	
	Speed of Onset Less than 6 months	
Time Frame to Manage Down:	Age of Risk (months): 8	Ongoing through Q4 2017-18

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk		Key Information					Risk Mitigation Plan		
MTO – Metrolinx:	Monitor	Risk Title: Three Service Delivery/ Stakeholder Management Projects		Risks to delivery of transit infrastructure projects and stakeholder management with affected community partners		1. Eglinton Crosstown Light Rail Transit/ Vendor Concentration & Deliverability 2. Rapid Transit Implementation (RTI) 3. GO Regional Express Rail (RER)		Costs: Estimated within the range of \$10M - \$30M+ description.	Time Frame to Manage Down:
Category	Operational/ Strategic	Impact	High	Likelihood	Medium	Speed of Onset	Ongoing	Age of Risk (months): 56	Eglinton Crosstown Light Rail Transit / Vendor Concentration & Deliverability
								Ongoing	

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk	Key Information	Risk Mitigation Plan
MTO – Metrolinx: Monitor Risk Title: Three Service Delivery/ Stakeholder Management Projects (Continued) Risks to delivery of transit infrastructure projects and stakeholder management with affected community partners 1. Eglinton Crosstown Light Rail Transit/ Vendor Concentration & Deliverability 2. Rapid Transit Implementation (RTI) 3. GO Regional Express Rail (RER) Costs: Estimated within the range of \$10M - \$30M+ description.	Category Operational/ Strategic	Master Agreements – legal binding documents that further define the principles, roles and responsibilities captured in the MOUs/MOAs – are in place with the City of Toronto for the Toronto LRTs, and York Region/York Region Rapid Transit Corporation for the York VIVA BRT project. Master Agreements are forthcoming with respective municipalities for the Hurontario and Hamilton LRTs. Go Regional Express Rail (RER)
	Impact High	- SmartTrack engagement between MTO, Metrolinx and the City of Toronto to determine integration of SmartTrack into GO RER scope, planning, and cost-sharing arrangements. City Council, the province and Metrolinx have agreed to an integrated GO RER/SmartTrack configuration. - Development of a procurement strategy by MTO and Metrolinx, with support from IO, for procurement of the GO Rail Capital Program. The procurement strategy integrates the delivery of in-plan GO rail infrastructure work, specifically State of Good Repair and Optimization & Expansion, with the infrastructure work necessary for the delivery of the GO RER program by 2024-2025. Metrolinx will report-back to TB/MBC with an update to the procurement strategy.
	Likelihood Medium	- Work is currently underway to determine the viability and potential application of hydrogen fuel cell-powered commuter rail technology (“hydrrail”) as an alternative to traditional overhead electrification. - Metrolinx and MTO have developed a plan to evaluate hydrrail’s potential for GO RER while continuing to make progress on overall GO RER implementation. MTO and Metrolinx have developed a four-pronged approach – to be undertaken in parallel with the traditional overhead electrification– to assess whether this technology can provide the desired solution for GO RER. - Hydrrail Feasibility Study - Hydrogen Fuel Cell Locomotive Pilot - Hydrogen Fuel Cell bi-level EMU concept design project - Hydrrail Symposium project
	Speed of Onset Unknown	
	Age of Risk (months): 56	
Time Frame to Manage Down:	Ongoing	

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

Risk		Key Information		Risk Mitigation Plan							
MTO – Metrolinx:		Monitor		Risk Title: Two Financial Risks							
MTO – Metrolinx: Capital underspending in 2016-17 was approximately \$1.3 billion. Risk of insufficient funding leading to increased financial dependence on the province and risk of underspending on the capital budget, creating a perception of inability to deliver (i.e., credibility issue), forecast volatility and the need for financial re-profiling.		▪ Sustained Operating Funding ▪ Capital Budget Underspending		Category							
				Operational/Strategic/Financial							
				Impact							
				>\$30 million (capital underspending)							
				Likelihood							
Almost Certain		Speed of Onset		Ongoing							
Age of Risk		(months): 14		Ongoing							
Sustained Operating Fund		▪ New segmented reporting is being developed by Metrolinx to support more accurate operating decisions in each division of the agency. Implementation of the new cost allocation models been moved out to early summer 2018.				▪ Operating Agreements: Metrolinx and MTO are working to establish operating and maintenance cost-sharing arrangements with municipalities to manage new LRT services in a way that is fair to all parties.					
								In November 2016, the province and Toronto's City Council endorsed the draft terms of a transit cost-sharing agreement under which the City of Toronto is responsible for the operating and regular (i.e., all non-lifecycle) maintenance costs of current and future LRT projects in the city. MTO continues to work collaboratively with the city to finalize an agreement-in-principle and to move forward with a binding cost-sharing agreement, in keeping with the draft summary of terms endorsed by both the province and the city.			
										The approach taken with the City of Toronto will set the precedent for municipal cost-sharing arrangements for operating and maintenance costs associated with the Hurontario and Hamilton LRT projects.	
				TB/MBC approved a proposed agreement-in-principle (AIP) with 905/Ottawa municipalities and transit agencies in December 2016. The AIP lays the foundation for the new 10-year operating agreements with the 905/Ottawa municipalities and transit agencies, which will run until late-2027 (i.e., to coincide with the expiry of the PRESTO master agreement with the TTC).							
Metrolinx negotiated a strategic partnership arrangement with Loblaw Co. to distribute/load PRESTO cards, which was finalized on April 11, 2017.											

Appendix 3B: Continuing Risks Carried Forward from Q1 to Q2

TBS

Risk	Key Information	Risk Mitigation Plan
MTO – Metrolinx: Monitor Risk Title: Two Financial Risks (Continued) ▪ Sustained Operating Funding ▪ Capital Budget Underspending Risk of insufficient funding leading to increased financial dependence on the province and risk of underspending on the capital budget, creating a perception of inability to deliver (i.e., credibility issue), forecast volatility and the need for financial re-profiling. Capital underspending in 2016-17 was approximately \$1.3 billion.	Category Operational/ Strategic/ Financial Impact >\$30 million (capital underspending) Likelihood Almost Certain Speed of Onset Ongoing Age of Risk (months): 14	Capital Budget Underspending ▪ Ongoing engagement with delivery partners for key transit projects to monitor and mitigate any impacts to schedule and financial profile and reduce potential for capital spending in out-years. ○ Metrolinx is working to improve budget management through enhanced project scheduling to improve the timeliness and appropriateness of funding profiles submitted to the province. ○ Metrolinx's 18/19 capital planning process will further emphasize accurate expenditure forecasting and strengthen requirements for supporting documentation. ○ Metrolinx is working to improve consistency of booking accruals to better capture work done as compared to cash paid. ○ The Oracle ERP system improvements were launched in July 2017. However the functionality for the accruals is not yet working as expected. The project team is sorting out some issues related to reporting and Metrolinx business teams are settling into new processes. ▪ Metrolinx is undertaking initiatives to ensure on budget and on time delivery of capital program. ○ Metrolinx will provide updates to be included in a future risk report.
Time Frame to Manage Down:		Ongoing

Appendix 3C: LHIN Renewal Project



Q2 Status Update	Risk Mitigation Plan	Risk
- As of June 21, 2017 the LHINs have assumed responsibility for the management and delivery of home and community care and long-term care placement services, and all 14 CCACs have been dissolved. - Building on the months of careful collaborative planning work leading up to transition, the LHINs have successfully been managing their new responsibilities and there have been no notable issues in the months following transition. - Continuity of patient care has been maintained; patients of the former CCACs continue to receive care from familiar providers and continue to use the same phone numbers, email addresses and websites to contact their providers. - Because continuity of care was maintained in this manner, public communications regarding the transition was provided to support communication with patients on a reactive basis (i.e., providing information when asked). - The ministry continues to work closely with the LHINs and HSSOntario on any remaining activities to ensure completion of all post-Transition-Day activities (e.g. signage). - LHINs are now working with health service providers and provincial tables to improve home care delivery.	- Communications planning was conducted to ensure no disruption in access to home care information for patients (i.e. maintain HealthCareAtHome website with prominent reciprocal links with LHIN website). - Planning was undertaken to ensure the experience of home care clients was not negatively impacted by the transfer of Community Care Access Centres (CCACs) to the LHINs. - Care coordination continues as is. The transition of CCACs to the LHINs did not interrupt the role of care coordinators, which continue under the LHINs post-transition. Ensuring their continued employment by the LHINs was an important part of the ministry's plan for ensuring that patients do not experience any disruption in services. - Home and Community Care Work stream supported knowledge transfer for LHIN Boards regarding the delivery of home care services. - Integrated communications approach including community engagement (e.g., LHIN sub-region planning) ongoing. - LHIN Area readiness assessments were undertaken to ensure transition 'must-haves' were in place prior to transfer to ensure seamless continuity of home and community care services. - Ministry conducted readiness check-in calls with each LHIN area at multiple intervals leading up to T-Day (T-30, T-27, T-14, T-7, T-2) to ensure all gaps are closed and any required supports in place.	MOHLTC – Local Health Integration Networks (LHINs): Public Perception – Service Continuity Risk: There is a risk that the public will not trust the LHINs to provide needed home and community care. Driver(s): The communication and implementation of major change is difficult. People generally resist change, particularly if they cannot be assured that what will be offered will be at least as good as the services they now receive. Risk Impact: Loss of confidence in government; increased public criticism; may put the overall LHIN renewal project at risk which depends upon public support. No financial impact is assigned to this risk as it relates to public perception. Category: Strategic

Appendix 3C: LHIN Renewal Project

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Risk	Risk Mitigation Plan	Q2 Status Update
MOHLTC – Local Health Integration Networks (LHINs): Public Perception – Employment Risk: There is a risk that job loss of any kind (e.g., management and non-clinical support positions) will be viewed as a threat to the availability of home care service contrary to the promises of government and that messaging regarding CCAC CEO and executive severances may create public perception challenges. Driver(s): The public may not distinguish potential job loss that may be experienced by non-unionized employees (i.e. non-patient care service providers) from the job security assurance that has been given to direct care providers. In those communities where the CCAC and their home care providers have a relatively positive profile and reputation, the public may view the transfer of services to the LHIN as a loss of local home care services. Difficulty in accessing home and community services could be attributed to a shortcoming of LHIN Renewal. Risk Impact: This perception will contribute to a loss of confidence in government and changes may be viewed as cost-cutting and undermining the quality of care Mixed messaging/confusion may detract from the positive benefits of this change to patients and their families. No financial impact is assigned to this risk as it relates to public perception. Category: Strategic	▪ Integrated communications approach to ensure right information was provided to the right audience at the right time, including: ○ Consistency of messaging about unionized employees ○ Messaging around commitment to continuity of services with no impact on clients ○ Government commitments to reinvest all savings into frontline care for clients ▪ Communications and Change Management work stream provided messaging support to LHIN Areas (e.g. transition package). ▪ Workforce work stream facilitated a successful transition from separate LHINs and CCACs to an integrated workforce with continuity in collective agreements and union representation. ▪ The LHINs have been actively engaging their local communities (and local staff) on LHIN renewal (e.g. discussion paper, sub-region planning, staff bulletins), and this has helped to give assurance of employment stability. ▪ A Communications Package was developed to provide LHINs with key documents to enable a smooth transition of the CCAC workforce into the LHINs, and to support clear and consistent communication to all affected staff. The package included workforce materials, and templates and key messages to communicate with staff, service providers and patients. ▪ A schedule of stakeholder communications activities was developed, supporting weekly e-blasts updating stakeholders on key implementation milestones.	▪ There were no labour issues reported throughout the CCAC-LHIN transitions. ▪ Workforce transition occurred smoothly with unionized employees' collective agreements and existing terms and conditions of employment remaining in-effect post-transition. ▪ Communications tools and resources were developed to ensure consistent messaging was provided to employees, patients and the public regarding workforce continuity. ▪ There was minimal media attention on the LHIN Renewal transition, and coverage focused on the overall structural changes. ▪ The ministry worked with a third-party consultant to define the parameters for a consistent leadership structure for the LHINs', including home and community care and clinical leadership functions. Each LHIN developed their own integrated organizational structure. ▪ CCAC CEO severance was managed within the ministry's budget. ▪ The ministry is working with HSSOntario to support LHINs' labour relations (LR) activities and continue to build LR capacity within the system. ▪ The ministry has asked HSSOntario to lead an Enterprise Review to identify opportunities for savings and efficiencies within the LHINs and HSSOntario. ○ This multi-year review will initially focus on operational and administrative efficiencies that can be realized quickly and easily. Over time, more complex areas will be examined. ○ While it is too early to predict any specific impact on human resources, the ministry will work with HSSOntario to provide consistent messaging and communications to stakeholders regarding the scope and purpose of the Enterprise Review. ▪ Due to the time limited nature of this risk, it is considered as closed with effective mitigation strategies implemented so that the risk was not realized during transition.

Appendix 3C: LHIN Renewal Project

Q2 Status Update	Risk Mitigation Plan	Risk
■ After a short hiatus following transition, bi-weekly LHIN Renewal "e-blasts" are being implemented to provide key LHIN Renewal transformation updates to a wide range of health system stakeholders. ■ A renewed Project Partnership Model is being implemented to support the achievement of LHIN Renewal Transformation objectives. The model builds on established ministry-LHIN governance structures and ensures the inclusion of a broader range of stakeholders as "key informants" on each of the priority projects. ■ The ministry will continue to work with LHINs and system partners to build trust and health system support for the LHINs in their expanded role. ■ The ministry continues to engage in negotiations with the Ontario Medical Association (OMA) regarding a new Physician Services Agreement. ■ The Patients First Act, 2017 enabled changes to give LHINs new tools and authorities they need to become the single point of accountability for local health system planning in their regions and sub-regions. ○ On September 1, 2017, new LHIN directive, investigator and supervisor authorities over listed Health Service Providers (HSPs) were proclaimed into force. ○ The ministry is planning a webinar in October with LHINs to provide an overview of the new authorities and to support LHINs communicating with their HSPs regarding the	■ Integrated communications approach was used to ensure targeted information was provided to the key stakeholder audiences in a timely manner, including: ○ Provincial stakeholder webinars ○ Regular targeted provincial communications to affected stakeholders ○ Internal and external technical briefings ■ Transition Package was developed to provide LHINs with key documents to enable a smooth transition of the CCAC workforce into the LHINs, and to support clear and consistent communication to all affected staff. The package included key messaging and tools to enable local communications at transition for patients and home care clients, and stakeholders. ■ Planning implementation tables included a wide array of sector representatives CCACs, Ontario Association of CCACs (OACCAC), Health Quality Ontario (HQO), Cancer Care Ontario, French language entities, and public health. ■ LHIN Renewal Advisory Group, composed of health system leaders from across various sectors provided advice on implementation strategies. ■ LHINs engaged with their local stakeholders (e.g., home care provider organizations) throughout the transition process to answer	MOHLTC – Local Health Integration Networks (LHINs): Stakeholders Perceptions Risk: There is a risk that stakeholders/Health Service organizations may not trust the LHINs to make the changes as outlined in the Patients First Act, 2016. Driver(s): For the health service providers/organizations that believe they are not getting what they want or expected from LHIN Renewal, limited access to patient care services delivered by the health service provider (HSP) or any loss of performance could be attributed to a shortcoming of LHIN renewal. Risk Impact: In the absence of clinical provider support (e.g., physicians), some changes may be difficult to implement or may not be fully accepted by patients and clients. Stakeholders may express negative opinions publicly about LHIN Renewal, negatively influencing public opinion of the government. No financial impact is assigned to this risk as it relates to stakeholder perception Category: Strategic

Appendix 3C: LHIN Renewal Project

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Risk	Risk Mitigation Plan	Q2 Status Update
MOHLTC – Local Health Integration Networks (LHINs): Stakeholders Perceptions Risk: There is a risk of inconsistent messaging when communicating with internal and external stakeholders creating confusion among stakeholders. Driver(s): Compressed timelines creating demand for timely direction and communication with stakeholders Potential confusion in decision-making processes and dissemination of decisions/guidance Risk Impact: Confusion among internal and external stakeholders (e.g., clients, service providers, LHIN Area staff) could create additional or wasted work effort, which could divert resources from critical transition activities and negatively impact transition readiness. Financial impact of this risk cannot be readily quantified. Category: Strategic	▪ Communications and Change Management work stream provided stakeholder messaging support to LHINs and identified opportunities for pan-LHIN collaboration ▪ The workforce, operations and communications work streams developed a Transition Kit to provide LHINs with key documents to enable a smooth transition of the CCAC workforce into the LHINs, and to support clear and consistent communication to all affected staff. The package included key messaging and tools to enable local communications at transition for patients, home care clients, and stakeholders. ▪ Operations Sub-Group was established with robust approval/reporting processes to ensure clarity of messaging to LHIN Areas on operational issues and questions. ▪ Weekly LHIN Renewal "e-blasts" sent to a wide range of stakeholders highlighting key project milestones. ▪ LHIN Renewal Webinars were held regularly to update stakeholders on implementation planning and provide a venue for Qs and As.	▪ The ministry continues to provide resources to key partners to support consistent messaging to stakeholders. ▪ Now that the transition phase is complete, and the focus is on transformation, the ministry is working to support consistency in messaging on the goals and objectives of health system transformation. ▪ After a short hiatus following transition, bi-weekly LHIN Renewal "e-blasts" are being implemented to provide key LHIN Renewal transformation updates to a wide range of health system stakeholders. ▪ Due to the time limited nature of this risk, it is considered as closed with effective mitigation strategies implemented so that the risk was not realized during transition.

Appendix 3C: LHIN Renewal Project

Q2 Status Update	Risk Mitigation Plan	Risk
■ The foremost priority through the transition phase was continuity of patient care. ■ Building on the months of careful collaborative planning work leading up to transition, the LHINs have successfully been managing their new responsibilities and there have been no notable issues in the months following transition. ■ Former CCAC staff are now employed by the LHIN and supporting the delivery of high quality home care services. ■ Now that the transition phase is complete, a renewed Project Partnership Model is being implemented to support the achievement of LHIN Renewal Transformation objectives. The model builds on established ministry-LHIN governance structures and ensures the inclusion of a broader range of stakeholders as "key informants" on each of the priority projects. ■ Improving home and community care services continues to be an important priority for transformation and a home care working group has been established as part of the model to support advancement of key home care initiatives in partnership with the LHINs. ■ LHIN Board training sessions scheduled for September 27 and October 4 with all LHIN board members to orient new and experienced members to the home and community care sector and provide overall governance education. ■ LHINs are working to manage in-year pressures related to provision of home and community care, and the ministry is collaborating to address any impact to care provision. ■ The ministry has engaged an external consultant (KPMG) to provide change management resources to the LHINs, supporting their efforts to build organizational capacity and help employees embrace the mandate of the newly integrated organization. ■ KPMG is building on the significant efforts of LHINs to welcome legacy CCAC staff into their organization and have undertaken a range of change management activities to support a positive organizational culture.	■ LHIN Capacity and Readiness work stream identified critical elements of readiness for implementation of the Patients First strategy in each LHIN area. ■ The ministry engaged an external consultant (Deloitte) to: ○ Design and develop readiness assessments; ○ Design and develop readiness assessment tools and processes; ○ Support self-assessment by LHINs; ○ Conduct in-depth readiness assessment reviews for each LHIN area; ○ Develop capacity-building recommendations to address any gaps in readiness; and ○ Recommend a transition plan to support timing of Transfer Orders. ■ T-Day Checklists were developed to confirm completion of all mission-critical activities prior to transfer. ■ CCAC-LHIN transitions occurred successfully in May and June 2017 with continuity of care maintained throughout. ■ The ministry received daily updates from the LHINs on the number and nature of patient complaints/contacts received through the transition period to monitor patient experience and respond to any emerging issues. ○ In total, 101 patient contacts were received across all LHINs through this period with the vast majority (93) being classified as neutral (e.g., calling to confirm that the transition won't impact their care). ■ The 14 CCAC-LHIN transitions occurred in a staged manner to minimize the risk of any disruption to patient care.	MOHLTC – Local Health Integration Networks (LHINs): Operational or Service Delivery – Failure to Deliver Risk: There is a risk that the LHINs will fail to deliver their expanded responsibilities, particularly in home and community care. Driver(s): For the LHINs, assuming home and community care service delivery responsibility for more than 700,000 clients, approximately 265 contracts with an estimated 160 service providers will be a major undertaking. In terms of staff complement, the LHINs will potentially be absorbing the functions of organizations that are almost 10 times larger than the LHINs [LHINs employ ~600 full-time equivalents (FTEs) and the CCACs employed ~6775 employees as of March 31, 2015]. The recent 2015 Auditor General review of the LHINs provided a mixed review of their ability to improve sector performance in a consistent way. Risk Impact: Failure to fulfill expanded responsibilities would have an immediate negative impact on patients' ability to get needed support to remain safe and healthy at home. Complaints of inability to access needed services would reduce the credibility of government/LHINs to deliver needed home care reforms. Category: Operational

Appendix 3C: LHIN Renewal Project

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Risk	Risk Mitigation Plan	Q2 Status Update
MOHLTC – Local Health Integration Networks (LHINs): Operational or Service Delivery – Service Continuity/Disruption Risk: There is a risk that there will be discontinuity/disruption to direct home and community care client services. Driver(s): Higher than usual staff turnover leading to loss of staff continuity and information/knowledge gaps. Cultural/value conflicts. Aggressive implementation timelines that encourage/require LHINs to deliver at least the same levels of services as currently provided by the CCAC. Risk Impact: Clients may not get the home and community care services they need and depend upon. May lead to deterioration of health of home care clients and increased hospital admissions, emergency room (ER) visits, etc. Financial impact of this risk cannot be readily quantified. Deterioration of health of home care clients could lead to financial impact on other sectors (i.e., increased hospital admissions and ER visits would impact hospital budgets). Category: Operational	▪ CCAC/LHIN staff retention plans were implemented, and consistent messaging provided regarding employee transition. ▪ Requirement that LHIN demonstrated proficiency and capacity before the transfer of responsibility for the delivery home and community care takes effect (Deloitte readiness assessments). ▪ Service contingency planning was conducted by the LHINs. ▪ The 14 CCAC-LHIN transitions occurred in a staged manner to minimize the risk of any disruption to patient care and to ensure that any lessons and success factors from each transition were carried over to future transition waves. ▪ Transition Package was developed to provide LHINs with key documents to enable a smooth transition of the CCAC workforce into the LHINs, and to support clear and consistent communication to all affected staff. Includes key messaging and tools to enable local communications at transition for patients and home care clients, and stakeholders.	▪ As of June 21, 2017 the LHINs have assumed responsibility for the management and delivery of home and community care and long-term care placement services, and all 14 CCACs have been dissolved. ▪ Building on the months of careful collaborative planning work leading up to transition, the LHINs have successfully been managing their new responsibilities and there have been no notable issues in the months following transition. ▪ Continuity of patient care has been maintained; patients of the former CCACs continue to receive care from familiar providers and continue to use the same phone numbers, email addresses and websites to contact their providers. ▪ Due to the time limited nature of this risk, it is considered as closed with effective mitigation strategies implemented so that the risk was not realized during transition.

Appendix 3C: LHIN Renewal Project

Q2 Status Update	Risk Mitigation Plan	Risk
■ LHIN Board training sessions scheduled for September 27 and October 4 with all LHIN board members to orient new and experienced members to the home and community care sector and provide overall governance education. ■ CCAC board members were invited to apply for LHIN board vacancies and many LHIN boards now contain legacy CCAC board members, supporting organizational continuity.	■ The ministry worked closely with the Public Appointments Secretariat to ensure LHIN Board OIC appointments were addressed in a timely manner. ○ All LHINs had at least 10 Board members in place at the time of transition to ensure governance capacity was in place. ■ Home and Community Care Work stream delivered legislative knowledge transfer supports to build LHIN understanding of home and community care service delivery (March, 2017). ■ All LHIN Boards provided signed attestation of readiness prior to the signing of the transfer orders to attest to organizational readiness for the transition.	MOHLTC – Local Health Integration Networks (LHINs): Operational or Service Delivery – Boards Unprepared or not Fully Competent to Exercise Oversight Risk: There is a risk that the new Boards of Directors and management may lack the skills, experience and knowledge to provide effective oversight of the LHINs in their expanded mandate. Driver(s): Patients' First demands that LHIN Boards possess a broadened set of skills and competencies and in particular content knowledge on the functioning of the home care and primary care sectors. Potentially insufficient LHIN Board composition due to delays in Order-in-Council (OIC) appointments process for new LHIN Board members and appointment of LHIN Board Chairs. These voluntary LHIN boards will now be accountable for a more complex organization that has far greater reach and authority over the way health care is delivered in Ontario Difficulty attracting applicants with the necessary skillset/experience or that reflect the diversity of the population that the LHIN serves. Risk Impact: Inability to have 10 Directors appointed and in place by T-Day could result in a LHIN Area having to delay their transition date, as well as negatively impact effective decision-making. Integration could either not occur or will be compromised without effective oversight Financial impact of this risk cannot be readily quantified, but would be minimal. Failure of Boards to provide appropriate financial oversight could result in mismanagement of operational funds. Category: Operational

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Risk	Risk Mitigation Plan	Q2 Status Update
MOHLTC – Local Health Integration Networks (LHINs): Operational or Service Delivery – Slippage in other priority Government Commitments Risk: There is a risk that other important government commitments included in the Home and Community Care Roadmap (e.g. Levels of Care, Caregiver Support) will not be delivered on time or be as informed as expected. Driver(s): The structural changes to the CCACs may distract the LHINs (and the CCACs) from the attention and commitment needed to plan and implement other critical strategic priorities as outlined in the Home and Community Care Roadmap. Uncertainty in terms of roles and responsibilities with respect to Road Map implementation Loss of participant continuity Competing priorities Risk Impact: Minister has stated that commitments will be met by 2017. Failure to do so may result in public criticism about the government's ability to deliver on its public commitments. No financial impact has been assigned to this risk as it relates to public commitments and potential public criticism. Category: Operational	▪ Roadmap commitments are included as part of LHIN Renewal project and readiness assessments. ▪ Communications related to continued expectations for Roadmap implementation.	▪ 2017-18 LHIN Mandate Letters outlined key provincial priorities for LHINs, supporting accountability for progress on these priorities. ▪ 2018-19 LHIN Mandate Letter is in development and will reiterate expectations related to key provincial commitments. ▪ Ministry-LHIN Project Partnership model is being implemented to support achievement of key priorities within the context of health system transformation and foster joint ministry-LHIN accountability for progress on government commitments. ▪ The 2015 Home and Community Care Roadmap included ten strategic initiatives; of these, seven are complete. Of the remaining three, two (increased access to self-directed care and improved caregiver supports) are being led by the ministry and do not require significant implementation or change management activity by the LHINs. ▪ Implementation planning for the levels of care framework is underway and takes into account the change activities related to the implementation of the Patients First Act, 2016. There is a year remaining in the three-year term of the Roadmap.

Appendix 3C: LHIN Renewal Project

Risk	Risk Mitigation Plan	Q2 Status Update
MOHLTC – Local Health Integration Networks (LHINs): Operational or Service Delivery – Establishment of the Corporate Services Entity Risk: There is a risk that Health Shared Services Ontario (HSSOntario) will not be able to support essential functional roles at T-Day creating capability gaps for LHIN Areas. Driver(s): Staged transfer of CCACs to LHINs may increase likelihood of gaps in shared services through transition. Insufficient communication to key stakeholders regarding the scope of functions to be performed by HSSOntario. Risk Impact: Vital to this transition will be the alignment of the current IT infrastructure with business requirements. Gaps in readiness or capacity will result in discontinuity in access or decisions that get made based on inaccurate, missing or stale data. Capability gaps could result in LHIN Areas having to develop resource-intensive workarounds and one-off solutions (i.e., communication functions and emails). Financial impact of this risk cannot be readily quantified. Any gaps in shared services for LHINs could have an impact on business continuity for the LHINs which could trigger financial penalties and other financial impacts, including financial losses due to waste/duplication of effort. Category: Operational	- Corporate Services Entity work stream successfully completed the implementation planning for the agency. - HSSOntario established and operational over two months prior to the first CCAC-LHIN transition to ensure organizational stability and to provide CCACs and LHIN with key support throughout the transition phase. - Inventory of all functions previously performed by three legacy shared service organizations completed and prioritization of key functions required for successful transition. - HSSOntario focused on the continuation of key functions (e.g. Client Health and Related Information System (CHRIS))	- HSSOntario became fully operational on March 1, 2017 and is maintaining existing level of shared services support for the LHINs and CCACs, as well as providing key back-end functions. - An interim Board of Directors was appointed composed of ministry and LHIN representatives to provide nimble leadership through transition phase and to quickly stabilize and build on existing capacity in the organization. 2017-18 Mandate Letter was issued to HSSOntario to drive accountability for key objectives. - Due to the time limited nature of this risk, it is considered as closed with effective mitigation strategies implemented so that the risk was not realized during transition.

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Risk	Risk Mitigation Plan	Q2 Status Update
MOHLTC – Local Health Integration Networks (LHINs): Project Management – Leadership and Decision-making Continuity Risk: Due to key leadership positions not being filled, or being recently filled, there is a risk that knowledge gaps will have a negative impact on transition. Driver(s): Period of uncertainty regarding future LHIN management structure may have led to increased attrition of senior CCAC leadership. Success is dependent on strong central leadership, internal and external cooperation and careful coordination of the critical 'rate-determining' activities before, on and after the date that the organizational transition occurs. A number of activities require at least a prescribed amount of time to design, develop and implement new structures, processes or acquire needed skills and knowledge. Risk Impact: Key leadership roles that are vacant or newly filled leading up to and beyond T-Day could impact organizational agility and responsiveness to emerging issues and risks, and negatively impact ongoing successful operations. Financial impact of this risk cannot be readily quantified. Category: Strategic	▪ LHIN Areas performed regular inventory of assigned work leading up to transition, and determine whether alternative mechanisms are necessary to address leadership gaps. ▪ New LHIN Management structures were finalized to allow for recruitment of key positions. ▪ Weekly meetings of all LHIN area Transition Leads. ▪ Third-party consultant (Deloitte) completed in-depth readiness assessments of LHINs which included assessment of key organizational leadership. ▪ Key VP positions were filled at LHINs prior to transition and all LHINs have similar management from the CCACs in their organizational structures. ▪ Home and Community Care Work stream supported knowledge transfer for LHIN leadership regarding the delivery of home care services.	▪ Building on the months of careful collaborative planning work leading up to transition, the LHINs have successfully been managing their new responsibilities and there have been no notable issues in the months following transition. ▪ At least one member of the CCAC senior leadership team is now part of the LHIN leadership team, supporting organizational continuity and knowledge-sharing. ▪ Due to the time limited nature of this risk, it is considered as closed with effective mitigation strategies implemented so that the risk was not realized during transition.

Appendix 3C: LHIN Renewal Project

Q2 Status Update	Risk Mitigation Plan	Risk
▪ A renewed Project Partnership Model is being implemented to support the achievement of LHIN Renewal Transformation objectives. The model builds on established ministry-LHIN governance structures and ensures the inclusion of a broader range of stakeholders as "key informants" on each of the priority projects. ▪ The ministry will continue to work with LHINs and system partners to build trust and health system support for the LHINs in their expanded role. ▪ The ministry continues to engage in negotiations with the Ontario Medical Association (OMA) regarding a new Physician Services Agreement. ▪ The ministry will continue to monitor and manage this risk as we move into the transformation phase of the project.	▪ Integrated communications approach was implemented, including in-depth consultation with key stakeholder groups (i.e. Ontario Hospital Association (OHA), Ontario Medical Association (OMA), Ontario College of Family Physicians (OCFP)) ▪ Engagement transition work streams (Patient and Family Engagement, Indigenous and French Language Services) supported broad ministry engagement with key partners on transition process. ▪ Ongoing targeted stakeholder communications to keep stakeholders updated on planning activities ▪ Multi-sectoral approach to implementation planning with 16 work streams ▪ The ministry's Advisory Group, composed of health system leaders from across various sectors, continues to advise on LHIN Renewal Implementation	MOHLTC – Local Health Integration Networks (LHINs): Project Management – Stakeholder Consultations Risk: There is a risk that some stakeholder groups that believe they must be consulted on matters affecting their practices will withhold their support due to their complaint about inadequate and insufficient opportunities for meaningful input (e.g., vocal physician groups). Drivers: Lack of engagement/consultation with key stakeholders on LHIN Renewal Government not responding to specific concerns (or agreeing with) identified by stakeholders in a way that meets the expectations of stakeholders Risk Impact: A lack of confidence in LHIN Renewal by trusted physicians and Indigenous leaders, for example, may adversely influence public perception of the proposed changes and overall trust in the government's motivations. If key stakeholders don't feel they are being heard by government, they may use public forums to express negative views or misinformation about LHIN Renewal and this may adversely influence public opinion. There is no financial impact assigned to this risk as it relates to stakeholder/public perception and government reputation. Category: Operational

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Risk	Risk Mitigation Plan	Q2 Status Update
MOHLTC – Local Health Integration Networks (LHINs): Financial Risk: Despite the commitment to budget-neutrality (and 8% administrative savings across the LHINs/CCACs), there is a risk that the initiative will require additional funding throughout transition phase to support both new and existing delivery structures. Driver(s): Delayed approval and implementation activities (e.g., legislative and operational) Unexpected readiness issues identified through readiness assessment activities at some LHINs causing further delay in transfer Risk Impact: Additional costs to support implementation and extended requirement for funding support Failure to achieve the 8% savings target may result in negative impact to government reputation and public perception issues, feeding into existing opinion held by some of bloated bureaucracy. The financial impact of this risk cannot be readily quantified. Category: Operational	▪ The Capacity-Building and Readiness work stream actively managed all deliverables on the critical path to transition. The LHINs and senior Ministry leadership received regular updates on implementation progress and the CCACs and LHINs are being held accountable for on-time and on-budget deliverables. ▪ The need for real time course corrections, sensitive to current funding constraints, was the responsibility of the LHIN Renewal Secretariat and LHIN Renewal Steering Committee	▪ The commitment to budget neutrality is continually reinforced. ▪ In 2017-18, funding for all LHINs has been reduced consistent with the 8% reduction target. ▪ The ministry will continue to make progress on budget commitments supporting the objectives of Patients First (e.g., investments in primary care and home and community care). ▪ The ministry has asked HSSOntario to lead an Enterprise Review to identify opportunities for savings and efficiencies within the LHINs and HSSOntario. ○ This multi-year review will initially focus on operational and administrative efficiencies that can be realized quickly and easily. Over time, more complex areas will be examined.

Appendix 3C: LHIN Renewal Project

Q2 Status Update	Risk Mitigation Plan	Risk
■ Building on the months of careful collaborative planning work leading up to transition, the LHINs have successfully been managing their new responsibilities and there have been no notable issues in the months following transition. ■ Continuity of patient care has been maintained; patients of the former CCACs continue to receive care from familiar providers and continue to use the same phone numbers, email addresses and websites to contact their providers. ■ Due to the time limited nature of this risk, it is considered as closed with effective mitigation strategies implemented so that the risk was not realized during transition.	■ Operations Sub-Group was established to ensure problem-solving and implementation planning for the large number of local and interdependent operational issues were coordinated with accountable owners and effectively addressed / communicated back to LHIN Areas in real time. ■ Operations Sub-Group was co-lead by LHIN and LHIN, CCAC and HSSOntario staff to ensure ministry representatives, and was composed of senior participation of key stakeholders.	MOHLTC – Local Health Integration Networks (LHINs): Financial Risk: LHIN Areas may not have sufficient time to adapt to key provincial/work stream decisions or guidance to execute on important T-Day readiness activities resulting in compressed timelines and strain on stakeholders. Drivers(s): Insufficient or delayed communication of key decisions/guidance from the ministry and/or work streams to LHIN Areas. Risk Impact: Overly compressed timelines could negatively impact LHIN Areas' ability to complete critical T-Day activities that could delay or complicate successful transition. Financial impact of this risk cannot be readily quantified. There may be additional costs if there is a need for additional staffing resources to support transfer (i.e. additional external staffing support). Category: Operational

Appendix 3C: LHIN Renewal Project

TBS

Risk	Risk Mitigation Plan	Q2 Status Update
MOHLTC – Local Health Integration Networks (LHINs): Financial Risk: Despite the commitment to budget-neutrality (and 8% administrative savings across the LHINs/CCACs), there is a risk that the initiative will require additional funding throughout transition phase to support both new and existing delivery structures. Driver(s): Delayed approval and implementation activities (e.g., legislative and operational) Unexpected readiness issues identified through readiness assessment activities at some LHINs causing further delay in transfer Risk Impact: Additional costs to support implementation and extended requirement for funding support Failure to achieve the 8% savings target may result in negative impact to government reputation and public perception issues, feeding into existing opinion held by some of bloated bureaucracy. The financial impact of this risk cannot be readily quantified. Category: Operational	▪ The Capacity-Building and Readiness work stream actively managed all deliverables on the critical path to transition. The LHINs and senior Ministry leadership received regular updates on implementation progress and the CCACs and LHINs are being held accountable for on-time and on-budget deliverables. ▪ The need for real time course corrections, sensitive to current funding constraints, was the responsibility of the LHIN Renewal Secretariat and LHIN Renewal Steering Committee	▪ The commitment to budget neutrality is continually reinforced. ▪ In 2017-18, funding for all LHINs has been reduced consistent with the 8% reduction target. ▪ The ministry will continue to make progress on budget commitments supporting the objectives of Patients First (e.g., investments in primary care and home and community care). ▪ The ministry has asked HSSOntario to lead an Enterprise Review to identify opportunities for savings and efficiencies within the LHINs and HSSOntario. ○ This multi-year review will initially focus on operational and administrative efficiencies that can be realized quickly and easily. Over time, more complex areas will be examined.

Appendix 3C: LHIN Renewal Project



Q2 Status Update	Risk Mitigation Plan	Risk
■ Building on the months of careful collaborative planning work leading up to transition, the LHINs have successfully been managing their new responsibilities and there have been no notable issues in the months following transition. ■ Continuity of patient care has been maintained; patients of the former CCACs continue to receive care from familiar providers and continue to use the same phone numbers, email addresses and websites to contact their providers. ■ Due to the time limited nature of this risk, it is considered as closed with effective mitigation strategies implemented so that the risk was not realized during transition.	■ Operations Sub-Group was established to ensure problem-solving and implementation planning for the large number of local and interdependent operational issues were coordinated with accountable owners and effectively addressed / communicated back to LHIN Areas in real time. ■ Operations Sub-Group was co-lead by LHIN and ministry representatives, and was composed of senior LHIN, CCAC and HSSOntario staff to ensure participation of key stakeholders.	MOHLTC – Local Health Integration Networks (LHINs): Financial Risk: LHIN Areas may not have sufficient time to adapt to key provincial/work stream decisions or guidance to execute on important T-Day readiness activities resulting in compressed timelines and strain on stakeholders. Driver(s): Insufficient or delayed communication of key decisions/guidance from the ministry and/or work streams to LHIN Areas. Risk Impact: Overly compressed timelines could negatively impact LHIN Areas' ability to complete critical T-Day activities that could delay or complicate successful transition. Financial impact of this risk cannot be readily quantified. There may be additional costs if there is a need for additional staffing resources to support transfer (i.e. additional external staffing support). Category: Operational

Appendix 4A: Project Assessment Scheme

TBS

- **Overall Outlook** is the analyst's assessment of the project's likelihood of delivering on time, on budget and without reduced scope based on the most recent TB/MBC approvals. Quantitative information on project costs, schedule and scope is collected from ministries each quarter, as well as information on project deliverables and risks. The assessment takes into account the cost outlook, the outlook for delivering on time and within scope, and other considerations, such as emerging technical quality, business, resourcing or other issues.

Green	indicates a variance in actual or forecast cost/schedule/scope of no more than 10%, and that the project is forecast to remain on track for delivery
Yellow	indicates a variance in actual or forecast cost/schedule/scope of greater than 10% but less than 30%. This assessment normally indicates that a project is encountering issues, but could be brought back on track with appropriate remedial efforts
Red	indicates a variance in actual or forecast cost/schedule/scope of greater than 30% or other significant risks/issues. This normally indicates that a project needs to return to TB/MBC with a business case demonstrating the value and business of continuing the project with revised timelines, scope and/or budget
Hold	On hold or Closing out: This is used in cases where a project 'Outlook' assessment is not applicable, as the project is on hold or soon to be closed out

Appendix 4B: Project Assessment Summaries



Format

Est. Cost*:	\$100.4M	Scope Change comment here
Spending to Q1 2017/18	\$65.0M	
End Date*:	Dec 2017	
Overall Outlook		Original Approvals
Yellow		
Delays / Quality		Cost
Green		
Cost	Schedule	Completed By
Green	Yellow	
Last 4 quarters		Q1 17/18
Green		
Q4 16/17	Q3 16/17	Q2 16/17
Green	Yellow	
Red	Red	Apr 2016
\$85M		

- Current TB/MBC approved cost estimate
- Project to date spending (at end of current quarter
- Current TB/MBC approved completion date
- Overall Outlook relative to **current** approvals (not original approvals)
Main reason for the assessment
- Cost Schedule and Scope Assessment
Current Quarter
- Last 4 quarters
- Overall Outlook for past four quarters
- Original Approvals
- Cost
- Completed By
- \$85M
- Apr 2016
- Scope Change comment here

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* Current TB/MBC Approved

Appendix 4C: Project Assessment Details

1. Metrolinx – Presto on the TTC



Est. Cost*:	\$444.4M		
Spending to Q2 2017/18	\$349.0M		
End Date*:	Dec 2017		
Overall Outlook			
Yellow			
Schedule Delay			
Cost	Schedule	Scope	
Green	Yellow	Green	
Last 4 quarters			
Q1 17/18	Q4 16/17	Q3 16/17	Q2 16/17
Yellow	Green	Yellow	Green
Original Approvals			
Cost	Completed By		
\$255.3M	Apr 2017		

* Current TB/MBC Approved

PRESTO on the TTC Project: will implement the PRESTO fare card system across the TTC network, covering approximately 1,950 TTC buses, 434 Street cars and 69 subway status (excluding 6 subway stations for Toronto-York Spadina Subway Extension).

Status

Software updates continue to be applied along with operational improvements. These are significantly improving reliability across the network.

Overall project timelines are delayed from completion by December 2017 to 2018 (July-Dec 2018). The date is subject to negotiation with the TTC to ensure Metrolinx meets TTC requirements. Some reasons for the delay include negotiating complicated functionality (e.g. TTC specific product functionality) delays in implementing open payments (ie., using a credit card).

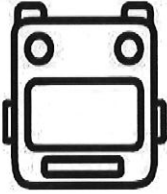
Key Issues/Risks: Deliverables affected by the extended timeline include: Wave 4 and 5 deliverables, including: Fare Media Vending Machines, additional TTC fare products, credit card transactions, and a single ride solution. The project continues to focus on quality to deliver a sustainable and viable solution.

See a summary of key achievements to date – and still outstanding on Slide 115

Appendix 4C: Project Assessment Details

1. Metrolinx – Presto on the TTC – Progress

TBS



1,950 TTC Buses are Presto enabled



230 Legacy Street Cars and **39** of the new Street Cars are Presto enabled



473 WheelTrans & Taxis are Presto enabled



69 Subway entrances have Presto at one entrance



45 single ride vending machines are installed



58 Self service load machines are available at TTC stations and



Presto Reload Pilot

106 Retail Terminals at

53 Shoppers Drug Mart locations



6 more subway primary entrances
75 secondary entrances at subways (by Dec 2017)
159 new streetcars still need to be enabled
55 off board locations (for new streetcars)
428 vending machines need to be completed

Appendix 4C: Project Assessment Details

2. Child Protection Information Network

TBS

Est. Cost*:	\$204.8M		
Spending to Q1 2017/18	\$169.27M		
End Date*:	Sep 2019		
Overall Outlook			
Green			
Cost	Schedule	Scope	
Green	Green	Green	
Last 4 quarters			
Q1 17/18	Q4 16/17	Q3 16/17	Q2 16/17
Green	Green	Green	Green
Original Approvals			
Cost	Completed By		
\$151.1M	Jun 2013		

MCYS - Child Protection Information Network (CPIN)

will provide a single technology platform for Children's Aid Societies (CASs) to enable electronic sharing and tracking of all case information to enhance the safety of children in care. The solution also includes a financial management component which will allow for standardization across all CASs.

Status

As of Q2 2017, there are a total of 20 CPIN deployments, and 19 CASs (one amalgamated) live on CPIN.

Between October and November 2017 CPIN went live at Waterloo, Highland Shores, and Lanark, Leeds & Grenville,

As of August 31, 2017, CPIN is projecting a cumulative underspend of \$4.81M which can be attributed to:

- Historic Stage 1 underspend \$1.05M
- Stage 2 underspend as of August 31, 2017 \$3.76M

* Current TB/MBC Approved

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Appendix 4C: Project Assessment Details

3. Program Approval and Registration Information TBS

MAESD - Program Approval and Registration Information

System (PARIS) is being developed to support the increased role of the ministry in monitoring and regulating private career colleges (PCCs) and to modernize the core business through automation, business process re-engineering, and improved data management. PARIS will provide a client-focused user experience for its sector stakeholders through a modern user interface and the convenience of paperless application submission and online payment processing.

***The project was originally approved for \$6.4M on July 2013 with a March 2015 completion date. The project was rebased lined in April 2017, with a revised project cost of \$18.7M to be completed by March 2019.*

Status

The Ministry has completed requirement gathering, documentation and secured sign off on major modules (Change Request, Organization Status Change). The Ministry has also completed design and development of (Pre-Screening, BNA, New Registration, New Campus, New Program, Financial Security, TCAF, Renewal, Student Complaints, Condition, Program requirements and secured sign off on remaining modules (Public Search); complete design and development of major modules; and complete Quality Assurance of major modules.

Est. Cost*:	\$18.7M	Spending to Q2 2017/18	\$13.88M	End Date*:	Mar 2019
Overall Outlook					
Green					
Cost		Schedule		Scope	
Green		Green		Green	
Last 4 quarters					
Q2	17/18	Q1	17/17	Q3	16/17
Green	Green	Green	Red	Red	Red
Original Approvals**					
Cost		Completed By			
\$6.4M**		Mar 2015**			

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Appendix 4C: Project Assessment Details

4. Contact Centre Modernization (CCM) Part 2

TBS

Est. Cost*:	\$28.41M		
Spending to Q2 2017/18	\$9.20M		
End Date*:	Sep 2019		
Overall Outlook			
Green			
Cost	Schedule	Scope	
Green	Green	Green	
Last 4 quarters			
Q2 17/18	Q1 17/18	Q4 16/17	Q3 16/17
Green	Green	Green	Green
Original Approvals**			
Cost	Completed By		
28.4	Sep 2019		

MGCS – Contact Centre Modernization (CCM) Part 2 will migrate the remaining legacy OPS contact centre technologies to the Enterprise Contact Centre Solution (ECCS) by 2019-20, using a two-phased implementation approach, by building on the success of the original Contact Centre Modernization project.

This was part of the “Open for Business” initiative, which made it easier for business and citizens to access government services.

Status

The first set of program migrations is complete.

Migrations are on track at programs within the Ministry of Health and Long-term Care (Assistive Devices Program), the Ministry of Environment and Climate Change, Infrastructure Technology Services and Ontario Provincial Police Service Desks, and the Ministry of Transportation.

Implementation at the Family Responsibility Office (FRO) is delayed, with a revised end date of March 2019, to reflect current FRO priorities. This will not affect overall project timelines.

Appendix 4C: Project Assessment Details

5. Ontario Business Information Systems Project (ONBIS)



5. MGCS – Ontario Business Information System Project (ONBIS): will replace the system supporting business name registration and incorporation, as well as public disclosure of this information. As approved by TB/MBC on March 2, 2017, the project has resumed, with a revised schedule and end date, for the purposes of quarterly reporting it is treated as a new project, with a new project budget of \$23.42M.

Status:

The enabling legislation for the project was introduced in September, a key milestone. Previously the project was on hold in part due to delays in the introduction of the enabling legislation.

Technical deliverables, and cost/schedule for the project remain on track for the quarter.

Est. Cost*:	\$23.42M
Spending to	Q2 2017/18
End Date*:	Mar 2020
Overall Outlook	
Green	
Cost	Schedule
Green	Green
Last 4 quarters	
Q2	Q1
17/18	17/18
Green	Green
Hold	Hold
16/17	16/17
Q3	Q4
Hold	Hold
Original Approvals	
Cost (\$M)	Completed By
\$28.5M	Mar 2020

* Restarted project treated as new project for reporting purposes
 & / quarterly update

Appendix 4C: Project Assessment Details

6. IFIS Infrastructure Refresh Project

TBS

Est. Cost*:	\$22.5M		
Spending to Q1 2017/18	\$3.2M		
End Date*:	Oct 2018		
Overall Outlook			
Green			
Cost	Schedule	Scope	
Green	Green	Green	
Last 4 quarters			
Q2 17/18	Q1 17/18	Q4 16/17	Q3 16/17
Green			
Original Approvals			
Cost (\$M)	Completed By		
\$22.5M	Oct 2018		

* Current TB/MBC Approved

6. MGCS – Integrated Financial Information System (IFIS) Infrastructure Refresh Project: will modernize the IFIS infrastructure and hosting environment. The existing IFIS data, applications and tools will be migrated to the new infrastructure environment.

Status:

The project experienced delays resulting mainly from unanticipated physical building changes that were required at the Guelph and Kingston data centres to accommodate the new infrastructure.

The Ministry has established a committee to monitor progress of the building changes on a daily basis, to adjust project deliverables accordingly to complete them on time. MGCS has also deployed additional IFIS sustainment resources, in order for the project to remain on track and meet the targeted go-live date of July 30, 2018.

Appendix 4C: Project Assessment Details 7. Mining Act Modernization (MAM) Project

MNDM – Mining Act Modernization (MAM) Project will enable business changes that arise from the modernization of the Mining Act. This Act sets the regulatory environment for prospecting, staking and exploration in Ontario.

***The project's original end date was June 2013, however TB/MBC approved the extension to September 2017, through the Q4 2014-15 MPR, due to legislative delays.*

Status

The proposed legislative amendments to the Mining Act have received Third Reading and Royal Assent in May 2017.

The Ministry has been working with the selected vendor to install the first version of the application to support the Mining Land Tenure management including Plans and Permits. The first deployment from the vendor for IT Testing was completed in August 2017. Work is now proceeding on Enterprise Architecture Checkpoint 3 for Stage 2 (Claim Acquisition, Claim Management, Early Exploration, Assessment Work, Disposition Management).

Project is working toward a Q1 2018/19 completion date.

Est. Cost*:	\$11.65M		
Spending to	Q2 2017/18		
End Date*:	Sep 2017		
Overall Outlook			
Green			
Last 4 quarters	Cost	Schedule	Scope
	Green	Green	Green
	Q2	Q4	Q3
	17/18	16/17	16/17
Original Approvals	Green	Green	Green
	Cost (\$M)		
	\$11.65		
	Jun 2013**		

* Current TB/MBC Approved

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Appendix 4C: Project Assessment Details

8. Digital Health Drug Repository (DHDR)

TBS

Est. Cost*:	\$19.69M		
Spending to Q2 2017/18	\$13.26M		
End Date*:	Mar 2018		
Overall Outlook			
Green			
Cost	Schedule	Scope	
Green	Green	Green	
Last 4 quarters			
Q2 17/18	Q1 17/18	Q4 16/17	Q3 16/17
Green	Green	Green	Green
Original Approvals			
Cost (\$M)	Completed By		
\$19.69M	Mar 2017		

* Current TB/MBC Approved

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MOHLTC – Digital Health Drug Repository (DHDR) will give health care providers access to dispensed drug data, and represents a core component of the wider provincial EHR solution and Comprehensive Drug Profile Strategy. The proposed approach makes full use of existing provincial technology investments.

Status

The project is on track to complete on time and within budget.

As of September, the Ministry completed rollout of DHDR access to all health care provider sites using the ConnectingOntario regional clinical viewer (127 sites) and the Clinical Connect viewer (73 sites).

Despite increases in scope relative to original project approvals, and an additional year spent on the project, it is forecast to be completed at roughly \$17.5M.

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Appendix 4D: Project Assessment Trends

TBS

The Major I&IT Projects Report (MPR) is a quarterly report on the status of large information technology projects that enable significant business transformation. Assessments are based on current TB/MBC approvals.

Project	*Cost (\$M)	As of Q2 (\$M)	*End Date	Q2 17-18	Q1 17-18	Q4 16-17	Q3 16-17
Investing in Transit and Transportation Infrastructure							
1 "Metrolinx" – PRESTO on the TTC Project	444.40	349.00	Dec-17	Yellow	Yellow	Yellow	Yellow
Fostering a Fair Society							
2 MCYS – Child Information Protection Network (CPIN)	204.76	169.27	Sep-19	Green	Green	Green	Green
3 MAESD - Program Approval and Registration Information System (PARIS)	18.74	13.88	Mar-19	Green	Green	Green	Green
Managing Responsibility							
4 MGCS – Contact Centre Modernization (CCM) Part 2	28.41	9.20	Sep-19	Green	Green	Green	Green
5 MGCS - Ontario Business Information System Project (ONBIS)	42.20	3.14	Mar-20	Green	Green	Hold	Hold
6 MNDM - Mining Act Modernization (MAM)	11.95	8.93	Sep-17	Green	Green	Green	Green
7 IFIS Infrastructure Refresh Project	22.5	3.2	Oct-18	Green			
Managing the Health Care System Effectively							
8 MOHLTC - Digital Health Drug Repository (Formerly Comprehensive Drug Profile Repository)	19.69	13.26	Mar-18	Green	Green	Green	Green

* TB/MBC Approved Cost and End Date

Refer to Appendix 4A – for Assessment Methodology.

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