PD&G Committee Priorities Report

Cabinet Office, Policy & Delivery September 14, 2017
DRAFT v2 (Aug 21-17)

Spring Sitting Accomplishments: legislative [ECO to update]

12 bills introduced

- 3 still in the House

17 bills passed

- above average (13 bills)
- includes one of the largest gov't bills ever (Bill 89)

129 regulations

- new, amending, revoking

1188 Orders in Council

- 51 non-appointment

Passed/Royal Assent in Spring 2017 (Jan 1st – Jun 1st)	
Fall 2016 Bills (8)	**Spring 2017 Bills (9)**
• MEDG – Burden Reduction (Bill 27, March 22)	• EDU – School Boards Bargaining (Bill 92, March 27)
• MNRF/MNDM – Aggregates & Mining (Bill 39, May 10)	• ENERGY – Vulnerable Consumers (Bill 95, February 22)
• MGCS – Putting Consumers First (Bill 59, April 13)	• MSW/MAG – Anti-Human Trafficking (Bill 96, May 30)
• MTO – Safer School Zones (Bill 65, May 30)	• TBS – Supply Act (Bill 111, March 30)
• MMA – Modernizing Municipal Leg (Bill 68, May 30)	• ARD – Anti-Racism (Bill 114, June 1)
• MOHLTC/MAG – MAID (Bill 84, May 10)	• MHO – Rental Fairness (Bill 124, May 30)
• MOHLTC/MSA – Protecting Patients (Bill 87, May 30)	• MOF – Stronger, Healthier Ontario (Budget) (Bill 127, May 17)
• MCYS – Children, Youth & Families (Bill 89, June 1)	• ENERGY – Fair Hydro (Bill 132, June 1)
	• MOF – Budget Measures (Housing/Seniors) (Bill 134, June 1)

Spring Sitting Accomplishments:
major policy & delivery milestones
[placeholder to be updated]

2017 **2018**

SEPT | OCT | NOV | DEC | JAN | FEB | MAR

Legend

Policy Approval

Delivery Milestone

Spring Sitting Accomplishments (con’td):
major policy & delivery milestones
[placeholder to be updated]

2018

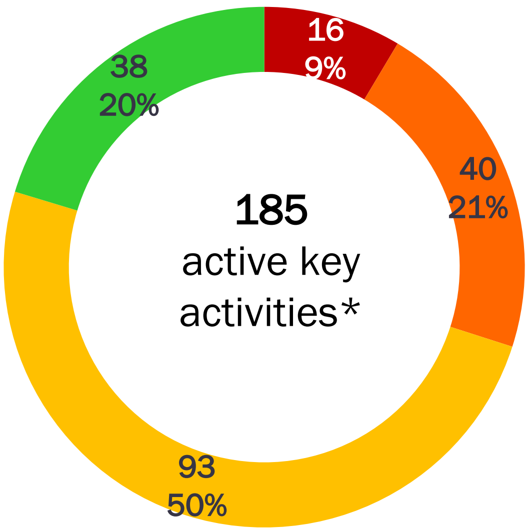
Legend

Policy Approval

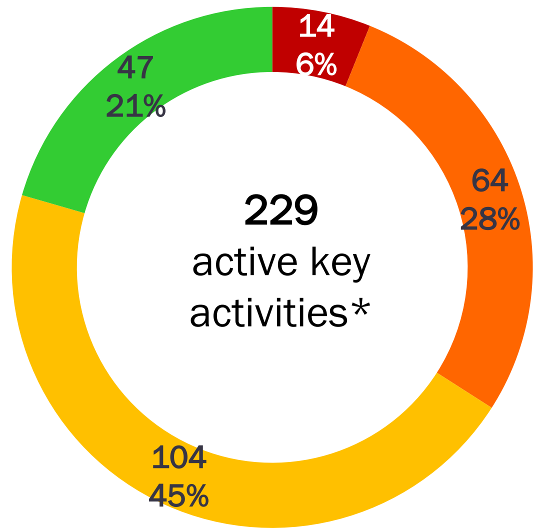
Delivery Milestone

Now and then:
Key activities & overall risk status

Sept 2016



Today



Risk Categories

- Policy
- Timeline
- Delivery
- Financial
- Governance
- Stakeholder

Risk Legend

- Heightened Management Attention
- Management Attention
- Monitoring
- Satisfactory

* Note: Key activities with "complete" overall risk status are omitted from this count

Helping You and Your Family

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Fair Housing Plan	• Fall 2017 introduce legislation to address conflicts of interest in real estate trades involving multiple representation, including "double-ending"; early 2018 begin broader review of real estate legislation (phase 2)	• Increased consumer awareness of and confidence in protections in real estate industry	• Ability to effectively enforce measures to prevent conflicts of interest • Perhaps add something about whether initiatives will have sustained impact on market?	04.51
Autism			• Impact on families • Service continuity • Long wait-times for services • Phased approach to integration of services in schools	04.63

Helping You and Your Family

Priority	Actions Over the Next Year	Measures of Success	Key Risks
Early Years & Child Care			• Continued federal funding • Capacity to create spaces, including capacity of child care providers to increase spaces, and system's ability to address any potential impact from minimum wage increases (includes risk of increased parent fees) • Retention and recruitment of child care workers (compensation issues) • Maintaining the quality of licensed child care during expansion • Potential misalignment of location of demand for spaces and the availability of capital space across the province • Accountability around funding and space creation

04.67

Helping You and Your Family

Priority	Actions Over the Next Year	Measures of Success	Key Risks
Ontario Fair Hydro Plan	• Automatic enrollment of social assistance recipients for the Ontario Electricity Support Program (OESP) • Establishment and enrollment of eligible customers into Rural or Remote Rate Protection/Distribution Rate Protection and First Nation Delivery Credit. • Ongoing work with agencies, Local Distribution Companies (LDCs) and partners on implementation of Global Adjustment (GA) refinancing . Including: ○ Ontario Power Generation (OPG)/Special Purpose Vehicle (SPV) to produce Financing Plans consistent with the Fair Allocation Amount; ○ Ministry of Finance to work with OPG in defining circumstances under which Provincial Guarantee would be activated; ○ OPG/SPV to begin purchasing of investment asset; ○ OPG/SPV working with lenders and credit rating agencies in establishing the vehicles for selling of investment asset interests.	• Residential electricity bills reduced on average by 25% and held at the rate of inflation for 4 years. • Establishment of a AAA or AA rated investment asset. • ~~Achieving appropriate alignment of clean energy costs and benefits~~ • Increased OESP enrollment • Industrial Conservation Initiative (ICI) expansion contributing to further reductions in peak electricity demand levels. • Rural distribution rates in line with those paid in more urban areas of the Province. • Continued enrollment of FNDC-eligible customers not currently enrolled in utility systems. • ~~Metrics for Affordability Fund under development by Trust.~~	• The model assumes GA refinancing does not have a fiscal impact. • Higher bill increases following the end of the inflationary cap. • Auditor General may issue an adverse opinion. • The structure is unique which increases the risk of unknown factors impacting its performance. • In principle, refinancing the Global Adjustment to spread Clean Energy costs over their useful life does not raise a constitutional problem so long as current and future consumers pay their fair share. One risk is that the useful life estimates of assets upon which the financing is based turn out to be significantly off the mark. If it becomes clear that future customers are unfairly subsidizing earlier consumers, the risks of a successful challenge would increase.

15.21

Helping You and Your Family

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
The 2017 Long-Term Energy Plan	• LGIC approval and publishing of the 2017 LTEP • LGIC approval of IESO and OEB Implementation Directives • IESO and OEB to prepare implementation plans for Minister of Energy approval • Implement 2017 LTEP including introducing legislation for Green Button and Net Metering	• Delivering reliable and affordable electricity while meeting the province's CCAP targets • Approval of IESO and OEB implementation plans on schedule. • Timely implementation of profiled initiatives, including IESO Market Renewal.	• Delivery of 2017LTEP in time for fall release as now planned. • Higher bill increases following the end of the inflationary cap. • Alignment with the province's goals under the Climate Change Action Plan (CCAP) and the OFHP.	15.21

Helping You and Your Family

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Seniors Strategy/ Long-Term Care			• Short timeline to develop cross-government strategy and obtain necessary approvals (policy, TB/MBC, and potentially LRC) in advance of anticipated announcement in FES • Ensuring related initiatives are aligned in terms of objectives, delivery, and public communications, and represent most effective and evidence-based options for supporting Ontario's seniors, in light of limited timeframes for policy analysis and development. • Potential need for additional investment in new initiatives proposed by ministries, and the release of a new Strategy will raise stakeholder expectations for new investments (e.g. in home and community care, in long-term care).	04.27

Creating Opportunities and Security/ Investing in People and Jobs

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
NAFTA/ Trade Issues	• MIT and the Provincial Trade Advisor will attend and, through the federal government, advance Ontario's interests in all NAFTA negotiating rounds. • The second round will be September 1-5 in Mexico City followed by Ottawa and successive rounds throughout the fall. • Tentative tracking to Cabinet fall 2017 to provide update on negotiations and any required mandate changes.	• High-level of engagement with Global Affairs Canada at working and senior levels throughout negotiations. • Ontario's economic and policy interests reflected in federal negotiating objectives. • Strategic relationships with other provinces and territories in areas of alignment.	~~• Unlike traditional trade negotiations, which are focused on opening new markets, NAFTA renegotiation involves existing trade rules within North America.~~ ~~• This creates a higher level of risk for ongoing and existing trade and investment, and is compounded by the~~ greater level of uncertainty that surrounds ~~these~~ negotiations.	01.11 01.12
Fair Workplaces, Better Jobs	~~• The Standing Committee on Finance and Economic Affairs will refer Bill 148, the Fair Workplaces, Better Jobs Act, 2017 (FWBJA) back to the House for second reading.~~ ~~• The government will announce in the fall that~~ MOL to commence a review of exemptions under the ESA and the LRA in Fall 2017. The review is expected to take place in several phases. MOL may develop regulations related to the first phase of the review in early 2018 (TBC). ~~• MOL must seek~~ Approval of required regulations under the ESA and the LRA in order to implement the FWBJA. Most, if not all, must be approved prior to January 1, 2018.	• Implementation of key recommendations from the Changing Workplaces Review so that vulnerable workers and those in precarious work environments are treated fairly. • Transformation of the Ministry's enforcement capacity and education and outreach activities. • Modernization of the Ministry's Employment Standards program service delivery so that it is in line with the expectations of both employers and employees.	• Potential for unforeseen or unintended impacts given the scope of measures, timing of the implementation and lack of full stakeholder input on some aspects of the proposal (e.g., minimum wage). • The proposal is expected to reduce flexibility for employers, increase costs and potentially reduce competitiveness vis-à-vis non-Canadian jurisdictions. • Financial impact on public sector could impact implementation of other commitments.	04.45

Creating Opportunities and Security/ Investing in People and Jobs

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Small Business Strategy	• Fall: introduce *Cutting Unnecessary Red Tape* legislation and regulations to reduce burdens and practices that cost businesses time and money • FES: launch Small business strategy to include tax measures, procurement changes, regulatory opportunities, fee reductions, skills and training initiatives, concierge service, and Main Street revitalization	• Increased % of regulatory initiatives that are quantified by ministries • ~~Overall~~ Reduction in administrative costs of regulatory compliance ~~as result of implementation of $1.25:$1 offset~~ • Increased number of small businesses served by Small Business Enterprise Centres, OIO Field Services and RICs. • Small businesses consider Ontario as a fair and balanced place to invest and grow.	• Increased expectation of small business sector/stakeholders ~~Both the Premier and Minister Responsible for Small Business have been recently quoted in the media as making commitments to bring forward measures this fall which will reduce burdens on small businesses.~~ • Proposed measures may not impact sectors most impacted by labour changes~~be significant and wide-spread, they will not meet the expectations of small businesses.~~ • Potential financial commitments have also been cast as being time-limited, and if extended could introduce structural pressure in the fiscal plan.	01.05
Cap and Trade	• Concerns related to lower proceeds from joint auctions as a result of Ontario entities buying California allowances. • Continued heightened stakeholder interest, including from the Auditor General and the FAO, in how government invests cap and trade proceeds.	• Concerns related to lower proceeds from joint auctions as a result of Ontario entities buying California allowances. • Continued heightened stakeholder interest, including from the Auditor General and the FAO, in how government invests cap and trade proceeds.	• Concerns related to lower proceeds from joint auctions as a result of Ontario entities buying California allowances. • Continued heightened stakeholder interest, including from the Auditor General and the FAO, in how government invests cap and trade proceeds.	03.03

Creating Opportunities and Security/ Investing in People and Jobs

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
GreenON	• Launch of website and concierge service • Roll out of new programs for households and industry	• High uptake of programs offered • Lower GHG emissions from homes and buildings	• Ability to implement programs quickly and meet potential demand • Add something around confusing between programs (e.g., GreenON and IESO?)	03.04

Federal-Provincial Infrastructure	• Work with federal officials to influence federal program design to ensure alignment with Ontario's priorities as reflected in the existing long term infrastructure plan.
	• Work with AMO, City of Toronto and Chiefs of Ontario to develop a common understanding, and where possible, a common approach to negotiations.
	• Draft bilateral agreement expected in September 2017– negotiations to take place over the fall with a final agreement targeted before March 31st, 2018.
		• Clear understanding of interests of AMO, City of Toronto, Chiefs of Ontario.
		• Negotiating strategy aligned between parties where possible, while protecting the provincial interest.
		• Negotiated agreement with federal government that:
		  • Promotes good infrastructure planning, including directing federal funding to existing priorities and in-plan projects;
		  • Federal program design is flexible and accounts for Ontario's exiting infrastructure spend of $190 billion; and
		  • Minimizing impact to the province's fiscal plan.
			• Agreement contains elements that will put pressure on Ontario (e.g., if funding is directed to municipal projects and the Province is required to cost-share (e.g., 33%), federal funding could create significant fiscal impact for the province)
			• Add something about muni relations?
				13.10

Creating Opportunities and Security/ Investing in People and Jobs

Priority	Actions Over the Next Year	Measures of Success	Key Risks
Cannabis	• In September obtain policy approval (including retail and distribution model, minimum age for selling, places of use, possession and sharing, home cultivation, workplace safety, prevention and harm reduction workplace safety, etc.). • Retail and distribution model tracking for TB/MBC approval in late September. • Legislation tracking for LRC in October. • Successful implementation of cross-ministry actions to ensure Ontario's objectives are met (protect youth and vulnerable populations, promote public health and safety, including road safety, harm reduction and prevention and shrink the illicit market. • Enable retail (storefront and online) sale of cannabis coincident with Federal commitment of July 2018	• **Retail** - Number of legal storefronts; Net retail and online revenue (e.g. direct taxation or federal transfer less cost to support legalization). • **Enforcement** - Number and pace of elimination of dispensaries; Charges laid under the provincial Cannabis Act. • **Prevention/Public Health** – School curricula updated; impact of media and communication tools; workplace safety and number of on-the-job incidents. • **Economic Development** – Number of licensed producers in Ontario; Participation in high-value add firms (e.g. production, cultivation, research and development, services.) • **Road Safety** - Number of charges laid; training and deployment of Oral Fluid Screening Device/ Standard Field Sobriety Test (contingent on federal approval).	• Aggressive implementation timeline driven by federal deadlines (i.e. July 2018): • Stakeholder concerns/expectations with Ontario's approach. • Implications and differing consideration for medical cannabis. • Appropriate balance of policy objectives (public safety, protection of youth/vulnerable population) • Ensuring alignment and an integrated approach to implementation across impacted ministries. • Would add one of ability to train all respective parties in time and potential impacts (e.g., impaired driving if not enough trained)

04.56

Strengthening Health Care

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
LHIN Transformation			• Potential for disruptions to patient care or employees (though increasingly very unlikely given smooth transition for all 14 LHINs). • Expectations on a broader 'transformation' and improvements among key stakeholders (e.g. professional associations) in the short-term now that transition is complete.	07.02

Strengthening Health Care

Priority	Actions Over the Next Year	Measures of Success	Key Risks
OHIP+ and Other Public Drug Programs			• Implementation – Ministry is developing approach to address children and youth under age 24 who currently receive drugs via the Exceptional Access Program (EAP). The current EAP approval process is lengthy - requests are reviewed on a case-by-case basis and may require specified clinical criteria to be met. Due to new coverage for OHIP+ the Ministry is proposing to streamline the approvals for EAP drugs. • Financial – as a universal, open-ended program; financial projections to be re-evaluated during program design; MOHLTC has learned MCYS has a small number of clients in specialized programs that receive drug coverage – MOHLTC will assume these costs. • Delivery – approximately 9,000 Social Assistance recipients without an OHIP number; issues related to First Nations enrollment and uncertainly of uptake, “competing” coverage from federal Program; ministry engaging private insurance companies to explore transition from private plans to OHIP+. Early indications they will continue to offer their plans as most plans are made available nation-wide – would result

07.16

Strengthening Health Care

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Mental Health and Addictions (including Opioids)			• Public and stakeholder concerns and media coverage of opioid-related deaths. • Stakeholder/public expectations for strengthened mental health and addictions services • Additional financial investments likely to be required (above and beyond the ministries' approved allocation)	07.07

Investing in Education and Building a Highly Skilled Workforce

Priority	Actions Over the Next Year	Measures of Success	• Key Risks
Student Well-Being (K-12)			• Stakeholder Expectations: Assessment changes, particularly to EQAO, could affect public confidence in the education system. • Sector Capacity: Successful implementation will require significant measures to build capacity and promote buy-in, particularly on the part of teachers. “Initiative fatigue” is a risk due to wide array of reforms in schools currently being implemented. • Labour Relations: Implications for teacher and P/VP workload and the limitations in collective agreements around introducing new policies. • Data and Measurement: Quality data on various sub-populations and key indicators may be lacking (e.g., indigenous graduation rate, well-being), which makes it difficult to develop programs and policies to improve key indicators. • Alignment: there is a need

08.05

Investing in Education and Building a Highly Skilled Workforce

Priority	Actions Over the Next Year	Measures of Success	• Key Risks	
Equity in Education (K-12) **(Close the Achievement Gap for Under-represented Groups & Supporting Special Needs Students)**				08.03 08.04
Access to High-Quality Postsecondary Education (PSE)			• Balancing delivery of multiple initiatives in a sector facing challenges (e.g. some institutions facing sustainability challenges). • Potential for future financial risks related to implementation of initiatives (e.g. increased enrolment due to OSAP changes, French-Language PSE next steps).	08.10 08.11 08.12

Investing in Education and Building a Highly Skilled Workforce

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Experiential Learning including Career Kick-Start Strategy			• Continued engagement/coordination with partners required for delivery. • Measurement of outcomes required to ensure progress towards goals. • There could be financial implications of proposed next steps on apprenticeship; will also need to consider a plan to achieve the related savings target for the Apprenticeship Training Tax Credit (ATTC) ($63M in 2018-19, and $17M in 2019-20 and 2020-21).	08.18 08.23
Lifelong Learning and Skills Plan			• Continued engagement/coordination with partners required for delivery. • Measurement of outcomes required to ensure progress towards goals. • Ongoing investment required to implement plan; future financial risks TBD.	08.17

Investing in Education and Building a Highly Skilled Workforce

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Inclusive Skills Development			• Continued engagement/coordination with partners required for delivery. • Broad stakeholder engagement on the Women's Economic Empowerment Strategy may raise stakeholder expectations of new investments.	04.22 04.34 08.20

Building Transit and Transportation

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Transit – Inside the GTHA	• Continued construction on Eglinton Crosstown • Conclusion of dispute resolution process on Bombardier's LRV contract (TBC) • Master Agreement between Metrolinx and CN on rail rationalization – late 2017 • GO RER Hydrail feasibility study expected completion in Sept/Oct 2017 • Opening of Toronto-York Spadina Subway Extension – Dec 2017 • GO-TTC Double Discounted Fare intro targeted for Dec 2017 (in this list, maybe this one not as important?) • Completion of Mississauga Transitway expected end of 2017 • Adoption of updated Metrolinx Regional Transportation Plan – Dec 2017 • Broader GTHA fare integration strategy – Dec 2017/early 2018 • Enhanced PRESTO service – [timing TBC] • Procurement/construction through 2018 for GO RER Early Works • Construction to start on Finch West LRT in early 2018 • Construction to start on Hurontario LRT in Winter 2018 • Durham Hwy 2 BRT expected completion Spring 2018 • Contract for GO RER operator expected to be awarded March 2018 • Hydrogen pilot project (retrofitted locomotive with hydrogen fuel cell technology) targeted to begin testing in March 2018 • Complete Union Station Revitalization – Spring 2018 • Rail rationalization EA targeted to begin in 2018 • Procurement of Hamilton LRT ongoing through 2018	• Increased transit ridership • Increased modal split toward transit • Projects delivered on time and on budget • Successful testing of new technology	• Community engagement, project management and cost control • Expectations of stakeholders/partners (e.g., City of Toronto and other mayors) • Viability of new technology • Potential financial impacts arising from legal disputes with Bombardier • Project delivery timelines and budgets	13.01 to 13.06

Building Transit and Transportation

Priority	Actions Over the Next Year	Measures of Success	Key Risks
Transit & Transportation – Outside the GTHA	• Establish High Speed Rail governance structure • Complete Waterloo LRT (pt. 1) -- spring 2018 • Complete Ottawa LRT Stage 1 May 2018; Stage 2 construction expected to begin Q3 2018 • Approval in Principle Transfer Payment Agreement and procurement for King-Victoria Transit Hub in Kitchener • RFS for HSR Terms of Reference expected to be issued November 2017/awarded by early 2018 • Seek approval for province's contribution to London's Shift Rapid Transit Initiative • CN Rail negotiations, planning & design for Niagara GO extension	• Increased transit ridership • Increased modal split • Projects delivered on time and on budget • Meet HSR EA requirements through Individual Environmental Assessment Process • Approval of HSR EA	• Delivery timelines • Large, complex infrastructure projects • Stakeholders may expect additional commitments for HSR including more funding
Other Transit & Transportation	• Introduction of road safety legislation (drug and alcohol impaired driving, distracted driving, vulnerable road users) expected fall 2017 (TBC) • Introduction of HOT lanes legislation expected Fall 2017 (TBC) • Release of the Northern Ontario Multimodal Transportation Strategy – late 2017 • Procurement for Highway 427 HOT lanes toll collection system ongoing through 2018 • Release of the Greater Golden Horseshoe Multimodal Strategy and Plan – late 2018 • Respond to GTA West Expert Panel report • Implementation of Community Transportation Grant Program (TBC) • Improved intercommunity bus service in Northern Ontario (TBC)	• Improved road safety (e.g., reduced numbers of collisions) • Increased transit ridership • Improved transportation options, especially for individuals in rural and/or northern areas	• Delivery timeline/resource challenges associated with implementing drug impaired driving road safety measures by July 1, 2018 • Some projects have funding, while others do not

13.01 to 13.06

Building Inclusive Communities and Improving the Justice System

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Justice Reforms (Corrections & Policing)	• Fall 2017 introduce legislation to reform Ontario's corrections system, including segregation • Continue work to transform healthcare services in correctional facilities • Fall 2017 introduce legislation for Strategy for a Safer Ontario (SSO) and reform of police oversight bodies	• Implementation of Howard Sapers' corrections reform recommendations • Implementation of Justice Tulloch's police oversight recommendations • Greater public confidence in Ontario's corrections and police systems, including oversight	• High stakeholder and public expectations ~~to deliver~~ • Significant financial, capital, and staffing resources required – not in fiscal plan and potential labour implications • Challenging cultures to shift	04.43
Basic Income Pilot			• Ambitious timeline and some unknowns (e.g. time to get participants) • Linkage/overlap/confusion with Income Security Reform • Managing expectations of First Nations partners on the scope and scale of the First Nation Pilot	05.04