PD&G Committee: Priorities Report

Cabinet Office, Policy & Delivery September 28, 2017
WORKING DRAFT v9.1 (Sept 5,11AM)

Legislative Planning

From 2013-2017, the Legislature passed an average of 13 GOVERNMENT BILLS per sitting, with Spring sittings having higher numbers and longer sitting days.

SPRING 2017 Accomplishments

- 8 bills carried-over from Fall
- 12 bills introduced
- 17 bills passed

--- also ---

- 129 regulations
- 1188 Orders in Council

Tracking for FALL 2017 *(Sep to Dec sitting)*

Spring 2017 Bills *(carried-over)*: 3

1. Building Better Communities and Conserving Watersheds Act, 2017 (Bill 139)
2. Construction Lien Amendment Act, 2017 (Bill 142)
3. Fair Workplaces, Better Jobs Act, 2017 (Bill 148)

Fall 2017 Bills *(tracking)*: 8

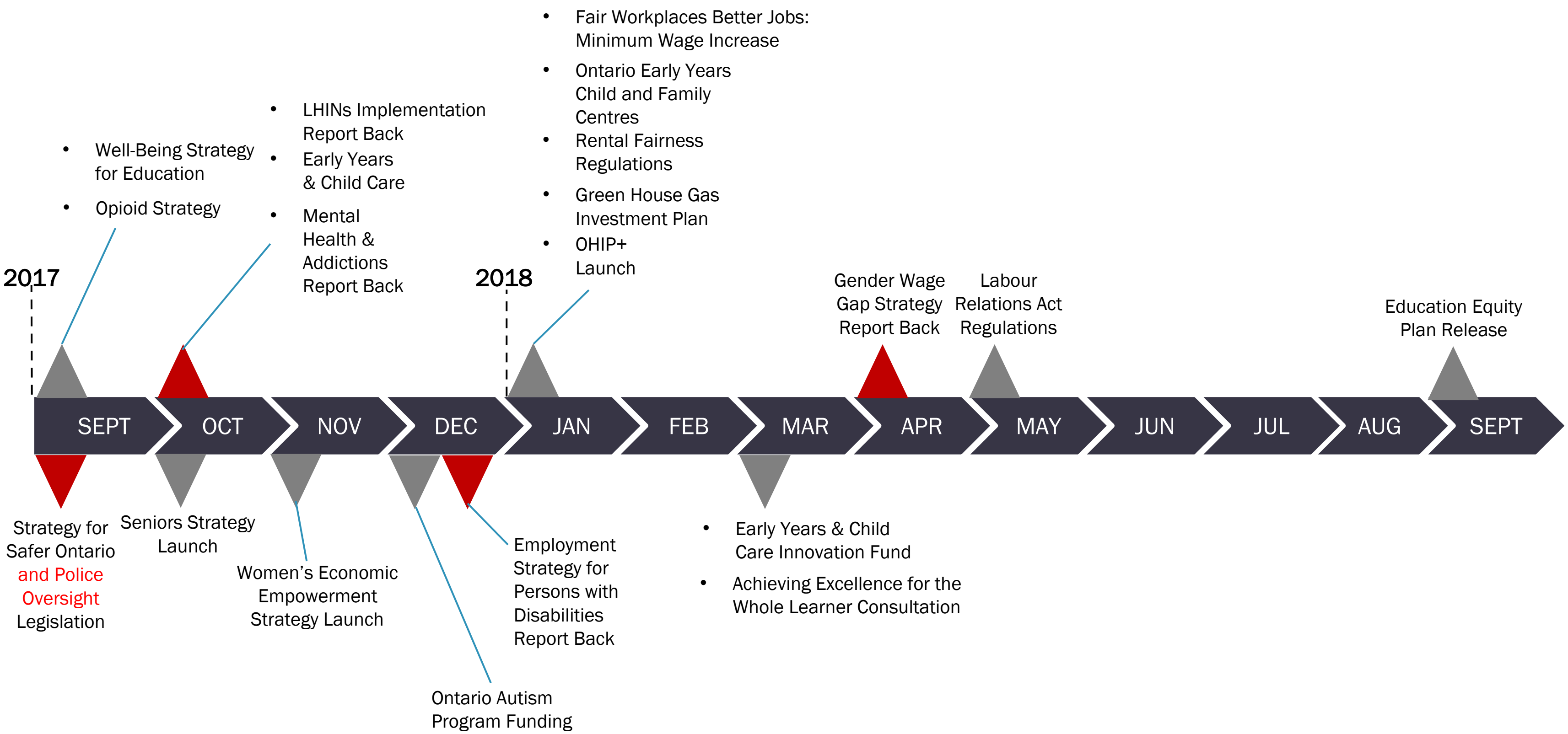
1. MAG/MIA – Representation Statute
2. MEDG/Others – Unnecessary Red Tape Bundle
3. MOHLTC/MSA – Health Bundle
4. MCSCS/MAG – Policing Bundle
5. MOF/Others – Fall (FES) Bill Bundle
6. MAG/MGCS – Clinics and Data Bundle
7. MGCS/MAG – Consumer Protection Bundle
8. MAG/MOF/MOHLTC/MTO – Cannabis Bundle

SITTING DAYS: 46 & TOTAL BILLS: 11

FORWARD TO SPRING 2018

- **February or March 2018** anticipated being the latest introduction to ensure passage
  - **Around 80 sitting days** remain in the Parliamentary Calendar until the statutory start of the writ period
    - **24 Cabinet meetings** expected to remain, with 12 LRC meetings, until the start of the writ period

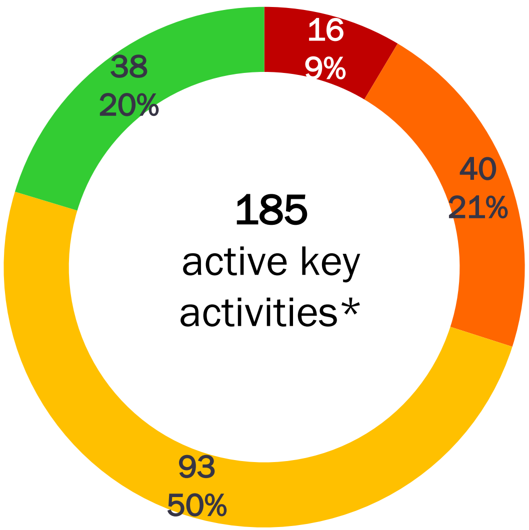
Upcoming Policy & Delivery Milestones [to be confirmed]



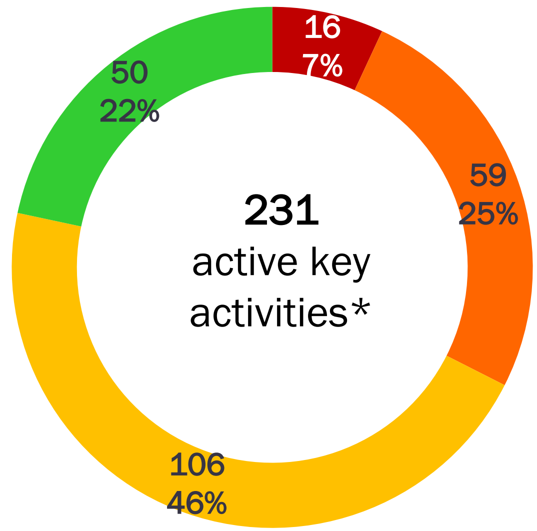
Legend
▲ = Policy milestone
▲ = Delivery milestone

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	• Continued implementation of tenant protection measures (e.g., development and introduction of a standard lease for regular residential tenancies, changes to landlord's own use provisions). • Establish the Housing Delivery Group to support the Provincial Land Development Facilitator in identifying and finding solutions for housing developments. • Identify potential improvements to the residential development approvals process in Fall 2017. • Leveraging surplus provincial properties to deliver new affordable housing units; complete transactions for wave 1 sites in xxx ; potential announcement of wave 2 sites by xxx. • Consult on, seek approval and implement new Development Charges rebate program in Fall 2017. • Change rules for "double-ending" and undertake broader review of real estate legislation. • Implement regulations for second units in Fall 2018. • Collect data on property flipping practices.	• Measured internally through periodic stakeholder engagement and monitoring of public and stakeholder feedback. • Improvements in development approvals process with more housing coming on market and reducing barriers to specific housing projects. • Increased consumer awareness of and confidence in protections in real estate industry. • Additional second units built.	• High stakeholder sensitivity. • Challenge to balance measures to protect tenants and increase supply. • Sustained impact on the housing market. • Ability to effectively enforce measures to prevent conflicts of interest. • Potential decrease in landlords entering the rental housing market.

04.51

Helping You and Your Family

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Autism	• Continue transition to new Ontario Autism Program (OAP). • Continue to consult with the OAP Advisory Committee and the Autism Spectrum Disorder (ASD) Clinical Expert Committee. • Implement new direct funding approach. • Explore measures to guarantee the qualifications of Applied Behaviour Analysis (ABA) practitioners. • Pilot in-school autism therapy.	• Reduced wait times for autism services. • Intensity (# of hours) of therapy. • Improvement in clinical outcomes. • Positive public and stakeholder feedback.	• Impact on families. • Service continuity. • Long wait-times for services. • Phased, measured approach to integration of services in schools contrasted with high parent/guardian expectations.	04.63

Helping You and Your Family

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Early Years and Child Care	<u>Increasing Access:</u> • Continue expansion of child care spaces (e.g. fee subsidies and school-based, broader public sector, and community-based capital). • Modernize funding approach for First Nations and expand child care on reserve. • Launch application-based $100 million fund to support innovative licensed child care solutions. <u>Ensuring Affordability:</u> • Conduct affordability study for child care. <u>Workforce Strategy:</u> • Complete compensation study for early years and child care educators. • Begin providing resources to support professional learning and development for early years and child care employees. <u>Public Awareness:</u> • Start marketing campaign regarding 100,000 spaces. • Launch one-stop online hub for information on early years programs and child care.	• Progress towards 100,000 new licensed child care spaces, including capital builds and number of fee subsidies. • Length of waitlists for fee subsidy. • Retention and recruitment of early years and child care employees. • Compliance with legislative and regulatory requirements for children's health and safety and well-being.	• 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's Fair Hydro Plan	• Automatic enrollment of social assistance recipients for the Ontario Electricity Support Program (OESP) • Continued enrollment of eligible customers into Rural or Remote Rate Protection/Distribution Rate Protection and First Nation Delivery Credit- Ongoing. • 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 - Fall 2017; ○ Ministry of Finance to work with OPG in defining circumstances under which Provincial Guarantee would be activated- Fall 2017; ○ OPG/SPV to begin purchasing of investment asset - Fall 2017; ○ OPG/SPV working with lenders and credit rating agencies in establishing the vehicles for selling of investment asset interests - Fall 2017.	• 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. • 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.	• GA refinancing is based on a number of assumptions and is unique, which increases the risk of unknown factors impacting its performance. To mitigate financial, accounting and constitutional law risk, the Ministry of Energy has worked closely with agencies and external advisors in development of the legislation on which GA refinancing is based. • Officers of the Legislature, including the Auditor General, may issue contrary opinions on GA refinancing. • Higher bill increases following the end of the inflationary cap.	15.21

Helping You and Your Family

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
The 2017 Long-Term Energy Plan	• Publishing the 2017 LTEP- October 2017. • Issuance of IESO and OEB Implementation Directives- October 2017. • IESO and OEB prepare and submit implementation plans for Minister of Energy approval- Due December 31, 2017. • Introduction of legislative amendments to support specific LTEP initiatives - Fall Economic Statement. • Implement 2017 LTEP including new and expanded programs (e.g., Green Button, Net Metering, Market Renewal).	• Delivering reliable and affordable electricity while meeting the province's CCAP targets. • Timely review and approval of IESO and OEB implementation plans. • Timely implementation of profiled initiatives, including IESO Market Renewal.	• Delivery of 2017 LTEP in time for fall release as now planned. • Electricity and fuels demand could be higher than forecast, resulting in additional supply needs that could impact rates and GHG emissions from the sector.	15.11

Helping You and Your Family

Priority	Actions Over the Next Year	Measures of Success	Key Risks	

Seniors Strategy/ Long-Term Care	• Develop and release a strategy that includes the following elements:
	  • Cross-government initiatives to help Ontario's growing seniors population remain healthy, active, and engaged in their communities.
	  • Investments in new Long-Term Care Home beds and staffing to ensure Ontarians have access to Long-Term Care and receive the care they need.
		• Stakeholders and members of the public see these strategies as responsive to the needs of Ontario's diverse older population.
		• Ontario's seniors experience tangible benefits, with immediate and longer term deliverables (e.g. expanded home and community capacity, reduced wait times).
			• Short timeline to develop and launch a large cross-government Seniors Strategy for release in Fall 2017.
			• Taking action will require significant new financial investments (above and beyond the ministries' approved allocation)
			• Strong stakeholder and public expectations for government to take action to respond to issues in LTCH sector and issues of an aging population, but results may take time to be achieved (e.g. building/delivery of new LTCH beds).
				04.27

Helping You and Your Family

Priority	Actions Over the Next Year	Measures of Success	Key Risks
Consumer Protection	• Fall 2017 introduction of legislative amendments to enhance consumer protections and reduce regulatory burden in travel sales industry (*Travel Industry Act*) as well as in the real estate industry ~~by imposing stricter conditions on multiple representation by agents~~ (*Real Estate and Business Brokers Act*). • Fall 2017 introduction of legislation to restructure the Ontario New Home Warranty Program (Tarion)~~, where the regulator is a separate administrative authority (AA) from the AA responsible for overseeing the warranty program and fund.~~ • Jan 1, 2018, bring into effect regulations to implement the 2017 *Putting Consumers First Act* to protect consumers from aggressive door to door sales in certain sectors as well as the regulations to implement the 2016 Private Members Bill – *Protecting Rewards Point Act* to prohibit the expiry of loyalty rewards points due to the passage of time alone. • Early 2018, bring into effect regulations to implement the 2017 *Putting Consumers First Act* to improve regulation of debt collection and to strengthen financial protections for consumers using alternative financial services.	• Greater transparency and consumer awareness in both the travel and real estate industries. • Improved transparency and consumer satisfaction with the new home warranty model. • Fewer consumer complaints as reported to Consumer Protection Ontario (??)reported in all impacted industries. • More effective oversight of debt collection practices and more effective enforcement or rules. • Greater consumer awareness of the costs of using alternative financial services and less repeat borrowing.	• Industry stakeholders may respond negatively to increased controls or compliance requirements designed to enhance consumer protections. • High public expectations with respect to achieving greater protections, transparency and fairness particularly regarding changes around multiple representation in the real estate industry, restructuring of Tarion, and protection of loyalty rewards points. • Potential risk of the new Tarion model as a delegated administrative authority (particularly the new warranty fund administrator) being determined as under the control of government by the OPCD or the OAGO which could result in the consolidation of the warranty fund into the province's accounts.

04.52

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 continue to advance Ontario's interests by supporting formal NAFTA negotiations. • Ontario is engaged with state governments and with business associations on mutual interests • The third round will be September 23-27 in Ottawa. Several more rounds are expected to follow this year • Tracking to Cabinet fall 2017 to provide update on negotiations and mandate changes (if needed). • Continued opportunities for Ontario business to inform negotiations	• 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. • Ontario business continues to invest in the province and remains confident in continued economic growth.	• Greater level of uncertainty that surrounds negotiations, and potential for the Federal government to accept positions that are not in Ontario's interest. • Business concerns if potential outcomes would increase operating costs and/or result in reduced investment in the province.	01.11 01.12
Fair Workplaces, Better Jobs	• Passage of Bill 148, the Fair Workplaces, Better Jobs Act expected in fall 2017. • Implement exemptions under the ESA and the LRA in fall 2017. • Approval of regulations under the ESA and the LRA to implement the FWBJA in late fall 2017. • Increased enforcement capacity and education and outreach activities.	• Reduced prevalence of precarious work. • Strengthened employment standards. • Reduce barrier to unionization and collective bargaining. • Greater degree of compliance with Employment Standards. • Expediting the time it takes employees to receive their entitlements by 50%, expand individual claim investigations to all employees where appropriate, and complete 45,000 proactive inspections (1 in 10 workplaces to be inspected annually) by 2020-21.	• 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). • Potential for reduced flexibility for employers, increased costs and potentially reduced competitiveness with other 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. • Reduction in administrative costs of regulatory compliance.- • Increased number of small business services including through the Ontario Investment Office. • Small businesses consider Ontario as a fair and balanced place to invest and grow.	• Increased expectation of small business sector/stakeholders . • Proposed measures may not impact sectors most impacted by labour changes. • 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	• Link with California and Quebec cap and trade market in January 2018, with first joint auction February 2018 • Develop second compliance period program design. • Put in place offsets regulation in Winter 2018.	• Continued emissions reductions and achievement of Ontario's 2020 and 2030 greenhouse gas reduction targets. • Compliance with the regulatory requirements, including reporting.	• 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 and Climate Change Action Plan	• Launch GreenON Installation programs and Support program in September 2017. • Roll out of new programs for households and industry throughout Fall 2017. • Operationalize agency in Fall 2017, including planning for out-year programming. • Invest GGRA proceeds in Climate Change Action Plan (CCAP) programs and initiatives.	• High uptake of GreenON programs offered. • Lower GHG emissions from homes and buildings. • GHG emissions reductions from CCAP programs. • On track to meet Ontario's GHG emissions reductions targets.	• Ability for start-up agency to implement programs quickly and meet potential demand. • Potential confusion between programs offered by GreenON and other agencies (e.g. IESO). • Successful implementation of the CCAP requires a high degree of coordination across government, including project design, oversight and funding approvals. • CCAP actions need to clearly demonstrate reductions in GHGs.	03.04
Federal-Provincial Infrastructure	• Draft bilateral agreement expected in September 2017– negotiations to take place over the fall with a final agreement targeted before March 31st, 2018.	• Negotiating strategy aligned with AMO, City of Toronto, and Chiefs of Ontario where possible, while protecting the provincial interest. • Negotiated agreement with federal government that aligns with Ontario's priorities, and that: ○ Promotes good infrastructure planning, including directing federal funding to existing priorities and in-plan projects; ○ Is flexible and accounts for Ontario's exiting infrastructure spend of $190 billion; and ○ Minimizes impact to the province's fiscal plan.	• Agreement may contain 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. • Differing priorities between affected parties (e.g., municipalities) may create challenges establishing unified negotiating strategy.	13.10

Creating Opportunities and Security/ Investing in People and Jobs

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Cannabis	• Introduce legislation setting out Ontario's priorities (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). • Cross-ministry implementation to support Ontario's objectives- including protecting youth and vulnerable populations, promoting public health and safety, including road safety, harm reduction and prevention and shrinking the illicit market. • Enable retail (storefront and online) sale of cannabis coincident with Federal commitment of July 2018.	• **Retail** - legal storefronts and online; 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 provincial legislation. • **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). • Time and potential costs associated with training all respective parties and potential impacts (e.g. impaired driving if not implemented on time). • 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.	04.56

Strengthening Health Care

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
LHIN Transformation	• Following seamless transition of CCAC staff and functions under LHINs in Spring 2017, identify and implement actions to tangibly improve patient experience, leveraging new LHIN capacity (e.g. integrating home and community care coordination with primary care). • Develop and implement new performance and reporting tools (e.g. care coordinator performance dashboard; new Ministry-LHIN Accountability Agreement indicators).	• Patients and health care providers continue to experience no disruption as a result of transitioning home and community care services to LHINs and expanding LHINs' mandates. • Patients experience improved access to more integrated care (primary care; home and community care; mental health and addictions services; palliative care). • Patients and communities experience care that is more responsive to local sub-LHIN region needs.	• Potential for disruptions to patient care or for employees (though this is increasingly very unlikely given smooth transition for all 14 CCACs to LHINs in May-June 2017). • Expectations on a broader 'transformation' and improvements among key stakeholders (e.g. professional associations) in the short-term now that transition is complete, but changes may be incremental and gradual over time.	07.02

Strengthening Health Care

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
OHIP+ and Other Public Drug Programs	• Launch OHIP+ Children and Youth Pharmacare by January 1, 2018.	• Successful launch of OHIP+ program, ensuring children and youth aged 24 and under have seamless access to all drugs on the Ontario Drug Formulary at no cost. • Streamline the application process for access to drugs not listed on the Ontario Drug Benefit Formulary (provided via the Exceptional Access Program (EAP)) .	• As a universal, open-ended program; financial projections to be re-evaluated during program design; • Successful implementation of supporting infrastructure (e.g. IM/IT systems) to support implementation.	07.16

Strengthening Health Care

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Mental Health and Addictions (including Opioids)	• Launching a new Ministers' Table on Mental Wellness to advance an integrated, cross-government approach to mental health and addictions system transformation • Reporting back to Cabinet in Fall 2017 for approval of broader, long-term system transformation for Mental Health and Addictions Services (e.g., governance, funding reform, improved access to services) • Taking further action on the ministry's opioid strategy (e.g. better access to naloxone, releasing quality standards on appropriate prescribing and opioid use disorder).	• Expanded access to mental health and addictions services, that are better connected and integrated. • Enhanced capacity to respond effectively to urgent mental health and addictions issues, such as rising rates of opioid abuse.	• Public and stakeholder concerns and media coverage of opioid-related deaths. • Stakeholder/public expectations for strengthened mental health and addictions services • Substantive 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	
Achieving Excellence for the Whole Learner (Including Measures to Improve Equity and Well-being)	Curriculum Revitalization: • Consult on revitalized curriculum based around global competencies. • Pilot and implement redesigned Grade 9 curriculum. Assessment and Reporting: • Implement new assessment and reporting tools and practices, including new report card and update school climate surveys • Review EQAO provincial assessment. Improving Well-Being: • Establish provincial well-being indicators. • Co-develop Indigenous-specific well-being indicators. • Allocate $49M Budget investments in initiatives to improve student well-being. Ensuring Equity: • Implement Equity Action Plan.	• Student data from school boards and postsecondary institutions, including identity-based data and achievement information. • EQAO provincial assessment results. • Equity initiatives in board and school improvement plans. • Provincial well-being indicators.	• Assessment changes, particularly to EQAO, could affect public confidence in the education system. • "Initiative fatigue" to wide array of reforms in schools currently being implemented. • Implications for teacher and principal/vice principal workload and the limitations in collective agreements around introducing new policies. • Quality data on sub-populations and key indicators (e.g., indigenous graduation rate, well-being). • Cross-ministry integration of initiatives and resources for focus and coherence (e.g., Anti-Racism Directorate's framework for the collection of race-based data.)	08.03 08.29 08.05

Investing in Education and Building a Highly Skilled Workforce

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Access to High-Quality Postsecondary Education (PSE)	Continued policy development and implementation of initiatives such as: • Renewed Strategic Mandate Agreements (SMAs) with colleges and universities. • New OSAP including net tuition/billing. • Strategy to address non-financial barriers to PSE access. • Creation of French-language university including legislation. • Co-development of policy framework for Aboriginal Institutes.	• Monitoring of OSAP uptake and PSE participation rates. • Institutional collaboration and partnerships. • Tracking of student outcomes through use of Ontario Education Number (OEN) in PSE sector. • SMA2 metrics in key areas: 1) Student Experience; 2) Innovation in Teaching and Learning Excellence; 3) Access and Equity; 4) Research/Applied Research Excellence and Impact; and 5) Innovation, Economic Development and Community Engagement.	• Delivery of multiple initiatives in sector. • Sustainability challenges facing some institutions. • Potential for future financial risks related to implementation of initiatives (e.g. increased enrolment due to OSAP changes; establishment of French-language university).	08.10 08.11 08.12 08.15 04.08

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	• Investing in new Career Kick-Start Strategy to close the experience gap for students, which includes initiatives such as expansion of Specialist High Skills Major (SHSM) program for Grade 11 and 12 students and Career Ready Fund. • Development of strategy to modernize the apprenticeship system.	• Expanded experiential learning opportunities for learners. • Increased apprenticeship participation and completions, and clearer pathways to apprenticeship.	• Continued engagement/coordination with partners required for delivery. • Measurement of outcomes required to ensure progress towards goals. • Potential 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).	08.18 08.23
Lifelong Learning and Skills Plan	• Continued policy development and delivery on plan components to support adult learners and workers including (e.g. enhancing system navigation, developing common learner intake, expanding and improving Literacy and Basic Skills program, enhancing dual credit opportunities for adults).	• Improved literacy, numeracy, and language skills for adult learners. • Improved learner experience and navigation of adult education pathways. • Extension of Ontario Education Number (OEN) to adult education programs.	• 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 development and implementation of initiatives to support inclusive skills development: • Implementing the provincial employment strategy for people with disabilities. • Providing support to newcomers to integrate into the labour market and succeed through settlement and integration programs (e.g. Ontario Bridge Training program, newcomer financial literacy program). • Release of the Women's Economic Empowerment Strategy targeted for early November.	• Reduce the unemployment rate for people with disabilities (currently 16%). • Development of performance measures for women's economic empowerment strategy and provincial employment strategy for people with disabilities. • Successful integration of newcomers in labour market and credentials recognized.	• Limited levers for government to directly influence employer decisions on hiring people with disabilities. • 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. • 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.	13.01.1

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 and 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 .

13.03.1

Building Inclusive Communities and Improving the Justice System

Priority	Actions Over the Next Year	Measures of Success	Key Risks	
Justice Reforms (Corrections and Policing)	• Introduce legislation to reform Ontario's corrections system, including segregation, in fall 2017 • Continue work to transform healthcare services in correctional facilities. • Introduce legislation to implement the Strategy for a Safer Ontario (SSO) and reform of police oversight bodies in fall 2017.	• Decreased use of segregation. • Increased alternatives to segregation. • Improved delivery of healthcare services in the corrections sector. • Increased public confidence and satisfaction in police. • New police oversight agencies are established and fully functioning. • Number of professional misconduct cases closed within mandated timelines.	• High stakeholder and public expectations. • Significant financial, capital, and staffing resources required – not in fiscal plan and potential labour implications. • Challenging cultures to shift.	04.42 & 04.43

Basic Income Pilot	• Launch the second phase of the Basic Income Pilot in Fall 2017, which includes:
	  ○ Expanding to a third site (Lindsay); and,
	  ○ Co-designing and implementing a First Nation Basic Income Pilot.
		• Successfully scale up participation in pilot, with the objective of reaching 4,000 participants.
		• Measure and evaluate the impacts of a BI model, assessed for key outcomes over time (including, but not limited to quality of life, food security, enhanced labour market interaction, and overall well-being).
			• 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