DRAFT Priorities Risk Report - Table of Contents

Helping You and Your Family

Key Activities included:

Creating Opportunities and Security/Investing in People and Jobs

Key Activities included:

Strengthening Health Care

Key Activities included:

Building Transit & Transportation

Key Activities included:

Building Inclusive Communities & Improving the Justice System

Key Activities included:

Policy and Delivery Risk Tracking (Pilot)

04.51 Housing Affordability

Info

Key Activity Risk Status
Management Attention Required

Pillar
Protecting Consumers

Objective
Explore various measures related to housing affordability in Ontario.

Comments

Last Updated
Jun 02, 2017 01:53PM by karen.moore4@ontario.ca

Risks

Risk 1

Category
Stakeholder / Perception

Description
As is the case in many globally significant regions and major cities, housing affordability is a concern in the Greater Golden Horseshoe (GGH), particularly the Greater Toronto Hamilton Area (GTHA). Much of the concern regarding affordability has been focused on the price of ground related housing (single, semi and row housing).

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Moderate	More than 36 months	Monitoring

Mitigation
Some stakeholders claim that housing affordability challenges relate to the overall supply of land, however, internal analysis indicates there is more than enough land to accommodate growth to at least 2031 and there exists a healthy supply of new housing that could be built within the next 1-3 years. Government is exploring other levers to address housing affordability.

Comments

Last Updated
Jun 05, 2017 03:01PM by karen.moore4@ontario.ca

CO Comments

Risk 2

Category
Delivery / Operational

Description
Measures to expand rent controls could affect investment decisions by developers on new purpose built rental unit projects, potentially impacting affordable housing stock in the province.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Minor	More than 36 months	Monitoring

Mitigation
MHO is considering any appropriate mitigation strategies in response to landlord and developer response to the proposal.

Comments

Last Updated
Jun 05, 2017 03:04PM by karen.moore4@ontario.ca

CO Comments

04.63 Ontario Autism Program

Info

Key Activity Risk Status	Pillar
Heightened Management Attention Required	Supporting Children with Complex Needs

Objective
Re-design and expand autism intervention services so that more children and youth receive critical interventions sooner that are better matched to their needs.

Comments
PRRT Theme: A Healthier Population

Last Updated
Jun 02, 2017 01:32PM by sebastian.franks2@ontario.ca

Risks

Risk 1

Category
Stakeholder / Perception

Description
Many families have been critical the implementation of an age cut-off for IBI therapy. Issue has been raised in Question Period and significant negative media attention has been focussed on the age cut-off.

Likelihood	Impact	Timescale	Status
Almost Certain (90%-100%)	Critical	Less than 6 months	Heightened Management Attention Required

Mitigation
The new OAP has no age cut-off. Service will be determined based on clinical assessment. Significant engagement is underway with service providers and advocacy groups related to the design and implementation of the new Ontario Autism Program. A strategic implementation plan is also being developed to manage communications and expectations about what program changes can be anticipated in June, and what will be expected of service providers in terms of delivery and supporting family transitions.

Comments

Last Updated
May 05, 2017 03:29PM by sebastian.franks2@ontario.ca

CO Comments

Risk 2

Category
Stakeholder / Perception

Description
Given the staged implementation/ transition to the Ontario Autism Program, some families may express concern/ anxiety about their transitions. Some families in direct funding arrangements (DFO and $8K/$10K) have also conveyed concern about the quality of service being provided privately and their inability to assess qualifications and experience of providers.

Likelihood	**Impact**	**Timescale**	**Status**
Possible (30%-70%)	Moderate	6 to 12 months	Management Attention Required

Mitigation
MCYS is developing a strategic, comprehensive and family- focused communications/implementation plan and working closely with providers on transition oversight and issues resolution planning. To maintain ongoing service continuity for families, consideration is being given to extending the direct funding payments ($8K and $10K) for families. MCYS is also working with the Ministry of Health and Long Term Care and others to consider an approach to oversight/ regulation over ABA practitioners.

Comments

Last Updated
May 05, 2017 03:29PM by sebastian.franks2@ontario.ca

CO Comments

Risk 3

Category
Delivery / Operational

Description
There may not be enough capacity in the sector to support the expansion of services. Providers may struggle to implement significant new investment while also managing the transition to a new autism program.

Likelihood	**Impact**	**Timescale**	**Status**
Possible (30%-70%)	Moderate	6 to 12 months	Management Attention Required

Mitigation
Funding increases and program changes will be incremental over several years. Service providers will be involved in developing a phased plan to re-design and expand services.

Comments
Service providers have previously communicated an interest in being able to provide more flexible and individualized services.

Last Updated
Sep 12, 2016 11:31AM by lauren.birch@ontario.ca

CO Comments

04.67 Early Years and Child Care Plan (including Commitment for 100,000 More Children Aged 0-4 to Access Licensed Child Care)

Info

Key Activity Risk Status	Pillar
Heightened Management Attention Required	Better Outcomes for Children and Youth

Objective
Support the creation of an integrated and more sustainable system of early years and child care programs focused on accessibility, affordability, responsiveness and quality, including a five-year roll-out plan to provide 100,000 more children aged 0-4 access to licensed child care spaces.

Comments

Last Updated
Jun 02, 2017 01:43PM by sebastian.franks2@ontario.ca

Risks

Risk 1

Category
Stakeholder / Perception

Description
There are high partner/stakeholder expectations for the renewed framework to address the full extent of challenges to the sector (e.g., recruitment and retention of ECE's, cost of child care, renewed approach to special needs).

Likelihood	Impact	Timescale	Status
Likely (70%-90%)	Major	Now	Management Attention Required

Mitigation
The government has engaged in extensive stakeholder consultation in person and online to ensure that the renewed framework adequately reflects the full spectrum of challenges affecting the early years sector. The ministry will continue to work closely with child care stakeholders/partners to identify issues experienced by front-line child care staff, licensees and other delivery partners.

Comments

Last Updated
Feb 23, 2017 11:55AM by sebastian.franks2@ontario.ca

CO Comments

Risk 2

Category
Delivery / Operational

Description
There is a risk of not meeting the public commitment of providing 100,000 more children access to licensed child care within five years.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Major	6 to 12 months	Management Attention Required

Mitigation
Effective communication to help with public expectations for growth from renewed framework, and with sector on timing of capital and time to build and retrofit. EDU will: continue ECE wage enhancement; study recruitment/retention of child care staff; work with CMSMs/DSSABs on budgeting and spending. To mitigate approvals timing, and compressed investment window, EDU to consider funding options, incl. multi-yr funding and CMSMs/DSSABs creating reserve funds to draw on yearly over multi-yr strategy.

Comments

Last Updated
May 05, 2017 03:26PM by sebastian.franks2@ontario.ca

CO Comments

15.11 Long-Term Energy Plan (LTEP) and Related Initiatives

Info

Key Activity Risk Status
Management Attention Required

Pillar
Managing Ontario’s Energy Resources

Objective
Prepare Ontario's next LTEP in 2017

Comments

Last Updated
Jun 05, 2017 10:12AM by tim.hindmarch-watson2@ontario.ca

Risks

Risk 1

Category
Delivery / Operational

Description
Risk that the ENERGY may not be ready to bring forward the next LTEP in time for a summer 2017 release as planned.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Moderate	Less than 6 months	Monitoring

Mitigation
Weekly LTEP briefings with ENERGY and PO on priority topics.

Comments

Last Updated
May 29, 2017 12:46PM by tim.hindmarch-watson2@ontario.ca

CO Comments
Timing of LTEP approvals the topic of ongoing discussions between ENERGY MO and PO.

Risk 2

Category
Stakeholder / Perception

Description
Risk that the LTEP is, or is seen to be, out of alignment with the province's goals under CCAP.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Moderate	6 to 12 months	Monitoring

Mitigation
Ongoing work between ENERGY and MOECC to ensure alignment of LTEP and CCAP initiatives and public commitments/documents. Address in communications plan for LTEP and CCAP Report back in the fall.

Comments

Last Updated
May 29, 2017 12:52PM by tim.hindmarch-watson2@ontario.ca

CO Comments
CCAP progress report scheduled to be released in the Fall 2017.

Risk 3

Category
Stakeholder / Perception

Description
Risk that components of the next LTEP are seen to be out of alignment with the goals of Ontario's Fair Hydro Plan (OFHP).

Likelihood	Impact	Timescale	Status
Unlikely (10%-30%)	Moderate	6 to 12 months	Monitoring

Mitigation
Weekly PO briefings leading up to LTEP policy approvals.

Comments

Last Updated
May 29, 2017 01:02PM by tim.hindmarch-watson2@ontario.ca

CO Comments
For example, given the favourable supply position for Ontario, some stakeholders have indicated that they feel further imports from Quebec and investements in enabling infrastructure is inconsistent with the goals of the OFHP.

15.21 Ontario's Fair Hydro Plan

Info

Key Activity Risk Status
Monitoring

Pillar
Managing Ontario's Energy Resources

Objective
Addressing rising electricity prices is among the highest priorities for Ontarians. On March 2, 2017, the Ontario government announced Ontario Fair Hydro Plan, and since then, there has been increased media attention and public pressure for the government to bring forward the legislation which would enact the commitments made in the Plan. The government has committed to implement further rate relief measures by the summer 2017.

Comments

Last Updated
Jun 05, 2017 10:24AM by tim.hindmarch-watson2@ontario.ca

Risks

Risk 1

Category
Policy

Description
Fiscal Pressure: The proposal assumes GA refinancing does not have a fiscal impact. If the costs of GA refinancing were accounted for as an expense to the fiscal plan, the fiscal impact would be significant ($2.5B in 2017-18, escalating annually). Other risks exist as to the ability to keep rates in line with CPI over the next 4 years as committed to by the government, which could increase fiscal pressure

Likelihood	Impact	Timescale	Status
Likely (70%-90%)	Critical	12 to 24 months	Heightened Management Attention Required

Mitigation
Some fundamental risks need to be accepted. External accounting opinions have been provided to ensure structure meets PSAB standards. Between May 2018 and June 2021, rates will be prescribed by regulation rather than committing to particular rate reductions in the legislation.

Comments
The extent of fiscal pressures is also dependent on other factors (i.e., OAG could qualify Ontario's books or issue an adverse opinion). Interest rate changes, supply and demand projections, technology adoption etc. would all impact the assumptions and could increase costs, which may then put pressure on electricity rates or the fiscal plan.

Last Updated
May 05, 2017 04:31PM by tim.hindmarch-watson2@ontario.ca

CO Comments

Risk 2

Category
Policy

Description
The structure is unique in Canada and possibly the world, which increases the risk or unknown factors impacting its performance. The use of securities mechanisms to address debt is more common in the Unites States, but officials are currently unaware of any example that would compare to the size, complexity or fluidity of the proposal.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Major	More than 36 months	Management Attention Required

Mitigation
Extensive due diligence has been undertaken on the proposal, however this is a fundamental risk that needs to be accepted.

Comments

Last Updated
May 05, 2017 04:32PM by tim.hindmarch-watson2@ontario.ca

CO Comments

Risk 3

Category
Policy

Description
Legal Risk: According to a legal opinion by former Supreme Court Justice Binnie, there is a moderately high risk that the proposed change would be characterized as an unconstitutional tax rather than a valid regulatory charge because future consumers are being required to subsidize current consumers.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Critical	More than 36 months	Heightened Management Attention Required

Mitigation
The legislation has been drafted to mitigate the constitutional law risks to the extent possible, by creating a structure which requires the Minister of Energy to calculate the benefits that future rate payers are expected to receive from clean energy initiatives and allocate costs associated with the clean energy initiative to ensure that the costs that people will pay in the future are roughly proportional to the benefits that they receive.

Comments
While this structure mitigates the risk, it does not eliminate it and ongoing decisions about the amount

of costs to be deferred into the future will have an ongoing impact on the constitutionality of this program.

Last Updated
May 05, 2017 04:35PM by tim.hindmarch-watson2@ontario.ca

CO Comments

01.11 Trade Agreements and Measures (NAFTA)

Info

Key Activity Risk Status
Management Attention Required

Pillar
Reducing Trade Barriers

Objective
Lower, eliminate or avoid interprovincial and international trade barriers to increase opportunities for Ontario firms.

Comments

Last Updated
Jun 05, 2017 09:38AM by nancy.wittman2@ontario.ca

Risks

Risk 1

Category
Stakeholder / Perception

Description
Province labelled as protectionist by trading partners.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Moderate	More than 36 months	Monitoring

Mitigation
MEDEI working with Partner ministries to avoid trade restrictive measures in the Province.

Comments
Measures that are offside of commitments or lack of ambition in negotiations (e.g. internal trade renewal) will be negatively perceived.

Last Updated
Apr 11, 2016 05:26PM by

CO Comments

Risk 2

Category
Financial

Description
Province fails to act, and be seen to act, decisively in response to aggressive, anti-free trade

measures.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Major	Less than 6 months	Management Attention Required

Mitigation
TBS, MIT, MEDG are bringing forward procurement proposals to counter trade-restrictive, measures taken by US jurisdictions against Ontario businesses. MIT, MEDG and MIA bringing forward a NAFTA negotiation strategy to protect Ontario's interests. MIT bring forward a Trade Strategy to support diversification of trade by Ontario business.

Comments
It will be important and a challenge to balance Ontario's reputation as a free-trade advocate and honourable trading partner with taking firm action to protection Ontario's interests.

Last Updated
May 05, 2017 01:59PM by nancy.wittman2@ontario.ca

CO Comments

Policy and Delivery Risk Tracking (Pilot)

01.12 Global Trade Strategy

Info

Key Activity Risk Status	Pillar
Monitoring	Reducing Trade Barriers

Objective
Ministry is working to develop an International Trade Action Plan.

Comments

Last Updated
Jun 05, 2017 09:38AM by nancy.wittman2@ontario.ca

Risks

Risk 1

Category
Policy

Description
Action plan is currently under development and financial resource requirements are yet to be determined.

Likelihood	Impact	Timescale	Status
Likely (70%-90%)	Moderate	Less than 6 months	Monitoring

Mitigation
TBC

Comments
Ministry is working to develop Action Plan, and currently on track to report back to PD&G in November (pushed back twice from earlier dates to report back)

Last Updated
Jan 12, 2017 01:04PM by nancy.wittman2@ontario.ca

CO Comments

Risk 2
Category
Financial

Description
Budget allocated under funding program does not meet current, or expected future demand

Likelihood	Impact		
Likely (70%-90%)	Moderate	More than 36 months	Monitoring

Mitigation
The development of the Export Strategy will set out the plan to deliver within the given funding envelope

Comments

Last Updated
Jan 12, 2017 01:04PM by nancy.wittman2@ontario.ca

CO Comments

Risk 3

Category
Policy

Description
New risk created by Ministry (draft in progress).

Likelihood	Impact	Timescale	Status
Rare (0%-10%)	Insignificant	More than 36 months	Satisfactory

Mitigation
TBD

Comments

Last Updated
Mar 13, 2017 02:07PM by maria.yannelis@ontario.ca

CO Comments

Policy and Delivery Risk Tracking (Pilot)

03.03 Cap and Trade Program

Info

Key Activity Risk Status
Management Attention Required

Pillar
Putting a Price on Carbon

Objective
The greenhouse gas (GHG) emissions reduction program (cap and trade) is intended to provide flexible compliance options to industry to encourage cost effective reductions.

Comments

Last Updated
Jun 14, 2016 04:33PM by lauren.birch@ontario.ca

Risks

Risk 1

Category
Stakeholder / Perception

Description
Public attention on cap and trade due is focused on concerns about price increases and business competitiveness

Likelihood	Impact	Timescale	Status
Almost Certain (90%-100%)	Moderate	6 to 12 months	Management Attention Required

Mitigation
Continued engagement with the public and stakeholders throughout program implementation. The first cap and trade auction was held on Mar 22, 2017 with all available allowances sold for a total of $472M in proceeds which will be invested into Climate Change Action Plan programs. The 2nd auction is planned for June 6, 2017.

Comments
Public is concerned about potential price increases. Businesses concerned about impacts on competitiveness.

Last Updated
Jun 05, 2017 03:04PM by amanda.powers2@ontario.ca

CO Comments

Policy and Delivery Risk Tracking (Pilot)

03.04 Direct Investments to Reduce Greenhouse Gas Emissions (Use of Proceeds)

Info

Key Activity Risk Status
Heightened Management Attention Required

Pillar
Putting a Price on Carbon

Objective
Timely disbursement of proceeds from the distribution of emission allowances under Ontario's cap and trade program by the Minister. As required under the Climate Change Mitigation and Low Carbon Economy Act, proceeds will be used to support initiatives that are reasonably likely to reduce, or support the reduction of, greenhouse gas emissions.

Comments

Last Updated
Apr 04, 2017 12:54PM by satinder.banwait2@ontario.ca

Risks

Risk 1

Category
Stakeholder / Perception

Description
Heightened stakeholder interest in how government is reinvesting ~$2B in annual cap and trade proceeds, particularly proceeds from the 1st auction. Investments need to show a clear and direct effect on reducing GHGs. Continued heightened stakeholder interest, including the Auditor General, in how government invests cap and trade proceeds through the Greenhouse Gas Reduction Account (GGRA); compounded by recent experiences in other jurisdictions where auction proceeds were lower than forecasted.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Major	6 to 12 months	Heightened Management Attention Required

Mitigation
Process for GGRA funding has been designed to ensure accountability, transparency and meet legislative requirements. It involves MOECC Minister’s review and evaluation of funding requests from ministries and then TB/MBC approval prior to releasing GGRA funds. At least once during each fiscal year, the Minister of MOECC will report publicly on evaluations provided to TB/MBC. Annual reports will also provide updates on progress towards implementing CCAP, as well funds tracked in and out of GGRA.

Comments
Note: This risk can also be considered as having Governance and Policy risk category implications.

Last Updated

Jun 05, 2017 03:14PM by amanda.powers2@ontario.ca

CO Comments

04.45 Changing Workplaces Review and Increasing Minimum Wage

Info

Key Activity Risk Status
Heightened Management Attention Required

Pillar
Labour Law Reform

Objective
Employment/labour law reforms to better protect workers while supporting business in today's evolving economy.

Comments

Last Updated
Jun 02, 2017 02:09PM by lauren.birch@ontario.ca

Risks

Risk 1

Category
Timeline

Description
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 (such as, minimum wage).

Likelihood	Impact	Timescale	Status
Likely (70%-90%)	Moderate	12 to 24 months	Monitoring

Mitigation
Consultation through the legislative process will allow for broader inter-ministerial discussion as well as potential changes to the proposed legislation to address unintended or adverse consequences. MOL will also consult with affected ministries and sectors before certain measures come into force and will undertake consultations with ministries and stakeholders to study other recommendations that require subject matter and program expertise and/or long term implementation.

Comments
Risk category: timeline/stakeholder

Last Updated
Jun 02, 2017 02:17PM by lauren.birch@ontario.ca

CO Comments

Risk 2

Category
Financial

Description
Taken together, the proposal is expected to reduce flexibility for employers, increase costs and potentially reduce competitiveness vis-à-vis non-Canadian jurisdictions. The OPS and BPS are among the employers that would be impacted by costs associated with higher standards and added operational complexity.

Likelihood	**Impact**	**Timescale**	**Status**
Likely (70%-90%)	Moderate	12 to 24 months	Monitoring

Mitigation
There will be opportunity for consultation through the legislative process, which will allow for broader inter-ministerial discussion as well as potential changes to the proposed legislation to address unintended or adverse consequences. Further analysis is required to fully assess the impacts of the proposed changes on the OPS and BPS. It will be important for MOL to work with other ministries to fully understand the implications of each provision and take appropriate follow-up.

Comments
Risk category: stakeholder/financial

Last Updated
Jun 02, 2017 12:44PM by satinder.banwait2@ontario.ca

CO Comments

Risk 3

Category
Governance

Description
Overlapping and potential conflicting government priorities (e.g. Local Health Integration Network (LHIN) renewal, expansion of child care spaces, Business Growth Initiative, among others).

Likelihood	**Impact**	**Timescale**	**Status**
Almost Certain (90%-100%)	Major	12 to 24 months	Heightened Management Attention Required

Mitigation
MOL will work with ministries to understand the implications of each provision and take appropriate follow-up, specifically with EDU and MOF on options to address the impact of a possible increase of parent fees for middle income and low income Ontarians for licensed childcare. Options could include funding, tax credits or other tools. MOL would also consult with ministries and stakeholders to study recommendations that require subject matter and program expertise and/or long term implementation

Comments
Risk category: governance/financial.

Last Updated
Jun 02, 2017 02:21PM by lauren.birch@ontario.ca

CO Comments

Policy and Delivery Risk Tracking (Pilot)

04.56 Cannabis

Info

Key Activity Risk Status
Monitoring

Pillar
Safety and Access to Justice

Objective
MAG will lead the development of Ontario's policy work in response to the federal commitment to legalize, regulate, and restrict access to marijuana, through continued work with associated ministries.

Comments

Last Updated
Jun 05, 2017 10:02AM by satinder.banwait2@ontario.ca

Risks

Risk 1

Category
Policy

Description
The federal policy approach to marijuana legalization is under development but few details have been shared with Ontario.

Likelihood	Impact	Timescale	Status
Almost Certain (90%-100%)	Moderate	Now	Monitoring

Mitigation
Ontario is participating in an FPT senior officials group on the legalization of marijuana, as well as regular FPT Ministers' and Deputy Ministers' table to keep informed of the status of the federal initiative.

Bilateral discussions with key jurisdictions (e.g. British Columbia and Quebec)

Comments
Ontario's policy development process is underway and sufficiently comprehensive to anticipate likely approaches at the federal level.

Last Updated
Nov 08, 2016 12:32PM by sandra.rabadzievski@ontario.ca

CO Comments

Risk 2

Category
Timeline

Description
The federal commitment to introduce legislation in spring 2017 to legalize marijuana imposes an aggressive timeline for the development of an Ontario policy and regulatory framework.

Likelihood	Impact	Timescale	Status
Almost Certain (90%-100%)	Moderate	6 to 12 months	Monitoring

Mitigation
Cabinet has directed MAG, in collaboration with MOF and other affected ministries, report back to Cabinet within eight months with analysis and recommendations on scenarios for provincially controlled distribution, retailing and taxation of legalized marijuana, supporting legislative requirements and an implementation timeframe.

Comments
Ontario officials have established an ADMs steering committee to guide policy development across three director-led working groups.

A Secretariat will be set up within MAG to lead and coordinate Ontario's approach.

Last Updated
Nov 08, 2016 12:33PM by sandra.rabadzievski@ontario.ca

CO Comments

Risk 3

Category
Financial

Description
Legalization of marijuana and associated activities (e.g. health and social impacts) will create costs for the Ontario government. The type and level of new costs will depend on the final design of the federal legislation and provincial decisions on distribution and retail.

Likelihood	Impact	Timescale	Status
Almost Certain (90%-100%)	Moderate	12 to 24 months	Monitoring

Mitigation
Ontario has signaled to the federal government that a funding contribution will be sought (e.g. for public education).

Comments
Additional consideration will need to be given to system-wide costs (e.g. health and policing costs). If there is a provincially-owned retail system, its revenues are not expected to outweigh costs initially. The Ministry of Finance is researching various possible retail and taxation models.

Last Updated
Nov 04, 2016 10:59AM by sandra.rabadzievski@ontario.ca

Policy and Delivery Risk Tracking (Pilot)

13.10 Federal - Provincial Infrastructure

Info

Key Activity Risk Status
Management Attention Required

Pillar
Infrastructure Plan

Objective
Secure support for Ontario's priorities

Comments

Last Updated
Jun 01, 2017 04:43PM by satinder.banwait2@ontario.ca

Risks

Risk 1

Category
Policy

Description
Potential program design requirements are not known. EG: funding may need tol be “outcomes-based.” (achieve an immediate outcome such as increased transit capacity); cannot replace provincial/municipal funding (e.g. incrementality) or for municipal projects, provincial funding (cost-sharing) maybe required for projects to receive federal funding

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Moderate	More than 36 months	Monitoring

Mitigation
Province will continue to actively engage and negotiate with the federal government on program design requirements

Comments

Last Updated
Jun 05, 2017 01:56PM by nancy.wittman2@ontario.ca

CO Comments

Policy and Delivery Risk Tracking (Pilot)

07.02 LHIN Transformation

Info

Key Activity Risk Status
Management Attention Required

Pillar
Access: Provide timely access to the right care

Objective
To expand the mandate of LHINs to include oversight of primary care and management of home and community care, in order to improve care coordination and local planning.

Comments

Last Updated
Jun 01, 2017 05:00PM by laura.adams2@ontario.ca

Risks

Risk 1

Category
Stakeholder / Perception

Description
Risk that Ontario Medical Association (OMA) will continue to identify concerns with the initiative, and that other key stakeholder groups are not satisfied with the pace or type of 'transformational' change that results from LHIN renewal (i.e. expecting faster transformation once transition is complete).

Likelihood	Impact	Timescale	Status
Likely (70%-90%)	Major	6 to 12 months	Management Attention Required

Mitigation
The OMA and the ministry have reached a tentative agreement on binding arbitration that, subject to ratification by OMA membership, will enable negotiations on a Physician Services Agreement to begin. The ministry will need to carefully monitor how negotiations influence LHIN renewal implementation (e.g. hiring physicians as Clinical Leads in LHIN sub-regions To respond to expectations about system transformation, the ministry is identifying early transformational opportunities.

Comments

Last Updated
Jun 01, 2017 05:04PM by laura.adams2@ontario.ca

CO Comments

Risk 2

Category
Delivery / Operational

Description
Moving CCACs into LHINs and expanding LHIN mandates is a substantive transition initiative. There is a potential risk associated with ensuring a seamless transition for patients, caregivers, and families.

Likelihood	**Impact**	**Timescale**	**Status**
Unlikely (10%-30%)	Moderate	Less than 6 months	Monitoring

Mitigation
The ministry is committed to a target of zero disruption for patients.The ministry has a detailed workplan that identifies all activities associated with a successful transition. Through the transitional period (May-June 2017) the ministry is working closely with each LHIN to ensure readiness, and to monitor closely for any issues. No major issues have occurred to date, and 9 out of 14 LHINs have successfully completed transition.

Comments

Last Updated
Jun 01, 2017 05:05PM by laura.adams2@ontario.ca

CO Comments

Risk 3

Category
Stakeholder / Perception

Description
Risk that Indigenous partners will have concerns with their role in health care planning and delivery under the new model, particularly given historical objections to LHIN governance model (i.e. First Nations' interest in having separate First Nations LHIN for health care planning and delivery). MOHLTC is working to develop a framework 'relationship document' on Indigenous health, but progress has been delayed (report-back due in Summer 2016 has not yet been received).

Likelihood	**Impact**	**Timescale**	**Status**
Possible (30%-70%)	Moderate	Less than 6 months	Monitoring

Mitigation
The ministry has been engaging Indigenous partners throughout the process of LHIN renewal planning and implementation to identify key issues and address their feedback.

Comments

Last Updated
Jun 01, 2017 05:11PM by laura.adams2@ontario.ca

CO Comments

07.09 Digital Health

Info

Key Activity Risk Status
Management Attention Required

Pillar
Connect: Deliver coordinated and integrated care in the community and closer to home

Objective
Complete implementation of digital health infrastructure investments (e.g. connected backbones) and leverage this infrastructure to deliver innovative, patient facing digital solutions (i.e. the Patients First Digital Health Strategy).

Comments

Last Updated
Jun 05, 2017 10:02AM by kelsea.chatburn@ontario.ca

Risks

Risk 1

Category
Stakeholder / Perception

Description
Following the work of Ed Clark to review the province's digital health assets, the government accepted in principle all Clark's recommendations. The 2017 Budget committed to releasing a Digital Health Action Plan in 2017. However, the Ministry has not yet released its digital health strategy or action plan for the province. There is a risk that stakeholders could respond negatively to the strategy and/or the rate of progress.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Moderate	Less than 6 months	Monitoring

Mitigation
The ministry is working to finalize a Digital Health Action Plan that will be released in June/July 2017, which will outline government's priorities for digital health in Ontario, including patient-facing initiatives (e.g. digital yellow card). The ministry is tracking to TB/MBC on June 13th for approval of the digital health strategy, with public release of the Action Plan (public-facing summary of strategy) shortly thereafter.

Comments

Last Updated
Jun 02, 2017 11:19AM by laura.adams2@ontario.ca

CO Comments

Risk 2

Category
Delivery / Operational

Description
Given the complexity of the health care sector and transforming toward digital health care, MOHLTC may continue to face challenges and delays in implementing an Electronic Health Record, which could lead to fiscal pressures and negative stakeholder/public reaction.

Likelihood	**Impact**	**Timescale**	**Status**
Possible (30%-70%)	Major	Less than 6 months	Monitoring

Mitigation
The ministry if finalizing a 10-point action plan for Digital Health in Ontario in 2017, which reflects input from stakeholders and Ed Clark's report on Ontario's digital health assets. This Action Plan will identify the priorities for government to focus on in order to implement an Electronic Health Record and advance digital health in Ontario, with benefits for both patients and providers.

Comments

Last Updated
Jun 01, 2017 01:59PM by laura.adams2@ontario.ca

CO Comments

Risk 3

Category
Financial

Description
Advancing digital health in Ontario could lead to cost overruns. The cost of digital health projects to date has been the subject of public scrutiny in the past.

Likelihood	**Impact**	**Timescale**	**Status**
Possible (30%-70%)	Major	6 to 12 months	Monitoring

Mitigation
As directed by Cabinet in November 2016, MOHLTC will be reporting back to TB/MBC for approval of the final Digital Health Strategy, including any financial impacts. MOHLTC has been directed to ensure that no new entities required to fulfill the Strategy will not result in net increases in administrative/FTE costs, so that any additional investments go directly toward enhancing digital health in Ontario.

Comments

Last Updated
May 05, 2017 10:09AM by laura.adams2@ontario.ca

CO Comments

07.16 OHIP+ and Other Public Drug Programs

Info

Key Activity Risk Status
Management Attention Required

Pillar
Other - Health

Objective
Implementing OHIP+ by January 1, 2018 to offer free public drug coverage for all children and youth under age 25, and continue to ensure Ontario's public drug programs are accessible, sustainable, and meet the needs of Ontarians.

Comments

Last Updated
Jun 01, 2017 05:31PM by laura.adams2@ontario.ca

Risks

Risk 1

Category
Delivery / Operational

Description
The 2017 Budget included a very high-profile commitment to implement a new pharmacare program for children and youth ("OHIP+") by January 1, 2018, but this is a very complex initiative to deliver in a short timeline, with many considerations (e.g. IT system capacity; implications for other benefit programs). There are also key delivery issues to address before launch (e.g. that individuals may have lower coverage under OHIP+ compared to private plans; and how to allocate savings).

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Critical	6 to 12 months	Management Attention Required

Mitigation
MOHLTC has begun working to develop a path toward implementation as of January 1, 2018, engaging key partners as needed and identifying issues to be addressed. CO/PO will remain in close contact with the ministry to ensure delivery remains on track and to provide any assistance or support as needed.

Comments

Last Updated
Jun 01, 2017 05:36PM by laura.adams2@ontario.ca

CO Comments

Risk 2

Category
Stakeholder / Perception

Description
Stakeholders have high expectations for the new OHIP+ program to be launched successfully, and may also continue to pressure government for expanded drug coverage for other Ontarians (e.g. low-income adults). Some stakeholders, namely the pharmacy sector, has raised concerns about lack of consultation and potential negative impacts (reduced dispensing fee payments for filling prescriptions under OHIP+ compared to private coverage).

Likelihood	Impact	Timescale	Status
Likely (70%-90%)	Major	6 to 12 months	Management Attention Required

Mitigation
Key messages emphasize the launch of the new OHIP+ as a major step toward universal pharmacare, and MOHLTC intends to continue to work with its FPT partners to advance a vision for universal national pharmacare. The ministry is actively engaging key stakeholders, including the pharmacy sector, to understand and address their concerns where feasible.

Comments

Last Updated
Jun 01, 2017 05:38PM by laura.adams2@ontario.ca

CO Comments

Risk 3

Category
Financial

Description
As open-ended programs with universal eligibility for seniors (and children/youth as of January 1, 2018), and with the rising costs of new drugs, the ministry will likely continue to face financial pressures with these programs.

Likelihood	Impact	Timescale	Status
Likely (70%-90%)	Major	6 to 12 months	Management Attention Required

Mitigation
MOHLTC will continue to monitor and report on financial risks and pressures associated with its public drug programs and will continue to work to identify savings opportunities, for example negotiating for reduced drug costs through the pan-Canadian Pharmaceutical Alliance.

Comments

Last Updated
May 05, 2017 12:36PM by laura.adams2@ontario.ca

CO Comments

13.01.1 Transit inside the GTHA - GO Regional Express Rail, Rail Rationalization, and High Speed Rail

Info

Key Activity Risk Status
Management Attention Required

Pillar
Moving Ontario Forward

Objective
Invest in transit infrastructure in the Greater Toronto and Hamilton Area, including Regional Express Rail and rail rationalization, and High Speed Rail.

Comments

Last Updated
Jun 02, 2017 11:06AM by christine.rankin2@ontario.ca

Risks

Risk 1

Category
Policy

Description
Integration of Toronto SmartTrack proposal into RER project is subject to ongoing negotiations with the City of Toronto.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Major	Less than 6 months	Management Attention Required

Mitigation
Province has agreed on a strategy to engage the City of Toronto and officials from both governments are in active discussions, which are progressing well.

Comments
Integration of SmartTrack components to GO RER will require Toronto funding. Discussions with the City are progressing and it is expected that the City will present a preferred SmartTrack configuration at a Council meeting in June. The preliminary configuration of SmartTrack infrastructure appears to align with Metrolinx analysis; however, the City's financial contribution to achieve the proposed plan is not yet available.

Last Updated
Sep 12, 2016 03:39PM by lauren.birch@ontario.ca

CO Comments
Details on SmartTrack alignment and how it would be received by Toronto council are not yet available.

Risk 2

Category
Financial

Description
$13.5B investment covers capital costs - operating and maintenance costs are not yet quantified or covered.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Moderate	More than 36 months	Management Attention Required

Mitigation
Metrolinx to engage MTO through PRRT to flag operating and maintenance funding needs.

Comments
Future additional capital costs - if any - to be identified as project planning becomes more refined.

Last Updated
Nov 22, 2016 11:12AM by

CO Comments
Details on operating and maintenance costs, agreement with City of Toronto, are still outstanding.

Risk 3

Category
Delivery / Operational

Description
A procurement plan for the GO RER program is under development to ensure all components of the program (track work, corridor electrification, vehicles, signaling, civil infrastructure, etc.) are delivered by the committed 2025 date. Project staging and managing of concurrent contracts, while protecting for existing GO service levels and short-term service improvements are important considerations.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Major	Less than 6 months	Management Attention Required

Mitigation
Metrolinx working with technical advisors and procurement experts at Infrastructure Ontario to develop a procurement plan for the GO RER program.

Comments

Last Updated
Sep 12, 2016 03:39PM by lauren.birch@ontario.ca

CO Comments
Delivery may experience delays.

13.01.2 Transit in the GTHA - Metrolinx Next Wave & Priority Transit Projects

Info

Key Activity Risk Status
Management Attention Required

Pillar
Moving Ontario Forward

Objective
To complete planning, design and approvals for Next Wave Projects and other priority projects for inside the GTHA.

Comments
Next Wave projects, including those that are unfunded (Relief Line, Yonge North Subway, and Durham, Dundas and Brampton - queen Street BRTs) and funded (Hamilton and Hurontario) and are at various stages of planning and implementation.

Last Updated
May 23, 2017 08:57AM by cecilia.omole2@ontario.ca

Risks

Risk 1

Category
Delivery / Operational

Description
Risk of not meeting delivery timelines for project construction and completion as well as fiscal impact of Hamilton Council's request to extend the LRT to the waterfront.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Minor	6 to 12 months	Monitoring

Mitigation
Metrolinx to continue to engage with City of Hamilton on route details. As part of the EA addendum work currently underway, consultants Steer Davies Gleave will examine whether an extension to the waterfront can be accommodated within the Province's commitment of up to $1 B.

Comments
Construction currently expected to begin in 2019, with a 5-7 year completion timeline.

Last Updated
Sep 12, 2016 03:39PM by lauren.birch@ontario.ca

CO Comments

Risk 2

Category
Stakeholder / Perception

Description
The 2015 Ontario Budget committed to ongoing planning and design work only for the remaining, unfunded Next Wave Projects. Stakeholders may anticipate upcoming funding announcements for these projects. There may be increased York Region and public interest in advancing delivery of the Yonge North Subway Extension, an unfunded Next Wave project, as well as timing in relation to the Relief Line.

Likelihood	Impact	Timescale	Status
Likely (70%-90%)	Minor	12 to 24 months	Satisfactory

Mitigation
Metrolinx is working collaboratively with the City of Toronto, TTC and York Region to advance projects to 15% preliminary design and engineering, as per direction received by the Metrolinx Board in June 2015.

Comments
Recommend considering developing a communications strategy to manage stakeholder risk, particularly related to the Relief Line implementation timing.

Last Updated
Apr 18, 2016 03:53PM by

CO Comments

Risk 3

Category
Policy

Description
Potential GO train expansion identified in the 2016 Budget is dependent on negotiation and agreement with freight rail partners on: two-way, all-day rail services on the Kitchener and Milton GO corridors, and extension fo GO rail service to Niagara and Bowmanville is subject to agreement with freight rail partners.

Likelihood	Impact	Timescale	Status
Unlikely (10%-30%)	Moderate	More than 36 months	Management Attention Required

Mitigation
The Province and Metrolinx will continue discussions with freight rail partners.

Comments
While the Budget signals a major step along the decision pathway to deliver or to increase daily GO rail service to these areas, further internal work is required to confirm the projects moving forward. The continued engagement and collaboration with municipal partners is essential to the decision making process.

Last Updated

Sep 12, 2016 03:40PM by lauren.birch@ontario.ca

CO Comments
Risk of delivering GO Rail service to expanded areas.

13.03.1 Transit: Metrolinx First Wave Investments

Info

Key Activity Risk Status	Pillar
Management Attention Required	Other Key Transit and Transportation Initiatives

Objective
Delivery of Eglinton Crosstown LRT, Finch LRT, Scarborough Subway etc…

Comments
First Wave projects are at various stages of planning and construction.

Last Updated
May 23, 2017 08:58AM by cecilia.omole2@ontario.ca

Risks

Risk 1

Category
Financial

Description
Fiscal impact of LRT Operating / Maintenance Agreements, Toronto Strategy implications.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Major	6 to 12 months	Management Attention Required

Mitigation
The Province will be seeking ongoing municipal support for operating and maintenance costs (as stated in Budget 2016). Operating and Maintenance agreements will be considered in the context of broader transit funding.

Comments
Eglinton LRT will be the first operating agreement negotiated, and will set the precedent for subsequent operating agreements for First and Next Wave LRT projects. The 2016 Budget states that as the Province provides significant contributions towards new rapid transit projects and services in the GTHA that will replace or supplement local transit services, ongoing municipal support for operating and maintenance costs will be sought. Municipal reactions are anticipated to be less favourable.

Last Updated
Sep 12, 2016 03:41PM by lauren.birch@ontario.ca

CO Comments

Risk 2

Category
Delivery / Operational

Description
Risk of Bombardier not being able to deliver LRV trains by planned in-service dates.

Likelihood	Impact	Timescale	Status
Likely (70%-90%)	Major	6 to 12 months	Management Attention Required

Mitigation
Metrolinx is monitoring production closely and continues to work with Bombardier to manage quality. Metrolinx, partnering with Waterloo, is implementing additional quality assurance oversight of the LRVs.
Metrolinx is sought TB/MBC approval for other procurement options to minimize risks associated with a potential delay in the delivery of Bombardier LRVs.

Comments
Metrolinx exercised the option from the TTC replacement streetcar contract to purchase LRvs for the Toronto LRT projects. The Region of Waterloo has an agreement in place with Metrolinx and Bombardier for the purchase of the first 14 LRVs from the Metrolinx LRV contract and requires LRV delivery in advance of the 2017 in-service date. The first LRV delivery is planned for 2017. Eglinton Crosstown, going into service in 2021, will be the first GTHA LRT project requiring LRVs.

Last Updated
Jun 02, 2017 09:14AM by christine.rankin2@ontario.ca

CO Comments

Risk 3

Category
Policy

Description
Toronto reconsideration of transit options and technology in Scarborough.

Likelihood	Impact	Timescale	Status
Likely (70%-90%)	Moderate	6 to 12 months	Monitoring

Mitigation
The Province will continue to monitor Toronto City Council's decision regarding transit planning in Scarborough. The Province will consider the plan in the context of the broader regional transit strategy.

Comments
Consideration of the City's Scarborough transit network are linked to ongoing negotiations with the City of Toronto on SmartTrack and other transit issues. The possibility of the Province to own/build the LRT could present an opportunity (as opposed to a risk) as the cost could be amortized over the life of the asset. In March 2017, Toronto City Council voted to favour of “next steps” report for the Scarborough subway, including alignment and other project details.

Last Updated
May 05, 2017 03:53PM by christine.rankin2@ontario.ca

CO Comments

13.03.2 Transit: Other Major Transit Investments

Info

Key Activity Risk Status
Management Attention Required

Pillar
Other Key Transit and Transportation Initiatives

Objective
No single objective for these projects.

Comments

Last Updated
May 23, 2017 08:59AM by cecilia.omole2@ontario.ca

Risks

Risk 1

Category
Financial

Description
Delays expected on TTC Streetcar, Waterloo RT, and Durham BRT projects will cause the spending profile for these programs to change. However, the Province's overall financial commitment to these projects is not expected to increase as a result of these delays.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Moderate	6 to 12 months	Monitoring

Mitigation
MTO has implemented enhanced reporting requirements for all municipal partners, so as to receive early warning of the need for financial reprofiling.

Comments
Re-profiling required will put pressure on future years including 2016-17 and 2017-18.

Last Updated
Apr 18, 2016 04:46PM by

CO Comments

Risk 2

Category
Financial

Description

PRESTO operating and SOGR funding pressures associated with current business model.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Moderate	6 to 12 months	Management Attention Required

Mitigation
PRRT approval received for a portion of State of Good Repair needs. Negotiations are underway with 905/Ottawa to achieve full cost recovery. Potential for renegotiation of TTC Agreement as part of Toronto Strategy. MTO is also pursuing cost-efficiency (renegotiation of vendor contracts) and non-fare revenue opportunities.

Comments
MTO report-back to TB required it full cost recovery cannot be achieved.

Last Updated
Sep 12, 2016 03:41PM by lauren.birch@ontario.ca

CO Comments

13.06 Other Key Transit and Transportation Initiatives

Info

Key Activity Risk Status
Management Attention Required

Pillar
Other Key Transit and Transportation Initiatives

Objective
Deliver on other transit and multi-modal transportation initiatives (including intercommuity bus, fare integration, etc.).

Comments

Last Updated
Jun 02, 2017 11:03AM by christine.rankin2@ontario.ca

Risks

Risk 1

Category
Stakeholder / Perception

Description
Stakeholder expectations for shortline rail funding program.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Minor	12 to 24 months	Satisfactory

Mitigation
Upfront communication about the scope of work and potential outcomes.

Comments

Last Updated
Mar 31, 2016 02:35PM by amanda.toner@ontario.ca

CO Comments

Risk 2

Category
Timeline

Description
Intercommunity Bus initiative may include subsidies to run buses along unprofitable routes. Estimates on the cost approx $26M.
Ministry will not meet committed timelines to modernizing industry as legislation cannot be introduced

until fall 2017 at earliest.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Moderate	12 to 24 months	Management Attention Required

Mitigation
Ministry can identify this as a pressure on its PRRT.

Comments

Last Updated
May 05, 2017 03:20PM by christine.rankin2@ontario.ca

CO Comments

Risk 3

Category
Financial

Description
Stakeholders looking for expansion of cycling networks and infrastructure.

Likelihood	Impact	Timescale	Status
Likely (70%-90%)	Minor	12 to 24 months	Satisfactory

Mitigation
Infrastructure investments into cycling network will be a partnership with municipalities and stakeholders, and will focus on fiscal responsibility.

Comments

Last Updated
Mar 29, 2016 01:08PM by amanda.toner@ontario.ca

CO Comments

Policy and Delivery Risk Tracking (Pilot)

04.43 Strategy for a Safer Ontario and Police Oversight Review

Info

Key Activity Risk Status	Pillar
Heightened Management Attention Required	Safety and Access to Justice

Objective
Development of a strategy to support modern, effective and efficient policing, and improve community safety and well-being.

Comments

Last Updated
May 05, 2017 01:14PM by samantha.young2@ontario.ca

Risks

Risk 1

Category
Timeline

Description
Timelines to introduce legislation to modernize the Police Services Act may not be met.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Major	Less than 6 months	Heightened Management Attention Required

Mitigation
To assist with timelines and policy development, MCSCS provided an information update to MT PRSI in October 2016 and sought Cabinet approval on a first set of SSO initiatives in February 2017. MCSCS conducted additional consultations and will be seeking Cabinet approval on a final set of initiatives in June 2017. This approach allows MCSCS to start drafting legislation for introduction in fall 2017.

Comments

Last Updated
Jun 05, 2017 04:56PM by samantha.young2@ontario.ca

CO Comments

Risk 2

Category
Financial

Description
Delivery and implementation of significant portions of SSO and POR are contingent on TB/MBC approval of additional resources not currently in fiscal plan.

Likelihood	Impact	Timescale	Status
Almost Certain (90%-100%)	Major	Less than 6 months	Heightened Management Attention Required

Mitigation
MCSCS will report back to TB/MBC on resource implications through the 2018/19 PRRT process. MAG will be seeking TB/MBC approval in July 2017 for additional funds to implement the POR proposals.

Comments
For SSO - MCSCS may need to provide additional funding and other resources (e.g., training) to support implementation, and may also need dedicated ministry staff to conduct certain inspection functions to assess and monitor performance. For POR - MAG will need significant resource investment (approx. $17-20M) to implement the enhanced mandates and functions of the new oversight bodies.

Last Updated
Jun 05, 2017 04:28PM by genevieve.chiu2@ontario.ca

CO Comments
Successful implementation of SSO and POR proposals at risk if adequate resources not provided. For POR estimated cost associated is double the current operating expenditures of the SIU and the OIPRD. Funding for these reforms is not included in the Fiscal Plan or as part of MAG's PRRT.

Risk 3

Category
Stakeholder / Perception

Description
SSO is unlikely to achieve stakeholder consensus. There are high expectations for SSO, especially in light of broad narratives involving the police.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Major	Less than 6 months	Heightened Management Attention Required

Mitigation
MCSCS has worked closely with other ministries and has conducted extensive stakeholder consultations and focused Indigenous engagement. The proposed initiatives under SSO seek to strike a balance between stakeholder interests and the aim to improve the effectiveness, transparency, accountability, and delivery of police services.

Comments

Last Updated
Jun 05, 2017 04:54PM by samantha.young2@ontario.ca

CO Comments

05.04 Basic Income Pilot

Info

Key Activity Risk Status
Heightened Management Attention Required

Pillar
Moving Towards Employment and Income Security

Objective
Address Budget 2016 commitment to implement and evaluate a Basic Income pilot in Ontario.

Comments

Last Updated
Jun 01, 2017 05:58PM by kathryn.watson@ontario.ca

Risks

Risk 1

Category
Timeline

Description
Ministry committed to timely implementation of the Pilot. Significant number of activities to undertake to implement the pilot and some unknowns e.g. how long it might take to get the requisite number of participants, setting up local supports for the Pilot, payment delivery.

Likelihood	Impact	Timescale	Status
Possible (30%-70%)	Major	6 to 12 months	Heightened Management Attention Required

Mitigation
The Ministry is aware of this risk and taking effort to mitigate it. The phased approach for the Pilot will enable the ministry to test delivery in phase one and adjust approach as needed in phase two. A weekly Steering Committee led by CO/PO with the ministry and key partners was set up in January 2017 to provide an opportunity for ongoing communication. This also serves as a political and bureaucratic check point on progress and risks.

Comments

Last Updated
Jun 01, 2017 05:59PM by kathryn.watson@ontario.ca

CO Comments

Risk 2

Category
Delivery / Operational

Description
An evaluation framework has been developed but an evaluation organisation needs to be procured. Risks associated with the evaluation framework having been shaped without input of evaluator and with evaluator not yet being on board.

Likelihood	**Impact**	**Timescale**	**Status**
Possible (30%-70%)	Major	6 to 12 months	Management Attention Required

Mitigation
Ministry has procurement process underway. Evaluation framework has been shaped using expert advice. Opportunity to refine approach through first phase before launching phase two (full implementation of the pilot).

Comments

Last Updated
Jun 01, 2017 05:45PM by kathryn.watson@ontario.ca

CO Comments

Risk 3

Category
Delivery / Operational

Description
Ministry will be including a First Nation Pilot in phase 2. The Ministry is engaged with Indigenous partners on the co-creation of the Pilot. While early discussions have been positive, there are a number of complexities in developing a First Nation Pilot, including pilot design and role of federal government. There is a risk that additional funding could be required as costs associated with a First Nations Pilot become clearer.

Likelihood	**Impact**	**Timescale**	**Status**
Possible (30%-70%)	Major	6 to 12 months	Monitoring

Mitigation
Ministry is working with Indigenous partners to co-create a Pilot approach. Ministry is also engaging key partners including federal government. Ministry will report back for Cabinet direction (after TB/MBC and MTPRSI consideration) with an update post phase 1 and for approval of the intended First Nation Pilot before implementing.

Comments

Last Updated
Jun 01, 2017 06:00PM by kathryn.watson@ontario.ca

CO Comments