

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*

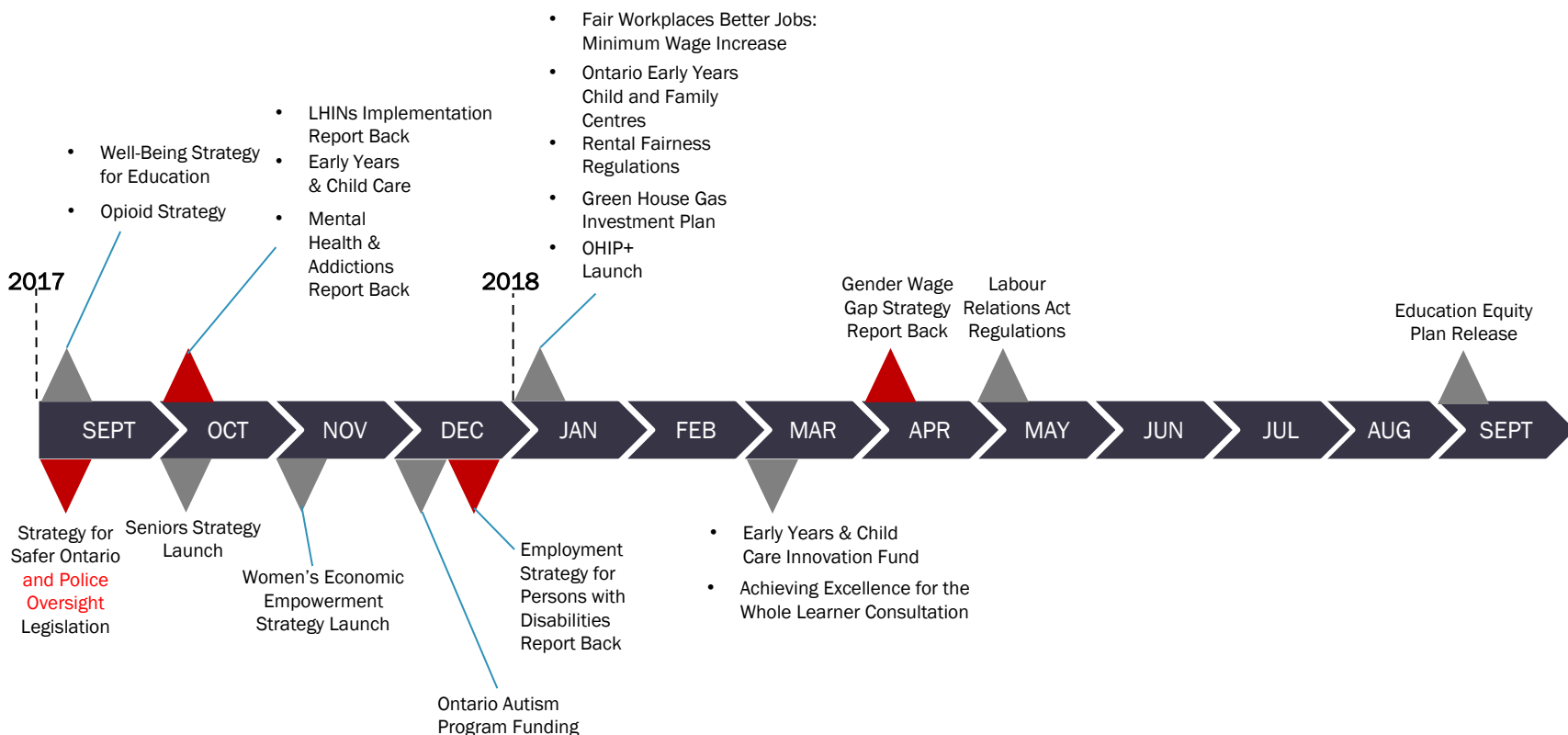
1. MAG/MIA – Representation Statute
2. MEDG/Others – Unnecessary Red Tape Bundle
3. MOHLTC/MSA – Health Bundle
4. MCSCS/MAG – Policing Bundle
5. MOF/Others – Fall (FES) Bill Bundle
6. MAG/MGCS – Clinics and Data Bundle
7. MGCS/MAG – Consumer Protection Bundle
8. MAG/MOF/MOHLTC/MTO – Cannabis Bundle

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]



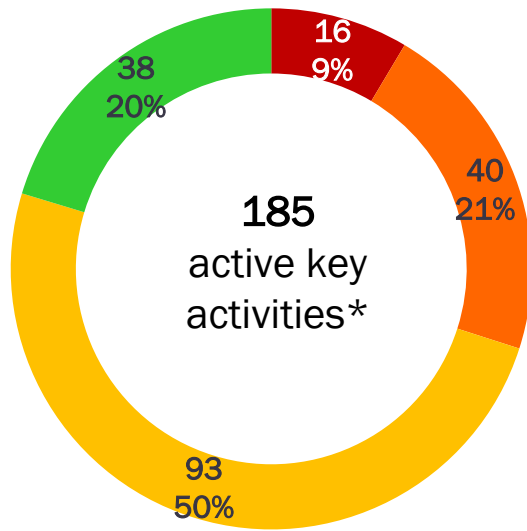
Legend

- ▲ = Policy milestone
- ▲ = Delivery milestone

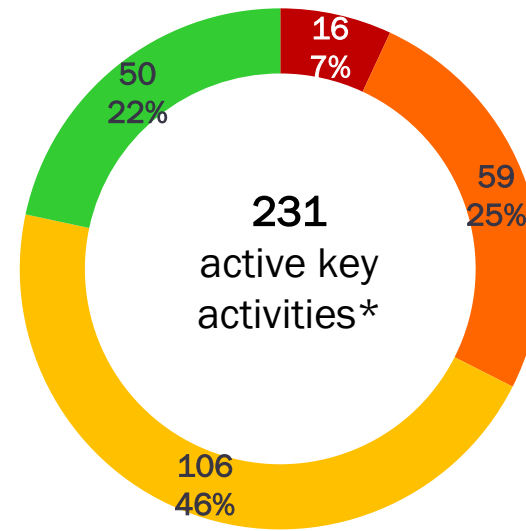
Now and Then:

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

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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 established to support the Provincial Land Development Facilitator in identifying and finding solutions for housing developments Identify Development Approvals Roundtable identifying 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. Consulting Consult on, seek approval and implement new Development Charges rebate program in Fall 2017 Change Changing rules for "double-ending" and undertake broader review of real estate legislation - Implement regulations for second units in Fall 2018 Collection of 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.

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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) - Establishment and enrollment of eligible customers into Rural or Remote Rate Protection/Distribution Rate Protection and First Nation Delivery Credit. - Ongoing work with agencies, Local Distribution Companies (LDCs) and partners on implementation of Global Adjustment (GA) refinancing . Including: - Ontario Power Generation (OPG)/Special Purpose Vehicle (SPV) to produce Financing Plans consistent with the Fair Allocation Amount; - Ministry of Finance to work with OPG in defining circumstances under which Provincial Guarantee would be activated; - OPG/SPV to begin purchasing of investment asset; - OPG/SPV working with lenders and credit rating agencies in establishing the vehicles for selling of investment asset interests.	- Residential electricity bills reduced on average by 25% and held at the rate of inflation for 4 years. - Establishment of a AAA or AA rated investment asset. - 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 of the 2017 LTEP in fall 2017 • Issuance of IESO and OEB Implementation Directives • IESO and OEB prepare and submit implementation plans for Minister of Energy approval. • Introduction of legislative amendments to support specific LTEP initiatives. • 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.

15.21

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 (TBC – 6 th floor policy)			

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			The federal government is the negotiating lead for NAFTA. PTs will have diverging interests, creating concerns over potential trade-offs in negotiations for regional or sectoral interests.	01.11 01.12
Fair Workplaces, Better Jobs	Bill 148, the Fair Workplaces, Better Jobs Act, expected to pass 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			Both the Premier and Minister Responsible for Small Business have been recently <u>quoted in the media</u> as making commitments to bring forward measures this fall which will reduce burdens on small businesses. There is a risk that if these measures are not significant and wide-spread, they will not meet the expectations of small businesses.	01.05
Cap and Trade	- Linking-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 Operationalization of Operationalize agency in Fall 2017, including planning for out-year programming Investment of 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			Cancellation of FPT DMs meeting (originally scheduled for late June) may result in lack of clarity on Phase Two program parameters	13.10
Cannabis			- Short implementation timeline driven by federal deadlines (July 2018): - Stakeholder concerns/expectations with Ontario's overall approach. - Implications for medical cannabis users - Appropriate balance of policy objectives (public safety, protection of youth/vulnerable population) - Ensuring alignment across impacted ministries (MAG/MoF/MTO/MOHLTC/MCSCS/MIR R).	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 <i>Women's Economic Empowerment Strategy</i> 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			Potential financial impacts arising from legal dispute with Bombardier	13.01.1
				13.01.2
Transit & Transportation – Outside the GTHA			Stakeholders may expect additional commitments for HSR including more funding (only \$15M for EA)	13.02.1
				13.02.2
				13.02.3

Building Transit and Transportation

Priority	Actions Over the Next Year	Measures of Success	Key Risks
Other Transit and Transportation			- MTO's proposed changes to address drug-impaired driving are highly dependent on the federal government's approval of an Oral Fluid Screening Device, which may not be in place by July 1, 2018, and also creates significant resource challenges for MCSCS - Some projects have funding (e.g., Highway 427 expansion), others do not (e.g., toll collection system for HOT lane on the 427, intercommunity bus)

13.03.1
13.03.2
13.04
13.05
13.06

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