

RE: Post-Election Briefing Materials

From: "Schlaepfer, Martin (ENERGY)" <martin.schlaepfer@ontario.ca>
To: "Foster, Robert (CAB)" <robert.foster@ontario.ca>
Cc: "Armstrong, Hillary (ENERGY)" <hillary.armstrong@ontario.ca>, "Moore, Karen (CAB)" <karen.moore4@ontario.ca>
Date: Wed, 06 Jun 2018 08:54:30 -0400
Attachments: 2018-06-04- Transition - Foundation Deck - Electricity Demand and Supply....pptx (3.67 MB); 2018-06-04- Transition - Foundation Deck - Electricity Pricing in Ontari....pptx (875.01 kB); 2018-06-04- Transition - Foundation Deck - Electricity Transmission FINAL FOR CO.pptx (2.69 MB); 2018-06-05 - Transition - Foundation Deck - OEB Overview FINAL FOR CO.pptx (113.15 kB); 2018-06-05- Transition - Foundation Deck - Conservation FINAL FOR CO.pptx (1.14 MB); 2018-06-05- Transition - Foundation Deck - Electricity Distribution Sector FINAL TO CO.pptx (966.14 kB); 2018-06-05- Transition - Foundation Deck - Fiscal Considerations for the Electricity Sector FINAL FOR CO.pptx (189.44 kB); 2018-06-05- Transition - Foundation Deck - IESO Overview FINAL FOR CO.pptx (115.71 kB); 2018-06-05- Transition - Foundation Deck - OPG Overview FINAL FOR CO.pptx (430.08 kB)

Hi Rob,

Attached is another batch of materials.

Thanks,
Martin

From: Schlaepfer, Martin (ENERGY)
Sent: June 5, 2018 7:07 PM
To: Foster, Robert (CAB) <Robert.Foster@ontario.ca>
Cc: Armstrong, Hillary (ENERGY) <Hillary.Armstrong@ontario.ca>; Moore, Karen (CAB) <Karen.Moore4@ontario.ca>
Subject: Re: Post-Election Briefing Materials

Hi Rob,

Following up from my email last week, attached is another batch of finalized ministry transition products. I'll send another batch shortly.

Thanks,
Martin

From: Schlaepfer, Martin (ENERGY)
Sent: June 4, 2018 9:02 AM
To: Foster, Robert (CAB) <Robert.Foster@ontario.ca>
Cc: Armstrong, Hillary (ENERGY) <Hillary.Armstrong@ontario.ca>
Subject: RE: Post-Election Briefing Materials

Here is batch two.

From: Armstrong, Hillary (ENERGY)
Sent: June 1, 2018 6:07 PM
To: Schlaepfer, Martin (ENERGY) <Martin.Schlaepfer@ontario.ca>
Subject: RE: Post-Election Briefing Materials

Hi Rob,

We have been updating all of our transition products since the initial drafts we shared. Tonight we're sharing one batch of the finalized materials. The remaining materials will follow early next week.

Due to size, I'll send these in two batches. Attached is batch one.

Let us know if you have any questions.

Thanks,
Martin

From: Foster, Robert (CAB)
Sent: May 28, 2018 11:40 AM
To: Abou-Saab, Jean (MIT) <Jean.Abou-Saab@ontario.ca>; Anderson, Annette (OMAFRA) <annette.anderson@ontario.ca>; Casipe, Deb (MCSCS) <Debbie.Casipe@ontario.ca>; Chochla, Megan (MTO) <Megan.Chochla@ontario.ca>; Collymore, Allyson (MCYS) <Allyson.Collymore@ontario.ca>; Crimp, Tanya (MIRR) <Tanya.Crimp@ontario.ca>; Djurakov, Melissa (MCSCS) <Melissa.Djurakov2@ontario.ca>; Dougherty, Michael (MCI) <Michael.Dougherty@ontario.ca>; Farrow, Alicia (CAB) <Alicia.Farrow@ontario.ca>; Ferdinands, Saba (MCSS) <Saba.Ferdinands@ontario.ca>; Gazeas, Tony (MNRF) <Tony.Gazeas@ontario.ca>; Gibson, Melinda (MEDG/MRIS) <Melinda.Gibson@ontario.ca>; Jamal, Al-Noor (MOECC) <Al-Noor.Jamal@ontario.ca>; Kubicka, Wiesia (MOHLTC) <Wiesia.Kubicka@ontario.ca>; Lalonde, Katy (CAB) <Katy.Lalonde@ontario.ca>; Legatto, Lisa (MNDM) <Lisa.Legatto@ontario.ca>; MacFadden, Alicia (MOL) <Alicia.MacFadden2@ontario.ca>; McLean, David (MOF) <David.McLean@ontario.ca>; Mouchian, Greg (MMA/MHO) <Greg.Mouchian2@ontario.ca>; Munroe, Claudine (EDU) <Claudine.Munroe@ontario.ca>; Northey, James (MOI) <James.Northey@ontario.ca>; Ouellet, Patrick (MSA) <Patrick.Ouellet@ontario.ca>; Peffer, Justin (MGCS) <Justin.Peffer@ontario.ca>; Robb, Sarah (MAESD) <Sarah.Robb@ontario.ca>; Schlaepfer, Martin (ENERGY) <Martin.Schlaepfer@ontario.ca>; Shin, Linda (MAG) <Linda.Shin@ontario.ca>; Skoberne, Vivienne (TBS) <Vivienne.Skoberne@ontario.ca>; Snowball, William (MTCS) <William.Snowball@ontario.ca>
Cc: Tomescu, Alexandra (CAB) <Alexandra.Tomescu@ontario.ca>; Fallowfield, Shane (CAB) <Shane.Fallowfield@ontario.ca>; Bourdeau, Annette (CAB) <Annette.Bourdeau2@ontario.ca>; Kwamena, Boafoa (CAB) <Boafoa.Kwamena@ontario.ca>; Bromm, William (CAB) <William.Bromm2@ontario.ca>
Subject: RE: Post-Election Briefing Materials

Hi all,

I'm just writing to update everyone on what's happening here and next steps for our planning purposes at Cabinet Office.

Our team has been working with you to review and help you finalize your ministry specific post-election briefing material and also to pull together information on government decisions necessary in the period just after the election. Thanks again for sharing that material and information.

As we come into the final stretch, we are pulling together all the material that could support a new or returning government's centrally-based team; we potentially including your ministry-specific post-election material as background.

There is no need for any new work, I'm just writing to flag that this Friday (June 1st) we are going to pull together the (hopefully final) versions of your material that you've already provided into that package of material. If there are any revisions or any of the core products that you are still working

on, could you make sure the team here has them by Friday to ensure there is consistency between the material prepared for the central and ministry teams.

Let me know if there are any concerns on your end – or if there is something you won't be able to finalize by Friday.

Thanks,
Rob

From: Foster, Robert (CAB)
Sent: April-30-18 11:08 AM
To: Abou-Saab, Jean (MIT); Anderson, Annette (OMAFRA); Casipe, Deb (MCSCS); Chochla, Megan (MTO); Collymore, Allyson (MCYS); Crimp, Tanya (MIRR); Djurakov, Melissa (MCSCS); Dougherty, Michael (MCI); Farrow, Alicia (CAB); Ferdinands, Saba (MCSS); Gazeas, Tony (MNR); Gibson, Melinda (MEDG/MRIS); Jamal, Al-Noor (MOECC); Kubicka, Wiesia (MOHLTC); Lalonde, Katy (CAB); Legatto, Lisa (MNDM); MacFadden, Alicia (MOL); McLean, David (MOF); Mouchian, Greg (MMA/MHO); Munroe, Claudine (EDU); Northey, James (MOI); Ouellet, Patrick (MSA); Peffer, Justin (MGCS); Robb, Sarah (MAESD); Schlaepfer, Martin (ENERGY); Shin, Linda (MAG); Skoberne, Vivienne (TBS); Snowball, William (MTCS)
Cc: Tomescu, Alexandra (CAB); Fallowfield, Shane (CAB); Bourdeau, Annette (CAB); Kwamena, Bofoa (CAB); Bromm, William (CAB)
Subject: RE: Post-Election Briefing Materials

Hi all,

Thanks to everyone that provided their briefing material on Friday and over the weekend. I'm just writing to update you on CO's role in reviewing the material and supporting your ministry as it's finalized.

Your respective CO advisors are going to review the material you submitted to check that language is neutral (or where it could be more neutral), or identify if there are components from the checklist that could be added, beefed-up, etc. It will be a bit of an iterative process as we move forward. You hold the pen on all the material, but we'll be compiling them centrally as well; it will be important that we have the most current and eventually final version of all the ministry materials.

The other role that CO will play is to pull together and prioritize the can't wait decisions for a new or returning government. Many of you used the template note that was sent around (thanks); for those that did not, we'll be using the information you provided to populate and standardize them. In helping CO prioritize what are the top issues, advisors may be reaching out for additional information. In some instances, your ministry may have not included an issue on your list, or a note for some items, that the team in CO may deem to be a priority issue; the team can work with you to pull together any additional notes. Once this exercise is complete, we'll ensure that you are aware if an item from your ministry makes the list and/or if your ministry is affected by an item that makes the list. Either way, as many of you did, it would be a best practice for your binder to include notes on any and all of these immediate decisions whether they make the top 10-15 across government or not.

In terms of contact in your ministries – unless someone else in your ministry had sent over the material, we'll default to you as the key contact. Let me know if there are any concerns with that approach; and either way, I'll ask the teams to make sure you're aware of questions or info requests that we may have coming out of this process.

Lastly, if you hadn't been able to send over material yet, or had a couple placeholders, can you please let me know when you'll expect to have them ready?

Thanks,
Rob

From: Matela, Angelo (CAB)
Sent: March-27-18 9:46 AM

To: @CAB-DM-EAs; Irvine, Marie (MAG); Pepper, Justin (MCI); Gershon, Kelci (MOHLTC); Northey, James (MOI); Lim, Benjamin (MOL); Young, Gwendolynne (MNRF); Cap, Krystyna (MNDM); Henschel, Kathleen (MSA); Galipeau, Danielle (MFA); Butterfield, Kinney (ADO)
Cc: Tomescu, Alexandra (CAB); Fallowfield, Shane (CAB); Bourdeau, Annette (CAB)
Subject: Post-Election Briefing Materials

Sent on behalf of William Bromm

The Cabinet Office

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of the Cabinet

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March 27, 2018

MEMORANDUM TO: Executive Assistants to Deputy Ministers
Ministry Transition Leads

SUBJECT: Post-Election Briefing Materials

As outlined in the Secretary's memo of February 28, Cabinet Office is coordinating the development of briefing products that will be required for a new or returning government following the election. This memo outlines the requirements for those materials.

These include several core products required by Cabinet Office as well as the materials ministries will prepare for their own use with a potential new Minister.

Please pay particular attention to the timelines set out in this memo to ensure there is sufficient time to prepare, review and finalize materials.

There are two key requests and timelines:

1) Ministry-Specific Briefing Materials

Cabinet Office generally defers to Ministries on the preparation of the briefing materials needed for a possible new Minister following the general election. Ministries are different in mandate, size, complexity and operational requirements, and you are in the best position to ensure the materials you prepare reflect these differences.

While much of the content is being left to your discretion, your materials should include the items outlined in the attached checklist. Where appropriate, a description is included to facilitate a consistent approach across ministries. You are free to include any other items necessary to provide a complete overview for your minister, or to omit those items not applicable to your Ministry's or Minister's mandate.

We are asking that you take appropriate steps to ensure the language of your materials is neutral and appropriate. Language should work regardless of the outcome of the election. Many sources you normally

cite in briefing documents may not be appropriate for election planning purposes (e.g., Budget documents, Throne Speech references, news releases, etc.). Particular care must also be taken to avoid referencing the deliberations of Cabinet or its Committees. Please see the attached Style Guide and Guidelines on Referencing Documents, Decisions or Information from the Current Administration for further information.

A set of your draft transition materials should be provided to Robert Foster, Policy and Delivery, Cabinet Office, on or before April 27, 2018. This will allow sufficient time for Cabinet Office advisors to review your materials and provide feedback before they are finalized.

Materials should be provided in electronic format either through password-protected email or web link.

We will request a final version of your briefing materials at a later date.

2) Cabinet Office Briefing Materials :

As is customary, Cabinet Office will prepare materials needed to guide the Premier or Premier-Elect through the many decisions that will need to be made immediately following the election.

We are requesting a limited number of items from your Ministry to support this process:

- Ministry Snapshot Data
- Can't Wait Decisions/Actions
- Early Contacts

These materials should be prepared using the instructions and templates provided with this memo.

Please follow the attached Style Guide to ensure consistency across Ministries. You might wish to refer to your Ministry's 2014 transition materials for examples of the requested documents.

Ministry Snapshot Data

Cabinet Office will prepare a set of Ministry snapshots to provide a one-page overview of the Ministry size, allocation, programs and mandate. These will replace the snapshots prepared by your Ministry for the 2014 general election.

We are asking that you complete a questionnaire that will assist in the preparation of these snapshots. Any financial information included in the questionnaire should be based on your 2018/19 allocations.

To complete the questionnaire, please select your Ministry from the landing page of the following link: <https://snapshots.coservices.ca>. On the first visit, you will be asked to input your email address, and you will be sent an email confirmation with a log-in. The form can be saved and completed in more than one visit if necessary.

Please complete your questionnaire by noon on April 20, 2018. We appreciate that this is a very short turn-around period, but the time is needed to prepare the actual snapshots.

Once the content for the ministry snapshot has been finalized and approved, please send a confirmation email to **Annette Bourdeau** at annette.bourdeau2@ontario.ca and **Shane Fallowfield** at shane.fallowfield@ontario.ca. They can also assist if you have questions related to the ministry snapshot process.

"Can't Wait" Decisions/Actions

Ministries should provide briefing notes outlining any critical decisions or actions that will be required by the government in the first 90 days after the election.

The items you identify should be issues where a decision is critical to the ongoing business of government in a status quo policy environment.

These may include decisions or actions required on such items as:

- Appointments where a vacancy threatens the mandate delivery of a government agency, board or commission (e.g., lack of quorum, Chair vacancy with no alternative to appointment)
- Policy or program delivery issues that require immediate attention and a decision of Cabinet
- Pending litigation where instruction is needed from Cabinet or the Treasury Board

- Upcoming federal-provincial or international issues that require Cabinet direction.

Any decisions or actions you identify should be required, not just desirable. Stakeholder pressure alone is not a factor that makes a decision *required*. Stakeholders may be pressuring a returning/new administration to make many decisions in its early days, but only necessary decisions or actions should be raised in these notes.

We expect to have a total of 10-15 notes across government. As a result, some ministries may not have any items to flag in this category, while others may have several. If you have any questions about whether an item should be included, please contact me or your Cabinet Office advisor.

It is expected that your own Ministry briefing materials will contain a higher volume of issues for your Minister's consideration.

Please provide your notes to Robert Foster at robert.foster@ontario.ca by noon on April 27, 2018 .

Early Contacts

Please provide a list of the top contacts (e.g., ministerial counterparts in other jurisdictions, senior officials of stakeholder organizations) that your minister should contact in the first week and the first month after being sworn in.

We will use these lists to identify a limited subset that the Premier may wish to contact as well.

Please include contact information on the lists you submit.

Once a list for the Premier has been identified, we will advise ministries of its contents to coordinate sequencing of calls since in most cases, the Premier may wish to make calls before Ministers.

Please provide your lists to Annette Bourdeau at annette.bourdeau2@ontario.ca and Shane Fallowfield at shane.fallowfield@ontario.ca by noon on April 27, 2018 .

Other Requests to Note

Environmental Scan

Cabinet Office Communications will request that Ministry communications branches provide a list of key issues and opportunities through and beyond the election period.

Updated versions of this list may be requested from time to time.

Contentious Issues Notes

Cabinet Office Communications will contact issues managers in your communications branch to gather a list of contentious issues on which a Minister or the Premier may be asked to provide public comment.

Election Planning Website

As we have done for the last several election cycles, Cabinet Office is developing a website that will house final products for the Premier's or Premier-Elect's transition team. Information with respect to access to the site will be shared at a later date.

Confidentiality

Election planning is a confidential public service exercise to prepare briefing materials for a returning or new administration following the general election. These materials are for the approval of your Deputy Minister, and are not to be shared or discussed with political staff in your Minister's Office or any other employees in your ministry not working on your materials.

Contact

Please contact me at 416-325-7378 at any time if you have questions about this material or any other election planning issues.

Thank you,

Original signed by

William Bromm

Attachments

1. Checklist for Briefing Materials
2. Referencing Documents, Decisions or Information from the Current Administration
3. Style Guides (2)
4. "Can't Wait" Decisions/Actions Template
5. Early Contacts Template