

November-06-15 1:11 PM

Burden Reduction Jan. 20/15

January-20-16 3:03 PM

BGI tracking Jan. 21/16

January-22-16 1:18 PM

Subject	FW: BGI tracking doc
From	Brezer, David (CAB)
To	Greenberg, Martha (CAB)
Cc	Foster, Robert (CAB)
Sent	January-21-16 1:42 PM
Attachments	 BGI Work Plan - Jan 15 2016 - for PO.DOCX

Hi Martha,

This is the current version of MEDEI's BGI tracking chart.

Note, however, that the ministry is updating the document to answer PO's questions including prioritization for the Document and decision making on whether a February 17 CAB info item is in order. At the BGI ADMs yesterday, we heard that reforms to the small business deduction are tenuous, at best. Apparently MOF and MEDEI are working with Federal counterparts to develop a cohesive policy and message and consider how to re-profile or target resulting savings.

Mark and I received a commitment from EDEI that we would receive the next turn on Monday.

- - - David

David Brezer, MBA, P.Eng
Executive Coordinator
Economic, Transportation and Infrastructure Policy
The Cabinet Office
T: 416-325-5304 M: 416-220-4934

BGI fiscal prep deck - FINAL

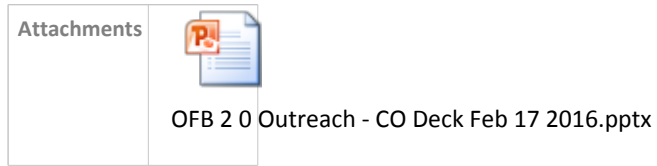
February-03-16 8:23 AM

Subject	BGI fiscal prep deck - FINAL
From	Foster, Robert (CAB)
To	Greenberg, Martha (CAB); Brezer, David (CAB)
Sent	February-02-16 2:46 PM
Attachments	 BGI - Stage 2 deck - Fiscal Prep - FINAL.pptx

FYI – for FPC tomorrow

OFB overview Feb. 17/16

February-17-16 1:03 PM



[Link to Outlook item](#)

Notes

- Government modernization fund - didn't get PRRT funding but will be funded from within from funds set aside by Dave Nicholl
- Red tape challenge - to launch April 4
-

AIT SoC/PO March 1/16

March-01-16 11:21 AM

Subject	AIT materials for today's briefing
From	McCarron, Molly (CAB)
To	Brezer, David (CAB); Greenberg, Martha (CAB)
Sent	March-01-16 9:07 AM
Attachments	 Attachment - Cabinet Minute Feb 29 2016.docx  Updated negotiating mandate - improved Ontario offer...

Here's what MEDEI will walk in this morning.

They are no longer proposing the smaller concessions (hunting instructor residency) as a decision point. My understanding is they don't think those would open up negotiations– the focus is on being able to remove key exceptions in procurement.

The draft minute is a little redundant in a couple of points where it just reiterates the September approval – the key parts are really 2, 3, and 6.

Thanks,

Molly

Steel March 2/16

March-02-16 3:12 PM

Pensions

- Plans are so underfunded, even existing review of pension solvency won't solve
 - Review is more for healthy companies with reasonably health funds that are in temporary hard time, not for plans in significant deficits
- Bidder can make bid for company and not take on pension solvency
 - Essar - can meet approx 70% of their pension commitments
 - USS - from 60-80%
- Need to remind that two of the companies are in CCAA
- On slide 9 - note that this won't help those companies who are seriously underfunded
 - Do have reg that can assist companies under distress but those are one-off cases

Env/CC

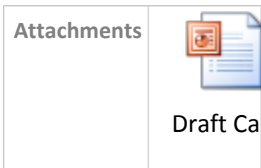
- Use of proceeds is best tool
- Border carbon adjustments - returning to Cabinet in summer on that
- Electricity prices is a bit of separate conversation
- Perception Essar and USS being treated differently
 - Not true, reflection of process
 - CCAA - for USS courts required claims to come forward, but excluded government claims (so environmental liabilities have not been brought forward)
 - USS not better off just haven't been asked for gov claims to be brought forward
 - Ed working with them on some of this issue
 - Essar - courts set date for claims to be brought forward, which included gov claims (so environmental liabilities being brought forward)
 - Claim gov has taken on some of env liability previously so why not now - have not confirmed this, do know gov committed in 2001 to not going after directors and officers unless some evidence of bad faith/negligence

Subject	Steel deck
From	Foster, Robert (CAB)
To	Greenberg, Martha (CAB)
Sent	March-02-16 6:00 PM
Attachments	 Steel Presentation for Cabinet 2016-03-09 DRAFT.pptx

Final deck for today's meeting

Social Enterprise March 21/16

April-01-16 9:22 AM



Draft Cab Sub Mar 11 SEB D38 master DM approved.ppt

[Link to Outlook item](#)

Notes

- DM: Mars funding, does that continue or did that end with end of strategy 1.0
- Need clearer understanding of what from current strategy will continue in 2.0 and what is new
-

BCC Meeting with P on April 14 Meeting

April-12-16 12:41 PM

Subject	FW: BCC Meeting with P on April 14 Meeting
From	Foster, Robert (CAB)
To	Madhany, Shamira (CAB); Scott, Adrienne (CAB); Greenberg, Martha (CAB); Brezer, David (CAB)
Cc	Desimini, Natalie (CAB); Hall, Dianne (CAB)
Sent	April-11-16 11:54 AM
Attachments	 Background Material BCC Meeting April 14 032216.pptx

FYI – please see attached. This was provided to the Business Council of Canada in advance of the P’s meeting with them this week.

Please let me know if you have any questions.

Thanks,
Rob

Fw: Finals - Business Council of Canada

May-16-16 8:40 AM

Subject	Fw: Finals - Business Council of Canada
From	Davidson, Steven (CAB)
To	Madhany, Shamira (CAB); Greenberg, Martha (CAB); Scott, Adrienne (CAB); Brezer, David (CAB)
Cc	Foster, Robert (CAB)
Sent	April-13-16 3:42 PM
Attachments	 04 14 16 Business Council of Canada Roundtable BPs 0...  04 14 16 Business Council of Canada release 05 jtm-F...

Fyi

[Sent from my BlackBerry 10 smartphone on the Rogers network.](#)

From: Orsini, Steve (CAB) <Steve.Orsini@ontario.ca>

Sent: Wednesday, April 13, 2016 3:04 PM

To: Gherson, Giles (MEDEI/MRI); Levy, Sheldon (TCU); Angus, Helen (MCIIT); Davidson, Steven (CAB); Bromm, William (CAB)

Subject: FW: Finals - Business Council of Canada

[FYI...](#)

From: Phillips, Alex (OPO)

Sent: April-13-16 10:39 AM

To: Orsini, Steve (CAB)

Cc: Bromm, William (CAB)

Subject: FW: Finals - Business Council of Canada

[See Back Pockets for the Premier attached, for the BCC meeting tomorrow.](#)

Alex Phillips

Senior Policy Advisor – Economic Policy

Office of the Premier of Ontario

416-325-1238

From: Methot, Andrea (CAB)

Sent: April-13-16 10:28 AM

To: @CAB-CS-Premformat

Subject: Finals - Business Council of Canada

Good morning,

Please find attached backpocket remarks and news release (English only, French to follow) for the Business Council of Canada.

Thank you,

Andrea

Andrea Methot

Team Lead, Premier's Writing Support

Cabinet Office Communications

new! 416.314.1365 | andrea.methot2@ontario.ca

Partnership Council on Employment Opportunities for People with Disabilities

May-20-16 9:54 AM

Subject	ADMs Committee Mtg - Partnership Council on Employment Opportunities for People with Disabilities
Date and Location	May-20-16 9:30 AM - 10:30 AM, Teleconference: 416-212-8014/1-866-500-5845 Passcode: 4462498# or In person: Boardroom 770, 7th Floor, 56 Wellesley St. W., Toronto
Attendees	Wootton, Gregory (MEDEI/MRI); Severino, Victor. J. (MEDEI/MRI); Hoy, Ann (MEDEI/MRI); Hannah, Erin (MCSS); Buckley, Paddy (TCU); Morris, Jennifer (MCYS); Dicerri, Patrick (MOHLTC); Greenberg, Martha (CAB); Matthews, Nancy (EDU); Hatchette, Virginia (MGCS); Holmes, Donna (MGCS); Love, Brian (MEDEI/MRI); Iadipalo, Daniel (MEDEI/MRI); Yhap, Angela (MEDEI/MRI); Coronel, Malena (MEDEI/MRI); Moore, Karen (CAB); Ciullo, Eric (MEDEI/MRI); Romanyshyn, Steve (MEDEI/MRI); Appave, Stephanie (MEDEI/MRI); Leung, Jacqueline (MEDEI/MRI); Tindale, Caitlyn (MEDEI/MRI); Meyers, Valerie (MEDEI/MRI); Lee, Gloria (MCSS); Ivkovic, Dragana (MCSS); Hodgson, Emily (TCU); Silva, Sandy (TCU); Schreiner, Noda (MCYS); Thomson, Melissa (TBS); Betita, Josef Nicholas (MCYS); Carter, Karen (HSSD) (MOHLTC); Hall, Dianne (CAB); Ballantine, John (CAB)
Message	Good morning Everyone Please find attached materials for the Partnership Council meeting for this morning at 9:30. Thank you, Malena Coronel Colleagues, Thank you for the input we have received so far on the Partnership Council's Final Report recommendations. The attached document reflects information we've received to date on your current and anticipated activities related to the Report's recommendations. I would like to reconvene the ADM's committee to discuss the creation of a slide deck for an anticipated multi-corners meeting (possibly next week) as well as to discuss any issues that may arise in formulating a public response to the Report. We understand the current plans are to publically release the Report in mid-June along with a substantive response. My apologies for the short notice but the potential for a multi-corners meeting is happening sooner than expected. LOCATION: Boardroom 770, 7th Floor, 56 Wellesley St. W., Toronto TELECONFERENCE: 416-212-8014/ 1-866-500-5845 Passcode: 4462498# Regards - Greg Gregory Wootton Assistant Deputy Minister (A), Investment and Industry Division Ministry of Economic Development, Employment and Infrastructure Ministry of Research and Innovation 56 Wellesley Street West, 7th Floor Toronto ON M7A 2E7 Tel 416-325-6623 Email: HYPERLINK "mailto:gregory.wootton@ontario.ca" gregory.wootton@ontario.ca Website: http://www.investinontario.com www.investinontario.com
Attachments	 Recommendation Schematic Org. Chart_05-20-16.pptx  Partnership Council Rec Summary-May 20.docx  P-Council Response - All Ministries - MASTER - 18-05...

[Link to Outlook item](#)

Notes

BGI with SoC May 26/16

May-26-16 1:23 PM

- Include reminder about why we are doing this
 - What are our strategic objectives
- Need to profile where we are going next
 - What do we want to talk about as the next wave of focus (for FES)
- Drop the "unplanned" part - gov made a decision to include, put it in
- Can talk about the unfunded
- Talk about what we've done, report back on what already approved, implementing, treat it as a report on phase 1 (e.g., concierge service, red tape challenge (P noted how happy GE was with service received))
 - Apparently on red tape challenge, there was a problem with website, so have to extend for 2 weeks, already have 100 submissions
 - PO doesn't think they've done a lot of work, need to show them what we have done
 - EDEI concerned that progress is hard given \$500M was removed in PRRT boulder
- Talk about what we want to do (phase 1, FES 2016)
 - Innovation hub/brain-belt
 - Would like to see this as part of FES, robust initiative, with buy in from sector and feds
 - Whatever we call them (AI, fintech)
 - Innovation procurement pilot? Strategic procurement (needs money)
 - Try to access proceeds???
 - One SPS project
 - Disruptive technologies (or phase 1??? And say beef up in 2)
 - Strategic investment office/investment attraction for services
- Talk about what looking to do in phase 3 (budget 2017)
 - Vouchers
 - Access to capital
 - Strategic
 - Gov modernization fund
- PO comments
 - Nortleaf
 - MO needs to talk to PO
 - Female entrepreneurs
 - Come in with fund for female entrepreneurs
 - Grant program vs venture capital fund, focus on green and use proceeds?
 - Alibaba

BGI FPC June 1/16

June-01-16 11:01 AM

Subject	FW: BGI decks for major projects
From	Kwamena, Boafoa (CAB)
To	Greenberg, Martha (CAB); Brezer, David (CAB)
Sent	May-31-16 11:47 AM
Attachments	 BGI - Current Status for Major Projects June 2 2016....  BGI - Backgrounder for Major Projects June 2 2016.pp...

- Personal leave advisors
- One business number
 - Fits with PRRT and working to redesign to fit business
-  • Gov modernization fund
 - This is about digitizing our relations with business - modernizing our techniques, to modernize product and relationship
- Innovation supercorridor
 - MTO got approval for bus bypass lanes (Karim not aware...part of last TB submission)
 - Need to make buses attractive, like Uber buses, etc
 - Supercorridor isn't just about road but that was first step, to connect two hubs
- Strategic investments office
 - e.g., ministry led conversations with welland to lead to GE (e.g., zoning, JPF) - took approx 9 months
- High skilled labour mobility - part of BGI?
 - Referenced as talent in BGI but needs to be pulled out as a fast tracked
 - Talk to Ed, helen, feds
- Innovation procurement pilot
 - Look to shift this towards climate change, so technologies that reduce GHG, and therefore use proceeds (at moment not funded)
 - Could constrain opportunities to only GHG reductions technologies but might be only way?
 - This is about scaling up,
 - Testing emerging tech solutions
- Disruptive technologies
 - Feds - can we signal we want to explore ideas
- Brainbelt
- Corporate taxes
- Funding - needs to look at profile of hold back funding so it works for what BGI is doing/needs to do

Cleantech

June-22-16 3:24 PM

Subject	FW: Greetings, query and quick update
From	Davidson, Steven (CAB)
To	Greenberg, Martha (CAB); Brezer, David (CAB); Moore, Karen (CAB)
Cc	Kwamena, Boafoa (CAB)
Sent	May-30-16 7:35 AM
Attachments	 Speaking notes - 2016 press conference Final EN.docx  CCTI Network Attendees and Speaking Points December ...  CCTIP Pre-Budget Brief February 2 2016.docx  CCTI Partnership Federal Ask January 30 2016 updated...  CIGI Policy Brief - Growth Innovation and COP21.pdf

fyi

Steven Davidson
Deputy Minister and
Associate Secretary of the Cabinet,
Policy and Delivery

The Cabinet Office
99 Wellesley Street West
Room 6420, Whitney Block
Toronto ON M7A 1A1
Tel 416 325 3759
Fax 416 325 7631

-----Original Message-----

From: Orsini, Steve (CAB)
Sent: May-29-16 9:46 AM
To: Davidson, Steven (CAB)
Cc: Bromm, William (CAB)
Subject: FW: Greetings, query and quick update

-----Original Message-----

From: Céline Bak [<mailto:celine.bak@analytica-advisors.com>]

Sent: May-28-16 6:56 PM

To: Orsini, Steve (CAB)

Cc: Bevan, Andrew (OPO); McEachern, Gillian (OPO); Betzner, Lynn (CAB)

Subject: Re: Greetings, query and quick update

Steve,

Apologies for the delay. Here are the materials. I look forward to speaking with Lynn at her convenience.

I also include the CIGI Policy Brief I wrote on Public Procurement and Infrastructure. Maria Penazi and I are working on a note to clarify what if any restrictions may exist in WTO and GPA law on full life cycle costing (including a price carbon) approaches to procurement.

Best regards,

Céline

On 2016-05-26, 2:05 PM, "Orsini, Steve (CAB)" <Steve.Orsini@ontario.ca> wrote:

>

>Celine,

>

>Thank you. I will ask Lynn to reach out to you. But in short, the answer is yes.

>From: Céline Bak

>Sent: Thursday, May 26, 2016 1:15 PM

>To: Orsini, Steve (CAB)

>Subject: Greetings, query and quick update

>

>

>Good afternoon Steve,

>

>I trust you are well. It was a pleasure to see you last week. I have a follow call with my CIGI colleagues tomorrow and will offer a similar briefing on border tax adjustments to PMO and ECC policy advisors.

>

>I am writing with a quick query regarding another of the fed-prov working groups on climate change – the Working Group on Clean Technology, Innovation, and Jobs.

>

>As you may recall, the Ivey Foundation made a seed grant to the CIGI for me to convene a group of stakeholders to develop policy recommendations for the sector. This work led to an ad hoc group called the Canadian Clean Technology Innovation (CCTI) Partnership that met on November 23rd internally, December 18th with 8 officials from Finance Canada, February 2nd with 2 advisors from Minister Morneau's office, had meetings with advisors to Minister Bains, Freeland, Carr as well as Parliamentary Secretaries for each of these ministers.

>

>Available materials from the Canadian Clean Technology Innovation Partnership include:

>

> * A detailed meeting note from December 18th meeting with DM Rochor's staff

> * A summary of fiscal recommendations from the Feb 2nd meeting with Minister Morneau's staff

> * A pre-budgetary submission

>

>In addition, during my witness testimony on May 12th for the Parliamentary Committee on Finance's examination of the Budget Bill C-15.I took up my remarks at the joint press conference held on April 19th to present the findings of the 2016 Canadian Clean Technology Industry Report with Minister McKenna. These will now be on Hansard.

>

>Would you let me know if any of these materials would be helpful to the provincial leads in the fed-prov climate change plan committees and if so, who I should be in touch with?

>

>By way of an update, I am writing my next CIGI policy brief on new capital market forms that can address the new stringency requirements of Bank lending, new approaches to financing projects in the low carbon economy and new approaches to SME and entrepreneurial finance. I believe that we are on the precipice of a period of great innovation in financial and capital markets and will try to distill some practical recommendations.

>

>Best regards,

>

>

>Céline

>

>

>Celine Bak | President and Founder | Analytica Advisors |

>celine.bak@analytica-advisors.com | @AnalyticaCeline |

>analytica-advisors.com | +1 613 866 9157 | celine.bak (Skype)

>

AIT update

June-27-16 12:08 PM

- Expanded mandate - Minister Duguid very eager
- Proposal
 - Subset of provinces agree to a gold-standard on procurement, goes beyond what we agreed to with CETA
 - Western (not Alberta) - Manitoba has included energy for first time, but conditional on Ontario putting forward, Saskatchewan also prepared to put forward but looking for Ontario to move as well
 - Eastern?
 - Quebec maybe
 - For Ontario to be part, need 3 items on table
 - IESO procurement - \$35M worth of procurement would be put on table, would be their procurement (like IO)
 - 20% for nuclear - carry over from CETA, coverage of OPG and H1, still needed to be some out for nuclear in case did new nuc, given unlikely at the moment and that most activity/expertise is in Ontario, feel confident that if you remove this, will still support Ontario business; won't affect Bruce/Darlington
 - Green energy - carry over from CETA, right now in non-application
- 6-7 page slide-deck for Cabinet
- Spoke with energy:
 - Ministry, CoS, IESO
 - Some discomfort at ministry, particularly IESO procurement

AIT update June 28.16

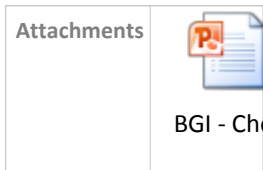
June-28-16 10:52 AM

Subject	FW: Updated Cabinet Submission - Internal Trade Renewal
From	Ballantine, John (CAB)
To	Greenberg, Martha (CAB); Davidson, Steven (CAB)
Cc	Brezer, David (CAB)
Sent	June-27-16 5:18 PM
Attachments	 MEDEI Cabsub AIT Ontario energy June 23 2016 - v6.pp...

- BC, Saskatchewan, Manitoba - putting forward more on procurement than have
 - New West partnership already exists
 - If Ontario doesn't sign on, Sask would put conditions against Ontario on energy procurement
- Nuclear
 - Would not include Bruce
 - If OPG does have sole source but fully approved under OPS procurement, it's ok
- Government control - does that still apply to H1?
- Renewable energy
 - Same as CETA

MEDG BGI Check-in July 11é16

July-11-16 11:25 AM



BGI - Check-in w PO-CO-TB July 11.pptx

[Link to Outlook item](#)

Notes

Scale up ventures

- Doing due-diligence but asked to stop as they regroup

BGI & regional econ strategy FPC Aug. 10/16

August-11-16 11:51 AM

Subject	FW: Fiscal Prep Decks
From	Foster, Robert (CAB)
To	Greenberg, Martha (CAB)
Sent	August-09-16 3:40 PM
Attachments	 Regional Economic Plans MO NW 2016-08-09.pptx  BGI - Aug 24 PDG v5.pptx

Got 'em

Fall policy

August-15-16 9:38 AM

BGI - BGI is the be-all and end-all of the Ministry and they should be well into designing their materials for the August 24th PD&G - Focus from PO perspective is on growth vouchers, access to capital/strategic procurement, and the creation of the strategic investment office	Mandate letter will focus on a number of items including: - Development of disruptive technologies through the investment in the Bio-industrial Innovation Initiative, clean tech firms - The creation of a “concierge service”, the Strategic Investment Office, led by a new Chief Investment Officer to be appointed in 2016. - Is this about waving approvals or working to streamline/facilitate inside gov - Establishing a new Planning and Partnership Table, including representatives from business, education, and government, to drive change and develop solutions related to skills, talent development and experiential learning opportunities as part of Ontario’s Highly Skilled Workforce strategy. - Working with the financial services community to identify options to increase the amount of capital financial institutions and pension plans investment in innovative, high-growth companies. - Issuing the first sector-specific report from the Red Tape Challenge, on options for improvement in the auto parts sector, by the end of 2016, followed by reports on food processing, financial services, and mining in 2017 and chemical manufacturing and forestry in early 2018. What is to come next? John M indicates tourism.
Economic Strategy	The mandate letter may compel them to produce a provincial economic plan with an analysis of sectors, clusters and regions across the province. This was a response to a note made by Dan in the PO that they didn’t seem to show much progress in these areas. Karim made reference to the publishing sector
Social Enterprise sector	The other focus of the mandate letter will be a social enterprise strategy and the implementation of a new five year strategy. 200 social enterprises with vouchers to purchase value-added business supports to help entrepreneurs grow, opens opportunities for social enterprises to bid on government procurements, develops robust standards to accurately capture the impact of social enterprises, and issue one or more Social Impact Bonds by the end of 2017
Supporting the CCAP	These are going to be in the mandate letter but they were also in the CCAP minute so they shouldn’t be surprised at having to take on these things. Lots of need to work with other Ministries: - Green Bank establishment (MOECC, MOF, ENERGY, MMA, TBS) - Consumer and dealership engagement on the benefits of EVs (MTO, MOECC) - Global Centre for Ultra Low carbon Mobility under the Brain Belt initiative (MRIS, MAESD, MOECC, TBS and MTO) - Zero emission vehicle sales target of 5% by 2020 (MOECC, MTO) - Zero Emission Vehicle Advancement Program (MOECC, MTO)
MRIS	Tone of the mandate letter will be to “be specific” and have strong deliverables: - Defining the role of the Chief Science Officer and appointing that individual by the end of 2016. - Undertaking a review of the effectiveness of the Ontario Network of Entrepreneurs in 2017. - Increasing venture capital activity investments through the Scale Up Ventures capital fund and the cleantech innovation initiative in 2017 - Creating a public/private life sciences working group by the end of 2016, to prepare a strategy in 2017 relating to the growth of that sector. - Continue implementation of an Advanced Computing Strategy for the Province. - CCAP (with MAESD, MOECC, MEDG, MNDR, MOF and MNRF): - Approach to fund research supporting GHG reductions. - Approach to develop low carbon clean technology accelerators and clusters in sectors where Ontario has a competitive advantage. - Approach to fund ‘proof-of-concept’ projects for ultra-low carbon technologies. - Approach to help emerging low-carbon companies increase scale. - Tax credits for research and development and angel investment in low carbon technologies.
Accessibility General sense of how the interaction has been with a designated Minister and Deputy.	The mandate letter is expected to be aggressive: - Building an accessible Ontario by 2025, prepare an interim report on progress by 2018. - In partnership with the MGCS and MAG continue to review legislation and regulations across government with the goal of eliminating barriers for persons with disabilities. Prepare a report on the status of this review in 2017. - Complete the review of the Transportation Standard by 2018 and start work on the Health Standard in Fall 2016 - Increase compliance reporting rates among private/not-for-profit sector organizations by an additional 50% in 2017 - Deliver a provincial employment strategy for people with disabilities by end of 2016

Cleantech Aut. 17/16

August-17-16 8:48 AM

Subject	RE: Cleantech Multi-corners Deck
From	Brezer, David (CAB)
To	Greenberg, Martha (CAB); McEachern, Gillian (OPO); Skilleter, Daniel (OPO); Baker, Michelle (OPO); Moore, Karen (CAB)
Sent	August-16-16 5:53 PM
Attachments	 Multi-Corners Cleantech MEDG MRIS 2016-08-16 v7 (DM)...

Budget - cleantech innovation investment, cleantech equity fund, CCAP

- Need to think of this as an overall cleantech strategy, how pieces fit together, how build off of each other
 - CCAP is only one piece of that
- Cleantech strategy
 - About scaling up the industry (supports supply)
 - Enhancing and promoting cleantech development (supports supply)
 - Demand side support, to decarbonize
 - Greenbank supports this work as well
- Balance between adding new instruments vs bolstering existing instruments
 - Good to get a sense of how good/competent existing partners are, are they the ones to continue to support vs looking at new ideas/partners
- Establish a working group to support cleantech development/support
 - Understand needs of the sector - study undertaken and identified challenges unique to sector
 - Base case (niagara) came forward
 - Now need feasibility study by people in the field
 - Working group could support that
 - Issue of payment of members
 - Want some initial advice for FES
 - Need to use this study to support gov actions, will give us more backing in the field, so informal might not work for that
 - Want handful of recs on cleantech more broadly (not just CCAP)
 - Where is gov role in cleantech strategy
 - Need to appoint people quickly, not sure about pay (outside of travel/meals)
- Timelines (PO)
 -  By FES - articulate cleantech strategy/narrative, few key funding themes, go further than CCAP and Budget
 - Not looking for global centre for ultra-low carbon mobility in FES
- Deloitte doing asset mapping work
 - Just starting work, something few months (might align with FES)

BGI PDG Aug. 24/16

October-24-16 8:25 AM



BGI PD&G August 24 Vf e-copy - final DM only signed ...

BCI ADMs

September-08-16 12:13 PM

Subject	RE: BCI ADMs Materials
From	Hall, Dianne (CAB)
To	Greenberg, Martha (CAB)
Sent	September-08-16 11:12 AM
Attachments	 BCI-ADMC Consolidated Materials 2016-09-08.pdf

ScaleUP MP Sept. 22/16

September-22-16 12:41 PM

Attachments	 Briefing Deck - Status of SUVF for Major Projects C...
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- Go to TB with negotiating mandate and conditional approval of funding

Cleantech Deck - Draft Sept. 22/16

September-22-16 12:43 PM

Subject	Cleantech Deck - Draft 3.0
From	Severino, Victor. J. (MEDEI/MRI)
To	Greenberg, Martha (CAB); Wittman, Nancy (CAB)
Cc	Ciullo, Eric (MEDEI/MRI); Romanyshyn, Steve (MEDEI/MRI)
Sent	September-21-16 3:29 PM
Attachments	 PDG_Cleantech Deck_Sept. 21, 2016_Draft 3.0_CLEAN.pp...  PDG_Cleantech Deck_Sept. 21, 2016_Draft 3.0_RED Hi-l...

Martha / Nancy

Attached is the draft cleantech deck. As I noted earlier today, this deck has not yet gone to MOECC's DMO for their review. We are hoping to do that later today or tomorrow.

Victor J. Severino
Assistant Deputy Minister
Policy and Strategy Division
Ministry of Research, Innovation and Science
Ministry of Economic Development and Growth
Office: 416.325.4655
Cell: 416.274.6910

Regional economic strategy PO

October-12-16 12:38 PM

Subject	FW: Regional economic strategy
From	Bardeesy, Karim (OPO)
To	Brezer, David (CAB); Davidson, Steven (CAB); Greenberg, Martha (CAB); Foster, Robert (CAB)
Cc	McEachern, Gillian (OPO); Boroun, Niloo (OPO); Skilleter, Daniel (OPO); Donelson, Philip (OPO); Bossin, Bryan (OPO)
Sent	October-12-16 11:31 AM

Hi team – fy below; I spoke to Charles Finlay just now and he is comfortable bringing this in and having this (or something like it) form the basis of a short deck for PD&G next week. (we probably need something on motivation as well, up front). I won't be able to make today's four corners but hope this helps frame the conversation. I tweaked some items below, including (a) refined storyline (item 1 below) and (b) silence on which policy areas (item 3 below) need to be changed. Best, Karim

From: Bardeesy, Karim (OPO)

Sent: October-12-16 11:24 AM

To: Finlay, Charles (MEDTE/MRI); Feenstra, Mike (MNDM)

Cc: McEachern, Gillian (OPO); Boroun, Niloo (OPO); Skilleter, Daniel (OPO); Donelson, Philip (OPO)

Subject: Regional economic strategy

Hi Charles/Mike -- some thoughts below on this file, which is going to PD&G committee of Cabinet next week. I don't mean for these to be "tablets from PO", but I think we have a good sense of the process that we need to get something tangible for 2017 and 2018, and what goes into that process.

1. A sharp and compelling policy/comms **storyline** that informs our approach (a straw man is here)
2. An explicit identification of the **conveners** we want to use to develop regional economic development strategies
3. A sense of the **policy and programme** tools and enablers, including any changes to existing policy or programmes, to deliver the government's share of the strategies.
4. An identification of which **Ministries** have a role to play
5. Any further **research and data** needed to support this work
6. A sense of the **federal role** in shaping and delivering our policy
7. A tangible sense of what **outputs** this strategic approach will generate

Once we have some sense of these (of course the process can be iterative), we need to be intentional in each region about the approach (eg, a Chamber may be the most effective convener in one region, but a university/college partnership might be the best convener in another region). MEDG (in the south) and NDM (in the North) would take the lead with the appropriate regional Minister in how the strategy is to be developed in each region.

A straw man for each of the seven areas above follows.

Storyline:

Ontario has a plan to work with communities across the whole province to keep and grow good jobs in their regions. Together with the private sector and educators, we are working in partnership on a common vision for economic development in our region, based on the strongest assets and sectors we have at our disposal, including the highly skilled workforce which is a strength across Ontario. Labour and the not-for-profit sector are also invited to help develop the vision. We will make sure the full force of the provincial government and its programmes and policies helps to support the regional vision that we have developed together. Regional economic development starts in strong communities. Colleges and universities are key economic drivers in every region, and we will work with them, the private sector, and the communities they are based in to make sure the entire region benefits. Regional economic development matters, because we know that every region, not just the GTA, has the potential to be strong and provide a good quality of life for its people.

Conveners:

- Premier and her Ministers/MPPs, through regional roundtables (could partner with any of the below)
- Ontario Chamber of Commerce and regional chambers
- Colleges, Universities, Hospitals, and other strong institutions in the broader public service
- Community Foundations and other civic organizations
- Ed Clark / Premier's Business Adviser
- Municipalities and their economic development officers
- Labour District Councils
- Workforce planning boards

Policy and programme tools and enablers (some may need tweaking / adjusting to respond to a regional economic development lens)

- Business Growth Initiative
- Highly Skilled Workforce strategy (including the partnership and planning table)
- MEDG cluster legislation, which empowers the Ministry to create regional economic development plans in consultation with others
- Trade missions that more explicitly pull from regional strengths, or that more explicitly associate FDI opportunities with regional assets
- MEDG sector strategies
- NOHFC, SWODF, EODF, JPF and RED granting programmes
- Strategic mandate agreements for colleges and universities
- Provincial growth plans
- ONE / innovation ecosystem review
- Lens on existing regional spending by government (TBS/MOI)

- Procurement strategies
- OPS workforce planning strategies

Ministries:

- MEDG (formal carriage in southern Ontario), MNDM (formal carriage in Northern Ontario)
- Other important Ministries: MAESD, MOI (the Ministry with perhaps the best regional lens), MGCS (workforce planning and business connection), MIT, OMAFRA (rural lens, as well as sectoral).
- Other relevant Ministries: MMA, Finance, and sector-based Ministries

Research and data sources and collaborators:

- Work by Institute for Competitiveness and Prosperity
- Northern Policy Institute
- Mowat Centre
- Lawrence Centre at Western University
- Other external research
- Other research already being done by Ministries

Federal role:

- Investments in innovation centres
- Investments in FedDev and FedNor
- Reformed EI rules
- Research and collaboration on any of the areas, or any of the convening, above

Outputs:

- Convening in late 2016 and early 2017
- Regional economic development strategies (start with Southwest and North (east and west) in first half of 2017; then Niagara, East, and Simcoe-Central later in 2017) published by government in concert with conveners/researchers, and with policy/programme details
- Communications campaigns associated with these strategies

Hope this is helpful and helps spur the conversation – best, Karim

Karim Bardeesy
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Office of the Premier of Ontario
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416-325-9680 (desk)

March-27-17 3:54 PM

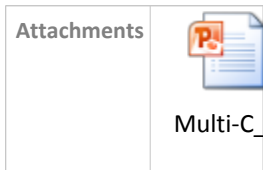
Regional Economic Development Plans Oct. 12/16

October-12-16 1:36 PM

- Need to include the public sector/BPS assets we have that can be leveraged
 - Can look at anchors we have in regions to build off
 - Includes OPS offices/employees
 - Include the "chief" officers we have/are creating that can be leverage for regional supports/engagement
- All of gov approach but even bigger than that
 - Post-secondary
 - Chambers of commerce
- Staged approach
 - Policy levers we can pull sooner than later for some regions
- Look at what municipal strategies already exist
 - Get a sense of what is in there
 - Layer on provincial lense
- Location
 - Start with SW and North, move to East?
 - Do you start with those areas that are more ready vs those that need it more
- Idea here is plan is developed from bottom up -- not province developed for them
 - But also looking provincially down, we are making decisions on policy that support or hurt regions, we need to consider that in decision making
 - Use the tools we have that also help regions
- MNNDM
 - Report back on Northern Growth Plan is good opportunity to align with this, with BGI and show that going forward plan
- What are deliverables at end?
 - Even if it increases recognition of existing programs available in region, that is a good thing
 - Can't just be about grant programs or new money
- What is net new here, how does it differentiate itself from other plans/strategies
 - Need to think through how we explain this, assumption might be we are already doing all this
- How do you show progress?
- "quick wins"
 - We might learn of some things that make a big difference for a region that is in our power to do something about that doesn't cost a lot
 - Will learn through consultations
 - Act on what we can as we learn about it

Cleantech Oct. 12/16

October-12-16 2:47 PM



Multi-C_Cleantech Deck_Oct. 11, 2016_Draft 3.8_CLEAN...

[Link to Outlook item](#)

Notes

Regional Economic Plans PDG oct. 20

October-20-16 12:41 PM

Subject	MEDG Regional Economic Plans PDG Oct18-16(Final2).pptx
From	Wittman, Nancy (CAB)
To	Greenberg, Martha (CAB); Brezer, David (CAB); Boroun, Niloo (OPO); Foster, Robert (CAB)
Cc	Scott-Vickers, James (CAB)
Sent	October-18-16 10:59 AM
Attachments	 MEDG Regional Economic Plans PDG Oct18-16(Final2).pp...

Hi all.

Attached is the final deck to support MEDG's Regional Economic Plans item going to PD&G on Thursday.

Nancy

FPC BGI Nov. 2/16

November-03-16 8:05 AM

Attachments		Subject	Notes from FPC
		From	Brezer, David (CAB)
		To	Greenberg, Martha (CAB); Moore, Karen (CAB); Wittman, Nancy (CAB)
		Sent	November-02-16 11:46 AM

Questions from PO - v05 Nov 1 2016.docx

Attachment 1 List_of_Scale_up_firms_-_July_19_2016(...)

Attachments		FES Regulatory Modernization Initiatives and Updates...
		Fiscal Prep Deck - VC Refresh FINAL v2.pptx
		Fiscal Prep Deck BGI Items -FINAL (Nov 2).pptx
		FPC Agenda - November 2 2016revised.docx

- BGI:
 - Pre-conversation
 - Gillian concerned about OCGC all in one lump. Cleantech needs to be carved out, and move quickly in advance of OCGC review. How?
 - S. Not going to commit more funds until they have been able to deliver. Delivery will be rewarded.
 - OCGC / Cleantech
 - Commitments are outstanding - cleantech. Can't wait for OCGC. [Not sure if GG got message]
 - SBIC:
 - GG very enthusiastic. Tech firms looking for this. All about the reference / first customer
 - GM: is OCE nimble enough to launch and when would first procurement be issued? Bill - about 3 months will have results.
 - S - Feds report high rejection rate. GG 170 -> 40.. Engages a large number of companies but finalists. Point, even those that do not go all the way through gain experience and resume.
 - GM: based on water tech experience, we will have to be nimble and flexible in our own requirements. Eg water purifier co. can sell into India but not Ontario.
 - Charles: Helps respond to the challenge of industry - what is government doing itself to help lift innovators. Also highlights what Ontario's priorities are.
 - Add Mac Block to potential list.
 - SD: Look at metrics - evidence base from other jurisdictions. What are they showing, what can we learn> A: strong metrics - both availability and demonstrated long term success of the firms.
 - Scale-up Vouchers
 - GG: valley of death for Cdn firms - lured to US for resources, leaped over by others with acces to resources..
 - GM: Why called "voucher"? GG: open to any nomenclature. Took from others. Biz understands and was in last Budget. Charles: likes term at retail level.
 - SD: key is having firms pre-qualify for speed.
 - S. Any follow-up on use of funds to ensure not spent on trip to islands. Yes, use of funds and retention of the firm. Require paybacks if leave within 5 years.
 - Will be fully offset
 - CARF:
 - Focused on slide 24
 - S. Must align with the MAESD strategic mandate review
 - Release from holdback approved by TB yesterday
 - OCE will manage decision making committee - but will not be able to grant without checking in with ministry to ensure consistency / compliance with the strategic mandate review. - S. key and link to MAESD ***. Before OCE makes a decision
 - AB: need to have a conversation about OCE, its role, mandate, etc. and needs to be more transparent to business. How much funding, self-sustain, roles with entry of new private firms, growth and governance. Started when MARS building was at forefront - need a timeline ***
 - VC Refresh:
 - Concerns that funds are reaching maturity and declining capacity
 - Want to move from fund-of-funds to direct investing will increase capital into OCGC and thus investments
 - Ontario has tech strengths (med tech, cleantech). How ensure these firms can access funds and stay here. Big leagues, not a farm team
 - Want to go to TB on design of the actual funds
 - Want to be able to reinvest funds and borrow. (Recycle)
 - GM: broader refresh is needed. Uncomfortable seeing Cleantech wrapped up in OCGC refresh. Frustrated cleantech not up and running, and don't want to wait. Also concerns about bandwidth of ministry.
 - Fund, not direct investment.
 - If approved in FES, what is the timeline? John explained process. GM concerned with the timeline. S - \$55M yields a \$300M fund. 1:6.
 - GM: How far can we go in focusing RFS to Ontario firms? Quite.
 - Niloo: Views on fund managers? One delay has been identifying managers. Why so long? Also want people who really understand the sector. John - that is why we need the open call.
 - *** OK to fastrack....

- FES Regulatory principles.
 - GG ran slide 4. reduce burden without reducing our core principles of safety, etc
 - OK to profile in FES... was chopped... don't worry, its still in :)
- Energy: Electricity Rate
 - Most, but not all LDC's will be ready. Others will use inserts to explain retroactive payments will follow
 - Slide 10: Regs will give some flexibility on how to communicate, but not what. Need to respect local bill design. Message consistent.
 - Bill design (see handout) . "8% Provincial Rebate" must appear after HST line.
 - Bill stuffer for "R2" customers rather than on bill messaging because of cross messaging for different customers (?)
 - Energy to return to FPC
 - To implement may require leg amendments. Can they be included in the FES bill????

- - - David

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 T: 416-325-5304 M: 416-220-4934

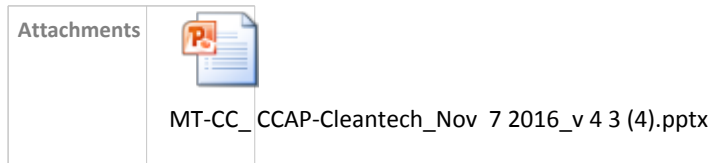
Cleantech MT Oct. 20/16

November-07-16 3:27 PM

Subject	RE: Final MT materials
From	Moore, Karen (CAB)
To	McEachern, Gillian (OPO); Greenberg, Martha (CAB)
Cc	Brezer, David (CAB)
Sent	October-20-16 8:15 AM
Attachments	 MT-CC_Cleantech Deck_Oct 18 2016 v 3 (2).pptx

Cleantech Nov. 8/16

November-08-16 3:18 PM



[Link to Outlook item](#)

Notes

- Equity fund - equity fund, will receive appropriation through PRRT for 17/18 \$
- Large project stream TargetGHG - remove from cleantech strategy and shift to Greenbank
 - Recognizing greenbank needs to provide such programs sooner than later to support industry
- Accelerators - are they truly GHG reducing entities? They may have projects but need to ensure funding is for those projects as they also have [roject that aren't related to GHG reducing activities
- WaterTAP - MOECC concerned about MEDG looking for water permit charge

Draft CFTA Nov. 16/16

November-17-16 8:08 AM

Subject	Canadian Free Trade Agreement - Cabinet Submission, COMMs snapshot and Briefing Note
From	Wittman, Nancy (CAB)
To	Brezer, David (CAB); Greenberg, Martha (CAB)
Cc	Yoo, Sarah (CAB); Timperley, Christian (TBS)
Sent	November-16-16 6:10 PM
Attachments	 TPB - Edits 10 XX 16 Cdn Free Trade Agreement_CAB Co...  BN - Questions from the DMO on the CFTA.docx  MEDG CFTA Cabsub (16Nov2016)(2).pptx

Hi. DM approved version of the deck and some additional materials (comms snapshot and BN) are attached.

It still has not been reviewed/approved by the MO so they have asked us to keep this on the officials side unless absolutely necessary.

Nancy

101 briefing on Regional Economic Strategies Nov. 23/16

November-23-16 11:07 AM



MEDG Regional Economic Plans PO Nov23-16_v3.pptx

The 101 went quite well – Martha, Niloo, Victor and MO engaged in a very open and conversational manner.

My OneNote musings follow – Nancy and Meagan, feel free to add or correct.

Ps – There was a lot of discussion early on in the briefing rehashing member concerns at PD+G about a particular slide. Something about which regions / sectors to focus on? Do you know which it was?

Notes from meeting

Next Steps:

Niloo to provide additional comments on the deck / plan soon

Niloo will respond through MO and CO on when / how full consultations should start.

Nonetheless, local engagement can and should continue.

Not tracking for policy approval, but will have another MC as the ministry begins implementation to keep PO in the loop. Will consider if and when to update members as the program rolls-out.

Victor, Niloo,, Mary, etc Megan, Nancy

PD+G

Mary was concerned with the slide that...(?)

Building local economies and strengthening sectors

The materials are based on strong analytics - HBSchool

Question are regional ec development necessarily a cluster strategy? According to Victor, many ministers were concerned and proposed moving economic advantage around (eg moving provincial offices). Other approach is to increase advantages for all.

Mary: In a time of transition. Innovation is exclusion by its nature. How make sure it is inclusive? Individuals need to upgrade skills to participate in new economy, communities need to transition also.

Also, disruption will be massive in some areas (25-35 aged males in truck driving ... gone as a result of autonomous vehicles.)

Niloo: HSW workforce Strategy plays an important role helping bring people in.

Victor: don't know what the feds are going to do. Have been both silent and where speak, inconsistent signals

Need a consultation to help lead further development. Intent is to be highly collaborative as the ministry does not know without speaking to the local communities that have developed local plans.

Slides:

3: Transformation is coming. Mary, Tech led? Victor, sure tech is a part and has always been a part but not the only disruptor

Access to technology is also an issue - inequities

4/5: Message is that need tailored reaction and that regions that are not necessarily doing as bad or good as intuitive. Eg Sudbury better and Toronto worse, concerns about slow wage growth is related but a different conversation.

Some ecosystems are not performing as expected. SOC's BPS work is on a different track, which could dovetail with this work at some point.

Mary: non uni/college ecosystems should be in this lens. Asked about details of tools that MEDG has to map assets. Very interested in the idea of an "asset map".

Thus why need to go out and consult.

7: Proposed framework for KPIs.

Niloo, Keeping kids in Northern communities - as talent retention?

Victor: no, that is more about local attractiveness.

Niloo: Add attract and retain workers.

9: mini- or tailored BGI in some regions. Would be addressed through consultations. Eg, local regulatory concerns, local innovation opportunities. But, not just more start-ups. Not an economy. Growth of the start-ups is, however key

Mary: What about government procurement?

Victor: some are ok (bgi and social) but watch out for trade.

13: Waves, etc... Propose Wave 1 with Eastern ON, North (working with MNDM)

14: Mary concerned about time to get out in first wave, wants to see pre-engagement (partnership building) as part of the time line for SH engagement process (it's on slide 16 but not 14).

Victor, takes time to build local partnerships, messaging, speeches before "Consultation March"

Message: government is enabling/ bringing tools rather than here to tell or do for you.

Emphasis on local capacity

Counter narrative that every community should be like K/W

Buy, sell, build local

Hear what local EDOs are doing.

Highlight what local indigenous, etc are doing. Cases.

Toronto Global does not cover Hamilton (GTA vs GTHA)

- - - David

David Brezer, MBA, P.Eng

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-----Original Appointment-----

From: Kwong, Elsa (CAB) On Behalf Of Brezer, David (CAB)

Sent: November 2, 2016 10:17 AM

To: Brezer, David (CAB); Rowe, Mary (OPO); Boroun, Niloo (OPO); Chochla, Megan (CAB); Wittman, Nancy (CAB); Yoo, Sarah (CAB); Cesca, Stephanie (CAB); Dyl, Trish (MEDG/MRIS)

Cc: Davidson, Steven (CAB); Greenberg, Martha (CAB); Foster, Robert (CAB); Noursi-Scott, Diana (OPO); Whytock, John (CAB); Finlay, Charles (MEDG); Irving, Alex (MEDG); Ciullo, Eric (MEDG/MRIS); Middlebrook, Tyler (MEDG/MRIS); Burgess, Derek (MEDG/MRIS); Wedgwood, Nicholas (MEDG/MRIS); Kwong, Elsa (CAB); Alaga, Akin (MEDG/MRIS); Severino, Victor. J. (MEDG/MRIS)

Subject: (Updated with Materials) 101 briefing on Regional Economic Strategies (PO/CO/MEDG/MRIS)

When: November 23, 2016 9:15 AM-10:00 AM (UTC-05:00) Eastern Time (US & Canada).

Where: Room 4501, Whitney Block

Materials Attached << File: MEDG Regional Economic Plans PO Nov23-16_v3.pptx >>

Rescheduled from Nov 3rd.

Invitees:

PO

Mary Rowe
Niloo Boroun

CO
Steven Davidson (optional)
Martha Greenburg (optional)
David Brezer
Rob Foster (optional)
Megan Chochla
Nancy Wittman
Sarah Yoo
Stephanie Cesca

MEDG/MRIS
Trish Dyl (DMO to invite MO and officials)

MaRs Nov. 24/16

November-24-16 11:44 AM

Subject	FW: Major projects deck- MaRs
From	Foster, Robert (CAB)
To	Greenberg, Martha (CAB)
Sent	November-24-16 9:57 AM
Attachments	 MaRS Phase 2 Re-Financing Briefing - Nov 24 2016BM e...

CFTA PDG Nov. 24/16

November-24-16 12:21 PM

Monthly Nov. 24/16

November-24-16 3:18 PM

Cleantech MTCC Dec. 8/16

December-08-16 8:58 AM



document (51).pdf

RMC Jan 13, 2017

January-31-17 1:05 PM

Subject	RMC Jan 13, 2017
From	Brezer, David (CAB)
To	Greenberg, Martha (CAB); Wittman, Nancy (CAB)
Sent	January-31-17 10:07 AM
Attachments	 RMC proposed 2017 meeting schedule.docx  RMC Agenda January 13 2017.docx  Red Tape Challenge - Status Updates (6Jan2017) v2.pp...  DM presentation - overview of 2017 BRB- JAN 13 2017....  Breakdown - 2017 Burden Reduction Bill - V14 (Jan 6 ...

Link to meeting notes: [RMC Jan 13, 2017](#)

RMC Jan 13, 2017

January 13, 2017

4:04 PM

Notes:

- SoC Need to show progress, and now
- SoC Look to:
 - The Budget Bill - though don't want to bury
 - Separate stand-alone bill is necessary
- Paul - Air in place.
- Giles:

- Need to demonstrate progress. June report, Red Tape Challenge etc.
- See materials (deck):
 - Biz Law (will frontload a number of changes)
 - ONCA - ONBIS
 - Niagara escarpment Act simplification
 - OMAFRA financial protection program transfer to DAAs
 - MAG/MMA - PEO strengthening re qualifications. Note MOECC just limited approvals to PEng vs qualified persons.
 - Add MOL/Elliott Lake
- Fall back on six principles
 - Focus on the user by writing regulations in plain language and creating a single point of contact for business to access information or government services.
 - Use industry standards (e.g. ISO) to eliminate redundant reporting requirements.
 - Move to risk-based inspections to recognize businesses with a strong safety and compliance record, using accreditation to distinguish good actors from high-risk targets and better coordinating inspections among ministries and agencies.
 - Create a "Tell Us Once" culture by ensuring all ministries that interact with business use the Business Number to avoid having businesses provide the same information to government repeatedly.
 - Apply a small business lens by setting different compliance paths to achieve desired outcomes, rather than using a one-size-fits-all approach.
 - Go digital by delivering simple and straightforward digital services and products that will modernize public service delivery and make government work better for businesses.
- SOC - which have any political / policy issues
- Awaiting PO approval / direction
- SoC wants to see more emphasis on the 6 principles. How can they be codified? Eg, standardization.
 - Number one - adopt national/international standards where appropriate.
 - Can "file" application electronically by default
- Sophie - about to sign MOU to harmonize OHSA across Canada including Qu, CSA, ISO
 - Opportunity for the Bill
 - Take a negative list approach. "Prove you are special"
- Red Tape Challenge
 - How recognize the submitters (ie public service and private sector)? DMs are doing.
 - Hears problems ... SoC looking for solutions.
- Talk about in the Doc but not a bill???

Meeting Subject: FW: MATERIALS: Regulatory Modernization Committee Meeting - 01/13/2017

Meeting Date: 01/13/2017 4:00 PM

Location: Room 6501, Whitney Block

Link to Outlook Item: [click here](#)

Invitation Message

Content

<<RMC Agenda January 13 2017.docx>>

Added by [Orsini,](#)
[Chris \(CAP\)](#)

	Steve (CAB) Attachment from Outlook
<<RMC proposed 2017 meeting schedule.docx>>	Added by Orsini, Steve (CAB) Attachment from Outlook
<<Breakdown - 2017 Burden Reduction Bill - V14 (Jan 6 2017) - RMC Version.....docx>>	Added by Orsini, Steve (CAB) Attachment from Outlook
<<DM presentation - overview of 2017 BRB- JAN 13 2017.pptx>>	Added by Orsini, Steve (CAB) Attachment from Outlook
<<Red Tape Challenge - Status Updates (6Jan2017) v2.pptx>>	Added by Orsini, Steve (CAB) Attachment from Outlook

Participants

Notes

Burden Reduction Feb. 2/17

February-02-17 10:23 AM

Subject	FW: Burden Reduction Bill deck for MP
From	Wittman, Nancy (CAB)
To	Greenberg, Martha (CAB)
Cc	Brezer, David (CAB)
Sent	February-02-17 9:37 AM
Attachments	 Major Projects - Overview of 2017 BRB w Appendices -...  Breakdown - 2017 Burden Reduction Bill - Breakdown b...

- MAG/ECA
 - ECA is permissive, but can be over-ridden by other acts that say electronic
 - Intent is to make the ECA over-ride others, so we allow it, if the business wants to mail, that's fine
- 25% burden reduction
 - Will require ministries to quantify cost to business
 - Require ministries to post their regulatory impact assessment
 - Already required in QC and feds?
 - Maybe not post the RIA specifically but force responses to important question about impacts to business
 - Do you do this during reg consultation or after to go with the reg being communicated
 - Could build in to CO notes that ministry applied some international standard in determining impacts on business?
 - Maybe need to step this into a policy piece? What is the impact on business in the delivery section of a policy note
- Coordination of audits?
 - Legislate that no other audit can be done on one business that has had an audit within the last 6 months
 - Implementation Jan. 1/19
 - Implementing a common training system, need to coordinate across ministries
 - Compliments risk-based modernized control systems
 - Need prescribing abilities to opt out in some circumstances, ministries can justify
- Use industry standards
 - Harmonize with national/international standards unless others described
 - This is applicable to flow (not stock), so for new regulations
 - Could bild
- Small business
 - All new regs must include a small business "lens", not a formal lens but requirement is to reduce burden on small business
 - Every proposal must reduce the burden on small biz, won't say how much but is a requirement, some small business provision
 - Make it prospective

Tech North Feb. 3/17

February-03-17 4:38 PM

MEDG/MAESD/CO/SOC

- Not funding anything for tech north
 - Could provide in-kind support
 - Look at seconding several people to support start up
 - Could have someone focus on the cluster is not a bad idea so we have some inside info on the work they are undertaking
- Looking for funding from private sector
- Ball is in Kevin Lynch court to further develop
 - He can pull together the necessary or relevant partners (e.g., universities, econ development)
- Depending on provincial support, eyes might be pointed to federal government
- Need to writ large brand and market Ontario's talent, not necessarily Tech North
-

Burden Reduction

February-09-17 4:20 PM

Subject	Briefing (PO/CO/MEDGE) re Burden Reduction
Date and Location	February-09-17 3:15 PM - 4:15 PM, Boardroom 4401 Whitney Block
Attendees	Brezer, David (CAB); Boroun, Niloo (OPO); Skilleter, Daniel (OPO); Wittman, Nancy (CAB); Chiu, Genevieve (CAB); Gibson, Melinda (MEDG/MRIS); Middlebrook, Tyler (MEDG/MRIS)
Message	Update Feb 9: Materials added This briefing meeting has been scheduled to discuss Burden Reduction proposals to be included in submission, tracking to JEP on March 1. MEDG to provide materials in advance PONiloo BorounDan Skilleter Gillian McEachern (optional) COMartha Greenberg (optional)David BrezerNancy WittmanGenevieve ChiuCO-Comms - Sarah Yoo (optional) MEDGMelinda Gibson & Tyler Middlebrooke (DMO to invite MO and officials)
Attachments	 Breakdown - 2017 Burden Reduction Bill - Breakdown b...

[Link to Outlook item](#)

Notes

Burden Reduction - Feb. 24/17

February-24-17 10:26 AM

Subject	FW: Burden Reduction Bill next steps
From	Brezer, David (CAB)
To	Greenberg, Martha (CAB)
Cc	Wittman, Nancy (CAB)
Sent	February-24-17 8:28 AM
Attachments	 IN New Burden Reduction Statute Policy Note - 15Feb2...  IN 1125 Policy Note - 15Feb2017 - adm approved.docx  IN RIA Mandate Policy Note - 15Feb2017 - adm approve...  IN Six Principles Policy Note - 15Feb2017 - adm appr...  IN New Burden Reduction Statute Policy Note - 15Feb2...  RE Burden Reduction Bill next steps.msg

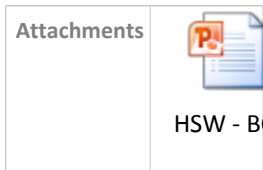
Burden Reduction Feb. 27/17 w SoC

February-27-17 3:07 PM

- Auditing/inspections every 1-2 years
 - How do you define what you can go in for vs what falls into the 2yr allowance
 - Serious infraction - taking 2 years to fix something even not serious may be too long
 - Maybe focus is more on bundling inspections
 - Rename to compliance certification
 - If have good track record, recognize what MOL is doing already, won't be audited for x years
 - For all rest, can only be inspected twice per year
 - Come in for exemption such as public safety or complaint (e.g., worker calls in)
- Small business lens, not exemption
 - Have lens for ministries to review on every reg
- Pull out of the 6 "principles" - idea to use industry standards for reporting requirements, make stand-alone
 - Don't create new one if one already exists
 - How would you define comparable? Might take more time to define that then create new process
 - Balance benefits to creating "made in Ontario" with costs of burden for businesses needing two sets of books
 - ISO standard adoption -
 - If need to create own standard, make case otherwise harmonize with existing standard
 - Looking back - if have reg
- Reduce reg costs
 - Since burden reduction - have reduced costs by approx \$122erialM but have increased reg costs by approx \$400M

HSW/BGI multi Feb. 24/17

March-16-17 9:22 AM



HSW - BGI Draft Placemat - Feb 24 2017_Designed v10....

[Link to Outlook item](#)

Notes

HSW-BGI materials

March-16-17 9:21 AM

Subject	RE: HSW-BGI materials
From	Mark, Lisa (MAESD)
To	Madhany, Shamira (CAB)
Cc	McGinn, Erin (MAESD); Severino, Victor. J. (MEDG/MRIS); Greenberg, Martha (CAB); Naveed, Fatima (CAB); Johnston, John (CAB)
Sent	March-01-17 7:51 AM
Attachments	 HSW - BGI Case Studies 120 pm.pptx  HSW - BGI Draft Placemat - Feb 24 2017_Designed v10....

Creating Opportunities mtg with PO

March-16-17 9:08 AM

- BGI
- HSW
- CWR
 - In context of changing economy, changing jobs
 - Risk will be seen as entrenching an "old world", making minimum standards higher
 - Fundamental underpinning of any work, anywhere in province, respect decency of work, your rights of work, fairness at work
 - Fairness, transparency, democratic process
 - While won't have policy until the fall, this narrative is key to all and can start this through document
 - Can speak to overall objectives of why launched review
- Transformative tech
- Youth Jobs
 - Guarantee?
 - Can the guarantee just be practical work experience
 - Guarantee would include coop, workplace experience
 - More about branding?
 - More about the experience than a "job"?
- Inclusive growth
- Today's jobs and tomorrow's economy
 - Nothing is jumping off page or isn't resonating
- Trade/security
- Active economic footprint in SW Ontario
- Will not be one overarching strategy - more about component parts and are we comfortable
- Affordability
 - Training and skills development won't address affordability
 - GO, housing, hydro, seniors, tuition
- Supply/demand/the bridge between
- HSW - how can we force more synergies - connect HSW to other initiatives more
 - Practical work experience

Business electricity issues

March-21-17 1:09 PM

Notes

- Can't keep subsidizing costs, not sustainable, need to find transformative approaches
- GIF Smart Green
 - 25M allocation but not being spent fast, look at criteria, get more out to sector faster
 - Through CME
- TargetGHG
 - Through OCE
 - Looking to be going well but maybe can speed up getting money out the door
- Is there a "cliff" - that as small business, not in your best interest to grow
 - Not wanting to increase taxes
 - Anything we can speak to around productivity improvements?
- Feds may take some action on incorporation? If so, Ontario can follow suit
 - We allow small biz tax credit
- What else can we do for small business? What is narrative of the actions we can take?
 - Reprofile existing programs?
 - Don't have new money but look at existing programs/rules
- Do we have good understanding of where the problem is? Is it all SMEs? In some regions of the province? Only in some sectors?
- What gov is doing, isn't getting out there - what is our strategy to supporting jobs in all parts of the province?
 - Responding to fear mongering
- Narrative on small business
 - New Minister to focus but how do you position?
- How small investment does the strategic investment office focus? Focus on big or any investment we are here to help you
- Narrative - on the growth agenda, business supports
 - Highlight everything we are already doing to help business
 - Stuff we are doing (e.g., BGI), already moving forward on (100M for GHG reduction, voucher)
 - What can we do that doesn't cost more money (burden reduction, procurement changes)
- Most concerns are coming from small manufacturers
 - Small tech is doing well, low cost in Ontario
 - But manufacturers still driver of GDP but sector is falling behind, how do we support them to stay alive and grow
 -

Burden Reduction March 27/17

March-27-17 1:53 PM

Attachments		Subject	Bold Initiatives Descriptions for Spring 2017 Burden Reduction Bill
	Breakdown - 2017 Burden Reduction Bill - Breakdown B...	From:	Perry, Kevin (MEDG/MRIS)
		To:	Greenberg, Martha (CAB)
	Cabinet Presentation Deck - 2017 BRB (MEDG) v13	Cc:	Bermonte, Anne (MEDG/MRIS); Falone, Michelle (MEDG/MRIS)
		Sent:	March-27-17 11:03 AM
	Burden Reduction CO Planning - March 24 2017 clean.d...	Attachments	 2017 BRB - ADMs Focus Group - Key Briefing Material ...

Here's an executive summary version of the submission we are taking to our Minister. This is a high level version of the Cab Sub without options or interjurisdictional scans.

	Proposal	CO Advice	PO?
	TABLE 1: 6 Proposals for BRB Already Policy Approved		
(1)	MAG/MEDG – CFTA to make cost orders by AIT enforceable by SCJ	Yes – b/c would allow Ont businesses engaging in internal trade across Canada can access the AIT dispute settlement process	OK
(2)	MNRF* – CAA to increase clarity & effectiveness of conservation authorities ;	Yes – b/c will remove need for MNRF approval for admin activities to benefit to development & agricultural sector and municipalities; also Mandate Commitment	OK
(3)	MGCS* – OBCA, PPSA, etc. business law amendments in response to recommendations; benefit businesses, PPSA registered companies, franchises	Yes	OK
(4)	MGCS – business number as common identifier; benefits all businesses	Yes	OK
(5)	MGCS – ONBIS for full electronic service delivery; benefit all businesses	Yes	OK
(6)	MGCS – pre-ONCA interim measures for Not for Profits until ONBIS and ONCA in place	Yes	OK
	TABLE 2: 8 Proposals MEDG Policy Submission at JEP April 12		
(7)	MAG* – Estates Act to create small estates (>\$50K) probate process; stakeholders supportive during LCO consultation; implementation costs for govt, simpler process (<i>JEP slide 42-44</i>)	Yes – b/c removes extra burden for estates lawyers/trustees in business of estates administration when dealing with smaller estates	OK
(8)	MAG – Notaries Act allow Non-Citizen Notaries ; no risk/cost (<i>JEP slide 40</i>)	Yes – b/c could increase pool of potential notaries to go into line of business = more availability = less cost of notarial services to other businesses	OK
(9)	MAG – CJA allow CJ to delegate reassignment of JPs to avoid delay; no risk/cost – (<i>JEP slide 32-33</i>)	Not a good fit to business burden reduction theme	No
(10)	MAG – Mobile Equipment Act to clarify French translation errors benefit aircraft equipment industry; no cost/risk – (<i>JEP slide 27-28</i>)	TBD – This is a technical translation correction, don't think it needs to be here	?
(11)	MGCS – Land Registration Reform Act to allow electronic submission of land surveyors plans; no risk, cost already provided for in Teranet contract; land surveyors need to have Teraview app or purchase it (<i>JEP slide 54-55</i>)	Yes – good fit to theme – going digital, reduce costs and burden of paper in this industry	OK
(12)	MNRF – Niagara Escarpment Planning & Development Act to streamline permit process; no cost, not contentious; mostly supported except ENGOS (<i>JEP slide 61-64</i>)	Yes – fits theme because streamlines process for businesses in development community that have to obtain permits under the Niagara Escarpment Planning & Development Act	OK
(13)	MOECC – Pesticide Licenses Modernization to allow self-registration for licence renewals if no compliance issues; no risk, \$650K implementation cost (<i>JEP slide 51-52</i>)	Yes – fits theme by allowing electronic submission of licence applications by businesses and rewarding good actors	OK
(14)	OMAFRA – Creation of DAA for Financial Protection for agri sectors that request it; cost increase to sectors as DAAs are funded thru fees; impact on sellers of grains/seeds and beef cattle; all expected to be supportive, more sense of ownership (<i>JEP slide 22-25</i>)	Maybe – DAAs could reduce costs to the sector and provide??? more flexibility to industry	???
	TABLE 3: 8 Proposals for BRB but Do Not Need Policy Approval		
(15)	MAG* – Ease impact investment provisions in Trustee Act to benefit charities , lawyers, investment advisors	Yes – allows charities to engage in this type of investment activity which they have interest in; also Mandate commitment	OK
(16)	MAG – Inaccessible graphics	Not a good fit – it's technical and but it is required for AODA??? compliance	???
(17)	MAG – Modernize regulation by LSUC by harmonizing Cdn jurisdictions, allow firm reports to benefit lawyers, law firms, paralegals	Yes it can fit – it fits the theme by alleviating reporting on individual lawyers and allowing firms to report to LSUC as a firm	OK

(18)	MAG – LSUC disclosure policy re complaints & investigations	Could be but not a clean fit	? OK
(19)	MNRF – Efficiency in response to Oil, Gas, Salt and Resources Act appeals	Yes but not a clean fit – improves the adjudicative process but behind the scenes admin that won't have direct impact on industry	OK
(20)	MNRF – Oil, Gas, Salt & Resources Act to allow storing materials in underground ecological formations (ie/compressed air for electricity)	Yes and No – doesn't reduce burden on existing business operations but would open door for new opportunities for businesses	OK
(21)	MNRF – Begin alignment of OMLC with the AAD and ATAGGAA to allow for clustering in ELTO , benefit to mining sector	Maybe but Not a clean fit – should improve the adjudicative process in long run but might not have direct impact on industry	?? OK
(22)	MOI – Eliminate “break fee” on IO loans when borrower is no longer 100% municipally owned, to benefit energy sector	Yes – b/c reduce transaction costs for mergers in electricity distribution industry	OK – already went to LRC
(23)	MTCS – ~~Eliminate need for govt approval to change/dispose of rec centres that previously r/c govt grants to benefit municipalities~~	~~No~~ – doesn't fit	NO
(24)	OMAFRA – Allow multiple vice chairs to increase efficiency in scheduling hearings for the Farming & Food Production Protection Act , benefit to agri sector	Maybe but Not a clean fit – improves efficiency in the adjudicative process but behind the scenes admin might not see direct impact on industry	?? OK

Burden Reduction April 5/17

April-05-17 2:41 PM

Attachments	
	 JEP DECK-CONSOLIDATED March 31 (FINAL).pptx
	 Burden Reduction Initiatives - Cabinet Submission - ...
	 Summary of consultations - as of March 29 ADM approv...
	 MEDG items - Implementation Overview - March 31.pptx

Timing

- Want intro this spring 2017, not fall 2017
-

JEP

- Approve principles and 5 sweetners
 - Details of implementation would be report back, would still talk about the ideas and include in leg but not details

MP Burden Reduction April 13/17

April-13-17 8:03 AM

Attachments	 Major Projects - 2017 BRB final - Apr 12.pptx  MPC Agenda April 13, 2017.docx
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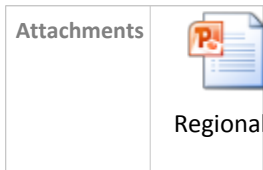
Monthly April 24/17

April-24-17 3:18 PM

- OCGC - tracking to TB, policy issues resolved? Yes
 - May 30th TB date
- ONE Review
 - Interim report to be tabled in June
 - No committee tracking at this time
- Scale-up voucher - soft launch on Thursday
 - Official launch in June, when issue first voucher
 - Perhaps need major projects?
- Youth jobs strategy - some funding from MAESD
 - Base funding stays, just can't do the "plus" such as
- Cleantech -
 - Deloitte report almost done, preparing strategy deck
 - Roundtable maybe end of May, second in June
 - Feds committed to cleantech strategy - not on same timeline, behind
 - Unsure about federal funding available
 - MOECC asking MEDG to develop ideas for GGRA funding use
- Chief Scientist - Remi Couillard (from QC) is in Toronto, speaking at UofT, and having meetigns with ontario
- ORF review - looking at potential panel members on rollout, still defining mandate for review
 - Looking to identify gaps, program works but are we missing something
- Open for Business - burden reduction
 - May 10th JEP, cabinet May 17th
 - LRC approval in summer
- Regional strategies
 - JEP June 15th
- BGI phase 3 check in tracking in June - been a placeholder for some time, is it needed?
 - BGI is less defined now, "blending" with other initiatives
 - e.g., Transformative tech, HSW, innovation agenda, regional strategies
 -

Regional Economic Strategies April 25/17

April-25-17 3:04 PM



Regional Economic Strategies_PO Update (24APR2017) (...)

[Link to Outlook item](#)

Notes

Burden Reduction JEP May 10/17

May-10-17 9:08 AM



Reducing regulatory burden

- Need to make it hard for ministries to opt out
- Approval forum for opt out requests?

Discussion

- M Zimmer
 - How do you calculate the reg costs?
- M Chan
 - Most red tape is unnecessary! Bad title
 - What is number of employees for the 94% biz that are considered small biz (less than 50)
- Des Rosiers
 - ...?
 - Title is bad
 - Minute - 1H - compliance always in public interest, need to reword
- Vernile
 - Let public tell the story, need to get message out there
 - title
- Potts
 - Title
 - If any way to be proactive to reduce the burden, don't wait until add new regs to reduce regs
 - Concerned about environmental safety - may be some way to reference MOECC/environment up front, in a preamble to talk about examples of areas to consider
- Hogarth
 - Good actors - need to be careful people aren't hiding as inspections are often known so people clean up when inspectors come around but in reality they are not
-

Burden Reduction Minute Cab May 17/17

May-23-17 8:43 AM

Subject	RE: Revised Burden Reduction Minute and CBN
From	Chiu, Genevieve (CAB)
To	Greenberg, Martha (CAB)
Cc	Brezer, David (CAB)
Sent	May-23-17 8:42 AM
Attachments	 CAB-17076_ID49120_CBN - Green Folder (3).docx

You're welcome – it was fun!

This is the final that went to Cabinet and came out unchanged.

Let me know if you need anything else.

Genevieve Chiu
Tel: 416-327-6449

Genevieve.Chiu2@ontario.ca

From: Greenberg, Martha (CAB)
Sent: May-23-17 8:40 AM
To: Chiu, Genevieve (CAB)
Cc: Brezer, David (CAB)
Subject: FW: Revised Burden Reduction Minute and CBN

Hi,

Thanks for doing such a great job on burden reduction over the course of what seems like a few months and then a mad rush to the finish line (although perhaps not quite finish yet??). Just want to confirm if the minute in this note is the final/approved minute that came out of Cabinet?

Thanks!

From: Brezer, David (CAB)
Sent: May-16-17 2:18 PM
To: Greenberg, Martha (CAB)
Subject: Fw: Revised Burden Reduction Minute and CBN
Importance: High

You do not need to read or comment.

Just sharing in case you are bored - which would be a shame

--- David

David Brezer

Executive Coordinator

The Cabinet Office

From: Chiu, Genevieve (CAB) < Genevieve.Chiu2@ontario.ca >

Sent: Tuesday, May 16, 2017 2:16 PM

To: Gibson, Melinda (MEDG/MRIS); Middlebrook, Tyler (MEDG/MRIS); Perry, Kevin (MEDG/MRIS); Bermonte, Anne (MEDG/MRIS); Huey, Christopher (MEDG/MRIS)

Cc: Brezer, David (CAB); Wittman, Nancy (CAB)

Subject: Revised Burden Reduction Minute and CBN

Attached is the revised CBN including a revised proposed Minute for MEDG & MRSB review.

Genevieve Chiu

Economic, Environment, Justice and Intergovernmental Policy

Policy and Delivery Division

Cabinet Office

Tel: 416-327-6449

Genevieve.Chiu2@ontario.ca

Monthly May 26/17

May-26-17 1:02 PM

Burden Reduction

- Timing for LRC (July vs august)
- AVS - need leg/reg change if want to

Regional economic strategies

- Timing is pushed out, not June

RED program merger with MEDG program

OCGC 2.0 TB

- June 13th TB, FT required?? May need fast approval
- Would want OCGC to move quickly

Global centre for ultra-low carbon mobility

- September timing
- Working with MAESD

Cleantech

- JEP July TBC
- Results of consultation, not final strategy but finalizing strategy direction
- Still working on public iteration

Chief Scientist

- Still working on role/mandate
- Engaging ministries and other "heads of science" (e.g., pathologist, CMOH, Chief Veterinaries)

Life sciences working group

- To develop strategy for the fall

ONE review

- Entering next phase of review, completed consultation
- Review panel members expecting

Small Business strategy - Min and P

July-05-17 3:33 PM

Subject	Small Business strategy - Min and P
From	Wittman, Nancy (CAB)
To	Greenberg, Martha (CAB); Brezer, David (CAB)
Sent	June-29-17 2:49 PM
Attachments	 MRSB briefing note for Minister - Tax - June 27 2017...

Hi.

Attached (not for sharing) is a note MRSB put together for their Minister to meet with P and Sr. PO (officials were not present). Included are ideas for a small business strategy:

1. Assist with labour law transitions: introduce a Small Business Transition Credit
2. Help “main street”: lower taxes for the heart of the small business sector
3. Encourage growth and scaling up: provide tax credits for entrepreneurial success
4. Support human capital: enhance capabilities and productivity

Take-aways: at this stage nothing is off the table. Min is to put together a package for FES that he can/will defend.

- Like the Employer health tax exemption
- Wait until after the US budget to make a decision on tax cuts
- Recognize that the proposed package will have a fiscal impact - to be absorbed
- Make sure this targets business that need help (i.e. most small businesses don't pay tax, so tax relief isn't helpful), and don't create disincentives for growth.

MRSB officials (being led by Victor) then met with MOF (OEP)

SOC interested in additional supports for med sized business (not helped by energy breaks) – look to extend anything for small business to medium business also.

MOF OEP is doing analysis on the impact of CWR and MW increase (need to know total impact on business that is being offset), as well as looking at employer health tax exemption and other tax options, including tax credits for training

MRSB is doing microanalysis on 3 representative companies (sm, med, lrg) to understand impacts.

Expect to come to FP in August. Tracking to JEP on September 20, Cabinet on Sept 27.

Nancy

Nancy Wittman

Senior Policy Advisor | Economic, Transportation and Infrastructure Policy

Cabinet Office | 416.325.9140

Nancy.wittman2@ontario.ca

Small biz procurement call July 12/17

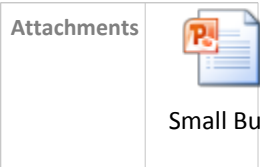
July-12-17 1:57 PM

Subject	FW: Multi-Ministry Discussion - SMEs and Procurement
From	Chiu, Genevieve (CAB)
To	Greenberg, Martha (CAB)
Sent	July-12-17 2:04 PM
Attachments	 Small Business and Procurement Update v4.pptx

- Background for options on how to leverage public sector procurement spend for SMEs
- 6B in procurement includes a lot of projects that wouldn't be available
 - Working for real number that is applicable
- Snapshot on SME spending
- Inventory on how currently supporting SMEs
 - Mainly MGCS and MEDG programs, have not done call out to other ministries
 - Grouped programs - funding, advocacy, education
- Assessment of trade obligations
 - CFTA
 - CETA
 - Excluded offices of the leg from gov procurement requirements, excluded efforts that reduce poverty, excluded Detroit Crossing
- US do have programs that we can't do (carve out for women, minority
 - Based on how they negotiated trade agreement
- Reviewing vendor burden - only procurement impact on SMEs
 - What has been added, what has been removed, what is potential to come
 - Has/will or could be perceived to
- Options (not mutually exclusive)
 - Spend diversion - group of activities that gives SMEs preferential treatment
 - Set aside - guarantee they get certain amount of government business
 - Mandatory sub-contracting on high value contract
 - SMEs preferred review in procurement review (e.g., more points in scoring)
 - Removing barriers/creating opportunities
 - How ensure no new ones added
 - Mandate longer bidding period
 - Promotion/advocacy
 - More notice about opportunities
 - More training for public sector buyers on how to engage with SMEs
- Victor
 - Add in any numbers that we can add? Give sense of the quantum

Small Business Procurement (w/PO/CO/MRSB/TBS/MGCS)

July-13-17 10:31 AM



Small Business and Procurement Update v4.pptx

[Link to Outlook item](#)

Notes

CleanTech Strategy (w/PO/CO/MRIS/MEDG/MOECC) - materials attached

July-18-17 2:17 PM

Subject	Multicorners CleanTech Strategy (w/PO/CO/MRIS/MEDG/MOECC) - materials attached
From	Brezer, David (CAB)
To	Wittman, Nancy (CAB); Greenberg, Martha (CAB); Dos Santos, Lynelle (CAB)
Sent	July-18-17 12:09 PM
Attachments	 Cleantech Strategy Action Plan_Multi-corners_July 18...

Hi,

Notes from the MC.

In short, Don't see the item coming in on Aug 17. Niloo trying to understand the ask and the ministry has work to do on the proposal and also to convince PO of the need for policy and (really) ask for FES. All understand that Aug 17 is also too soon and not a good day. Early Sept is more likely (if at all?).

--David

Link to meeting notes: [Multicorners CleanTech Strategy \(w/PO/CO/MRIS/MEDG/MOECC\) - materials attached](#)

Multicorners CleanTech Strategy (w/PO/CO/MRIS/MEDG/MOECC) - materials attached

July 18, 2017

11:01 AM

Meeting Date: 07/18/2017 11:00 AM

Location: Bdrm 4502, 4th Floor, Whitney Block

Link to Outlook Item: [click here](#)

Invitation Message

Content

<<Cleantech Strategy Action Plan_Multi-corners_July 18 2017_Final.pptx>>

Added by [Brezer, David \(CAB\)](#)
Attachment from Outlook

Participants

Notes

Greg leading the deck...

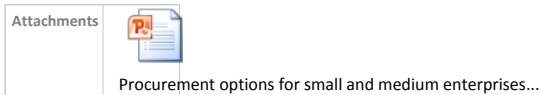
Niloo

- Stakeholder consultation on June 13th. Testing and gathering of information
- Another session July 17. tested and well-recived
- CAB sub under development (?) Niloo wondered before the meeting...why? Are the here?

- Looking for a fulsome cleantech strategy
- Add venture readiness
- Procurement - provincial and federal, first adopters, etc.
- Financial support and scale (\$15M and 1 B). Surprising consensus that loans are more effective than equity and grants.
- Targeting Aug 17 for policy
- Niloo. Slide 7 - what about subsectors? Not separate strategy for each (e.g. water strategy.)
 - Greg. Taking them into account to prioritize, but not specific strategies. See slide 12
 - "a cleantech strategy, not an energy infrastructure strategy"
 - Alex Wood: "Emissions, recycling" are rated lowest - shouldn't we be focussing on these areas more rather than less?
 - Greg - we are solving different issues... economic development and growth, not climate change.
- Slides 9/10/11 - can see ecosystems evolving, down to community level
- Slides 13 - need to be clear about how federal programs are depicted. Don't want to cast federal programs that are not wholly clean tech, as such. Or, programs that have yet to receive approvals / funding
- MOECC - need to focus on "moon shots" in order to achieve climate, etc. goals.
- Niloo - need more clarity on all of the proposed actions for consideration. What do they mean, how long, how much, approvals, etc. Response "will be in the cabsub" - but need in advance
- John Godfrey - active role in discussion.
- Talent - innovation:
 - Concierge, mentorship, instrumentalism - stakeholders looking for transformative change,
 - MO - regulation: deployment of new technology is challenged - MOECC is a barrier e.g. EA for a greenfield technologies and then again, approvals to install the actual sites
 - Also barriers (O4B) in areas for TSSA, and other externals.
 - Concierge is a potential solution. Or, streamlined approvals.
 - Godfrey - it is our responsibility to hand-hold firms to help them move through approvals.
- Next steps:
 - Pencil for Aug 17 - but not likely as 3 + CAB + 8:30 to 8 pm
 - Driven by comms, etc.
 - Need f/up on some of the details asked for. e.g subsector.
 - Just met with stakeholders. Said by stakeholders, barriers, s/t, l/t,

Small Business Procurement July 27/17

August-01-17 10:41 AM



[Link to Outlook item](#)

Notes

Subject	FW: Small Biz Proc
From	Chiu, Genevieve (CAB)
To	Greenberg, Martha (CAB)
Sent	August-01-17 10:42 AM

Here's my summary of the discussion – you can see the options they were leaning towards. But we'll see what the political summary produces.

Genevieve Chiu
Tel: 416-327-6449
Genevieve.Chiu2@ontario.ca

From: Chiu, Genevieve (CAB)
Sent: July 28, 2017 11:26 AM
To: Skilleter, Daniel (OPO)
Cc: Brezer, David (CAB); Wittman, Nancy (CAB); Chiu, Genevieve (CAB); Boroun, Niloo (OPO)
Subject: Small Biz Proc

Hi Dan –

Before we go back to Ministry staff to confirm direction on next steps – I thought we should reconnect to make sure we're on the same page and captured everything. Below is a summary of what I took away from the multi that might help guide. Let me know if you think I've missed anything or mischaracterized? Happy to chat if you prefer to discuss we can set some time up today or early next week?

1. **These Options were focus of discussion for most potential –and ministries should do follow up work on implementation details:**
 - a. Category 1(a) – Preferential Treatment – Set Aside
 - i. Identify implementation options: piloting in certain sectors or ministries? How could roll out look?
 - ii. Identify some of the ideal ministries in which to try piloting (e.g. big procurement ministries)
 - iii. Identify targets and performance measures: would it be to boost SMEs by a % of government procurement or a \$ value of government procurement?
 - b. Category 1(d) – Single Source SME
 - iv. Would be easy to implement and simplify process significantly and reduce burden
 - c. Category 2(b) – Remove Barriers – Eliminate or Reduce Fees
 - v. Seemed to be some interest and fairly easy to implement
 - d. Category 2(c) – Remove Barriers – Increase bidding time
 - vi. Seemed to be some interest and fairly easy to implement
 - vii. Would respond to SME's requests for more time
2. **Options that did NOT seem to garner a lot of interest in the discussion:**
 - e. Category 1(b) – Preferential Treatment – Mandatory SubC
 - f. Category 1(c) – Preferential Treatment – Additional Points
 - g. Category 2(a) – Remove Barriers – Reduce policies/requirements for SMEs
 - h. Category 2(d) – Remove Barriers – procurement process review
 - i. Category 2(e) – Programs/Grants/Funding Directly to SMEs
3. **Options that were not really discussed:**
 - j. Category 3(a) – Advocacy – SME marketing
 - viii. Not discussed but likely doable with low risk
 - k. Category 3(b) – Advocacy – expand vendor outreach
 - ix. Not discussed but likely doable with low risk
 - l. Category 3(c) – Advocacy – direct assistance to SME in bidding

Subject	Small Biz Procure MC 2.0
From	Brezer, David (CAB)
To	Greenberg, Martha (CAB)
Sent	August-01-17 10:45 AM
Attachments	 Procurement options for small and medium enterprises...

Deck and my OneNotes

[Link to meeting notes:](#)

Small Biz Procure MC 2.0

July 27, 2017
3:03 PM

MGCS led deck from slide 14

Set Aside (1-A):

- Limited date to be able to demonstrate how much goes to small business now. So though to benchmark future. Esp for nominal ministry-based procurement
- Issue for trade
- Issue for costs - less V4M
- More costs to manage by SC Ontario (more bidders more admin costs)
- Data is very limited
- Dan: who would the % be applied to? How institute is global number of sum of parts?
 - MGCS: would you apply to BPS?
 - MGCS: Have yet to get to details... would have to institute mandatory vendor and ministry reporting (size, etc.) Would build into procurement reports
- Dan: Would sub-options include pilots in some sectors or ministries?
 - MGCS might also consider exempting under \$25k from sole source if to SME. The key will be to have mandatory reporting to help with both effectiveness and transparency, but also to help the
 - Victor: set aside must be jurisdiction agnostic - AIT/CFTA CETA set asides are only allowed for aboriginals - but thresholds are higher. NAFTA lesser issue than intra-provincial.
- MEDG - three types of risk: Bid, legal and trade disputes. Bid and legal are higher risks than trade in Category 1. Equitable fairness is an important lens.
- MRSB-MO - what evidence do we have of disputes?
 - US different approach under set asides
 - UK similar jurisprudence, but have an aspirational 30%(?) goal?
- TBS MO - OK if we take some risk.
- MRSB - MO: might be satisfied if we have data to report that we are successful in procurements. A possible strong message that we are contracting with [X] and then find means to protect / track it.
- Dan: Interest in 1A
 - Break down how to discern a baseline to get there
 - Options on best pilot / starting point. Steps, details, drill down.
 - Focus on set asides for lower value (e.g. \$25k current policy and trade risk. Do not come through SCOntario and don't have data. Ballpark in millions. Some value in also looking at next threshold. \$600k)
- 1D: Single Source SME <25k
 - Would reduce burden on ministries and business
- See slide 4 - health SME participation and success.
 - Does not include VOR spend. Some large (Microsoft), but also small (French translation.)

What are we hearing from our vendors?

- Mostly about openness, terms, etc. Not sector based Consultation with which vendors?

- m. Category 3(d) – Advocacy – mandatory training for OPS buyers
- x. Not discussed but likely doable with low risk

4. **These were additional questions/info requested:**

- n. How to gather more data/validation and verification of SMEs?
 - xi. Use fee voucher program to collect SME data
 - xii. Direct/Mandatory reporting by SMEs that bid
- o. Is it possible to identify whether jurisdictions that have more aggressive SME programs (e.g. US) also see enhanced level of disputes (whether on bids, legal or trade)?
- p. Is it possible to identify the percentage of total procurement under or over \$25K threshold?

5. **These are questions that ministries are still looking for direction on points that seemed tbd – not sure if things solidified during your subsequent chat with the MOs?**

- q. Is there a desire to target SMEs based on certain criteria only? Size of operation/number of employees?
- r. Is there a desire to target procurements over a certain threshold for application of any of these options – especially the Preferential Treatment category? If so what threshold? Under \$25K? Under \$600K?

- o Vendor associations. Worried about going to marketplace and being seen to be favoring. Also an annual trade show

Mandatory Sub-contracting

- x

Cat 2 - Remove Barriers:

- Means to get data
- Increase response time limits to aid SMEs - would be difficult for small business
- Look at fees and reductions for SMEs
- Greater access increases the likelihood of success.
 - o Hard to articulate...
- Under \$25k diff process and can gain from some changes. Still need to find way to quantify....

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 Cabinet Office
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Small Biz strategy update Aug. 1/17

August-01-17 10:36 AM

- Fees - cutting fees "\$1B" figure put out by Minister Leal
 - Ministry told TBS who is not supportive with limited info
 - What fees are possible, no specific number for a target but what makes the most sense
 - Developed list of some ideas
- Procurement - multi and follow up occurred
 - Options and risks laid out
 - How to do preferential treatment and thresholds (e.g., under 25k) is it increasing % of small biz with contracts of increasing value of contracts that small biz have
 - Expect summary
- Tax options...

Small biz MOF/Sriram Aug. 3/17

August-03-17 12:36 PM

- Not wanting to change small biz tax rate
 - By widening the gap between small biz and others, creates issues
- Manitoba??
 - Making all income under 400k tax free
 - 2B is cost of current small business exemptions
- Min wage impacts retail, restaurants, etc
 - Small biz reduction is not capturing those sectors
- Options:
 - Non-tax options are better at targeting/mitigating minimum wage
 - How to improve investment climate, while supporting investment climate
 - Investment tax credit
 - Faster right offs on equipment/machinery
 - Also consider lowering the rate
- Briefing the MO tomorrow
- MEDG working on voucher option
- Is all this one package or several different products
- OEP work
 - Context setting: Size of sector, number of establishments, impact on economy
 - Supporting MEDG
- Small biz MO - asking questions around small biz deduction
 - May need to spend some time

Small biz with MEDG Aug. 3/17

August-03-17 4:03 PM

Overall

- Fees
- Tax
- Procurement
- Small biz "connect" (one-window)
- New ideas continue
 - MIT - export strategy
 - MAESD
 - MMA "main street"

Ideas

- Fee reduction or voucher
 - Tracking to TB approval Sept. 26
 - Challenges in isolating fees by which ones small biz pay vs fees that all business pay
 - Easiest way to target small biz - through new program
 - Pay fees but get voucher
 - Need to collect data and will get that data in doing this work
 - Looking at something like up to \$1500/business
 - Need to keep admin costs to gov as low as possible
 - Would be time-limited, so available for two years
 - 1500/year for two years
 - Could be used to pay government fees, not looking at using voucher for broader pool of expenses (e.g., DAA, municipal licensing fees)
- JEP package
 - Small biz connect
 - Creation of website - two options:
 - Off ontario.ca
 - Stand alone website
 - Support for small biz writ large, not in response to changing workplace
 - Would include some of the new pieces (e.g., voucher, procurement) but also other work going on (e.g., training, labour, energy)
 - Launch for Jan. 1
 - Leveraging existing models in US and UK
 - Additional idea
 - Partner with chartered professional accountants
 - ◆ Enable companies to be in compliance sooner, work with those that are trained to help them get in order
 - ◆ Could support them in the inspections, rewarding good actors
 - In place for Jan. 1
 - Burden reduction package
 - Inspection pilots
 - Risk-based inspections by default
 - Procurement
- FES announcements
 - Human capital
 - Taxes
 - Lottery tickets
 - Restaurants alcohol purchasing

Subject	Burden Reduction - Director Level Working Group - Aug 3.pptx
From	Wittman, Nancy (CAB)
To	Greenberg, Martha (CAB)
Sent	August-03-17 12:31 PM
Attachments	 Burden Reduction - Director Level Working Group - Au...

Martha – attached is a deck to support the Small Business.

Small biz update aug. 15é17

August-15-17 4:15 PM

MEDG/MRIS/small biz

MAESD

OMAFRA

MOL

TBS

MOF

MGCS

MOECC

MMA

MEDG

- TB sub
 - Focus on fee reduction
 - Reviewing options
- Cab sub - minuted items
 - One-stop shop for small biz
 - Small biz procurement
 - Non-leg
 - Burden reduction
- "other"
 - MAESD - Human capital - reviewing canada-ontario job grant, apprenticeship program
 - MIT -
 - MMA - main street revitalization
 - MOF
 - OMAFRA

OMAFRA

- Analytics re: impacts of minimum wage on sector
- Business risk management programs

MOL

- Grant programs for business
- Accreditation program for health and safety

MGCS

- Procurement
- website

MOF

- tax

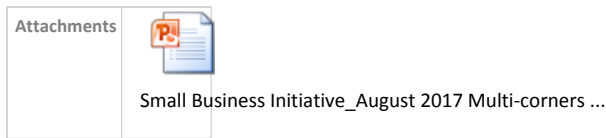
Small biz w DM Aug. 16/17

August-16-17 1:17 PM

- Inspections
 - Working with TBS on validating inspection/enforcement

Small business Strategy Multi Aug. 17/17

August-17-17 9:01 AM



[Link to Outlook item](#)

Notes

Opening

- Priorities
 - Lowering costs
 - Creating opportunities
 - Modernizing relationships with government
- Big focus is on creating opportunities
- Triangle signifies priority of focus (slide 4)
 - Real focus is on tax, main street
 - Can move priorities around
- Slide 3 - focus should not be about responding to complaints but more about the opportunity, what is their contribution to the economy
- Narrative - fairness and opportunity
 - Not starting from scratch, can speak to some of the pieces that are already in place and are successful

Fees/Voucher

- Need to see the work that was done on the fees to understand why a voucher would be better than targeted fees
- Business registration and commercial vehicle registration - two fees that could be looked at but were relatively small impact
- Fees business pay to gov are not sliced by size of business
- Should target be small biz or sectors more hit by CWR/min wage
- OEP and ministries have done work on who is more impacted by CWR, look at that and see if you can target based on that information

Small business connect

- Would there also be a concierge/call centre associated with the website?

MIT

- Need to pull out from a proposal tracking in late fall a piece that could support small business
- Even if not fully developed, can approve the development and reference in comms while development moves forward in the fall
-

Discussion

Small biz procurement - direction

August-21-17 10:48 AM

Subject	FW: SMEs and Procurement - Decision/direction document
From	Chiu, Genevieve (CAB)
To	Greenberg, Martha (CAB); Brezer, David (CAB)
Cc	Johnston, John (CAB)
Sent	August-21-17 9:23 AM
Attachments	 SME Procurement Policy Direction (B).docx

Hi there - Sharing the direction PO/MOs agreed upon for SME Procurement following the multi. It's now made its way to staff levels for action.

Genevieve Chiu
Tel: 416-327-6449
Genevieve.Chiu2@ontario.ca

From: Franco, Tara Lynne (MGCS)
Sent: August 21, 2017 9:21 AM
To: Chiu, Genevieve (CAB)
Cc: Cockburn, Natalie (MGCS)
Subject: FW: SMEs and Procurement - Decision/direction document

Hi,

Sorry, meant to share with you as well on Friday.

You'll see our proposed next steps below.

Tara

Tara Lynne Franco
Senior Policy Advisor
Deputy Minister's Office
Ministry of Government and Consumer Services
900 Bay Street, 6th Floor, Mowat Block, Toronto M7A 1L2
Tel: 416-327-1269
Mobile: 416-419-0656



Please let me know if you require this message in an alternative accessible format.

From: Franco, Tara Lynne (MGCS)

Sent: August 18, 2017 11:34 AM

To: Wagner, Elena (TBS); Walters, Jeffrey (MIT); Anjum, Mohsin (MEDG/MRIS)

Cc: Walsh, Laura M. (TBS); Simone, Nicole (TBS); Boyko, Chantelle (MGCS) (Chantelle.Boyko@ontario.ca)

Subject: SMEs and Procurement - Decision/direction document

Hello DMOs,

Attached is the direction paper provided by Kofi in our MO which has been jointly agreed to by PO and our ministries that have been involved in this initiative. As you can see, there are some areas where they are interested in some clarification. When asked how they wished to be provided this information, Kofi suggested that a document would do as a start.

In terms of next steps, we are recommending that our ministry work with yours as we have been to put together a singular document that includes the clarification they have requested. We can leave it up to the joint team to determine if this should be input into the attached document or in another format (e.g. a revised version of the deck). As there is a multi-corners again this Friday and materials due to MEDG for that before Wednesday, it would be ideal if that additional information is provided along those timelines.

The other next step, which we are recommending should also commence shortly is the development of a plan/roadmap with what needs to be done to implement the options (policy approvals, changes to support materials, legislative changes etc.) and proposed timing for this if known. As you are aware, they are tracking for the policy submission on the Small Business Strategy for the September 20 JEP so some of this information may be needed for this.

Please let me know if this makes sense to you. We will share with our Deputy today and with our program area now.

Tara

Tara Lynne Franco

Senior Policy Advisor

Deputy Minister's Office

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Please let me know if you require this message in an alternative accessible format.

Small Business OEP background

August-23-17 4:07 PM

Subject	FW: Small Business Strategy mtg recap
From	Brezer, David (CAB)
To	Greenberg, Martha (CAB); Moore, Karen (CAB)
Cc	Wittman, Nancy (CAB); Chiu, Genevieve (CAB)
Sent	August-18-17 3:23 PM
Attachments	 OEP SBMW Sector Overview.pptx

Thanks Nancy.

Martha – some great OEP Small Biz – Min Wage analytics.

Copying Karen as CWR fyi – though you may have already seen in other forms.

- - - David

David Brezer, MBA, P.Eng
Executive Coordinator
Economic, Transportation and Infrastructure Policy
The Cabinet Office
T: 416-325-5304 M: 416-220-4934

From: Wittman, Nancy (CAB)

Sent: August 18, 2017 1:48 PM

To: Brezer, David (CAB); Marleau, Brigitte (MEDG/MRIS); Gibson, Melinda (MEDG/MRIS); Alaga, Akin (MEDG/MRIS)

Cc: Chiu, Genevieve (CAB); Bullen, John (MEDG/MRIS); Anjum, Mohsin (MEDG/MRIS)

Subject: RE: Small Business Strategy mtg recap

Hi.

I understand that MOF has shared the following deck on sector information.

Nancy

From: Brezer, David (CAB)

Sent: August-18-17 12:57 PM

To: Marleau, Brigitte (MEDG/MRIS); Gibson, Melinda (MEDG/MRIS); Alaga, Akin (MEDG/MRIS)

Cc: Chiu, Genevieve (CAB); Wittman, Nancy (CAB); Bullen, John (MEDG/MRIS); Anjum, Mohsin (MEDG/MRIS)

Subject: RE: Small Business Strategy mtg recap

Hi Brigitte,

Sorry, but the priority nature and attention on this file doesn't allow us to extend the deadline. However, I think if the materials you send in by Wednesday morning are very well advanced, yet still "in-progress", we will be able to use them to help guide and negotiate finals a wee bit later.

Key message: stay in touch.

Happy to discuss,

- - - David

David Brezer, MBA, P.Eng
Executive Coordinator
Economic, Transportation and Infrastructure Policy
The Cabinet Office
T: 416-325-5304 M: 416-220-4934

From: Marleau, Brigitte (MEDG/MRIS)

Sent: August 18, 2017 11:54 AM

To: Wittman, Nancy (CAB); Gibson, Melinda (MEDG/MRIS); Alaga, Akin (MEDG/MRIS)

Cc: Bullen, John (MEDG/MRIS); Anjum, Mohsin (MEDG/MRIS); Chiu, Genevieve (CAB); Brezer, David (CAB)

Subject: Re: Small Business Strategy mtg recap

Hi Nancy,

We began working on revising the deck yesterday after the meeting yesterday. There are a lot of changes /new info to add. Is there anyway we can get a bit of an extension? We want to ensure that we are able to provide a deck that meets expectations and there are a lot of moving pieces and various ministries involved.

Thanks so for your consideration

Brigitte

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Wittman, Nancy (CAB)

Sent: Friday, August 18, 2017 09:19

To: Gibson, Melinda (MEDG/MRIS); Marleau, Brigitte (MEDG/MRIS); Alaga, Akin (MEDG/MRIS)

Cc: Bullen, John (MEDG/MRIS); Anjum, Mohsin (MEDG/MRIS); Chiu, Genevieve (CAB); Brezer, David (CAB)

Subject: Small Business Strategy mtg recap

Hi there,

Coming out of the Small Business Strategy meeting yesterday we wanted to provide a roll-up of what we heard, and set out some next steps:

- We will be arranging another multicornerers for next Friday.
- We will also need a revised deck by start of business Wednesday. Sorry, but this is a firm deadline.
 - On the fees/voucher issue, there needs to be more information to show the work that has been done that led to a recommendation of a voucher over fee reductions. At the multi corners there was discussion that some agencies (in addition to MOF) may have some information on business type. While the recommendation may still be a voucher, more information is necessary to describe why that option is preferred and how it can be targeted to small businesses/sectors in need of support.

Further thoughts based on yesterday's discussion:

- MRSB/MEDG should continue in its role of overall coordinator of the materials and submission related to the Strategy. The next turn of the deck should build the rationale to align with the government's overall theme "Fairness and Opportunity". An emphasis on Opportunity would be appropriate. While there is broad understanding that the initiative is informed by recent policy decisions including Bill 148, the narrative should not be counter to, nor be apologetic for, general government messaging. The P's speech to Caucus on Aug 17 may be helpful for context.
- Explain where/why govt should be investing / taking steps to address the interests of small businesses, and include foundational info re economic data, and setting out the overriding policy interest(s). Should include where there is opportunity for max impact from supports to help sm. biz contribute to a more competitive economy.
- These will not be the first measures that government has taken to support business. Please add a slide or two setting out government actions to support business to-date (all, large and small business) and whether they have been effective, lessons learn, gaps identified.
- Each item on the pyramid should have at least one slide in the deck – MEDG/MRSB should work with other Mins to develop the analysis for each item (with the exception of MOF and tax). The analysis should include standard policy considerations: Issue intended to be addressed / problem statement, options considered, stakeholder views, experience in other jurisdictions, impact, cost to government, consistency with other policy initiatives within the pyramid and other government policies, target goals and performance outcomes/metrics, etc. In addition, when organizing the strategy/submission, it should be organized by goal/theme/pillar of the strategy. (The approvals routing for particular initiatives should not be used to organize the items).
- The Cabinet Submission needs to describe the whole strategy – including the items that were minuted for report back and the initiatives from MEDG/MRSB and other ministries that do not require a policy approval. Decision makers need to understand how the whole strategy fits together. Options including BIA revitalization, peer to peer lending, small business training fund (on a faster track than broader Jobs Grant), small business connect are of interest. The only exception is the taxation items which may be alluded to and addressed through parallel briefing and approvals process led by MOF in close collaboration with MRSB/MEDG, etc..
- The Fees/Voucher option will need to be more fully fleshed out re objectives, and opportunities to target sector(s) most affected by CWR (e.g. hospitality, retail, agri). It will also have to be responsive to the fiscal impact concerns (e.g. subordinate to tax measured in both scale and impact). Include risks/considerations for implementation.
- Please explain the choice of defining small businesses at 100 employees for certain initiatives. Also why 100 rather than 50, 200, etc, and why different thresholds will be used for each step in the pyramid. For clarity, we are not proposing direction on a number(s); just seeking best advice.

Happy to discuss further,

Nancy

Nancy Wittman

Senior Policy Advisor | Economic, Transportation and Infrastructure Policy

Cabinet Office | 416.325.9140

Nancy.wittman2@ontario.ca

Small biz SoC Aug. 23/17

August-23-17 4:04 PM

- OEP analysis on COC/Cansia analysis
- Need some fees action (one-time waiving of some fees) plus some tax changes
- One time fee reduction scalable to size of employees + tax piece (e.g., something for machinery and equipment through ITC)
 - For new businesses, waive registration fees for next few years
 - Small biz procurement
 - Regulatory burden

Small biz (internal) MOF, TBS, CO, PO Aug. 25/17

August-25-17 10:06 AM

Attachments	
	Small Business
	• OEP deck ○ principles, are very helpful, need to think them through a bit to see if they are right, will take a few iterations f
	August 25 - Monthly Fiscal Update.docx
	
	• Tax ○ Most options are incentives to reduce "people" ○ What about options that support training
	Aging Strategy Status Update - Revised 2017-08-21.ppt
	2017-08-21.ppt
	
	Min wage
	• Includes not-for profit that are through BPS
	seniors strategy- suggested initiatives placemat_Aug...
	
	LTC Transformation Strategy Aug 21 v9.pptx
	
	ISR_Narrative_Aug 21_Revised.pptx
	
	Briefing Deck - Bill 148 Min Wage Impact August 25 2...

[Link to Outlook item](#)

Notes

Small Business Strategy Aug. 25/17

August-25-17 8:09 AM

Attachments	
Small Business Initiative_August 25 2017 Multi-corne...	

[Link to Outlook item](#)

Notes

Subject	Small Business Strategy Fusion Discussion
From	Brezer, David (CAB)
To	Greenberg, Martha (CAB)
Cc	Wittman, Nancy (CAB)
Sent	August-25-17 12:51 PM
Attachments	 Small Business Initiative_August 25 2017 Multi-corne...

notes and will copy deck

Link to meeting notes:

Small Business Strategy Fusion Discussion

August 25, 2017

11:33 AM

Meeting Date: 08/25/2017 11:30 AM

Location: Boardroom 6501 Whitney Block / Teleconference

Link to Outlook Item: [click here](#)

Invitation Message

Content

<<Small Business Initiative_August 25 2017 Multi-corners(v21).pptx>>

Added by [Brezer, David \(CAB\)](#)

Attachment from Outlook

Participants

Notes

- Niloo, Dan and Gillian
- Nancy, Jason, Charles on phone
- MOF non-tax principles: Brian Lewis

- See slide 7+
- Dan: need to ensure alignment on principles
- Add Human capital - training program?
- Added FinTech e
- Tax deck ...
 - NK - heard more on tax this am and will be revising
 - Min wage highest impact
 - Accommodation and food service, mgmt and admin, retail trade, Agriculture
 - Can target - eg film sector but businesses would have to apply, get certificate and cumbersome
 - Not targeted to NIC code - special tax definition.
 - Another def is challenging
 - Some small biz have different streams of income - and would focus on just 1 sector
 - But highly complex to target, would take a long time, consult feds, operationalize
 - Dan: strong desire to target! Any and all options
 - But complex and difficult to define in leg. Likely to miss some and likely to provide unintentional support
 - Option 1: Refundable Investment Tax Credit (ITCs)
 - Refundable - provide tax credit proportional to capital expenditure
 - Targeted
 - From 17-18: 10-25m, 25-60, 50-100, 50-100, 50-100...
 - Could target smaller firms (small biz <\$500k), etc
 - M&P could target mfg and processing
 - ICT - all firms have some form of technology (cash registers)
 - Option 2: Accelerated Depreciation for ICT and M+P
 - Relies on feds to change the rules
 - Amt tbd
 - Option #3 Reduce CIT
 - Helps profitable firms - those that aren't affected as much by cost of CWR
 - 17-18: 25, 85, 140, 145, 150, 155
 - Increase gap between personal and corp tax
 - Can apply small biz focus by tailoring with numbe of employees, or hours worked
 - Qu tried this but have had to adjust many times...
 - General downside of a tax approach is don't know if you get it right for 18 months and if adverse impact on some, then can only then "fix"
 - Option # 4 Redirect Existing Grants
 - MEDG/MRSB design grant program
 - Highly targeted
 - Burdensome on businesses - worth the bother
 - Value (whatever)
 - Option 5: Employee Health Tax (EHT)
 - 17-18: 35,155, 160, 165, 170, 175
 - 85% of employers do not pay EHT
 - No impact on small biz <\$400k, but big effect on large businesses
 - Alternate Option - Tax Credit to support payroll costs
 - Could design as % of CPP contributions, or EI contributions
 - Could target key sectors (accommodation, food service, retail, arri)
 - Could be transitional - 3 years?
 - Target Canadian controlled?

- GM:
 - TBS sez ministry's training line is continually underspent and can look there for offset
 - But big risks with apprentices, stakeholder concerns
 - Training in general:
 - Jason - Target some groups: age, racialized, income, geography....
 - RCC has a series of principles that want to see followed (all size of businesses)
 - Jason:
 - Most small biz are not paying a lot of tax - so CIT isn't that helpful
 - NK - no silver bullet.
 - Needs further work, design, unintended consequences
 - Also - cannot offset the impact of min wage - not even close (\$5.9B)
 - Jason: not our intention, communication value, clear and easy to implement.
 - GM: need to be clear on the messaging as don't want to undermine intent of CWR
-
- MRSB: roll-up deck
 - Dan: explain vouchers, change narrative to match the MOF deck, etc
 - Victor:
 - Some need leg changes so not avail for Jan 1
 - Focus on small business - that is where the vouchers come from
 - Possible to buy-down business costs
 - Implement through Grants Ontario
 - After pay you fee (e.g. liquor lic) take voucher to GO for reimbursement
 - Fees are now cost recoverable (expense)
 - Time limited
 - Cap based on size of firm, sector, etc
 - Need to make sure not deduct fees for CIT purposes
 - Limit to \$1000
 - Can't reduce fee as don't know / can't target fees
 - MGCS, MTO collect a lot of fees
 - May need leg to allow if direct fee reduction
 - Technology changes may also be needed
 - Don't want to reduce some fees - eg health and safety, inspection, enforcement
 - Might be seen as underfunding some programs
 - Gillian:
 - Not futile to pursue this line and not in terms of this scale.
 - But vouchers doesn't feel right. Don't want work going on ...
 - Akin to RST - allowed vendors to keep \$1,500 to offset against
 - HST took this away
 - Don't know how to offset - so would lead to payments and costs on both business and govt
 - Dan- can you proceed on only investigating options 2 (2. Fee reduction for specific industries - \$22.5M)
 - Jason - not even worth looking at
 - Victor - look at targeting sectors.... Try to scale 2 and 4? (Fee reduction for specific

industries) \$97.6M

- Trade:
 - Can we bolster trade supports?
- Man Street
 - Does OMAFRA mainstreet fund currently exist - no piece of history
- Focusing on Agri
 - Big loss in temporary foreign workers
- Small Biz Connect:
 - Need both in person and 1-800 and e-chat
- Dan:
 - Import Fintech peer-to-peer
 - Reframe in principles from MOF
 - Integrate and get back
 - Need work and recirc deck
 - Still track to JEP on Sep 10 (Cab 27)

Small biz - PO download

August-30-17 10:33 AM

- MRSB/MOF - missing mark
 - Not understanding narrative in relation with minimum wage
- What are we solving for
- Credible context purpose
 - Credible category of the economy
 - Particularly impacted by recent policy changes
- Main street
 - Will see those businesses on the margin who can't accommodate the labour changes
 - Need to anchor initiative in some purpose
 - What is policy context for this idea
 - One role small biz play in economy is they support community ecosystem, diversify
 - Want to support which leads to needing to invest/support
- training
 - How much do you invest in training up labour in a sector which is based on unskilled labour
 - e.g., retail, cash clerk???
 - Tourism - ambition to professionalize and train, sector always looking for gov support to professionalize, organization is already formed for training the sector - potential for targeted intervention
- Identify areas of problem/unhappy
 - Link to targeted interventions
- Tax
 - Cut to small biz corporate income tax, even if unlikely, ministers will want to see it as an option
- Deck
 - Reminder slides of why we did labour bill
 - Impacts of that spread across sectors
 - Role of small business plays in economy (e.g., vibrant main streets)
 - Why we are interested in this slice of economy
 - Springboard into recognizing contribution of small biz in economy and shore them up where makes sense
 - Not apologizing for min wage at pace doing, but not doing it because hate small biz and want to be mean, not intent that small biz should bear burden of this equalizing effort, so how does gov intervene in this
 - Purpose is to support targeted interventions to mitigate

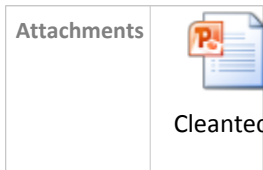
Small Biz DMs Sept. 1/17

September-01-17 8:31 AM

- Broad based solutions are not needed at this time
- Actions that are responsive to disruption in small biz sectors
 - Disrupted by pace of min wage and other factors
- Not apologizing for labour changes but acknowledge that will have disproportionate impacts on parts of the economy
- Desire - targeted interventions
 - Lead to potentially time limited options (which gets at pace of minimum wage)
- Ideas:
 - WSIB rate reductions is a good lever and tool - more general
 - Main street investment - what is intervention?
 - Small scale manufacturing - what is intervention?
 - Fee reduction - look at sectors (e.g., ag, food services, retail), what do we know about fees they pay, is there some time limited waiver as they adjust
 - Start from payer perspective
 - Targeted
 - Vs...voucher...can be more targeted, easier to target than fee reduction
 - Training - is there anything in skilled workforce
 - Need to get moving on industry tables to talk about what is needed in future - haven't had any
 - Tax
 - Can't include something that appears to fund automation and labour reduction
 - Targeted tax credit (e.g., film) - not easy
 - How to target to jobs that we support, vs tax credit for jobs that aren't supportive of economy
 - Canada jobs grant? Some training tax credit?
 - Some avenue for small scale manufacturing
 - Tax credit associated with CPP?
- Industry asks...
 - They want to slow the pace down...we aren't doing that
 - So if we aren't doing that how do we show that what we can do is worth supporting
- WSIB
 - Can model the impacts on industry level and business level?
 - OEP started that work, need more info to do business

Cleantech Sept. 5/17

September-04-17 7:55 PM



Cleantech Strategy_MTCC_Cabinet Submission_Revised D...

[Link to Outlook item](#)

Notes

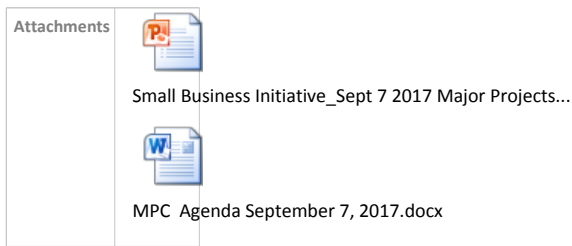
Call with Victor

September-06-17 9:44 AM

- Fee reduction
 - 50-60M quantum
 - Voucher is still viable as an option
- Scale up or down depending on tax options
- Voucher - through GrantsOntario, leverage existing infrastructure, piggyback on
- Procurement - pretty much landed
- Main Street - stil
- Deck
 - Still a long deck, not a short presentation deck, potential placemat

Small biz MP Sept. 7/17

September-07-17 10:27 AM



- Target towards those most impacted VS supporting sector to grow/expand
 - Partial mitigation, not planned to be complete/exact mitigation
 - Do want to aim at those most worried about
 - 3 sectors
 - Ag
 - Retail/wholesale
 - Hospitality/accommodation
- What proposals target those sectors?
- This is about transition, not mitigation, transition for up to 3 years

Tax

- Tax credit to support payroll costs
 - Refundable credit
 - CPP cost going up, etc, way to offset some of the payroll
 - Design is scaleable
 - 2.7% used as example (2.7% of CPP)
 - Could you cap to lower income?
 - Does this get at some of the min wage impacts? self employed?
 - If sole proprietor, don't pay CPP so doesn't get at them
 - Will get more data on self employed
 - Could carve out people like doctors? So exclude family members
 - Could also cap credit
 - Cap at lower income, so end at minimum wage
 - Would result in higher rate but would it skew to lower paid sectors? So tied more directly to minimum wage?
 - Based on CPP - construction/manufacturing/retail most benefit, not so much accommodation and ag
 - Design a cap and re-run numbers to see impacts on sectors
 - Use this as a transitional provision - try to get them through the first couple of years until adjust?
 - You could look at phasing this out, start high and phase out
- Training - enhance training credits for small business (ATTTC)
 - Have some existing apprenticeship and coop, each have preferential for small biz
 - Don't really target the areas need to though
 - Alternative? Training for sectors most worried about?
 - Hard to target sectors
 - Can target some professionals/trades - add them as eligible (e.g., assistant cooks), why are some trades included/excluded
 - What other trades - apprenticeship service sector trades
 - Work with ministries on what trades
 - Model against impact on sector?
 - To benefit have to actually hire so net, are they worse off as they have to hire to get benefit
 - Have a lot of mandatory training already - e.g., occupational health and safety but don't charge for that initially
 - Could you waive costs for a few years?
 - If don't ask business to pay for OHSA, they just pay for time, could reimburse that? not a lot of time
 - But may be other training they do pay
- Reduce small business rate for CIT
 - Most benefit goes to health care as they use a lot of that room, not who we are targeting
 - Ontario has second highest rate so room to lower
 - Can't target
 - MOF doesn't recommend
 - Could look to try to limit by carving out some corporations??
 - e.g., set employee threshold, so if have more than x number of employees, wouldn't get the credit; quebec started but having a hard time
 - e.g., name types of businesses eligible
 - e.g., eliminate family members (like CPP)
 - As move off fed definition, makes it a bit harder, need to discuss with feds
- Refundable Investment tax credit - could target to clean energy
 - Leverage GGRA??
- CIT options

- Instead of one rate under 500k, create series of rates that are graduated, starting at 0, escalating (as proposed by stakeholder)
 - Not sure will achieve outcomes, won't enhance growth
 - Could lead to a lot of tax planning
 - Need feds agreement as now, only allowed one rate for small biz
 - Several policy issues
- Additional options in appendix?
- Are we capturing those indirectly impacted?
 - So industry may not have a lot of minimum wage employees but they use suppliers who do so will be asked to pay more for products so the suppliers can pay higher wages

Small biz

- Apprenticeship/training
 - Canada Ontario Job Grant
 - Pooled Apprenticeship
 - In 16/17 MAESD is underspent on employment and training programs
 - If MAESD consistently underspends, could that be harnessed into something new to support for small biz? Get something out that uses this underspend?
 - Supports competitive and opportunity message, less about impact of minimum wage
 - Soc - but doesn't deal with mitigation of the immediate issue
 - Charles - can't speak about mitigation, this is about transition businesses, support businesses through transition (many have fixed costs they can't manage immediately)
- Fees
 - All small biz pay some fees, find out what they are expected to pay for that year and then they get a refund for proportion of that
 - Soc - asking people to pull invoices together to submit to gov, administer, doesn't sound good, why not just do payroll tax idea?

OLG/alcohol fees

- Alcohol
 - May not be getting at small biz but could be getting at minimum wage
 - License fees - trying to not get into the broad mark-up fees of the LCBO
 - Stay within the 6% license fees, but would be at the entire sector
 - Not a huge impact for the sector as isn't a huge expense
- OLG commissions
 - Can you target small biz or are we increasing commission for all stores (e.g., Loblaws)

WSIB

- \$2B goes back into economy once unfunded liability is at zero (in 3 years or so)
- Expect to see at 3%

Other

-

JPF PO Briefing

September-08-17 12:53 PM

Attachments	
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JPF Review - Multi-Corners_(Aug 2017) v0 12.pptx

[Link to Outlook item](#)

Notes

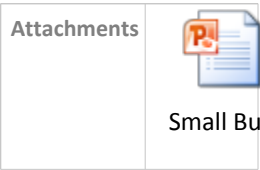
Small biz latest

September-12-17 11:17 AM

Subject	FW: small business chat 416-212-8011 Passcode: 1673470#
From	Brezer, David (CAB)
To	Greenberg, Martha (CAB)
Sent	September-12-17 11:05 AM
Attachments	 Small Business Initiatives_JEP Deck Status.pptx

Small biz call with ministries Sept. 12/17

September-12-17 3:27 PM



Small Business Initiatives_JEP Deck Status.pptx

[Link to Outlook item](#)

Notes

Small Biz officials Sept. 15/17

September-15-17 9:31 AM

Subject	Small Biz - Cabinet Presentation Deck v8_b.pptx
From	Wittman, Nancy (CAB)
To	Greenberg, Martha (CAB)
Cc	Brezer, David (CAB)
Sent	September-14-17 4:16 PM
Attachments	 Cabinet Presentation Deck v8_b.pptx

MIT - TRBOT idea seems to replicate some of the work MIT was doing

MOHLTC - OCSA training? Age restricted products? MO relatively supportive but no funding

OMAFRA - materials are at DM level for approval

MGCS - MO supportive of procurement proposals, reliable data is a challenge, may be only competitive procurement, elimination of users fees won't be simple to implement, don't expect to see any impact on desired business, no resources to do it

MGCS - Vouchers through GrantsOntario, fair amount of admin, need to get vendors set up in IFIS, may be small resource implication, looking at other options

MGCS -

MOF - peer to peer

MOL - labour saving technology

Small biz FPC Sept. 20/17

September-20-17 10:21 AM

Subject	FPC
From	Greenberg, Martha (CAB)
To	Davidson, Steven (CAB)
Cc	Foster, Robert (CAB); Brezer, David (CAB); Wittman, Nancy (CAB); Johnston, John (CAB)
Sent	September-19-17 3:47 PM
Attachments	 Small Biz_Cabinet Presentation_Abridged v7 2017-09-1...  Small Biz_Decision Deck v19.pptx  Status of decision items 2017-09-19_Revised.pptx

MOF

- Option 1 - tax credit to support payroll costs based on CPP contributions
 - Two options - both for 5% credit up to 5000 per employer, but difference is a) for all copr and unincorporated biz vs b) for small canadian controlled private corps
 - 1b is recommended
 - But can you skew it to business with fewer employees? Or can you target to those who have more minimum wage workers?
 - Concerned if this is central pillar, could be taken as walking back on pension support?
 - Could work in combo with another but as it stands, doesn't stand on it's own as main pillar
 - 1c - focused for hospitality/restaurant sector
- Option 2 - reduce the small business CIT rate
 - Can play with what % reduction?
 - Need to consider gap between corporate and unincorporated and finding some are starting to incorporate
- Option 3 - extent the apprenticeship training tax credit to additional trades
 - There is a savings target associated with ACCT, been public for last 2 years, to make it more efficient, this would go against that, MAESD looking at targeting or transitioning to a grant
 - 60M growing to 90M
- Other tax ideas?
 - Tax credit on restaurant tips?
 - Accommodation for ag sector? Support for ag
 - Something on room and board?
 - Target manufacturing?
- Totals??
- Package: Do 25% reduction in CIT, plus a more specific payroll cut (WSIB) and this CPP offset plus any more specific for sectors (agriculture, accommodation/food services, retail (training piece?))
 - WSIB - expect for those sectors with minimum wage, the rate decrease won't impact them, will actually see an increase but less sharp of an increase than would have been
- What is the size of assistance that is needed? Not looking to offset but need to see some weight behind it, fiscal plan can't accommodate full offset
 - Need to focus on the right package and then can scale up/down as needed
 - Do like a stack bar - show for the sectors how big each element is and then can see cumulatively what the proposed impact is

MEDG

- Access to capital - no fiscal impact
- Main street - 2 elements
 - Expansion of omafra program
 - Some digital enhancement/support
 - Funding for energy audits to improve efficiencies
 - Could greenon focus some program to small biz/retail?
- MAESD
 - Canada Ontario Job grant - redirect funding into secotr basd strategy, opportunity to consider some specific sectors
 - Can you require small biz to provide a smaller contribution
 - They are now 16% cash and 16% in-kind, could reduce that?
 - Already additional support for small biz

- Timing fits well - are in process of redesigning
 - Is there demand for access to program from small biz? They are primary users of program
 - Matrix vets applications, point system, including what employees they are looking to train
 - Is not currently sectorally focused but could be
 - Is an ability for regional sectoral strategies
 - PO - interested to see what that strategy could look like that provide bigger incentive for small biz, maybe improve general one and one more specific
- Graduated apprenticeship grant
 - Shift tax credit to grant, through budget
- Sponsorship program
 - Problem now, can't meet ratios,
 - Probably a good thing to do regardless of whether totally meets this specific problem of small biz
 - Seems to be receptive audiences, union
 - Group sponsorship is already allowed
 - To be an apprentice, have to be sponsored, either from union or employer
 - Union model is work with all employers s
 - OCOT has written this model up as a promising practice
 - What is proposal here? Provide funding for back support to enable this
 - This isn't really expansion but more about subsidizing small biz to get involved in this
- Small biz stakeholder like the three MAESD proposals, doesn't directly respond but good ideas
- Voucher
 - Eligible: Doesn't matter if you are incorporated or unincorporated
 - Have to self-identify, but will be size of firm on it
 - Have to enrol in the system and provide proof of fees
 - Can design the program as you'd like - scale up, scale down, how much proof you want to see from them before they get the credit
 - Can be less burdonesome as we have sense
 - 50-60M at 660/firm
 - HST credit cost more, why?
 - Defined small biz differently
 - Is this better than a pay/wage subsidy through taxes?
 - No relation to # of employees here, not sure this would be the tool to get away from taxes
- Equivalency and other burden reduction pieces
 - Efforts to lighten touch
- Coordination of inspections
 - Have done pilots, but need to expand that effort
- Small biz "service" - one window
 - While looks small, could be big hit if done right
- Wage subsidy
 - Is a seasonal workers
 - Feds have contracts and we have to pay wages as stated in the contracts, can't change those but you can subsidize the employers who pay those wages in contracts

Vouchers Sept. 25/17

September-25-17 2:38 PM

Subject	Tab 5 Vouchers
Date and Location	September-25-17 2:30 PM - 3:00 PM, ADMO, 7th Floor, Hearst Block, 900 Bay// Teleconference: 416-212-8011 or 1-866-602-5461; passcode 1673470#
Attendees	Severino, Victor. J. (MEDG/MRIS); Burgess, Derek (MEDG/MRIS); Alaga, Akin (MEDG/MRIS); Brezer, David (CAB); Wittman, Nancy (CAB); Ciullo, Eric (MEDG/MRIS); Greenberg, Martha (CAB)
Message	Material Attached.
Attachments	 Voucher - CO briefing deck 2017-09-21 v5.pptx

[Link to Outlook item](#)

Notes

Small biz tax Sept. 27/17

September-27-17 11:14 AM

- Tax credit to support payroll costs
 - A - credit rate 50%, max credit of 1k, all employee contributions eligible (no cap)
 - B - credit rate 50%, max credit of 1.5k, all employee contribution eligible to max of 750/employee
 - E - credit rate 100%, max credit of 3k, employee contributions eligible only if 1.5k or less (otherwise employee contributions excluded)
- Reduce the small business CIT rate
 - From 4.5% to 3.5%
- Extend ATTC to service trades in impacted sectors
 - To select service trades in sectors highly impacted
- WSIB premiums
 - Need to be able to see what the impact of WSIB premium rate reductions are by sector
- More work...
 - 1E with scaling option
 - Actually seems to target the companies who have minimum wage or low wage employees
 - Maybe not 100% credit
 - WSIB analysis
- Giles - don't lose sight of manufacturing as there will be more wage compression there
- Comms - CPP rebate may be taken as us saying CPP enhancements are too expensive for business
 - Comms is payroll tax credit

Small biz strategy

- Now: 790M/2yrs
 - Not all net new
- Would like to get closer to 1B/2

MAESD Wage Support Options Deck

October-10-17 7:31 PM

Subject	FW: Confidential: Wage Support Options Deck
From	Davidson, Steven (CAB)
To	Madhany, Shamira (CAB); Greenberg, Martha (CAB)
Cc	Foster, Robert (CAB)
Sent	October-10-17 3:46 PM
Attachments	 Targeted Transitional Wage Support Program for Youth...

See below and attached. Shamira, have you been involved with this yet? Note Greg has marked this confidential.

Is Small Bus confirmed for Thursday now?

Steven Davidson
Deputy Minister and
Associate Secretary of the Cabinet,
Policy and Delivery

The Cabinet Office
99 Wellesley Street West
Room 6420, Whitney Block
Toronto ON M7A 1A1
Tel 416 325 3759
Fax 416 325 7631

From: Orencsak, Greg (MAESD)
Sent: October-10-17 3:09 PM
To: Thompson, Scott (MOF); Gherson, Giles (MEDG/MRIS); Davidson, Steven (CAB); Angus, Helen (TBS)
Cc: Robb, Sarah (MAESD); Kwamena, Boafoa (CAB)
Subject: Confidential: Wage Support Options Deck

Hi -

I'm sharing a MAESD deck on potential options to support youth employment as part of the many options being considered to mitigate the transition to the minimum wage changes.

I gather that there are other type of mitigation options being worked on as well which are being discussed and compared at FPC tomorrow. Let me know if I have this wrong.

As part of this work, we've been asked to look at a broadly available wage subsidy option for incumbent and new youth workers (I believe by Min. Leal's office). While we've described what this might look like from a design perspective, an important caveat is that we currently don't have an existing delivery mechanism for such a wage subsidy. We'd need to partner internally (in which case, we should coordinate with vouchers, though a wage subsidy would need much more prescribed administration parameters) or an external provider such as ServiceCanada or the private sector. We have not engaged on this externally so far, for obvious reasons.

Greg

Greg Orencsak

Deputy Minister
Ministry of Advanced Education and Skills Development
416.314.9244 | greg.orencsak@ontario.ca

ontario.ca/aesd

The contents of this email may be confidential and/or commercially sensitive. If received in error or you are not the intended recipient, please notify sender and delete any copies immediately.

OMAFRA: Foreign Worker Cost Offset document - in confidence

October-10-17 8:02 PM

Subject	RE: Foreign Worker Cost Offset document - in confidence
From	Brezer, David (CAB)
To	Teare, Rebecca (CAB); Wittman, Nancy (CAB); Greenberg, Martha (CAB)
Cc	Moore, Karen (CAB)
Sent	October-10-17 11:57 AM
Attachments	 Wage Offset Options 2017-10-05 v2.docx

Sharing with Martha based on prior conversations.

Note: provided [in confidence](#) by ministry [Not for PO](#).

- - - David

David Brezer, MBA, P.Eng
Executive Coordinator
Economic, Transportation and Infrastructure Policy
The Cabinet Office
T: 416-325-5304 M: 416-220-4934

From: Teare, Rebecca (CAB)
Sent: October 10, 2017 11:05 AM
To: Wittman, Nancy (CAB)
Cc: Moore, Karen (CAB); Brezer, David (CAB)
Subject: FW: Foreign Worker Cost Offset document - in confidence

Hi Nancy,

Please find attached material provided by OMAFRA in confidence for CO background regarding options on wage issues for the agricultural sector as part of the small business strategy. As noted below, this material is not OMAFRA MO approved and they have asked that it not be shared with PO.

I understand OMAFRA has received direction to provide feedback on options to MEDG and I have asked them to confirm which options they are providing and whether there have been discussions between their MO and PO on those options. I'll let you know what I hear back. Happy to follow-up on any other questions.

Thanks,
Rebecca

From: Feldmann, Hans (OMAFRA)
Sent: October 6, 2017 2:51 PM
To: Teare, Rebecca (CAB)
Cc: Morris, Elizabeth (OMAFRA); Lewis, Danielle A. (OMAFRA)
Subject: Foreign Worker Cost Offset document - in confidence

Hi Rebecca:

As per our discussion attached is a draft of the work we have been doing regarding options on wage issues in the agriculture sector. I am sharing this in confidence for CO background on the understanding it will not be shared with PO.

The temporary foreign worker option is the first one listed, and there are two alternative options outlined as well.

We are continuing to work with MEDG to support their deck development, which we will want proper MO approval for.

We understand our MO is having discussions with the PO on this issue, and so are not able to share formal material until approved direction is received from our MO. We will let you know if we have an update on this.

I have copied Liz Morris in our Policy ADM's office as she has been

Subject	Fw: in confidence - win wage mitigation proposal(s)
From	Foster, Robert (CAB)
To	Greenberg, Martha (CAB); Brezer, David (CAB); Wittman, Nancy (CAB)
Sent	October-02-17 7:11 PM
Attachments	 OMAFRA Proposal Min Wage 2017-09-26 v3.docx

Fyi

From: Anderson, Annette (OMAFRA) <annette.anderson@ontario.ca>
Sent: Monday, October 2, 2017 5:50 PM
To: Foster, Robert (CAB)
Cc: McLean, David (MOF)
Subject: FW: in confidence - win wage mitigation proposal(s)

Hi Rob:

DM Meredith asked that I share this minimum wage document with you for your awareness.

Our chief of staff may be sharing at a political level with PO and MOF.

Context for proposal (case for response via tax system vs program)

- OMAFRA does not have any existing programs that are well positioned to provide broad targeted sector support for labour costs.
- Any new application based program led by OMAFRA would be a challenge to administer as:
 - There is a gap in data to verify employer records for an application based program.
 - OMAFRA has limited experience with analyzing labour data
- While OMAFRA are not tax experts, on the surface the tax system MAY be a better platform for providing support because:
 - Employers already have to keep labour related records for audit purposes, these records could be used to verify the qualification for the tax credit.
 - All farmers are required to file taxes (including payroll taxes if they have employees) – equal access to all
 - Employee records such as T4's, WSIB etc. could be utilized in payment calculations/verification
 - Since taxes are determined by profitability, a tax reduction or credit would take a large amount of payable taxes/net income to generate sufficient mitigation.
 - A refundable tax credit provides a mechanism that would provide support to all qualifying employers
 - With tax filing, producers/processors could complete a form that provides greater detail of employee costs such as number of employees, wage rates, full time/part time, foreign workers, accommodation/housing expenses etc. to be used to calculate a payment.

managing the development of this material.

- cheers, Hans

Small biz draft deck

October-10-17 8:05 PM

Subject	Small biz draft deck
From	Wittman, Nancy (CAB)
To	Greenberg, Martha (CAB)
Cc	Brezer, David (CAB); Johnston, John (CAB)
Sent	October-10-17 12:16 PM
Attachments	 Small Biz_Decision Deck v28 2017-10-10.pptx  Small Biz_Cabinet Presentation_Abridged v17 2017-10-...

Hi Martha.

Attached is MEDG's latest deck for FPC tomorrow. It is currently with their MO for review. They negotiated a 3pm deadline for FPC materials to SOC.

I promised to hold the materials close.

Nancy

Small biz MP Oct. 12/17

October-12-17 8:14 AM

Subject	Fw: New Transitional Wage Mitigation Proposal
From	
Attachments	 Ag Wage Subsidy Options 2017-10-11.docx

Subject	MOF Material for MPC
From	Kwamena, Boafoa (CAB)
To	Davidson, Steven (CAB); Orsini, Steve (CAB)
Cc	Bromm, William (CAB); Foster, Robert (CAB); Greenberg, Martha (CAB)
Sent	October-11-17 7:17 PM
Attachments	 WSIB note to CO.DOCX  MOF Supporting Ont Bus 2017-10-11 For MPC MEETING.DO...

Pswd: Byng17

Subject	RE: Fiscal Prep and Major Projects Committee- Change in schedule
From	Gibson, Melinda (MEDG/MRIS)
To	Kwamena, Boafoa (CAB); McLean, David (MOF)
Cc	Foster, Robert (CAB); Bromm, William (CAB); Greenberg, Martha (CAB)
Sent	October-11-17 1:59 PM
Attachments	 Small Biz_Cabinet Presentation_Abridged v19 2017-10-...  Small Biz_Decision Deck v30 2017-10-11.pptx

SoC briefing

- MEDG - need to confirm how much for mainstreet and peer to peer could cost nothing if develop as asked
- May not need MOF apprenticeship tax if MAESD proposal is strong
- 2 announcements
 - Procurement
 - One window
- Today - need to look at options
- Need to focus on the construct - as laid out, then lay out instruments, then look at quantum
- Do need to focus on fiscal, next week
- Really need to focus on how to lay out the strategy
- New PA into MOI for LTC development (Delaney?)

Flow

- Tax
 - Reduce small business deduction
 - General intervention
- WSIB reductions
 - Who has that targeted
- What else do we need to do? What sectors do we target
 - Refine CPP
 - Focus on youth?
- Anything else?
 - MEDG policy
 - Agriculture

Small biz call

October-17-17 10:39 AM

- OMAFRA - \$20-30M/2yrs
 - Begin delivering Q4 of 17/18
- MAESD
 - Small biz under 100

Small biz Oct. 18/17

October-18-17 10:46 AM

Attachments	 Small Biz_Cabinet Presentation_Abridged v26 2017-10-...
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Subject	RE: Fiscal Prep and Major Projects Committee - week of October 16
From	Robb, Sarah (MAESD)
To	Kwamena, Boafoa (CAB); Gibson, Melinda (MEDG/MRIS)
Cc	Greenberg, Martha (CAB); Madhany, Shamira (CAB); Foster, Robert (CAB); McLean, David (MOF); Anderson, Annette (OMAFRA); Anjum, Mohsin (MEDG/MRIS); Kwaramba, Terence (MAESD)
Sent	October-17-17 6:17 PM
Attachments	 Targeted Transitional Wage Support Program for Youth...

1a - more targeted to small business

1b - more targeted to youth, does include a retention element

Package:

- Tax package - WSIB, CPP, small biz, fed cut, GAGE

Reprofile spend

- Can we move anything to 17/18?
 - Mainstreet could be delivered through munis so do year-end
- MAESD - need to know if they can move up to 17/18; do we know GAGE impact by sector? If don't have can they do for the three new eligible trades, what the take up would be for those three; more impacts the amount of benefits, doesn't really change the fiscal
- OMAFRA - will see what they can do to front end load investment

GMAF & Cleantech Venture Fund Nov. 6.17

November-06-17 10:48 AM

Subject	New GGRA Programs - GMAF & Cleantech Venture Fund
Date and Location	November-06-17 9:30 AM - 10:30 AM, DMO DM BOARDROOM - 5th floor Whitney block
Attendees	Nelson, Dane (TBS); Laughton, Patrick (TBS); Raashid, Sohaeb (TBS); Ue, Allison (TBS); MacIntyre, Kyle (TBS); Angus, Helen (TBS); Mahoney, Matthew (MEDG/MRIS); Harth, David (MOECC); Jamal, Al-Noor (MOECC)
Message	EAs please forward this meeting accordingly.
Attachments	 TB DMO Briefing - Cap Invest Low Carbon Tech GMAF -...

[Link to Outlook item](#)

Notes

MEDG Nov. 22/17

November-22-17 8:26 AM

Biz supports update MEDG/MAESD Dec. 5/17

November-24-17 3:17 PM

- JPF - to support electricity rates?
 - MEDG and energy MO??
- Human capital portion of innovation??
- Better support to training needs of company as apply to JPF
- Define what are eligible labour costs for JPF applications
- Early discussions with MAESD
 - When comp applies to grant, what are training levers that MAESD controls where training benefits could apply, to training outside of project
 - Look across full firm, so all training needs are taking care of, not just specific project that was successful
- Regional funds - could take on a social benefit "points"
- JPF - is focused on exporting, not about social here, but is focused on export orientation
 - Can be a bit conflicting with social benefits

Officials Only Discussion re Business Supports

December-13-17 9:32 AM

Subject	Officials Only Discussion re Business Supports
From	Brezer, David (CAB)
To	Greenberg, Martha (CAB); Johnson, Maureen (CAB)
Sent	December-13-17 9:17 AM

Hi Martha,

Though the discussion this morning started off a bit slow, I think it landed in a pretty good place: MEDG and MAESD, supported by CO (4+6) are going to update the placemat that came out of the Changing Workplace Review to reflect the range of activities that the government is currently involved in and also update the terminology and narrative to better reflect current vernacular. Materials due mid-next week

We spoke with Victor after and will be setting up an ADM call from your calendar for Monday. Will also reach out to Michelle and Shamira to align thinking.

My rough notes follow – Maureen please weigh-in if I’ve missed/erred

- - - David

Link to meeting notes: [Officials Only Discussion re Business Supports](#)

Officials Only Discussion re Business Supports

December 13, 2017

8:04 AM

Meeting Date: 12/13/2017 8:00 AM

Location: Room 6401, Whitney

Link to Outlook Item: [click here](#)

Participants

Notes

- SD introduction
 - Not clear about how the timing of the meeting was set. (Not sure either....)
 - Same intro as last meeting
- Victor
 - Hearing from PO interest...
 - Studio Space (film space)
 - Energy Prices - volatility
 - Human capital
 - JPF is only one tool in the kit
- SD surprised by studio space - hasn't heard and not historic need for funding
 - Human capital ... is the issue here
- Erin:

- Human cap job grant
 - Incent behavior... transformational
 - Skills training - looking at mechanisms
 - Skills Advance Ontario - based on partnership with industry, colleges, and focused on lower skills
- Experiential learning is a soft component in JPF
- Partnership and Planning Table wasn't pursued as sectoral, rather by theme. Job Readiness, etc.
 - Running for one year and deciding what to do with it now
 - Minister does not want it to be pursued in current form
 - Not very visible / profile.
 - Greg O - just Min appointments. MO wants low profile
 - Shamira: Sean Conway has been meeting with the PO and been seeking updated
 - Erin - has also met Sean and get's sense of support for progress
- Giles
 - Most advantageous approach is the area of skilling and not necessarily JPF. Skilling....
 - Big issue in sector to move forward with investments because of lack of high skills. Esp small firms don't have the ability to train like the larger US firms.
 - Govt worried about advent of automation - people need to find jobs in diff economy
- SD
 - UBSoft - failing on employment commitment.
 - But they haven't seemed to take responsibility for helping themselves
- Scott
 - Can't forget about commitment for high skills to Amazon....
 - Are we becoming to diluted in our efforts
 - Giles: focus there is new grads not mid-career
 - Two streams: new grads and re-skilling (and even in re-skilling, there are two streams of low to mid and mid to higher skills)
- SD
 - Disruptive economy
 - AB: concerned with NAFTA failure... also proactive actions we can take (e.g. MOU with States, etc) So, is there a link??
- Greg:
 - Worried about the ability to solve large programs, goals and deliver in short term (pre E) is limited
 - Move from politically led to expert focused
- Victor:
 - Double-edge sword - the people that will survive will be higher trained, fewer and not necessarily the ones on the plant floor today
- SD:
 - Not looking for an expense endeavor
 - To Rhonda - can maybe be more communication at this point
 - Need to have something to give back to the PO sooner
 - NAFTA
 - Automation
 - Opportunity to flag competitiveness
 - Mx?
 - Build up human capital aspects of JPF
 - Draw a map - placemat on all that is being done: low skills, skilled trades, high skills, etc
 - Link and note existing prog eg BGI, human capital, supercluster, "Brookfield",
 - GG: Maybe host a conf on the skills of the future
- Shamira

- Reminded on the prior placemat and 2016/7 skills conference
 - "Building the Workforce of Tomorrow"
- All:
 - Refresh
 - Add communications lens
 - Include a new symposium
 - With case studies... and successes without government intervention (Pinewood studios, Thompson Reuters)
 - Rhonda: Who are we trying to engage? Public, Biz, workers, media???
 - SD: 'they' are looking for headline topics for a number of lines - is this one of the marquee ones?
 - Move title "Inclusive and Competitive Society" - gets at both
 - Due mid-next week.

Business supports officials Dec. 19/17

December-19-17 3:08 PM

- Updated placemat - still being reviewed and approved
- Conversations on political side
 - Ensuring alignment of narrative
-

Subject	Placemat for 3 pm meeting
From	Bartucci, David (MAESD)
To	Greenberg, Martha (CAB)
Cc	Gilbert, Tamara (CAB); McGinn, Erin (MAESD); Appave, Stephanie (MEDG/MRIS); Brezer, David (CAB)
Sent	December-19-17 3:12 PM
Attachments	 HSW - BGI Draft Placemat - Dec 19 v3 no red.p

Hi Martha,
Here's a draft of the placemat we're talking about now.

David

PRRT/Doc call Dec. 21/17

December-21-17 10:02 AM

MOF led - follow up from memos/comms regarding 2018 doc initiatives

-

New Economy Skills and Jobs Plan

January-02-18 9:45 AM

Subject	FW: The New Economy Skills and Jobs Plan
From	Davidson, Steven (CAB)
To	Thompson, Scott (MOF); Orsini, Steve (CAB); Angus, Helen (TBS); Betzner, Lynn (CAB)
Cc	Madhany, Shamira (CAB); Gilbert, Tamara (CAB); Brezer, David (CAB); Greenberg, Martha (CAB); Foster, Robert (CAB)
Sent	December-22-17 12:39 PM
Attachments	 The New Economy Skills and Jobs Plan (Dec. 22 v5).do...

FYI - Here's the PO/MO thinking on the "business supports refresh" work. I understand this is being shared with MAESD and EDG staff today to inform the work they're already doing on this.

We'll obviously need to churn through all this in early Jan.

Happy holidays.

Steven.

Steven Davidson
Deputy Minister and
Associate Secretary of the Cabinet,
Policy and Delivery

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99 Wellesley Street West
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Toronto ON M7A 1A1
Tel 416 325 3759
Fax 416 325 7631

From: McEachern, Gillian (OPO)
Sent: December-22-17 12:05 PM
To: Davidson, Steven (CAB); Foster, Robert (CAB)
Subject: FW: The New Economy Skills and Jobs Plan

Here's the two-pager, being shared with MEDG and MAESD officials today.

From: Finlay, Charles (MEDG)
Sent: December-22-17 12:00 PM
To: Parker, Noah (MOF); Ghiassi, Ali (MOF); Buckingham, Brigid (MOF); Semansky, Paris (MAESD); Baker, Michelle (OPO); Skilleter, Daniel (OPO)

Cc: Jancik, Mike (OPO); McEachern, Gillian (OPO); Hammer, Kate (OPO)
Subject: The New Economy Skills and Jobs Plan

All,

Attached please find the corrected document, as discussed this morning.

Best,

Charles Finlay
Chief of Staff, MEDG
Tel: (416) 325-6998; Cell: (647) 283-5431

Economic Competitiveness Cab sub (U.S. engagement)

January-02-18 9:46 AM

Subject	Re: Economic Competitiveness Cab sub (U.S. engagement)
From	Davidson, Steven (CAB)
To	Thompson, Scott (MOF); Orensak, Greg (MAESD); Angus, Helen (TBS); Gherson, Giles (MEDG/MRIS); Phillips, Shirley (MIT); Adamson, Maureen (MTCS); Meredith, Greg (OMAFRA); Thornton, Bill (MNRF)
Cc	Madhany, Shamira (CAB); Greenberg, Martha (CAB); Gilbert, Tamara (CAB); Brezer, David (CAB); Foster, Robert (CAB); Farrow, Alicia (CAB); Betzner, Lynn (CAB); Orsini, Steve (CAB)
Sent	December-22-17 3:08 PM

Hello again.

Further to below, I inadvertently left out OMAFRA, MNRF and MCTS, who of course are also working with MOF, EDG and MIT on the sector impacts. Apologies. And happy holidays everyone.

Steven.

Sent from my iPhone

On Dec 22, 2017, at 1:04 PM, Davidson, Steven (CAB) < Steven.Davidson@ontario.ca > wrote:

Hi everyone.

As we discussed on our call the other night, there are a number of work streams currently underway related to impact of recent or potential US trade/tax measures and potential Ontario actions. In addition, and not directly related to NAFTA or the US tax bill, MAESD and EDGE are also working on a business supports “refresh” (“New Economy Skills and Jobs Plan”) comprising both potential changes to JPF and proposals related to human capital and highly skilled workforce.

In discussion with PO and the SoC this morning, we’d like to bring these pieces together into a consolidated submission for Cabinet’s review on January 24th. This is obviously an aggressive timeline, but given the general unpredictability of things, it’s important that gov’t have a flexible suite of potential measures available in the short term that could be assembled and scaled according to circumstances. Additionally, it’s possible that some measures could be considered for a staggered roll-out as events unfold and better information becomes available in the new year and we determine our response.

Under MIA’s overall lead and coordination, the submission should have two main sections:

- Ontario impact analysis; and
- Potential proactive and responsive measures.

Re Ontario impact analysis, this should include both the NAFTA sectoral analyses currently underway by MIT/MEDG, plus MOF’s analysis of impact of the US tax bill. The goal is to be as granular as possible with sector-level impacts, so where relevant the cumulative impacts of NAFTA and tax will need to be considered together. This is also the opportunity to highlight where Ontario remains competitive (e.g. tech sectors where R&D tax credits may mitigate impact of lower US CIT).

Re potential responsive measures, we’d like to organize these into 3 buckets.

- Human capital – skills/training/cross-border work issues/visas (MAESD, MEDG, MCIT)
- Business supports – EDG and other economic ministries as appropriate, focusing on potential JPF and related program enhancements, but also considering other potential actions (e.g. letter to feds re matching US 100% asset depreciation allowance, etc.)
- Trade responses – includes opportunities for proactive sub-national agreements (reciprocal treatment, regulatory harmonization, procurement, etc.) (MIT, EDG, others tbd). Also includes continuing work on trade diversification.

Lynn has scheduled a meeting for January 12th for all of us to regroup and review state of play of each of the submission components. Most of this work is already launched, and some already well underway. Lynn’s here next week and Tamara Gilbert will be acting for me next week and Martha Greenberg the week following, so if any of your team want to reach out for further discussion they’ll be the point people.

Thanks.

Steven and Lynn

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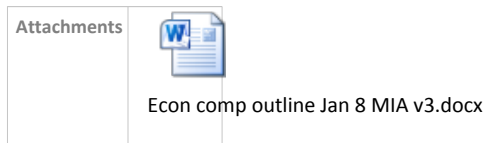
Econ comp Update MIA/CO

January-03-18 11:04 AM

- Stewart
 - Ongoing analysis re: potential withdrawal from NAFTA
 - Readiness should that happen
 - Asks
 - Economic modelling
 - Feds did some high level modelling but really only a starting point but not detailed enough to stand alone, still need to undertake our own
 - Focus on vulnerable sectors - more or less truth testing whether those sectors we think are going to be impacted will be, and then if that is true, within that sector, what policy/programs options exist to help mitigate/explore mitigation
 - ◆ Need to know those sectors that are impacted to know if we need to take certain actions
 - ◆ Layer in FPT strategies for sectors across country
 - Levers at our disposal - mitigation options
 - Sector specific/actions we can take, to take leadership role, drive economic agenda, thinking about future, gov has the back of business while all this goes on
 - MIT - prepared deck that show 5 different potential scenarios for where we may find ourselves (e.g., no NAFTA but CFTA, no nafta no CFTA, WTO)
 - Leveraging existing partnerships/agreements that could reinforce narrative
 - Jan. 12th - meeting of DMs, PO, MO
 - Was called "Ontario US readiness Strategy committee"
 - Jan. 17th - P committee on US relations
 - NAFTA update (MIT)
 - Latest hearings from Washington
 - Update from MOF on US tax reforms
 - Discussion of readiness
- What does an approval look like?
 - More direction than anything specific
 - Direction to MOF on US tax measures, pursue with the feds
 - Need to be careful what you go out with during time of uncertainty on trade
- Narrative is competitive Ontario, irrespective of what is going on
 - What can we do proactively
 - What can we spearhead
 - Bundle all these pieces
 - Be nimble and response/morph
 - What is within our power
 - Not about getting specific into sectors most impacted and actions we will take
- CO to prepare outline for submission and thoughts on what is being sought for approval
- Share submission email with MCI/Alex
- ADMs call: 10-1030 - wider US engagement call
 - Should set up smaller group call re: 24th

Economic Competitiveness Cab sub call Jan. 8/18

January-08-18 10:26 AM



- MIA, MIT, MEDG, MAESD, MOF, TBS
- Review Steven/Lynn email (Dec. 22)
- ministries working on their relevant elements
- Stewart - run through proposed submission
- Tracking/multiple presentations
- Focus on positive - what have we been doing and what can we, not about fret/fear
- Discussions
 - MEDG/Victor - working with MOF on biz supports for document initiatives
 - What does that mean for timing/content?
 - Use 24th to get policy approvals, continue to work with MOF on details/timing
 - MOF - tax
 - Stay highlevel for submission
 - MOF - OEP
 - Some comments on outline
 - Can help highlevel on context, current environment
 - MAESD - some pieces already being worked on and rolling out
 - Jan. 18 - apprenticeship strategy going out
 - Skills showcase - looking to get M out there more on this and reskilling
 - Don't need policy approval for all of these, working on anyway
 - Some are early ideas and not ready yet with specific (e.g., refresh on second career)
 - Need to understand (e.g.,) brookfield work on automation but need info back before can decide what should be done about reinvestment
 -

Economic Opportunities summer presentations

January-13-18 2:41 PM

Subject	Economic Opportunities
From	Brezer, David (CAB)
To	Boroun, Niloo (OPO); Wright, Melanie (OPO); Daube, Nicholas (OPO)
Cc	Johnson, Maureen (CAB); Greenberg, Martha (CAB)
Sent	January-08-18 3:43 PM
Attachments	 _BRE Economic Opportunities August 28 v2.pptx  FDI and Trade - Economic Opportunities Working Gro...  Pillar Economic Opportunities Working Group_02 23-Au...  Talent Attraction and Retention Pillar_Economic Oppo...

Hi Niloo and, as requested, Mel and Nick,

Here are the decks from the four briefings over the summer on Economic Opportunities flowing from trade, including NAFTA.

Am sure they will be helpful as the ministries prepare materials for the Economic Competitiveness submission tracking direct to CAB on January 24. We'll remind/share with them too.

- - - David

Multi-corners Economic Opportunities - Trade and Foreign Direct Investment
Aug 23, 2017

Multi-corners Economic Opportunities - Tourism and Convention Attraction
Aug 24, 2017

Multi-corners Economic Opportunities Talent Attraction and Retention
Aug 28, 2017

Multi-corners Economic Opportunities Business Retention and Expansion

Aug 30, 2017

Marketing Ontario International Jan. 25/18

January-25-18 11:02 AM



[Link to Outlook item](#)

Notes

- Need to get out to showcase Ontario opportunities
 - R&D, technology
- Prime opportunity given NAFTA/US Tax
- Proposal
 - Launch the brand
 - Old image is out there, need to refresh, what Ontario is today and offers for tomorrow
 - PO - don't disagree with the intent/purpose but more around if this is broader gov plan, who is delivering this and who target is/who is reach
 - Target - decision makers who operate in international space but are already here, FDI decision makers, site selectors
 - Meant to be highly targeted and focussed, digital big focus but also some more traditional means
 - Meant to be delivered in partnership with other ministries who operate in same space
 - Not meant to be mass media
- No brand since 2014 - need to get something new out there as our Brand
 - Colour/illustrations, etc
- Need to get budget to support
- Have execution plan

ArcTern TB sub April 24th

April-19-18 9:04 AM

Subject	Fw: Material for Multi
From	Moore, Karen (CAB)
To	Greenberg, Martha (CAB); Brown, Kelly (CAB)
Sent	April-18-18 7:52 PM
Attachments	 Capital Investment in Low Carbon Tech v9 - Updated 0...  20180226 ArcTern Memo to Heather T. FINAL.PDF  Multi corners_Capital Investment in Low Carbon Techn...

Hi,
Quick update before tomorrow -- DMS Evans and Gherson spoke and sounds like they will recommend funding year 1 of this proposal from the c-fund, rather than ggrra. In their view this solves a number of challenges, though I expect TBS will not love this option. Moecc is trying to reach tbs tonight to give them a heads up.
Thanks,
Karen
Sent from my BlackBerry 10 smartphone on the Rogers network.

Overview

- Every year get estimate of flow/need but not flow funding until they demonstrate
- Would be partnership with mars IF and omers, treat as pilot as first time doing wit hpension
- Money would sit with us
- Would be an investment, not a grant
- Expect ROI to decrease in first couple of years
- Look to amendment to GGRA act to allow for equity investments more
- \$3M would be offset from within MRIS

Ministers evaluation

- M completed evaluation previously
- Given latest sub, don't expect it to change Minister evaluation

Leg considerations

- Does meet GHG reduction
- No provision for ggrra to receive money back into ggrra, would go back to CRF

TBS thinking

- If can't do leg amendment, would look at funding the \$3M from elsewhere

Options

- Offset the first 3 while wait for leg amendments
- Off-ramp from contract -

\$3M offset with MRIS, leg amendment by end of fiscal year

Share contracts with OPCD/TBS, includes offramps

NAFTA TB Final

May-01-18 9:07 AM

Subject	NAFTA TB submission
From	Johnson, Maureen (CAB)
To	Bartucci, Ernie (CAB); Scott, Adrienne (CAB); Kozman, Bryan (CAB); Heitshu, Tania (CAB)
Cc	Greenberg, Martha (CAB); Brown, Kelly (CAB); Johnston, John (CAB)
Sent	May-01-18 9:06 AM
Attachments	 NAFTA Scenario Planning - Potential Adjustment Suppo...

Good morning,

Here is the final version of the NAFTA TB submission for your reference.

Thanks,
Maureen