

# PD&G Committee Priorities Report

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Cabinet Office, Policy & Delivery September 14, 2017  
DRAFT v2 (Aug 21-17)

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# Spring Sitting Accomplishments: legislative

## [ECO to update]

**12** bills introduced

- 3 still in the House

**17** bills passed

- above average (13 bills)
- includes one of the largest gov't bills ever (Bill 89)

**129** regulations

- new, amending, revoking

**1188** Orders in Council

- 51 non-appointment

| Passed/Royal Assent in Spring 2017 (Jan 1 <sup>st</sup> – Jun 1 <sup>st</sup> )                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fall 2016 Bills (8)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Spring 2017 Bills (9)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <ul style="list-style-type: none"> <li>• MEDG – Burden Reduction (Bill 27, March 22)</li> <li>• MNRF/MNDM – Aggregates &amp; Mining (Bill 39, May 10)</li> <li>• MGCS – Putting Consumers First (Bill 59, April 13)</li> <li>• MTO – Safer School Zones (Bill 65, May 30)</li> <li>• MMA – Modernizing Municipal Leg (Bill 68, May 30)</li> <li>• MOHLTC/MAG – MAID (Bill 84, May 10)</li> <li>• MOHLTC/MSA – Protecting Patients (Bill 87, May 30)</li> <li>• MCYS – Children, Youth &amp; Families (Bill 89, June 1)</li> </ul> | <ul style="list-style-type: none"> <li>• EDU – School Boards Bargaining (Bill 92, March 27)</li> <li>• ENERGY – Vulnerable Consumers (Bill 95, February 22)</li> <li>• MSW/MAG – Anti-Human Trafficking (Bill 96, May 30)</li> <li>• TBS – Supply Act (Bill 111, March 30)</li> <li>• ARD – Anti-Racism (Bill 114, June 1)</li> <li>• MHO – Rental Fairness (Bill 124, May 30)</li> <li>• MOF – Stronger, Healthier Ontario (Budget) (Bill 127, May 17)</li> <li>• ENERGY – Fair Hydro (Bill 132, June 1)</li> <li>• MOF – Budget Measures (Housing/Seniors) (Bill 134, June 1)</li> </ul> |

# Spring Sitting Accomplishments: major policy & delivery milestones [placeholder to be updated]



Legend

-  Policy Approval
-  Delivery Milestone

# Spring Sitting Accomplishments (con'td): major policy & delivery milestones [placeholder to be updated]

2018



## Legend

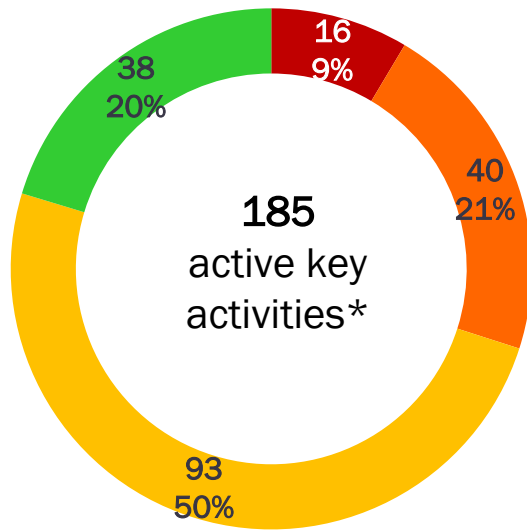
 Policy Approval

 Delivery Milestone

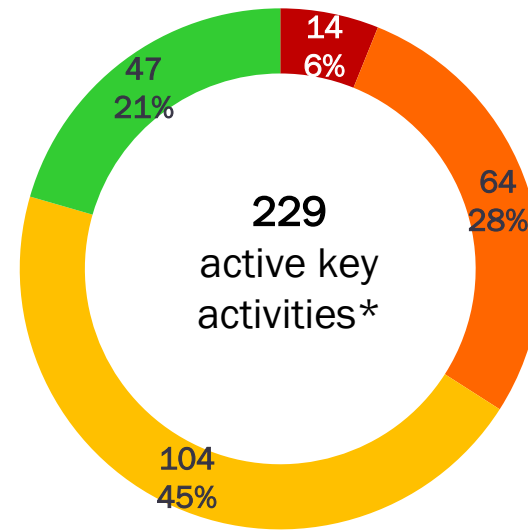
# Now and then:

## Key activities & overall risk status

Sept 2016



Today



### Risk Categories

- Policy
- Timeline
- Delivery
- Financial
- Governance
- Stakeholder

### Risk Legend

- Heightened Management Attention
- Management Attention
- Monitoring
- Satisfactory

\* Note: Key activities with "complete" overall risk status are omitted from this count

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# Helping You and Your Family

| Priority          | Actions Over the Next Year                                                                                                                                                                                                                                                                                        | Measures of Success | Key Risks                                                                                                                                                                                             |       |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| Fair Housing Plan | <ul style="list-style-type: none"> <li>Housing Delivery Group will be established to support the Provincial Land Development Facilitator in identifying and find solutions for housing development</li> <li>Recommendations on improving the development approvals process to be released in Fall 2017</li> </ul> |                     |                                                                                                                                                                                                       | 04.51 |
| Autism            |                                                                                                                                                                                                                                                                                                                   |                     | <ul style="list-style-type: none"> <li>Impact on families</li> <li>Service continuity</li> <li>Long wait-times for services</li> <li>Phased approach to integration of services in schools</li> </ul> | 04.63 |

# Helping You and Your Family

| Priority                 | Actions Over the Next Year | Measures of Success | Key Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------|----------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Early Years & Child Care |                            |                     | <ul style="list-style-type: none"><li>Continued federal funding</li><li>Capacity to create spaces, including capacity of child care providers to increase spaces, and system's ability to address any potential impact from minimum wage increases (includes risk of increased parent fees)</li><li>Retention and recruitment of child care workers (compensation issues)</li><li>Maintaining the quality of licensed child care during expansion</li><li>Potential misalignment of location of demand for spaces and the availability of capital space across the province</li><li>Accountability around funding and space creation</li></ul> |

04.67

# Helping You and Your Family

| Priority                                            | Actions Over the Next Year | Measures of Success | Key Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------|----------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ontario's Fair Hydro Plan/<br>Long-Term Energy Plan |                            |                     | <ul style="list-style-type: none"> <li>• The model assumes GA refinancing does not have a fiscal impact.</li> <li>• Ability to keep rates in line with CPI over the next 4 years as committed to by the government, which could increase fiscal pressure.</li> <li>• Auditor General may issue adverse opinion.</li> <li>• The structure is unique which increases the risk or unknown factors impacting its performance.</li> <li>• According to a legal opinion by former Supreme Court Justice Binnie, there is a moderately high risk that the proposed change would be characterized as an unconstitutional tax because future consumers are being required to subsidize current consumers.</li> </ul> |

15.21

# Helping You and Your Family

| Priority                         | Actions Over the Next Year | Measures of Success | Key Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------|----------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Seniors Strategy/ Long-Term Care |                            |                     | <ul style="list-style-type: none"><li>• Short timeline to develop cross-government strategy and obtain necessary approvals (policy, TB/MBC, and potentially LRC) in advance of anticipated announcement in FES</li><li>• Ensuring related initiatives are aligned in terms of objectives, delivery, and public communications, and represent most effective and evidence-based options for supporting Ontario's seniors, in light of limited timeframes for policy analysis and development.</li><li>• Potential need for additional investment in new initiatives proposed by ministries, and the release of a new Strategy will raise stakeholder expectations for new investments (e.g. in home and community care, in long-term care).</li></ul> |

04.27

# Creating Opportunities and Security/ Investing in People and Jobs

| Priority                           | Actions Over the Next Year                                                                                                                                       | Measures of Success                                                                                                                                    | Key Risks                                                                                                                                                                                                                                                                                                                                                                                                  |                |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| NAFTA/<br>Trade Issues             |                                                                                                                                                                  |                                                                                                                                                        | <ul style="list-style-type: none"> <li>The federal government is the negotiating lead for NAFTA. PTs will have diverging interests, creating concerns over potential trade-offs in negotiations for regional or sectoral interests.</li> </ul>                                                                                                                                                             | 01.11<br>01.12 |
| Fair<br>Workplaces,<br>Better Jobs |                                                                                                                                                                  |                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                            | 04.45          |
| Small<br>Business<br>Strategy      |                                                                                                                                                                  |                                                                                                                                                        | <ul style="list-style-type: none"> <li>Both the Premier and Minister Responsible for Small Business have been recently <u>quoted in the media</u> as making commitments to bring forward measures this fall which will reduce burdens on small businesses. There is a risk that if these measures are not significant and wide-spread, they will not meet the expectations of small businesses.</li> </ul> | 01.05          |
| Cap and<br>Trade                   | <ul style="list-style-type: none"> <li>Lining with California and Quebec cap and trade market in January 2018, with first joint auction February 2018</li> </ul> | <ul style="list-style-type: none"> <li>Fully subscribed auctions</li> <li>Continued revenues towards Climate change Action Plan initiatives</li> </ul> | <ul style="list-style-type: none"> <li>Concerns related to lower proceeds from joint auctions as a result of Ontario entities buying California allowances.</li> <li>Continued heightened stakeholder interest, including from the Auditor General and the FAO, in how government invests cap and trade proceeds.</li> </ul>                                                                               | 03.03          |

# Creating Opportunities and Security/ Investing in People and Jobs

| Priority                          | Actions Over the Next Year                                                                                                                              | Measures of Success                                                                                                                     | Key Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                  |       |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| GreenON                           | <ul style="list-style-type: none"> <li>Launch of website and concierge service</li> <li>Roll out of new programs for households and industry</li> </ul> | <ul style="list-style-type: none"> <li>High uptake of programs offered</li> <li>Lower GHG emissions from homes and buildings</li> </ul> | <ul style="list-style-type: none"> <li>Ability to implement programs quickly.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                   | 03.04 |
| Federal-Provincial Infrastructure |                                                                                                                                                         |                                                                                                                                         | <ul style="list-style-type: none"> <li>Cancellation of FPT DMs meeting (originally scheduled for late June) may result in lack of clarity on Phase Two program parameters</li> </ul>                                                                                                                                                                                                                                                                       | 13.10 |
| Cannabis                          |                                                                                                                                                         |                                                                                                                                         | <ul style="list-style-type: none"> <li>Short implementation timeline driven by federal deadlines (July 2018):</li> <li>Stakeholder concerns/expectations with Ontario's overall approach.</li> <li>Implications for medical cannabis users</li> <li>Appropriate balance of policy objectives (public safety, protection of youth/vulnerable population)</li> <li>Ensuring alignment across impacted ministries (MAG/MoF/MTO/MOHLTC/MCSCS/MIRR).</li> </ul> | 04.56 |

# Strengthening Health Care

| Priority            | Actions Over the Next Year | Measures of Success | Key Risks                                                                                                                                                                                                                                                                                                                                                               |
|---------------------|----------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LHIN Transformation |                            |                     | <ul style="list-style-type: none"><li>• Potential for disruptions to patient care or employees (though increasingly very unlikely given smooth transition for all 14 LHINs).</li><li>• Expectations on a broader ‘transformation’ and improvements among key stakeholders (e.g. professional associations) in the short-term now that transition is complete.</li></ul> |

07.02

# Strengthening Health Care

| Priority                             | Actions Over the Next Year | Measures of Success | Key Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------|----------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OHIP+ and Other Public Drug Programs |                            |                     | <ul style="list-style-type: none"> <li>Implementation – Ministry is developing approach to address children and youth under age 24 who currently receive drugs via the Exceptional Access Program (EAP). The current EAP approval process is lengthy - requests are reviewed on a case-by-case basis and may require specified clinical criteria to be met. Due to new coverage for OHIP+ the Ministry is proposing to streamline the approvals for EAP drugs.</li> <li>Financial – as a universal, open-ended program; financial projections to be re-evaluated during program design; MOHLTC has learned MCYS has a small number of clients in specialized programs that receive drug coverage – MOHLTC will assume these costs.</li> <li>Delivery – approximately 9,000 Social Assistance recipients without an OHIP number; issues related to First Nations enrollment and uncertainty of uptake, “competing” coverage from federal Program; ministry engaging private insurance companies to explore transition from private plans to OHIP+. Early indications they will continue to offer their plans as most plans are made available nation-wide – would result</li> </ul> |

# Strengthening Health Care

| Priority                                         | Actions Over the Next Year | Measures of Success | Key Risks                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------|----------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Mental Health and Addictions (including Opioids) |                            |                     | <ul style="list-style-type: none"><li>Public and stakeholder concerns and media coverage of opioid-related deaths.</li><li>Stakeholder/public expectations for strengthened mental health and addictions services</li><li>Additional financial investments likely to be required (above and beyond the ministries' approved allocation)</li></ul> |

07.07

# Investing in Education and Building a Highly Skilled Workforce

| Priority                  | Actions Over the Next Year | Measures of Success | <div>• Key Risks</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------|----------------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Student Well-Being (K-12) |                            |                     | <div><div>• Stakeholder Expectations: Assessment changes, particularly to EQAO, could affect public confidence in the education system.</div><div>• Sector Capacity: Successful implementation will require significant measures to build capacity and promote buy-in, particularly on the part of teachers. “Initiative fatigue” is a risk due to wide array of reforms in schools currently being implemented.</div><div>• Labour Relations: Implications for teacher and P/VP workload and the limitations in collective agreements around introducing new policies.</div><div>• Data and Measurement: Quality data on various sub-populations and key indicators may be lacking (e.g., indigenous graduation rate, well-being), which makes it difficult to develop programs and policies to improve key indicators.</div><div>• Alignment: there is a need</div></div> |

08.05

# Investing in Education and Building a Highly Skilled Workforce

| Priority                                                                                                                       | Actions Over the Next Year | Measures of Success | <div>• Key Risks</div>                                                                                                                                                                                                                                                                                                                |       |
|--------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <b>Equity in Education (K-12)</b> (Close the Achievement Gap for Under-represented Groups & Supporting Special Needs Students) |                            |                     |                                                                                                                                                                                                                                                                                                                                       | 08.03 |
|                                                                                                                                |                            |                     |                                                                                                                                                                                                                                                                                                                                       | 08.04 |
| <b>Access to High-Quality Postsecondary Education (PSE)</b>                                                                    |                            |                     | <div><div>• Balancing delivery of multiple initiatives in a sector facing challenges (e.g. some institutions facing sustainability challenges).</div><div>• Potential for future financial risks related to implementation of initiatives (e.g. increased enrolment due to OSAP changes, French-Language PSE next steps).</div></div> | 08.10 |
|                                                                                                                                |                            |                     |                                                                                                                                                                                                                                                                                                                                       | 08.11 |
|                                                                                                                                |                            |                     |                                                                                                                                                                                                                                                                                                                                       | 08.12 |

# Investing in Education and Building a Highly Skilled Workforce

| Priority                                                   | Actions Over the Next Year | Measures of Success | Key Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                |
|------------------------------------------------------------|----------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Experiential Learning including Career Kick-Start Strategy |                            |                     | <ul style="list-style-type: none"> <li>Continued engagement/coordination with partners required for delivery.</li> <li>Measurement of outcomes required to ensure progress towards goals.</li> <li>There could be financial implications of proposed next steps on apprenticeship; will also need to consider a plan to achieve the related savings target for the Apprenticeship Training Tax Credit (ATTC) (\$63M in 2018-19, and \$17M in 2019-20 and 2020-21).</li> </ul> | 08.18<br>08.23 |
| Lifelong Learning and Skills Plan                          |                            |                     | <ul style="list-style-type: none"> <li>Continued engagement/coordination with partners required for delivery.</li> <li>Measurement of outcomes required to ensure progress towards goals.</li> <li>Ongoing investment required to implement plan; future financial risks TBD.</li> </ul>                                                                                                                                                                                      | 08.17          |

# Investing in Education and Building a Highly Skilled Workforce

| Priority                     | Actions Over the Next Year | Measures of Success | Key Risks                                                                                                                                                                                                                                                          |                         |
|------------------------------|----------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Inclusive Skills Development |                            |                     | <ul style="list-style-type: none"> <li>Continued engagement/coordination with partners required for delivery.</li> <li>Broad stakeholder engagement on the Women's Economic Empowerment Strategy may raise stakeholder expectations of new investments.</li> </ul> | 04.22<br>04.34<br>08.20 |

# Building Transit and Transportation

| Priority                                    | Actions Over the Next Year | Measures of Success | Key Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------|----------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transit – Inside the GTHA                   |                            |                     | <ul style="list-style-type: none"> <li>Potential financial impacts arising from legal dispute with Bombardier</li> </ul>                                                                                                                                                                                                                                                                                                                                                 |
| Transit & Transportation – Outside the GTHA |                            |                     | <ul style="list-style-type: none"> <li>Stakeholders may expect additional commitments for HSR including more funding (only \$15M for EA)</li> </ul>                                                                                                                                                                                                                                                                                                                      |
| Other Transit & Transportation              |                            |                     | <ul style="list-style-type: none"> <li>MTO's proposed changes to address drug-impaired driving are highly dependent on the federal government's approval of an Oral Fluid Screening Device, which may not be in place by July 1, 2018, and also creates significant resource challenges for MCSCS</li> <li>Some projects have funding (e.g., Highway 427 expansion), others do not (e.g., toll collection system for HOT lane on the 427, intercommunity bus)</li> </ul> |

13.01 to 13.06

# Building Inclusive Communities and Improving the Justice System

| Priority                                            | Actions Over the Next Year                                                                                                                                                                                                                                                                                                                             | Measures of Success                                                                                                                                                                                                                                                                                           | Key Risks                                                                                                                                                                                                                                                                                             |               |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <b>Justice Reforms (Corrections &amp; Policing)</b> | <ul style="list-style-type: none"> <li>• Fall 2017 intro legislation to reform Ontario's corrections system, including segregation</li> <li>• Continue work to transform healthcare services in correctional facilities</li> <li>• Fall 2017 intro legislation for Strategy for a Safer Ontario (SSO) and reform of police oversight bodies</li> </ul> | <ul style="list-style-type: none"> <li>• Implementation of Howard Sapers' corrections reform recommendations</li> <li>• Implementation of Justice Tulloch's police oversight recommendations</li> <li>• Greater public confidence in Ontario's corrections and police systems, including oversight</li> </ul> | <ul style="list-style-type: none"> <li>• High stakeholder and public expectations to deliver</li> <li>• Significant financial, capital, and staffing resources required – not in fiscal plan and potential labour implications</li> <li>• Challenging cultures to shift</li> </ul>                    | 04.42 & 04.43 |
| <b>Basic Income Pilot</b>                           |                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• Ambitious timeline and some unknowns (e.g. time to get participants)</li> <li>• Linkage/overlap/confusion with Income Security Reform</li> <li>• Managing expectations of First Nations partners on the scope and scale of the First Nation Pilot</li> </ul> | 05.04         |