



Policy and Political Action

Queen's Park on the Road (QPOR)

Member Toolkit

Purpose of QPOR Toolkit

This toolkit is designed to help you effectively connect with your member of provincial parliament (MPP) to discuss issues key to nursing, health care and the social and environmental determinants of health. It is your chance to forge relationships and bring your experiences and expertise to life to guide our elected officials to policies that will deliver better health outcomes for all who live in Ontario. This toolkit offers tools and tips to help you set up, plan and facilitate a QPOR meeting.

How to set up and conduct your own Queen’s Park on the Road meeting with your local MPP

If you are new to politics or just beginning to explore how government works in Ontario, you're not alone. There are excellent resources to help you feel confident and informed.

- [Learn about the Ontario government services available to you and how the provincial government works](#)
- [Learn about the Ontario Legislature](#)
- [See the Ontario Legislative Assembly in action](#)

It is also important to understand how laws are made at Queen’s Park. Start with the [Stages of a Bill in Ontario](#), which outlines how legislation is introduced, debated, and becomes a law.

Connecting with your MPP

As Policy and Political Action Network Officers (PPAN) or chapter reps you are responsible for setting up meetings with your local MPPs, **except if they are a cabinet minister¹ or party leader**. Meetings with the premier, cabinet ministers and party leaders are organized and hosted by RNAO’s Executive Office. (See point 3 below).

1. If you are a PPAN or Chapter President, please let RNAO Policy Coordinator, Ann-Marie Morris (amorris@rnao.ca) know if you are not able to participate.²

¹ A provincial cabinet minister in Ontario is an MPP who has been appointed by the premier to oversee a specific government department or portfolio. These ministers form the Executive Council (commonly known as the Cabinet) which is responsible for making decisions on provincial policies, programs and legislation within their assigned areas. RNAO CEO Dr. Doris Grinspun and members of our Board of Directors are responsible for meeting with cabinet ministers.

² If your Chapter executive is currently without a president and a policy & political network executive network officer (PPAN ENO), RNAO head office will arrange a meeting with the MPP. See the [RNAO Leadership Manual](#) for more information and a diagram outlining RNAO’s ENO structure.

2. Visit the [Ontario Legislature website](#) to make sure you have the most up-to-date contact information for your local MPP. You can also search by postal code on the [Elections Ontario website](#).
3. You can look up your MPP [by postal code here](#). Or, Ann-Marie Morris can also email you a list of current MPPs in your chapter/region.

TIP: Use the MPP meeting invitation script or email text we've provided in **Appendix C** to connect with the MPP by phone or email.

4. If your MPP is a provincial member of cabinet or a leader of a party, RNAO Executive Office (esiebenmann@rnao.ca) will be inviting them on your behalf. Please let RNAO Executive office know if your MPP is a cabinet minister, so we can extend the invitation on your behalf (**see Appendix F for a full list of cabinet ministers including electoral district and RNAO region or chapter**). Once an appointment is made, RNAO will reach out to the chapter executives to invite them to attend.
5. Follow up with the MPP's office if you don't hear back from them promptly.

TIP: If your MPP's office hasn't responded to email within 7 business days, consider phoning them to follow up. PPANs have shared with us that they have had more success with booking meetings after following up with a telephone call.

6. Once the meeting has been arranged, confirm by email. Forward them copies of the advocacy material you will be discussing which can be found on RNAO's [QPOR website](#).

Setting up your QPOR MPP meeting

We recommend that you meet your MPP in person, if possible. But if geography or timing doesn't allow, a virtual meeting via Microsoft Teams or Zoom will also help you get your points across.

- **For in-person meetings:** MPPs have offices in the electoral district (also referred to as a "riding") called "constituency" offices. This is a good place to meet. However, in large ridings, the location of the constituency office may not be close or convenient. If that's the case, feel free to meet your MPP at a place of mutual convenience – for example, at a coffee shop, restaurant or community centre.
- **For online meetings:** If you are unable to meet in person, you can schedule a Microsoft Teams meeting. If you need assistance setting up a virtual meeting, RNAO can help with this – contact Ann-Marie Morris (amorris@RNAO.ca).

Preparing for your QPOR MPP meeting

- **Read and familiarize yourself with the RNAO fact sheets** and political action bulletins related to the priority issues so that you are confident presenting the information to your [MPP](#). You can find the [QPOR toolkit on the RNAO.ca website](#).
- If you are in an RNAO chapter that contains multiple electoral offices (sometimes referred to as “ridings”), **try to bring an RNAO constituent of the specific riding with you**, as several MPPs will request this.
- **Conduct some research** on your MPP before the meeting to see if you can find ways to make a more personal connection. They live in your community, but what do you have in common? Did you go to the same high school? Do your kids play sports together? This will help set the tone for a focused but more relaxed conversation. Also find out whether they support the key priority issues.
- **Prepare an agenda for the meeting.** Do not try to present more than two issues. Focus on those that are closest to your heart and experience. See **Appendix B** for a sample agenda.
- **Send the MPP a copy of the fact sheet and political action bulletin beforehand** so they have a chance to review and form any questions for you. Also, bring copies with you if the meeting is in person.
- **Connect with other members of your executive** to identify additional participants. Also, feel free to reach out to members of your chapter to see if there is anyone willing to share their personal or professional experiences with the priority issues. Make sure, however, that whoever is attending the meeting on behalf of RNAO is prepared to speak in support of RNAO’s policy positions.
- Contact Ann-Marie Morris at amorris@RNAO.ca if you would like to have an email sent to your chapter to invite members to the meeting.
 - Make sure you have phone numbers for the MPP and other meeting participants in the event of an emergency.

TAKE ADVANTAGE OF A PHOTO OP WITH YOUR MPP! Before you conclude your meeting, ask to have a photo taken for social media as well as *RNJ* and our e-newsletter *In The Loop*. If the meeting is online, ask permission to take and share screen capture shots in virtual meetings.

Post your photos with the MPP to social media (remember to tag @RNAO) and send them to Ann-Marie Morris (amorris@RNAO.ca).

Gathering reflections from the QPOR meeting

In advance of the meeting, get someone to agree to take notes – even if the meeting is being recorded.

Please arrange a debrief with other RNAO member participants after the meeting to review the meeting notes and discuss your overall impression of the event.

Roles and responsibilities at a QPOR MPP meeting

It is important that the meeting be “chaired” by an RNAO representative. This will help you present the materials and issues for discussion in an organized fashion.

The role of the chair is to:

- Oversee and manage the meeting, making sure it starts on time.
- Introduce the group (name, role with RNAO if any—board, chapter or interest group member, student and/or constituent of the MPP).
- Keep the discussion on track.
- Present RNAO’s “Asks” and letter templates for submission to the appropriate individual – see **Appendices D, E and F**.
- Thank the MPP and request permission to take and post group photos.
- **Invite the MPP to participate in RNAO’s annual Queen’s Park Day on Feb. 27, 2025.**

Dos, don'ts and other tips for making your MPP listen

Things to do

- Wear your RNAO pin.
- Bring a notebook and write down any notes/reflections/questions. (See **Appendix A** for our Meeting Minutes Template).
- Bring another person with you.
- Bring the factsheets and political action bulletins with you.
- Wear non-partisan attire (clothing that does not display any affiliation with a political party or candidate). For example, avoid solid red, blue, orange or green.
- Follow up and hold them accountable.

Things to avoid

- Being late for the meeting—even if the MPP does not start on time.
- Speaking for so long that there is no time left for questions.
- Using medical jargon.
- Speaking negatively about the previous or current government.
- Contradicting RNAO's positions.
- Saying “I don't know” in response to a question. If you're not sure about the answer to a specific question, tell the MPP, “I will get back to you with details as soon as possible.”
- Referring to your own political party membership (if you have one) or political preferences. RNAO is a non-partisan organization that works with MPPs from all political parties.

Tips to help you deliver your message

Remember, nurses engage with people from diverse backgrounds every day. Speaking to a MPP is not any different.

- **Pay attention to and be friendly with staff.** MPP office staff are valuable allies and help you to establish a relationship with your MPP.
- **Be punctual.** Start and end the meeting at the appointed time.
- **Stay focused.** Don't let the MPP find ways to avoid what they may find to be a difficult conversation.
- **Tell a story.** Nurses have compelling stories to tell – especially on these two issues. Use your stories. Use personal examples from your work or community to support the

key messages RNAO is asking you to deliver. Remember – politicians value and appreciate your knowledge and experience as a nurse. Be confident in your ability to use personal and work narratives to make your point about nursing and health care.

- **Give your MPP time to express their views.** Listen, understand and respond to what they are saying. We already know what we think. We want to know what they think!
- **Ask the MPP directly whether they support your position.** And, if they do, be sure to turn that support into action.

Do you have any questions related to QPOR – how to prepare for a MPP meeting, where to find RNAO materials that can help, etc.? Email Ann-Marie Morris, RNAO health and policy coordinator, at amorris@RNAO.ca

Appendix A – Meeting Minutes Template

Name of MPP:	
Date:	
Name/title of any MPP staff in meeting:	
Name of recorder:	
Names of other RNAO members in meeting:	
Response to issue #1:	
Are they sending a letter and when?	
Response to issue #2:	
Are they sending a letter and when?	

Complete this form and send to amorris@RNAO.ca along with any photos taken. Thank you!

Appendix B - Sample agenda for QPOR meeting with MPP

(assuming a one-hour time slot)

* Please refer to **Roles and responsibilities at a QPOR MPP meeting** section of this document.

1:00 p.m.	<p>Introduce RNAO participants</p> <p>Thank MPP for agreeing to meet</p> <p>Thank MPP for past support of RNAO events (if applicable)</p> <p>Introduce the RNAO members attending</p> <p>Ask the MPP if they had a chance to view the RNAO video. If not, offer to take the time to view it with them during the meeting.</p>	Chair
1:05 p.m.	<p>Set parameters and priorities for discussion</p> <p>Highlight the priority issues that you will address.</p> <p>Visit the RNAO.ca QPOR website for a listing of our priority issues.</p>	Chair
1:10 p.m.	<p>Discuss the priority issues</p> <p>Reinforce information and recommendations found within political action bulletins</p> <p>Give specific or personal examples drawn from your workplace or community</p> <p>Ensure there is time to hear the MPPs views and answer their questions</p>	All
1:45 p.m.	<p>Deliver the call to action</p> <p>Ask for MPPs support</p> <p>Translate support to action:</p> <ul style="list-style-type: none"> • Present “Ask” letter templates to MPP • Get a commitment from the MPP to send a letter to the Minister 	Chair

1:55 p.m.	<p>Wrap up the meeting – thank MPP for meeting and:</p> <ul style="list-style-type: none"> • Confirm follow-up details • Ask permission and take a screen shot or photo of the group 	Chair
2:00 p.m.	<p>Debrief:</p> <ul style="list-style-type: none"> • Doublecheck that MPP or their staff have left the meeting if held virtually • Document observations of MPP responses • Record any commitments made by the MPP • Provide a summary of the meeting and outcomes to Ann-Marie Morris (amorris@RNAO.ca) 	Chair

Appendix C – MPP meeting invitation script/email

Oct. 31, 2025

MPP First Name Last Name

Address, City Postal

email@address

Invitation to attend RNAO's Queen's Park on the Road (QPOR)

Dear (MPP),

I am a constituent and a/an {registered nurse (RN)/nurse practitioner (NP)/nursing student} concerned about Ontario's health system. I am also the [identify your position with RNAO or indicate that you are a member] of the Registered Nurses' Association of Ontario (RNAO). RNAO is the professional association representing over 56,000 RNs, NPs and nursing students across Ontario.

Queen's Park on the Road (QPOR) is one of RNAO's three signature advocacy events that allow members to meet with our elected provincial representative to discuss critical nursing, health and health-care delivery issues. Would you be able to set aside an hour at your earliest convenience to meet with me and a few of my nursing colleagues who live in your riding?

Please let me know when you're available to meet by emailing me at XXXX. We'd greatly appreciate the opportunity to share our experiences with you, and discuss how we can positively influence public policy together. QPOR is an important initiative to foster these relationships. We look forward to your commitment to meeting with our nursing leaders from your constituency.

Warm regards,
(PPAN name)
(PPAN email)
(optional telephone)

Copy to: Ann-Marie Morris, RNAO
amorris@rnao.ca

Appendix D – MPP Meeting Follow-up Script/Email

[MPP]

[Riding]

[Address and email block]

[insert date]

Dear [MPP Name],

I would like to extend my sincere thanks to you [and your constituency office team] for meeting with [me/us] on [date] to discuss the **{Insert topic discussed}** in Ontario. We hope you found the meeting useful and that it will serve to inform you in your role as our Member of Provincial Parliament.

I am hoping that our meeting was just the start of a dialogue between us about issues related to health and health services in our riding and province. If at any time you have questions related to health or health care, please let us know. We stand ready to help.

Warm regards,

[name]

[email]

[optional telephone]

Copy to: Ann-Marie Morris, RNAO, amorris@RNAO.ca

Appendix E – Ask Letters to Leaders – Housing Crisis

Hon. Rob Flack

Ministry of Municipal Affairs and Housing

17th Floor, 777 Bay St.

Toronto, ON M7A 2J3

rob.flack@ontario.ca

[insert date]

Re: Action needed to address Ontario’s housing crisis

Dear Minister Flack,

Ontario is facing a housing crisis that demands immediate and coordinated action. Escalating rental costs, [increasing rates of homelessness](#), and a [critical shortage](#) of non-market and supportive housing are leaving thousands of residents without access to safe, and affordable homes. These are not just economic issues – they represent urgent social and public health emergencies.

Members of the Registered Nurses’ Association of Ontario (RNAO) have repeatedly emphasised that housing is a determinant of health and a basic human right. Yet, government housing policies have failed to meet the needs of Ontario’s residents for decades – including those under the Ford administration.

The many concerning indicators include:

- Homelessness in Ontario increased by 25 percent between 2022 and 2024, with more than 81,000 people affected. Meanwhile, home ownership is increasingly out of reach for many.
- Rent increases have outpaced wage growth. At present, two full-time minimum wage earners can’t afford to rent a one-bedroom apartment in Toronto or many other Ontario cities.
- More than 26,553 recipients of Ontario Works (OW) or Ontario Disability Support Program (ODSP) experienced homelessness in July 2024 alone. Economic disparity intersects with race, Indigenous status, gender minorities, and disability, leading to an over-representation of these groups among the homeless population.

- The province’s social housing waitlist grew by 27 per cent between 2011 and 2018, while social housing stock remains at a mere 3.5 per cent of total housing – far below international standards.

Housing instability also leads to poor health outcomes. It places burdens on health-care systems, causing a greater reliance on emergency services, more hospitalizations and longer stays in hospital. In addition to the strain on hospitals, more than 36,000 Ontarians are currently waiting for mental health and addiction supportive housing, with average wait times of 3.8 years in Ontario and 8.1 years in Toronto.

Without upstream investment in non-market and supportive housing, Ontario will continue to face growing costs across health, social and justice sectors and deepen inequities amongst its most vulnerable populations. The cost of inaction is high in both human and fiscal terms.

The provincial government must implement the [following recommendations](#) to address the housing crisis, as outlined by RAO:

1. Invest one per cent of the provincial budget annually in non-market housing, including 10,000 new units and 3,000 supportive and accessible units each year.
2. Regulate the rental housing market by extending rent control to all units, eliminating vacancy decontrol, and instituting a rent increase ceiling.
3. Support and fund an Indigenous-led housing strategy that reflects Indigenous definitions of home and community.
4. Double OW and ODSP rates to reflect the actual cost of living.
5. Raise the minimum wage to a living wage to ensure working Ontarians can afford housing.

Minister Flack, this crisis is the result of policy choices. I urge you to act to ensure every Ontarian has access to safe, affordable housing. I would be happy to talk about this or any other matter impacting my constituency at your convenience.

Sincerely,

[MPP Name]

Member of Provincial Parliament

[Constituency Name]

Copy to:

Hon. Sylvia Jones, Minister of Health sylvia.jones@ontario.ca

Hon. Peter Bethlenfalvy, Minister of Finance, Minister.fin@ontario.ca

Hon. Vijay Thanigasalam, Associate Minister of Mental Health and Addictions,
vijay.Thanigasalam@ontario.ca

Marit Styles, MPP, leader of the Official Opposition, mstiles-qp@ndp.on.ca

Catherine McKenney, NDP housing critic, MPP, cmckenney-co@ndp.on.ca

Ask Letters to Leaders – Climate Crisis

Hon. Todd J. McCarthy

Ministry of Environment, Conservation and Parks

5th Floor, 777 Bay St.

Toronto, ON M7A 2J3

minister.mecp@ontario.ca

[insert date]

Subject: The climate and health crisis in Ontario

Dear Minister McCarthy,

Ontario is experiencing the devastating effects of climate change: [record-breaking heatwaves](#), wildfires, flooding, and [rising rates of climate-related illnesses](#). The province's own climate impact assessment confirms that these events affect our most vulnerable populations, particularly Indigenous communities, people experiencing homelessness, older adults, and those with disabilities.

Members of the Registered Nurses' Association of Ontario (RNAO) have repeatedly revealed that the health impacts of the climate crisis are severe and growing. Air pollution, exacerbated by wildfires, contributed to over 17,400 premature deaths across Canada in 2018, with a significant proportion in Ontario. Extreme heat is linked to increased rates of anxiety, depression, and suicide attempts, while diseases like Lyme disease are rising rapidly due to warming temperatures.

Ontario's current greenhouse gas reduction target is insufficient. The "global stocktake" from the 2023 United Nations Climate Change Conference (COP28) calls for a 43 per cent reduction by 2030. We must align our targets with international commitments and take bold steps to protect our communities.

[RNAO has recommended multiple priority actions](#), including:

- Develop and implement a science-based climate plan aligned with the goal for global warming not to exceed 1.5°C.
- Ensure all climate actions uphold Indigenous rights and comply with the UN Declaration on the Rights of Indigenous Peoples.
- Transition to a renewable electricity system and phase out fossil fuels.
- Promote zero-emission transportation and sustainable urban planning.

- Protect farmland, local food sources, and natural ecosystems to boost climate resilience and prevent urban sprawl.
- Support a just transition for workers and communities affected by climate policy.
- Strengthen public health preparedness and expand the health workforce trained in climate related impacts.
- Integrate impacts of climate change and adaptation strategies into the curriculum for primary, secondary and post-secondary students to increase awareness and shape climate change literacy.

Ontario must act swiftly and decisively to reduce climate risks and safeguard the health and wellbeing of all Ontarians. I'd be happy to talk about this or any other matter impacting my constituency at your convenience.

[MPP Name]

[Riding]

[Address]

Copy to:

Hon. Doug Ford, Premier, Premier@ontario.ca

Hon. Sylvia Jones, Minister of Health, sylvia.jones@ontario.ca

Hon. Peter Bethlenfalvy, Minister of Finance, Minister.fin@ontario.ca

Hon. Todd J. McCarthy, Minister of the Environment, Conservation and Parks,
todd.mccarthy@ontario.ca

Hon. Mike Harris, Minister of Natural Resources, mike.harrisco@pc.ola.org

Hon. Jill Dunlop, Minister of Emergency Preparedness and Response,
Jill.Dunlop@ontario.ca

Hon. Stephen Lecce, Minister of Energy and Mines, MinisterEnergy@ontario.ca

Ask Letters to Leaders – Primary Care Crisis

Hon. Sylvia Jones

Ministry of Health

777 Bay Street, 5th Floor

Toronto, ON M7A 2J3

Sylvia.Jones@ontario.ca

[insert date]

Subject: Action needed to address Ontario’s primary care crisis

Dear Minister Jones,

I am writing to you today to express concern regarding Ontario’s primary care system, as outlined in the recent [political action bulletin](#) from the Registered Nurses’ Association of Ontario (RNAO). The data and analysis presented in this report are alarming and demand immediate and comprehensive action.

RNAO estimates that 3.3 million Ontarians lacked a regular primary care provider (PCP) at the start of 2025, with vulnerable populations – newcomers, racialized communities, and low-income individuals – disproportionately affected. Even among those who are attached to a PCP, access to timely care remains a significant challenge. More than one-third of patients cannot secure same-day or next-day appointments, and nearly 90 per cent of non-urgent emergency department visits are made by patients who already have a PCP.

While I commend the government’s commitment to attach every Ontarian to a PCP by 2029, the current plan significantly underestimates the scale of the crisis. RNAO’s projections show that even with full implementation of current initiatives, 1.8 million Ontarians will remain unattached by 2029. This is unacceptable.

Nurses of all classifications remain an underleveraged resource in solving the issue of primary care attachment and access. Nurses working in team-based care contribute to increased productivity, larger panel sizes, more patient visits, and improved outcomes, especially for chronic conditions.

Thus, to more fully address the primary care crisis, RNAO recommends a bold reimagining of primary care delivery that includes full utilization of nurses working with expanded

scope and in expanded roles in team-based primary care settings. This reimagination requires:

1. Building nursing capacity

- Increase seats in nurse practitioner (NP) and BScN programs to meet future demand.
- Aim for 7,500 registered NPs and 10,000 new registered nurse (RN) registrants annually by 2029.

2. Building nursing career pathways

- Recognize NPs as Most Responsible Providers (MRPs) across all models.
- Expand RN scope of practice and integrate specialty RN roles (e.g., chronic disease, mental health, patient navigation).
- Harmonize RN compensation to support retention in primary care.

3. Expanding access to primary care

- Ensure 24/7 access to primary care services.
- Double the number of nurse practitioner-led clinics by 2029.

4. Making primary care data public

- Publish annual data on PCP availability, panel sizes and the number of unattached individuals.

Minister Jones, the health and wellbeing of millions of Ontarians depend on our ability to act decisively. I urge you to adopt RNAO's recommendations and work collaboratively with stakeholders to build a resilient, equitable, and accessible primary care system.

I welcome any opportunity to discuss these critical health system reforms further.

Sincerely,

[MPP Name]

Member of Provincial Parliament

[Constituency Name]

Copy to:

Hon. Doug Ford, Premier, Premier@ontario.ca

Hon. Peter Bethlenfalvy, Minister of Finance, Minister.fin@ontario.ca

Marit Styles, MPP, leader of the Official Opposition, mstiles-qp@ndp.on.ca

France G elinas, MPP, NDP health critic, gelines-qp@ndp.on.ca

Appendix F – Ontario Cabinet Ministers and Party Leaders

MPPs	Policy Area	Chapter	Riding
Bethlenfalvy, Hon. Peter	Minister of Finance	Durham	Pickering—Uxbridge
Calandra, Hon. Paul	Minister of Education	York east	Markham—Stouffville
Cho, Hon. Raymond Sung Joon	Minister for Seniors and Accessibility	Region 7 - Toronto East	Scarborough North
Cho, Hon. Stan	Minister of Tourism, Culture and Gaming	Region 6 - Toronto West	Willowdale
Crawford, Hon. Stephen	Minister of Public and Business Service Delivery and Procurement	Halton	Oakville
Downey, Hon. Doug	Attorney General	South Simcoe	Barrie—Springwater—Orono-Medonte
Dunlop, Hon. Jill	Minister of Emergency Preparedness and Response	MUSK-HURONIA-PARRY	Simcoe North
Fedeli, Hon. Victor	Chair of Cabinet	Nipissing	Nipissing
Fedeli, Hon. Victor	Minister of Economic Development, Job Creation and Trade	Nipissing	Nipissing
Flack, Hon. Rob	Minister of Municipal Affairs and Housing	Middlesex	Elgin—Middlesex—London
Ford, Hon. Doug	Premier	Region 6 - Toronto West	Etobicoke North
Hamid, Hon. Zee	Associate Solicitor General for Auto Theft and Bail Reform	Halton	Milton
Harris, Hon. Mike	Minister of Natural Resources	Waterloo	Kitchener—Conestoga
Holland, Hon. Kevin	Associate Minister of Forestry and Forest Products	Lakehead	Thunder Bay—Atikokan
Jones, Hon. Sylvia	Deputy Premier	Dufferin- Caledon	Dufferin—Caledon
Jones, Hon. Sylvia	Minister of Health	Dufferin- Caledon	Dufferin—Caledon
Jones, Hon. Trevor	Minister of Agriculture, Food and Agribusiness	Chatham-Kent	Chatham-Kent—Leamington

Kerzner, Hon. Michael S.	Solicitor General	Region 6 - Toronto West	York Centre
Khanjin, Hon. Andrea	Minister of Red Tape Reduction	South Simcoe	Barrie—Innisfil
Kusendova-Bashta, Hon. Natalia	Minister of Long-Term Care	Mississauga	Mississauga Centre
Lecce, Hon. Stephen	Minister of Energy and Mines	York west	King—Vaughan
Lumsden, Hon. Neil	Minister of Sport	Hamilton	Hamilton East—Stoney Creek
McCarthy, Hon. Todd J.	Minister of the Environment, Conservation and Parks	Durham	Durham
McGregor, Hon. Graham	Minister of Citizenship and Multiculturalism	Brampton	Brampton North
Mulroney, Hon. Caroline	President of the Treasury Board	South Simcoe	York—Simcoe
Mulroney, Hon. Caroline	Minister of Francophone Affairs	South Simcoe	York—Simcoe
Oosterhoff, Hon. Sam	Associate Minister of Energy-Intensive Industries	Niagara	Niagara West
Parsa, Hon. Michael	Minister of Children, Community and Social Services	York East	Aurora—Oak Ridges—Richmond Hill
Piccini, Hon. David	Minister of Labour, Immigration, Training and Skills Development	Kawartha	Northumberland—Peterborough South
Pirie, Hon. George	Minister of Northern Economic Development and Growth	Porcupine	Timmins
Quinn, Hon. Nolan	Minister of Colleges, Universities, Research Excellence and Security	Seaway	Stormont—Dundas—South Glengarry
Rickford, Hon. Greg	Minister of Indigenous Affairs and First Nations Economic Reconciliation	Kenora river	Kenora—Rainy River
Rickford, Hon. Greg	Minister Responsible for Ring of Fire Economic and Community Partnerships	Kenora river	Kenora—Rainy River
Sarkaria, Hon. Prabmeet Singh	Minister of Transportation	Brampton	Brampton South
Schreiner, Mike	MPP and leader of the Green Party of Ontario	Wellington	Guelph

Smith, Hon. Graydon	Associate Minister of Municipal Affairs and Housing	Muskoka	Parry Sound—Muskoka
Stiles, Marit	MPP and leader of the official opposition	Region 6 - Toronto West	Davenport
Surma, Hon. Kinga	Minister of Infrastructure	Region 6 - Toronto West	Etobicoke Centre
Tangri, Hon. Nina	Associate Minister of Small Business	Mississauga	Mississauga—Streetsville
Thanigasalam, Hon. Vijay	Associate Minister of Mental Health and Addictions	Region 7 - Toronto East	Scarborough—Rouge Park
Thompson, Hon. Lisa M.	Minister of Rural Affairs	Huron Perth	Huron—Bruce
Tibollo, Hon. Michael A.	Associate Attorney General	York West	Vaughan—Woodbridge
Williams, Hon. Charmaine A.	Associate Minister of Women's Social and Economic Opportunity	Brampton	Brampton Centre