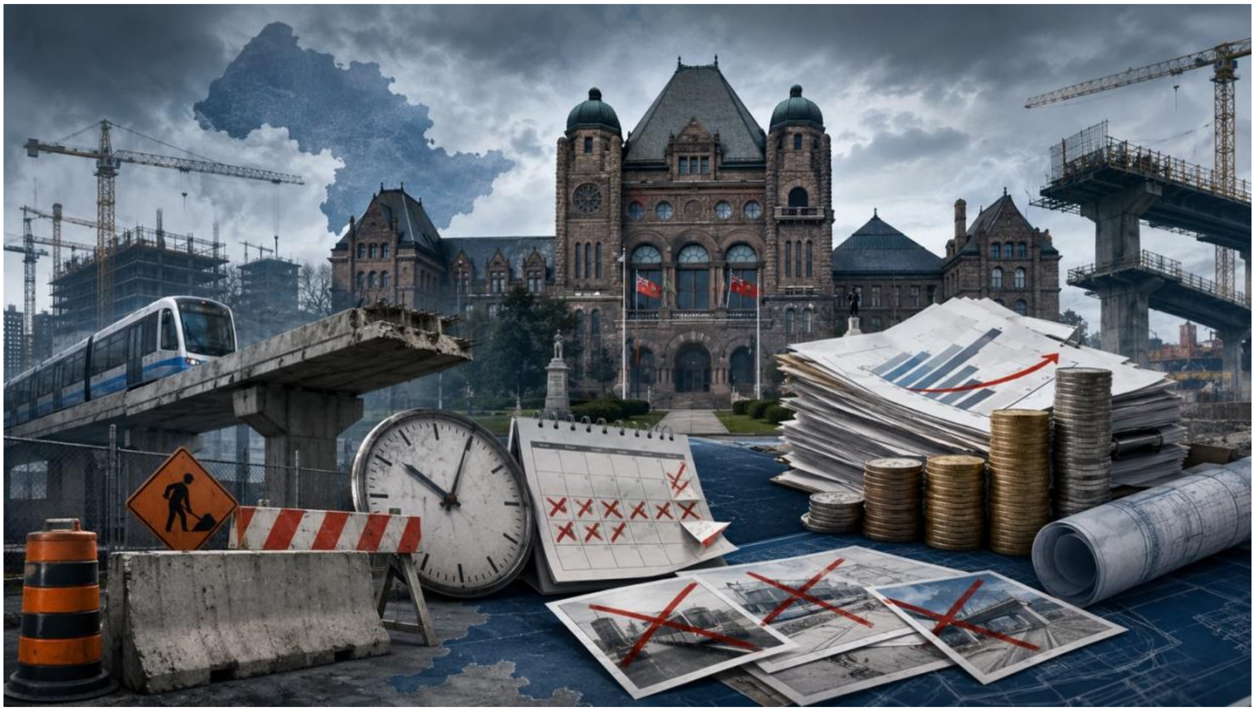


Project Delays, Cost Escalation, Cancellations, and Policy Reversals Under Ontario Premier Doug Ford's Governments

The Ontario Provincial Government recently criticized the Canadian federal government's ability to deliver big projects, after the very questionable and secretive proposal to expand the Billy Bishop Airport in Toronto was rejected. Meanwhile, what is presented here is the actual track record of the Ontario Provincial Government's own litany of failures during their tenure from June 2018 through July 29, 2026. Some of these initiatives were "inherited," however since Premier Ford is in his third term at the helm, using inheritance as an excuse for poor performance is untenable.

Ontario does not publish a single whole-of-government register covering every delayed project, cancelled procurement, policy reversal and budget variance. This list then, is presented as **"Documented examples"** or **"A verified inventory of material initiatives,"** not "all Ford government failures." Feel free to identify any errors or oversights.

1. Confirmed Project Overruns and Delays

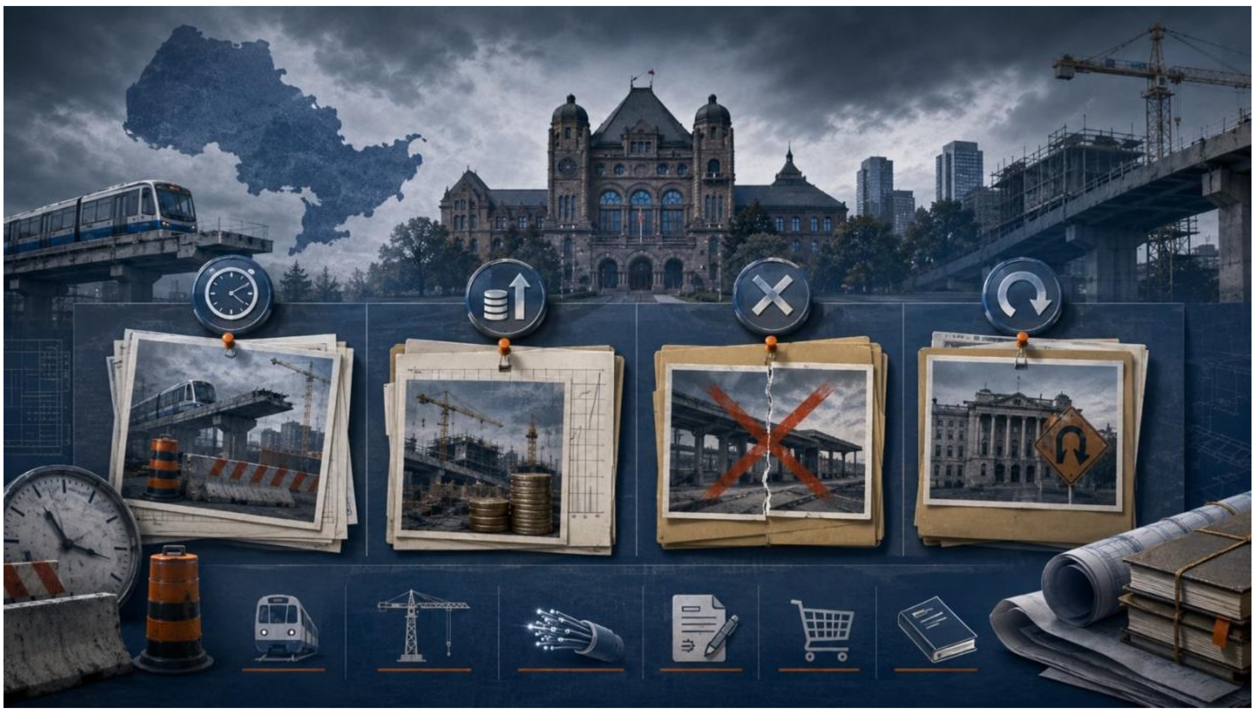
These entries have a reasonably clear original budget, completion target or publicly announced delivery date.

Initiative	Term(s)	Verified classification and outcome
Peter Gilgan Mississauga Hospital redevelopment	T2–T3	**Forecast over approved budget.** As of October 2024, the Auditor General estimated that project costs would be **more than $4 billion above the approved budget**. The project is still in pre-construction, so this is a forecast rather than a finalized overrun.
Lakeridge Gardens long-term-care home	T1–T2	**Late and over budget.** Completed one month late at approximately **$229 million**, about **$49 million or 27% over budget**.
Highway 427 expansion *(inherited project)*	T1	**Late and over budget.** Substantial completion occurred approximately one year late. The Auditor General estimated total project costs of about **$758 million**, approximately **$98 million or 15% over budget**. Final costs remained under dispute when audited. The contract was signed in 2017, before Ford took office.
Humber Meadows and Trillium Health Partners accelerated-build LTC homes	T1–T2	**Delayed against the pilot target.** The accelerated-build initiative contemplated approximately 14-month construction periods. The Auditor General found that Humber Meadows took about 28 months and the Trillium Health Partners project about 32 months, with modular-supplier production problems contributing to the delays.
Eglinton Crosstown LRT *(inherited project)*	T1–T3	**Approximately five years late.** The principal contract targeted completion in 2021; passenger service began in February 2026. The project and its contractual structure predated the Ford government, although the province and Metrolinx remained responsible for oversight throughout Ford's three terms.
Finch West LRT *(contracted before Ford took office)*	T1–T3	**Approximately two years late.** Completion was originally expected in 2023; construction finished in November 2025 and service began in December 2025. The contract was awarded in May 2018, before the Ford government was elected.
Ontario Line	T1–T3	**Public schedule moved by approximately four years.** The government's April 2019 announcement contemplated delivery in 2027. The subsequent project-contract schedule anticipated completion in 2031. The frequently quoted $10.9-billion and $27-billion figures are not like-for-like budgets, so this is presented as a schedule change—not as a proven tripling of project cost.
Universal high-speed-internet commitment	T1–T3	**Three-year target delay.** The government committed to connecting every Ontario community by the end of 2025. The current provincial target is the end of 2028.
Ontario Digital ID	T1–T3	**Announced launch date missed.** In 2021, Ontario said the program would launch later that year. By July 29, 2026, I could not find an official announcement of a general province-wide launch; the principal government information page has been archived and still describes development and pilot activity. This is prsented as a missed announced launch—not as a formally cancelled program.

2. Major Scope and Estimate Escalation

These are significant cost increases, but they should **not** be described as ordinary construction-budget overruns because scope and cost categories changed.

Initiative	Term(s)	Verified classification and outcome
Ontario Place redevelopment	T1–T3	**Major expansion of scope and estimated public expenditure.** A 2019 estimate of approximately **$335 million–$424 million** concerned work needed to make the site ready for redevelopment. By February 2024, the estimated public cost had reached approximately **$2.237 billion**, including the new Science Centre, parking, servicing, public-realm work and other additions. The Auditor General attributed much of the increase to added scope, servicing requirements and escalation. It is misleading to call this a simple fivefold overrun.
New Ontario Science Centre at Ontario Place	T2–T3	**Estimate escalation and schedule movement.** The project's 50-year net-present-value estimate increased from approximately **$1.047 billion to $1.444 billion**—an increase of **$397 million or 47%**. The projected opening moved from 2028 to 2029. The estimate includes construction, lifecycle and ancillary costs, not merely the building contract.



3. Cancelled, Restarted or Materially Reworked Procurements and Contracts

Initiative	Term(s)	Verified classification and outcome
Hamilton LRT *(inherited commitment)*	T1–T3	**Cancelled and later revived.** Ontario cancelled the active procurement in December 2019. The province and federal government reinstated the project in 2021 with a combined **$3.4-billion** commitment. The first major civil and utility package was not awarded until April 2026.

Initiative	Term(s)	Verified classification and outcome
Halton Region Consolidated Courthouse	T1	**Procurement cancelled.** The RFP was released in February 2019 and cancelled in May 2020 because of the COVID-19 pandemic. The province redirected the planned funding to existing courthouse infrastructure and digital, virtual and hybrid-hearing capabilities.
Kingston General Hospital redevelopment procurement	T2	**Procurement cancelled because the planned project had become unaffordable in its existing form.** The hospital asked the Ministry of Health and Infrastructure Ontario to cancel the procurement in 2023 because of budget constraints and escalating costs arising from the complexity of redeveloping the existing site. A revised plan was submitted for review.
Ontario Satellite Internet/Starlink partnership	T2–T3	**Cancelled.** Ontario ended the Starlink component of its satellite-internet initiative during the 2025 Canada–U.S. tariff dispute. The province subsequently moved its universal-connectivity target from the end of 2025 to the end of 2028. A publicly verified termination payment has not been made public.

4. Ford-government Policy Initiatives Reversed, Repealed, Blocked or Substantially Scaled Back

These are policy reversals, not project overruns.

Initiative	Term(s)	Verified classification and outcome
Removal of 15 areas from the Greenbelt	T2	**Reversed.** The government removed 15 areas from the Greenbelt in 2022 and restored them through legislation in December 2023. Estimated increases in private land value should not be represented as direct government spending or a taxpayer overrun.
Provincial modifications to municipal official plans	T2	**Reversed or materially revised.** Ontario legislatively rolled back or altered many of its own 2022–23 modifications affecting 13 municipal and regional official plans. This followed the Greenbelt and municipal-planning controversies.
Dissolution of Peel Region	T2	**Abandoned before implementation.** The original legislation contemplated dissolving Peel Region on January 1, 2025. Ontario subsequently repealed the dissolution provision and shifted to more limited restructuring measures.
Bill 124 public-sector wage-restraint law	T1–T2	**Invalidated and repealed.** Courts found that the legislation unconstitutionally interfered with collective bargaining as it applied to represented workers. Ontario decided not to pursue a Supreme Court appeal and repealed the law in February 2024.
Bill 28, Keeping Students in Class Act	T2	**Repealed within days.** The law imposed a contract on education workers and invoked the notwithstanding clause. It was passed on November 3, 2022 and repealed on November 14, with the repeal legislation deeming it never to have been in force.
Ontario Autism Program "Childhood Budgets"	T1	**Cancelled and redesigned.** The government announced age- and income-based childhood budgets in February 2019, cancelled that

Initiative	Term(s)	Verified classification and outcome
		approach later in 2019 and returned to developing a needs-based program.
Secondary-school class-size and mandatory e-learning plan	T1	**Substantially scaled back.** In March 2019, Ontario proposed increasing the funded secondary-school average from 22 to 28 students and requiring four online credits. The final approach moved to an average of approximately 23 students and two online credits, with an opt-out mechanism.
Mandatory consolidation into 10 regional public-health entities	T1–T2	**Original implementation plan did not proceed.** The 2019 budget proposed establishing 10 regional entities and boards by 2020–21. The process was paused during COVID-19, and the government later adopted a different modernization approach rather than implementing the original mandatory ten-region model.
Blue Ontario licence plates	T1	**Issuance stopped.** Ontario stopped distributing the redesigned plates in March 2020 after nighttime-visibility problems were identified. The official figure was approximately **71,000 plates issued** as of February 26, 2020—not the much larger numbers sometimes reported later.
Université de l'Ontario français funding	T1	**Cancellation or pause reversed.** Ontario paused provincial support in November 2018, then entered a federal–provincial funding agreement in January 2020 under which each government would contribute approximately **$63 million**.
Provincial takeover of the existing TTC subway network	T1	**Proposal abandoned.** The government explored uploading the existing subway system to the province. The final 2019 Toronto–Ontario arrangement expressly stated that Ontario would not proceed with the upload and that the existing network would remain owned by the City and TTC.
Mandatory anti-carbon-tax gas-pump stickers	T1	**Struck down and abandoned.** An Ontario Superior Court decision found the mandatory sticker requirement unconstitutional in September 2020. The government subsequently said it would abide by the decision rather than appeal.
Electricity-export tariff-response charge	T3	**Introduced and suspended almost immediately.** The implemented measure was a **$10-per-MWh charge**, effective March 10, 2025—not a literal 25% surcharge. The IESO set the charge to zero on March 11.

5. Inherited Programs or Commitments Cancelled by the Ford Government

These initiatives were created or contracted before Ford took office. Their cancellation was nevertheless a decision of the Ford government.

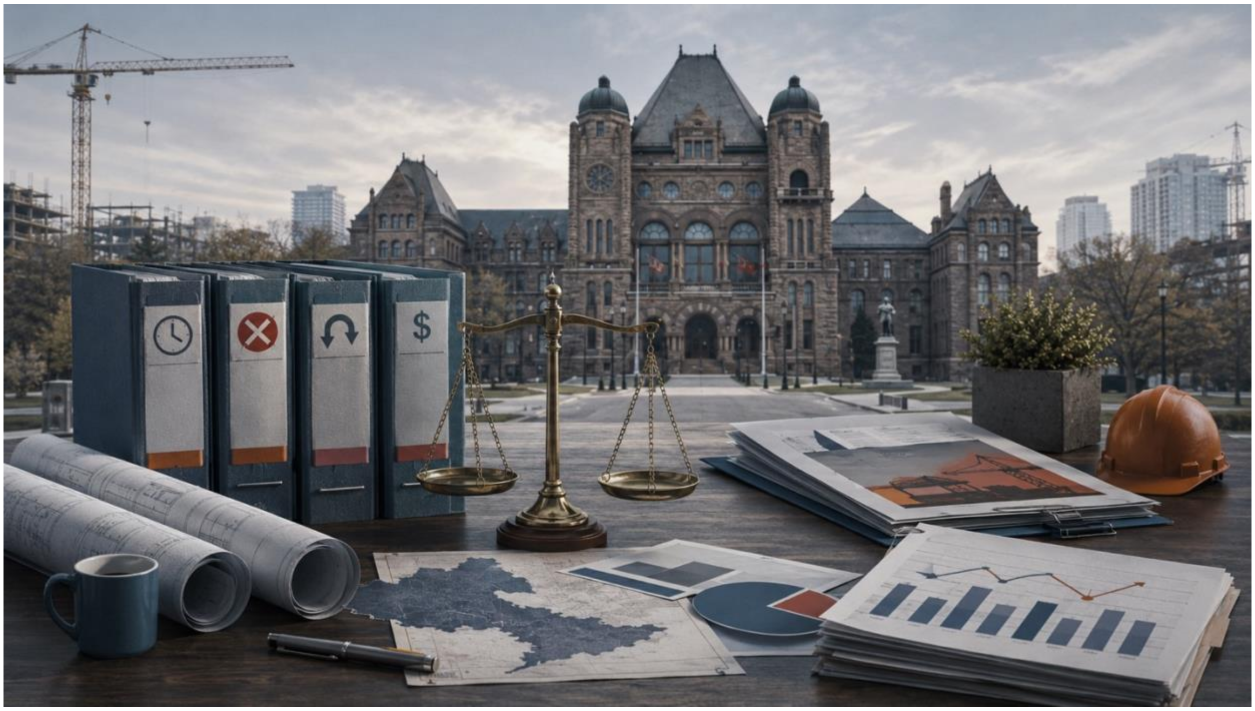
Initiative	Ford-government action
Ontario Basic Income Pilot	The government wound down the inherited pilot and ended participant payments on March 31, 2019, before the planned research program had run its intended course.

Initiative	Ford-government action
Brampton, Milton and Markham university-campus funding	Ontario withdrew planned provincial funding for the three campus projects in October 2018. Some municipalities and institutions later pursued revised arrangements.
758 renewable-energy contracts	Ontario cancelled or wound down 758 contracts in July 2018. The government said the decision would save approximately **$790 million**, but that was the government's projection—not an independently established overrun or realized saving.
White Pines Wind Project	The government terminated the project through special legislation after construction had begun and established requirements for compensation and decommissioning.
Cap-and-trade program	Ontario cancelled the inherited cap-and-trade system in 2018. Its cancellation had material fiscal consequences, described separately below.
Drive Clean passenger-vehicle testing	Ontario ended the light-duty vehicle emissions-testing program on April 1, 2019. Testing requirements for heavy commercial vehicles were retained and redesigned.

6. Major Projected Fiscal Consequences (not conventional overruns)

These are presented as costs of policy decisions. They should not be combined with construction overruns.

Initiative	Verified fiscal estimate
Acceleration and expansion of private alcohol retailing	The Financial Accountability Office estimated a net provincial cost of approximately **$1.429 billion through December 2030**: roughly **$612 million** associated with accelerating the rollout and **$817 million** associated with the broader expansion. These are projected fiscal effects rather than money already spent on a failed project.
Cap-and-trade cancellation	The FAO estimated that cancellation would worsen the provincial budget balance by a cumulative **$3.0 billion** between 2018–19 and 2021–22 and increase net debt by approximately **$2.3 billion**. These figures represent foregone revenue and associated fiscal changes—not a construction overrun.



Initiatives Excluded from the Verified List

The following are not presently described as confirmed Ford-government delays or overruns:

- **Interim Ontario Science Centre:** Ontario publicly committed to opening the Harbourfront facility by summer 2026, and it opened on June 29, 2026. It therefore was not six months late against the documented public commitment.
- **Highway 413 and the proposed Highway 401 tunnel:** neither has a stable, published final budget and missed contractual completion date against which an overrun or delay can be calculated.
- **The 1.5-million-home and 30,000-LTC-bed targets:** performance may be behind the required pace, but their final target dates remain in the future.
- **Scarborough Subway Extension and Hazel McCallion LRT:** public estimates and schedules have changed, but currently available figures are not sufficiently consistent in scope and contractual status to support simple overrun claims without a dedicated project-level audit.
- **Honda, Ford Oakville, Umicore, GM BrightDrop and Stellantis investments:** these were company-controlled industrial projects supported by conditional public incentives. They should not be described as Ford-government project cancellations unless the analysis separately establishes what public funds were actually disbursed, recovered or lost.
- **Bill 124 compensation totals:** negotiated wage adjustments following Bill 124 should not all be labelled waste or a cost caused exclusively by the law, because some wage increases would have occurred through ordinary collective bargaining.

Bottom Line

The clearest audited examples of conventional project failure are:

- the **Mississauga hospital's forecast budget gap of more than $4 billion**;
- **Lakeridge Gardens**, 27% over budget;
- the inherited **Highway 427 expansion**, 15% over budget and one year late;
- the delayed accelerated-build LTC projects;
- and the multi-year delays to the inherited Crosstown and Finch LRT projects.

The broader list becomes much longer once policy reversals, cancelled procurements and inherited programs terminated by Ford are included.

Note: *The dollar amounts should* ***not be added into a single total****, because they represent incompatible measures: actual overruns, forecast costs, expanded scope, lifecycle expenses, foregone revenue and policy estimates.*