



MINISTRY OF GOVERNMENT SERVICES

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Published Results-based Plan 2009-10

MINISTRY OVERVIEW

The Ministry of Government Services (MGS) plays an important role in the delivery of government services to the people of Ontario and is responsible for the government's workforce, procurement and technology resources. MGS supports and delivers front-line public services, and provides the internal supports and mechanisms to help all ministries deliver on their business goals.

The long-term vision of the ministry is to deliver modern government services that are simpler, faster, smarter, more connected, diverse and inclusive. This will be achieved through four priorities:

- Transforming and improving government services
- Making the Ontario Public Service (OPS) an employer of first choice
- Delivering on government results and fiscal priorities
- Providing Ontarians with reliable, cost-effective and easily accessible to government services.

The ministry delivers fast, friendly and easy access to government information and services to individuals and businesses online, in-person, at kiosks and by telephone. ServiceOntario is becoming a leader in service delivery by meeting or exceeding customer expectations with its service, solutions, leadership and people.

Ensuring Ontario has a modern and innovative public service that is inclusive and diverse at all levels is also a key responsibility. The ministry is focused on attracting and retaining new talent, engaging employees to meet key priorities and building future capacity to ensure continued provision of high-quality services to the public.

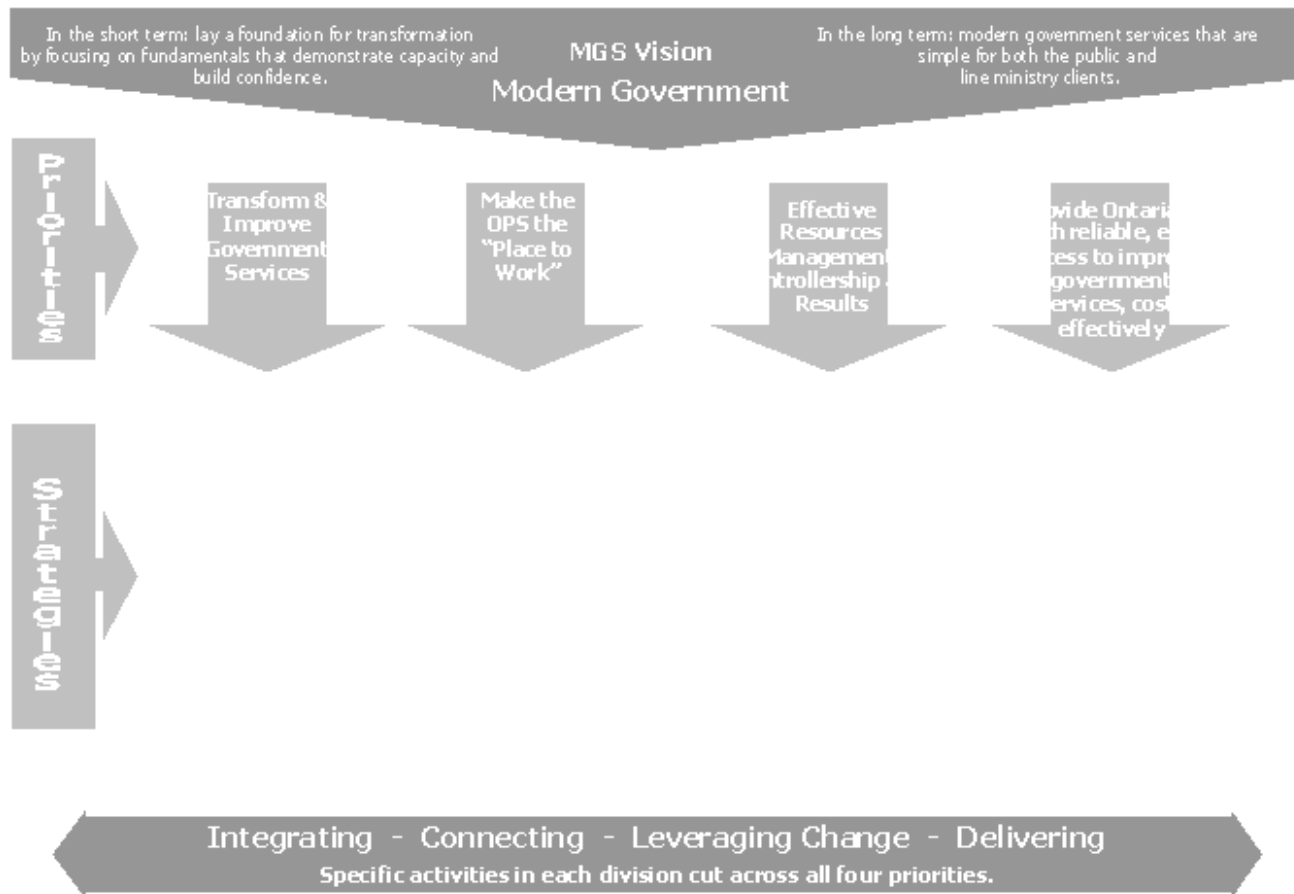
MGS also supports other ministries in the Government of Ontario by providing essential OPS-wide services including human resources support, procurement, transactional processing and information technology. It is also responsible for preserving Ontario's rich history through the Archives of Ontario.

For the past three years, MGS has been modernizing and improving services to the public and business and transforming the delivery of government's workforce, procurement and technology resources; the 2009-10 Results-based Plan builds on the ministry's achievements.

MGS is committed to creating a sustainable way of working through greening the OPS. The newly created OPS Green Office works with the Climate Change Secretariat and ministries to ensure that there is a coordinated government-wide approach to reducing the impact of government operations on the environment.

MGS is working to build the best public service in the world and to deliver on the government's commitment to be a responsive and innovative world leader in customer service.

The MGS vision and priorities are illustrated in the following chart.



The Ministry Administration Program provides administrative and support services to enable the ministry to deliver on government results and fiscal priorities. The functions include financial management, strategic human resource advice and support, accommodations and facilities management, information and information technology (I&IT), legal, communications, planning and results monitoring to assist and support ministry program areas in achieving their business goals.

The Employee and Pensioner Benefits (Employer Share) Program, which is related to the Province's share of public service payroll-related benefits, is centralized in MGS. It is administered by Ontario Shared Services on behalf of Human Resource Management and Corporate Policy Division and contributes to making the Ontario Public Service an employer of first choice.

The Human Resources Services Program, through HROntario, is responsible for creating and sustaining the human capital required to support modern efficient public services and for building capacity to facilitate the achievement of government priorities. HROntario delivers integrated HR and business transformation services that support business objectives, and develops and implements strategies and policies that make the Ontario Public Service an employer of first choice. The program also coordinates the internal security and labour dispute contingency planning for the OPS.

The Diversity Office was created to drive two major horizontal initiatives: diversity and accessibility. The office supports the OPS goals of being inclusive, diverse, equitable and accessible.

The Enterprise Business Services Program is responsible for improving delivery of internal and external government-wide services to meet the needs of Ontarians and the OPS. All service delivery programs are focusing on transforming and improving government services.

The Corporate Information and Information Technology Program provides transformational leadership for the information management and information technology in government including policy and implementation for common infrastructure, governance and accountability, and delivery of OPS-wide common services such as computer processing and network facilities.

Ontario Shared Services provides enterprise-wide employee and business support services to the OPS, including financial processing and collections, supply chain management, insurance and risk management, payroll management and processing, and benefits administration.

The Archives of Ontario collects, manages and preserves the records of Ontario and promotes public access to Ontario's documentary memory. It provides responsible stewardship of the Government of Ontario's Art Collection, and promotes good recordkeeping practices in the government.

The OPS Green Office is responsible for working with the Climate Change Secretariat and ministries to ensure an integrated approach to reducing the impact of government operations on the environment. The Green Office is also ensuring that environmental responsibility is an important part of the culture and day-to-day work of the OPS.

The Agencies, Boards, Commissions and Tribunals Program provides oversight to ensure effective governance, accountability, and relationship management with respect to the ministry's agencies and other service delivery partners. It is responsible for maintaining a modern regulatory and legal environment that protects Ontarians, generates confidence and promotes economic growth.

The Licence Appeal Tribunal hears appeals concerning compensation claims and licensing activities regulated under various ministries' statutes.

The Alcohol and Gaming Commission of Ontario (AGCO) is responsible for the administration and enforcement of the regulatory frameworks which govern the liquor and gaming industries (including casino gaming, charitable gaming and lotteries conducted by the Ontario Lottery and Gaming Corporation) in Ontario. In administering the Liquor Licence Act and the Gaming Control Act, the AGCO is required to exercise its powers and duties in the public interest and with the principles of honesty, integrity and social responsibility. The AGCO also sets and enforces standards to safeguard public confidence in these sectors, where the risks of illegal activity and risks to public safety are significant.

The Advertising Review Board (ARB) is a mandatory central common service for the OPS procurement of advertising, public and media relations, and creative communications services. These services are acquired in a manner that is fair, open, transparent and accessible to qualified suppliers. The ARB establishes all corporate Vendor of Record (VOR) arrangements, oversees supplier selection processes to ensure government guidelines and directives are met, and monitors compliance with advertising and communications services procurement policy.

The Conflict of Interest Commissioner has responsibility for certain conflict of interest and political activity matters under the Public Service of Ontario Act, 2006, as they apply to employees of ministries and public bodies as well as to individuals appointed to public bodies. The Commissioner handles requests for advice or rulings from deputy ministers, chairs of public bodies, and other designated individuals on specific conflict of interest or political activity matters. The Commissioner also advises on financial declarations received from public servants working on matters involving the private sector as well as approves public bodies' conflict of interest rules to ensure consistency with standards established for ministry employees.

ServiceOntario is the Ontario government's single gateway to government information and transactional services, ServiceOntario is making it easier for individuals and businesses to access government services by offering access to a wide range of services through multiple channels: online, in person, at kiosks and by telephone.

ServiceOntario will continue to transform and improve in-person service delivery through capital investments to the in-person channel. A refreshed "one-stop" network of service centres will allow for consistent branding and service standards, improved access, and integrated services.

Performance Measures

The ministry's performance measures, aligned with the seven strategies contribute to a modern, efficient public service. Some measures include:

Customer Satisfaction with Public-facing services. The OPS is committed to continuously monitor and improve the services it provides to the citizens and businesses in Ontario. Ontario participates in and receives reports of joint studies with other government jurisdictions through the auspices of the Institute for Citizen-Centered Service (ICCS).

The public expects the Ontario Government to provide high-quality, cost- effective public services that meet or exceed their expectations. Through the Citizen and Business Satisfaction with Government Services Index, the OPS monitors Ontarians' satisfaction with the services they provide. The national Citizens First (CF) and Taking Care of Business (TCOB) studies take place biennially in alternating years.

In 2007, a new approach to calculating the Government Services Index for the CF study was adopted. The new index is more reflective of the services provided by the OPS and is therefore a more representative measure for the OPS. The decline in the 2007 index score seen in the graph below is driven by this change in methodology.



In 2009 the OPS will participate in the third TCOB study, the results for which will be available in late 2009. The graph above shows the results of previous TCOB studies. The 2009 TCOB study will adopt the new index methodology.

Service Standards Achievement measures the percent of transactions delivered within established service standards, and indicates the effectiveness of service delivery processes. The money-back service guarantee has had an average 99.8 per cent achievement rate in Fiscal 2008-09.

The benefit to the public is high satisfaction and increased confidence in government. The goal for 2009-10 is to maintain a service standard achievement above the 99 per cent target rate through strict process control and continuous improvement.

ServiceOntario surveys customer satisfaction throughout the year in each of the service delivery channels; on-line, retail offices, telephone and kiosks. Customers rate their service experience from 1 (very dissatisfied) to 5 (very satisfied). The ServiceOntario performance indicator is the percent of customers indicating a 5 rating for their overall satisfaction. The results in the table below are based on surveys in all channels in fiscal 2008-09. As the table demonstrates, results exceeded the target.

ServiceOntario is firmly committed to continuous, steady improvement in customer satisfaction. This commitment is embedded in the Ministry's Results-based Plan.

Effective use and management of Information and Information Technology (I&IT) will enable public services to be more reliable, cost effective, convenient and accessible. Examples include:

Enhanced access to increasingly popular e-channels, which rate higher on user satisfaction than other service channels

Enabling improved service delivery timeframes and increased availability of information and services

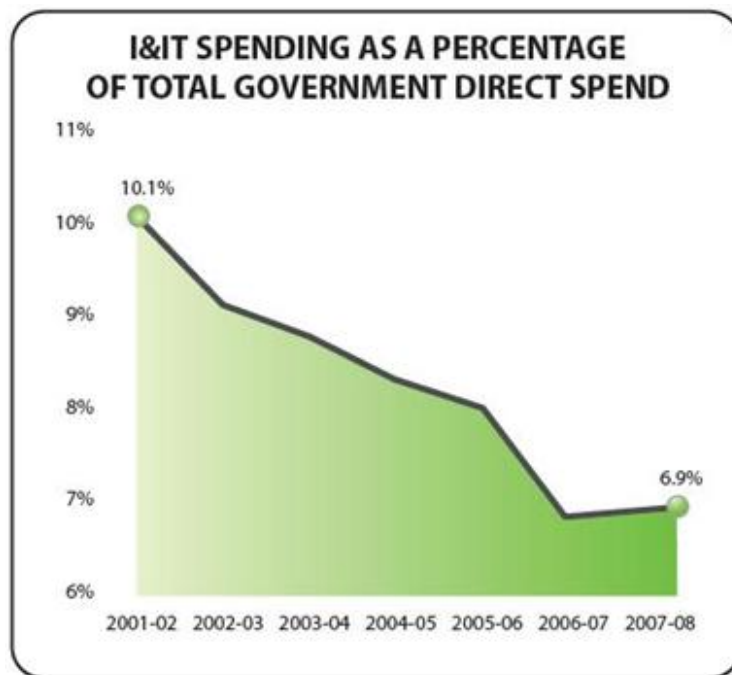
Reducing geographical divides through important initiatives such as Telemedicine, video remand hearings, the broadband initiative and collaborative portals

Successfully managing the government expenditure on hardware and software, as well as containing overall I&IT costs and building internal capacity by converting strategically appropriate consulting roles into staff roles.

Spending per resident on I&IT in Ontario was \$73.02 in 2007-08, down from \$78.76 in 2001-02.

Overall Satisfaction		2007-08	2008-09	2009-10
% of customers very satisfied with their most recent ServiceOntario experience	Targets	70%	70%	72%
	Results	NA	74%	

I&IT spending as a percentage of overall government direct spending has declined from 10.1 per cent in 2001-02 to 6.9 per cent in 2007-08.



Source: Public Accounts, IFIS, WIN

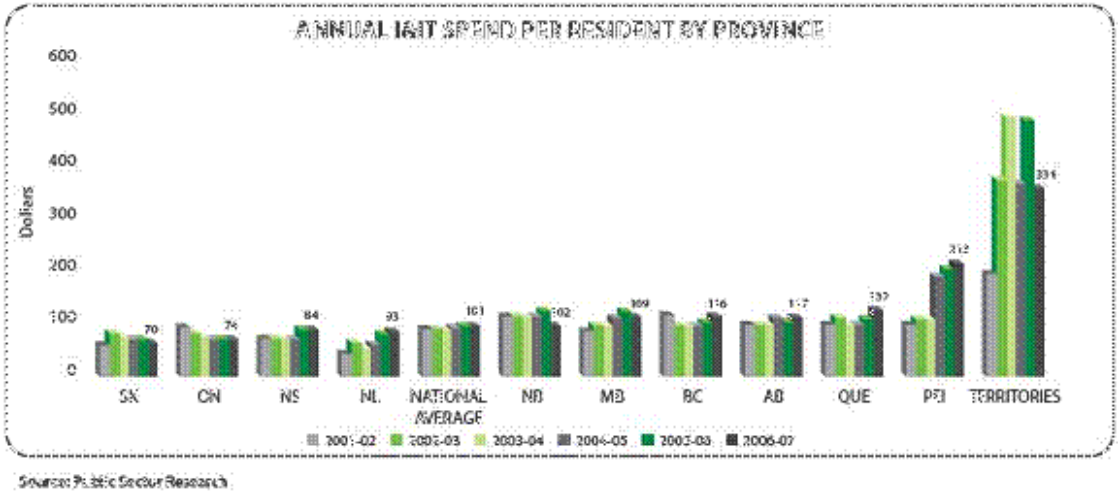
Year	Spending on I&T Staff, Goods and Services	Total Ontario Government Direct Spend ¹	Percentage spend on I&T Staff, goods and Services
2001-2002	953	9,392 ²	10.1%
2002-2003	946	11,204	8.5%
2003-2004	926	11,300	8.2%
2004-2005	944	11,998	7.9%
2005-2006	939	12,272	7.6%
2006-2007	934	13,890	6.7%
2007-2008	942	13,733	6.9%

¹Ontario Government Direct Spend excludes Transfer Payments and interest on debt.

²Total Government Spending amounts reported for 2001-02 onward have been restated (by MOF) for reporting under the accrual basis of accounting. The impact of this change on the overall spend is negligible

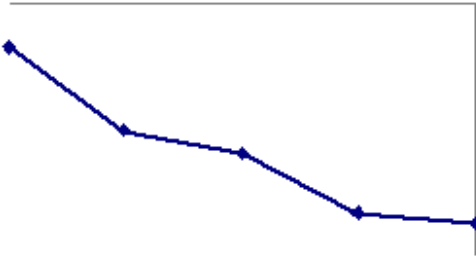
The goal for 2009-10 is to continue to increase efficiency while maintaining or improving service quality.

Compared to other Canadian jurisdictions, Ontario has the second-lowest ratio of Information and Information Technology (I&IT) spending per resident.



Ontario Shared Services (OSS) provides enterprise-wide employee and business support services to the OPS, including financial processing and collections, supply chain management, payroll management and processing, and benefits administration.

The results below demonstrate that OSS is delivering more with fewer resources in support of government programs.



	\$M)	04-05	05-06	06-07	07-08	08-09
OSS Budget*		184	172	175	171	168
Ontario Government Program Budget 2008**		70,028	74,908	79,297	86,997	87,279
OSS Budget as a % of Ontario Government Program Expenditures		0.26%	0.23%	0.22%	0.20%	0.19%

*2004-05 and 2005-06 IFIS costs included

2007-08 and 2008-09 Payroll Modernization Project costs excluded

2008-09 Supply Chain Management Modernization costs excluded

**2008 Budget, pg.123, Table 25

The goal is to continue to identify efficiencies in support of government programs.

HIGHLIGHTS AND 2008-09 KEY RESULTS AND ACHIEVEMENTS

Significant ministry achievements for 2008-09 include the following:

Enhanced Public Services

- ServiceOntario has transformed government service delivery through the provision of the first money-back guarantee in North America for public service within a set period of time. ServiceOntario currently offers seven guaranteed services.
 - 15-day online service for birth certificates
 - 15-day online service for marriage certificates
 - 15-day online service for death certificates
 - 5-day Premium online service for birth certificates
 - 5-day Premium online service for marriage certificates
 - 5-day Premium online service for death certificates
 - 2-day online service for electronic master business licences
- In 2008, 99.8 per cent of service guarantees were met for online birth, death and marriage certificates, while 100 per cent of guarantees were met for electronic Master Business Licence (eMBL). ServiceOntario was recognized in 2008 with awards for these accomplishments:
 - Premium Online Service (Amethyst Award, Ontario Public Service)
 - Electronic Master Business Licence service guarantee (Award of Merit, International Association of Commercial Administrators)
- In addition to service guarantees, ServiceOntario is transforming the way services are delivered by providing more services under one umbrella, expanding its integrated services and the adding new lines of business to its existing service offering.
- In support of "one-stop" access to services, driver and vehicle licensing services were added to five ServiceOntario centers, raising the total number of centers in 2008/09 offering these services to 9. This includes three new locations in Nipigon, Atikokan and Ottawa increasing the total number of ServiceOntario centres to 70.
- Further to this, in May 2008 French-language vehicle plates began to be issued at all Driver and Vehicle Licence Issuing Offices and ServiceOntario centres that provide Driver and Vehicle licence services.
- 2008 also saw the increase of integrated service offerings with the expansion of BizPaL and the introduction of Integrated Birth Registration.
- BizPaL is an innovative, web-based service that allows entrepreneurs to generate a customized list of the permits and licences they require from all levels of government—municipal, provincial and federal—in order to start or grow a business. As part of its effort to streamline the business-to-government relationship, ServiceOntario has worked closely with partners at all levels of government to expand BizPaL to 106 of Ontario's municipalities (75 per cent of the province). ServiceOntario is working with more municipalities that are eager to offer the service. In 2008, ServiceOntario was recognized for its achievements with BizPaL with an Amethyst Award.
- ServiceOntario's introduction of the Integrated Birth Registration has simplified birth registration and reduced turnaround time through an inter-jurisdictional collaborative initiative that allows parents to submit their child's birth registration and apply for a birth certificate and Social Insurance Number online - all at once. This service is now available in 74 communities, which covers more than 88 per cent of the province.
- ServiceOntario also continues to expand its service offering with new lines of business. In April 2008, ServiceOntario successfully completed the transfer of health card registration and renewal services, including 27 regional OHIP offices, 130 outreach locations and 570 staff and managers from the Ministry of Health and Long-Term Care. The transfer of health communications and information branch contact centre followed in July 2008.

- In October 2008, Ministry of Revenue in-person and contact centre services were transferred to ServiceOntario. This involved the redirection/integration of Ministry of Revenue in-person services to 11 ServiceOntario in-person locations including North Bay, Whitby, Kitchener, Windsor, Thunder Bay, Ottawa, London, Brampton, Aurora, Toronto (College Park) and Hamilton. Landlord and Tenant Board services were migrated to ServiceOntario from the Ministry of Municipal Affairs and Housing in October 2008 as well.
- As of April 1, 2009, services and staff at 33 centres managed by the Ministry of Northern Development and Mines were transferred to ServiceOntario.
- While the expansion and integration of service offerings is important, so too is the modernization of ServiceOntario's processes. In keeping with ServiceOntario's responsibilities in maintaining the integrity of Ontario's land registration system, approximately 94 per cent of all land registration documents are now filed electronically, and 95 per cent of all property registration records have been automated and converted. 100 per cent of land registration documents are being processed within the statutory time frame—this is up from 63 per cent in 2003/04.
- Construction of the new Archives facility at York University in Toronto is complete, and is now open to the public. An integrated plan has been developed by staff and is being implemented to move the irreplaceable collections safely and securely.
- The Archives has begun to implement a strategy to digitize hardcopy archival records and make them available to the public online.

Consumer Protection

- Systems changes for access requirements and power of attorney usage, part of the Real Estate Fraud Action Plan, were completed in April 2008, giving MGS the authority to require new statements for transfer of title documents and power of attorney.
- Security enhancements were implemented to the Personal Property and Security Registration (PPSR) "Access now" system and PPSR Deposit Account application process in October 2008, strengthening consumer protection, while protecting the interests of secured creditors and improving the integrity of the public record.
- Throughout 2008, great strides continued to be made in transforming the Alcohol and Gaming Commissions operating framework and transitioning to a more compliance-focused regulator. A key component of this transition is the implementation of a risk-based enforcement strategy.

Ministry Efficiencies

- The OPS Ideas Program and Innovation Fund, which supports new initiatives that assist in achieving a modern OPS, approved 36 projects for implementation with a combined potential savings of \$10.6 million
- HROntario was established in July 2008, to oversee the operation of the OPS HR service delivery organization, including the development, integration and implementation of HR and transformation strategies, policies and programs that enable the OPS to be an employer of first choice. Five Regional Recruitment Centres have been created to partner with managers in planning recruitment activities that reflect the most up-to-date recruitment methods and align with a modern, strategic OPS approach to recruitment.
- The OPS Green Office was established in September 2008, and launched the "Think Green" website in December 2008, in partnership with the Climate Change Secretariat and Parliamentary Assistant to the Premier.

Professionalism in the OPS

The OPS has been recognized as one of Canada's Top 100 Employers, one of the Greater Toronto Area's Top 75 Employers, and one of Canada's Best Diversity Employers for 2009. Over 1,000 employers from across the country were considered for these awards, which identify the organizations that lead their industries in attracting and retaining employees, and recognize Canada's best places to work. The Province now has its first ever Chief Diversity Officer and has launched a three year Diversity Strategic Plan to create an inclusive, diverse, equitable and accessible organization.

In 2008-09, the Youth and New Professionals Secretariat secured 4,100 short-term work placements through six employment programs, including the OPS Learn and Work Program, the Aboriginal Youth Work Exchange Program, and the Summer Experience Program. In addition, staff of the Secretariat attended approximately 145 outreach events over the course of the year with the intent of increasing awareness of the OPS as an

employer of first choice, a 12 per cent increase over 2007-08.

Detailed ministry 2008-09 achievements are outlined in Appendix 1: Annual Report.

[MGS Organizational Chart \(PDF\)](#)

[Acts administered by The Ministry Of Government Services \(PDF\)](#)

AGENCIES, BOARDS AND COMMISSIONS

Name & Type	Description	Member	Address
Advertising Review Board Type: Regulatory	Mandatory central common service for the OPS procurement of advertising, public/media relations and creative communications services. Establishes all corporate Vendor of Record (VOR) arrangements, oversees supplier selection processes to ensure government guidelines and directives are met, and monitors compliance with advertising and communications services procurement policy.	Chair: Michel Frappier Pursuant to the MBC Government Appointees Directive, all Board Members are Ministerial appointments.	Location: 900 Bay Street 2 nd Floor, Room M2-56 Macdonald Block Toronto, Ontario M7A 1N3
Alcohol and Gaming Commission of Ontario Type: Regulatory	Responsible for the administration of the Liquor Licence Act, Gaming Control Act and the Wine Content and Labelling Act, and executing assigned statutory duties including acting as an appeal tribunal. The Board also adjudicates lottery claimant disputes.	Chair: David C. Gavsie The Lieutenant Governor appoints at least five members and designates one of the members as chair, and may designate one or more members as vice-chair. Board members have both an adjudicative and governance function.	Location: 90 Sheppard Avenue East Suite 200 Toronto, Ontario M2N 0A4
Deputy Judges Remuneration Commission Type: Advisory	Provides recommendations to the government on the remuneration and expenses for Ontario Deputy Judges.	Chair: Louisa Davie A single Commissioner is selected jointly by the Association and the Minister of Government Services.	Location: 77 Wellesley Street West 13 th Floor Ferguson Toronto, Ontario M7A 1N3

		The Minister of Government Services shall appoint the Commissioner.	
Justices of the Peace Remuneration Commission Type: Advisory	Established under the Justices of the Peace Act. It makes recommendations to the government on remuneration for Justices of the Peace.	Chair: Marilyn Nairn The Lieutenant Governor appoints three members. One person is selected by the Association of Justice of the Peace, one by the Chair of the Management Board of Cabinet and one is selected jointly by the two.	Location: 77 Wellesley Street West 13 th Floor Ferguson Toronto, Ontario M7A 1N3
Licence Appeal Tribunal Type: Adjudicative	Hears appeals from decisions concerning compensation claims and licensing activities regulated by the Ministry of Small Business and Consumer Services, the Ministry of Transportation, the Ministry of Children and Youth Services, the Ministry of Training, Colleges and Universities, the Ministry of Municipal Affairs and Housing, and the Ministry of Community Safety and Correctional Services.	Chair: Lynda Tanaka The Lieutenant Governor appoints not fewer than three members and designates one of the members as chair and may designate one or more other members as vice-chairs.	Location: 1 St. Clair Avenue West 12 th Floor Toronto, Ontario M4V 1K6
Office of the Conflict of Interest Commissioner Type: Regulatory	Is responsible for certain conflict of interest and political activity matters under the Public Service of Ontario Act (PSOA). The Commissioner is responsible for approving conflict of interest rules of public bodies to ensure consistency with OPS standards, handling requests for advice or rulings from Deputy Ministers and Chairs of public bodies and other designated individuals on specific conflict of interest and political activity matters; considering requests from part-time appointees to prescribed public bodies to engage in political activities not permitted by PSOA; making determinations regarding post-service conflict of interest for former public servants; and, receiving financial declarations from public servants	Commissioner: Sidney Linden The Lieutenant Governor appoints the Commissioner who may designate a person employed in the office of the Commissioner to act in their absence.	Location: 2 Bloor Street East 18 th Floor Toronto, Ontario M4W 3J5

	working on matters involving the private sector.		
Ontario Public Service Employees' Union Pension Plan Board of Trustees Type: N/A	The board of trustees is an independent organization, responsible for the ongoing administration of the plan, including investing assets and issuing pension cheques.	Chair: Tony Ross The board is composed of ten members, five of whom are appointed by OPSEU and five by the government.	Location: 1 Adelaide Street East Suite 1200 Toronto, Ontario M5C 3A7
Ontario Public Service Pension Board (Ontario Pension Board) Type: Trust	Responsible for the administration of the Public Service Pension Plan (PSPP), the investment of the Public Service Pension Fund and the adjudication of the plan.	Chair: Vincenza Sera The Lieutenant Governor appoints at least four members, at least one of whom represents members of a bargaining agent. The Lieutenant Governor may designate a chair and one or more vice-chairs from among the members. If the Lieutenant Governor does not designate a chair or a vice-chair within one month, the board elects a chair among the members or elects one or more vice-chairs from among the members.	Location: 200 King Street West Suite 2200 Toronto, Ontario M5H 3X6
Provincial Judges Pension Board Type: Trust	Responsible for the administration of the pension benefits arising out of the pension plan established and maintained for provincial judges.	Chair: Keith Gray The Lieutenant Governor appoints three members and designates a chair.	Location: c/o Ontario Pension Board 200 King Street West Suite 2200 Toronto, Ontario M5H 3X6
Provincial Judges Remuneration Commission Type: Advisory	Established under the Courts of Justice Act to make recommendations to the government on the remuneration for Ontario Court of Justice.	Chair: Marilyn Nairn The Lieutenant Governor and the judges' associations appoint the chair jointly. One member is	Location: 77 Wellesley Street West 13 th Floor Ferguson Toronto, Ontario M7A 1N3

		appointed by the associations representing provincial judges and another member is appointed by the Lieutenant Governor.	
Public Service Commission Type: Regulatory	Oversees and reports on the government's performance as an employer, with emphasis on compliance with the Public Service of Ontario Act while maintaining the merit principle; is involved in the development of corporate values.	Chair: Morag McLean The Lieutenant Governor appoints the chair and at least two other members.	Location: 99 Wellesley Street West 5 th Floor Whitney Block Toronto, Ontario M7A 1N3
Public Service Grievance Board Type: Adjudicative	Hears appeals of grievances regarding discipline, dismissal and working conditions of Ontario Public Servants who are not members of the bargaining units of the Ontario Public Service Employees' Union, the Association of Management, Administrative and Professional Crown Employees of Ontario or the Professional Engineers of the Government of Ontario.	Chair: Donald Carter The Lieutenant Governor appoints a chair and at least two other members.	Location: 180 Dundas Street West Suite 600 Toronto, Ontario M5G 1Z8

MINISTRY FINANCIAL INFORMATION

Table 1 - Ministry Planned Expenditures 2009-10 (\$M)

*Includes statutory appropriations and consolidations (not including operating capital assets)

Ministry Voted Operating and Capital (Excluding Operating and Capital Assets)



Vote/Program	2009-10	Change From		2008-09	2008-09	2007-08
	Estimates	2008-09		Estimates	Interim Actuals	Actuals
	\$	\$	%	\$	\$	\$
Operating and Capital						
Ministry Administration Program	78,736,500	6,032,400	8.3%	72,704,100	58,623,300	37,993,479
Employee and Pensioner Benefits	1,205,409,000	238,552,000	24.7%	966,857,000	868,057,000	763,089,903
Human Resources Services Program	138,110,700	10,426,300	8.2%	127,684,400	125,803,700	102,431,522
Enterprise Business Services Program	528,564,700	152,594,000	40.6%	375,970,700	441,560,200	311,929,872
Agencies, Boards, Commissions & Tribunals	40,615,400	(2,124,000)	(5.0%)	42,739,400	44,330,500	42,839,197
ServiceOntario	270,030,700	15,105,900	5.9%	254,924,800	260,621,300	261,291,880
Total Operating and Capital to be Voted	2,261,467,000	420,586,600	22.8%	1,840,880,400	1,798,996,000	1,519,575,853
Statutory Appropriations	13,940,014	57,000	0.4%	13,883,014	7,161,014	9,526,251
Consolidations & Other Adjustments	(30,000,000)	-	0.0%	(30,000,000)	(30,000,000)	(48,050,499)
Total Including Consolidations & Other Adjustments	2,245,407,014	420,643,600	23.1%	1,824,763,414	1,776,157,014	1,481,051,605

Operating and Capital Assets *						
Ministry Administration Program	1,000	1,000				
Enterprise Business Services Program	223,953,000	212,952,000	1935.8%	11,001,000	11,000,000	10,983,831
Agencies, Boards, Commissions & Tribunals	199,000	199,000				
ServiceOntario	1,000	1,000				
Total Assets to be Voted	224,154,000	213,153,000	1937.6%	11,001,000	11,000,000	10,983,831

* Commencing in 2009-10, the Province's minor and moveable Tangible Capital Assets (mTCA) are capitalized on the prospective basis. Direct comparison for mTCA between 2009-10 and earlier years is not meaningful because prior years have not been restated.

2008-09 Annual Report

Achievements 2008-09

Transform and Improve Government Services

As the Ontario government's single gateway to government information and transactional services, ServiceOntario is making it easier for individuals and businesses by offering access to a wide range of services through multiple channels: online, in person, at kiosks and by telephone channels.

ServiceOntario will continue to transform and improve in-person service delivery through capital investments to the in-person channel. A refreshed "one-stop" network of service centres will allow for consistent branding and service standards, improved access, and integrated services.

ServiceOntario has transformed government service delivery through the provision of money-back guarantees. ServiceOntario offers the first money-back guarantee in North America for public service within a set period of time. ServiceOntario currently offers seven guaranteed services. In 2008, 99.8 per cent of service guarantees were met for online birth, death and marriage certificates, while 100 per cent of guarantees were met for electronic Master Business Licence (eMBL). ServiceOntario was recognized in 2008 with awards for these services:

- Premium Online Service (Amethyst Award, Ontario Public Service)
- Electronic Master Business Licence service guarantee (Award of Merit, International Association of Commercial Administrators).

ServiceOntario is also transforming and improving how customers interact with government through the introduction of new ideas for integrated service.

ServiceOntario is working closely with partners at all levels of government to streamline the business-to-government relationship. BizPaL is an innovative, web-based service that allows entrepreneurs to generate a customized list of permits and licences they require from all levels of government—federal, provincial and municipal—in order to start or grow a business. Currently, 106 of Ontario's municipalities (75 per cent of the province) offer BizPaL, and ServiceOntario is working with more municipalities that are eager to offer the service. In 2008, ServiceOntario was recognized for its achievements with BizPaL with an Amethyst Award.

In 2008, ServiceOntario supported initiatives with the Ontario Ministry of Revenue and the Canada Revenue Agency that included the introduction of a federal-provincial single

business number, and integration of federal corporations filings with provincial corporations tax returns.

ServiceOntario is also integrating services for individuals as well. In 2008, in cooperation with the federal government, ServiceOntario began to offer Integrated Birth Registration, a multi-jurisdictional service which allows parents to submit their child's birth registration and apply for a birth certificate and Social Insurance Number online—all at once. This service is now available in 74 communities, which covers more than 88 per cent of the province.

ServiceOntario has improved service to both individual consumers and commercial customers through security enhancements to the Personal Property and Security Registration (PPSR) "Access Now" system and PPSR Deposit Account application in October of 2008. This strengthens consumer protection while protecting the interests of secured creditors and improving the integrity of the public record.

The OPS Green Office was established in September 2008, and launched the "Think Green" website in December 2008 in partnership with Climate Change Secretariat and Parliamentary Assistant to the Premier.

HROntario was established in July 2008 to oversee the operation of the OPS HR service delivery organization, including the development, integration and implementation of HR and transformation strategies, policies and programs that enable the OPS to be an employer of first choice.

Five regional recruitment centres have been created to partner with managers in planning recruitment activities that reflect the most up-to-date recruitment methods and align with a modern, strategic OPS approach to recruitment.

Construction of the new Archives of Ontario facility at York University is complete and opened to the public in April 2009. An integrated plan has been developed by staff and is being implemented to move the irreplaceable collections safely and securely.

The Archives has begun to implement a strategy to digitize hardcopy archival records and make them available to the public online. As well, it is beginning implementation of its preservation strategy for archival electronic records that will help it preserve electronic records of long-term value for future generations. It will also provide the Ontario Government and the public with 24/7 online access to archival electronic records in the Archives' collection, beginning with records of the Ipperwash Inquiry.

Information security policies and standards have been upgraded and expanded to address new and growing IT applications, including cryptography, mobile technology, appropriate use and network security. The Office of the Corporate Chief Information Officer (OCCIO) has established a process to standardize threat and risk assessments across ministries. This will ensure consistent scoping and techniques in IT risk assessment and mitigation. An enterprise solution for government-to-business authentication has been implemented and this will serve as a basis for future government-to-consumers authentication.

Through its Vendor Outreach Program, Ontario Shared Services (OSS) has provided information to thousands of vendors interested in doing business with Ontario. The Supply Ontario Trade Show brought together another 1,000 public sector buyers and vendors to learn about government priorities and opportunities and innovative new products in Ontario's marketplace.

A significant portion of the payments by OSS are currently by cheque, OSS is currently reviewing options to move approximately 15,000 regular

vendors to payment by electronic funds transfer (EFT). EFT is the most efficient, secure, and cost-effective method of payment and since it is paperless, it supports the provinces green initiatives.

Throughout 2008, progress continued to be made in transforming the Alcohol and Gaming Commission's (AGCO) operating framework and transitioning to a more compliance-focused regulator. One of the key components of this transition was the implementation of a risk-based enforcement strategy where enforcement activities are focused on situations where risk is greater and on those licensees and registrants in each sector who pose a greater risk of non-compliance.

The AGCO developed and established strong new technical standards for electronic gaming machines used in Ontario casinos, charity casinos and slot facilities at racetracks to help ensure that Ontario's regulatory structure continues to remain effective into the future. The standards, which were developed in consultation with the industry, are aimed at continuing to protect the technical integrity of the machines, strengthening consumer protection and enhancing the information available to players to better inform them of how the machines operate.

In recognition of the growth and change within the AGCO's gaming portfolio over the years, including the addition of OLG lotteries to its regulatory mandate, the AGCO created a Centre for Gaming Excellence. The broad mandate of the Centre is to develop regulatory best practices and gaming expertise across all gaming business lines to allow the AGCO to better meet the challenges ahead as well as its regulatory objectives. The Centre is reviewing all 'standards' with respect to gaming, developing and managing AGCO policies with respect to 'social responsibility' in the context of the AGCO's legislated mandate and will better position the AGCO to meet new forms of gaming by more closely aligning gaming regulatory needs/risks with business and operational considerations.

Make the OPS "The Employer of First Choice"

The OPS has been recognized as one of Canada's Top 100 Employers, one of the Greater Toronto Area's Top 75 Employers, and one of Canada's Best Diversity Employers for 2009. Over one thousand employers from across the country were considered for these awards, which identify the organizations that lead their industries in attracting and retaining employees, and recognize Canada's best places to work. The Province now has its first ever Chief Diversity Officer and has launched a three-year Diversity Strategic Plan to create an inclusive, diverse, equitable and accessible organization.

HROntario launched a three-year OPS HR Plan, outlining key priorities for attracting and retaining diverse talent, building capacity to sustain a world-class organization, and engaging all employees to achieve results.

Throughout 2008-09, MGS reached agreements with several of its bargaining agents that will contribute to employee engagement and improved service to the public. Additionally, a number of collective agreements with OPS unions and associations were reached during the fiscal year.

In 2008-09, the Youth and New Professionals Secretariat secured 4100 short-term work placements through six employment programs, including the OPS Learn and Work Program, the Aboriginal Youth Work Exchange Program, and the Summer Experience Program. In addition, secretariat staff attended approximately 145 outreach events over the course of the year with the intent of increasing awareness of the OPS as the employer of first choice, a 12 per cent increase over 2007-08.

Effective Resource Management, Controllershship and Results

The OPS Ideas Program and Innovation Fund, which supports new initiatives that assist in achieving a modern OPS, approved 36 projects for implementation with a combined potential savings of \$10.6 million.

Implementation of green I&IT initiatives has been reducing the OPS carbon footprint. From November 2007 to June 2008, 234 servers were decommissioned and 80 new servers avoided through virtualization, thus contributing to the reduced demand for energy. From November 2006 to June 2008, as a result of reduced server sites, 2,620 square feet was saved, hence a reduction in the demand for cooling.

In addition, the introduction of multi-functional devices was employed to reduce greenhouse gas emissions with single service devices (printer, fax, copier). And, two thirds of CRT monitors in the OPS have been replaced by more energy efficient LCD monitors which is equivalent to 50 cars off the road.

The OCCIO has been aiding the government in using I&IT effectively to provide for better, faster, less costly and more adaptive government operations and public services. Electronic channel growth continued to drive down the cost of service delivery, and E-channel transactions (kiosk and web) now account for 23.9 per cent of total versus 12. per cent in 2001-02 for 'high-volume' services, including health card change of address, park registrations, and OSAP applications.

In 2008, the three-year eOntario strategy to modernize information and information technology concluded, meeting key objectives of enabling ongoing savings of \$100 million and consolidation of IT infrastructure services.

Provide Ontarians with reliable, easy access to improved government services, cost-effectively

ServiceOntario provides Ontarians with fast, friendly and easy access to government information and services through a single gateway. As the government's public-facing enterprise service delivery organization, ServiceOntario is responsible for delivering information and transactional services to individuals and businesses through multiple channels: online, in-person, at kiosks and by telephone. Through this multi-channel network, ServiceOntario is making it easier to obtain government services.

ServiceOntario is making it easier by providing more services under one umbrella, expanding its integrated services and the adding new lines of business to its existing service offering. In support of "one-stop" access to services, driver and vehicle licensing services were added to five ServiceOntario centers, raising the total number of centers in 2008/09 offering these services to 9. This includes three new locations in Nipigon, Atikokan and Ottawa increasing the total number of ServiceOntario centres to 70.

In May 2008, French-language vehicle plates began to be issued at all Driver and Vehicle Licence Issuing Offices and ServiceOntario centres that provide Driver and Vehicle licence services.

ServiceOntario also continues to expand its service offering with new lines of business. In April 2008, ServiceOntario successfully completed the transfer of health card registration and renewal services, including 27 regional OHIP offices, 130 outreach locations and 570 staff and managers from the Ministry of Health and Long-Term Care. The transfer of health communications and information branch contact centre followed in July 2008.

In October 2008, Ministry of Revenue in-person and contact centre services were transferred to ServiceOntario. This involved the redirection/ integration of Ministry of Revenue in-person services to 11 ServiceOntario in-person locations including North Bay, Whitby, Kitchener, Windsor, Thunder Bay, Ottawa, London, Brampton, Aurora, Toronto (College Park) and Hamilton. Landlord and Tenant Board services were migrated to ServiceOntario from the Ministry of Municipal Affairs and Housing in October 2008 as well.

As of April 1, 2009, services and staff at 33 centres managed by the Ministry of Northern Development and Mines were transferred to ServiceOntario.

The Advertising Review Board developed a revised multicultural publication list to reflect the current composition and language preference of Ontario's diverse communities.

Ministry Interim Actual Expenditures (\$M) 2008-09



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