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PUBLISHED RESULTS BASED PLAN 2010-11

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Annual Report 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 to both the public and line ministry clients 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) "The Place to Work"
- Delivering on government results and fiscal priorities
- Providing Ontarians with reliable, cost-effective and easy access 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.

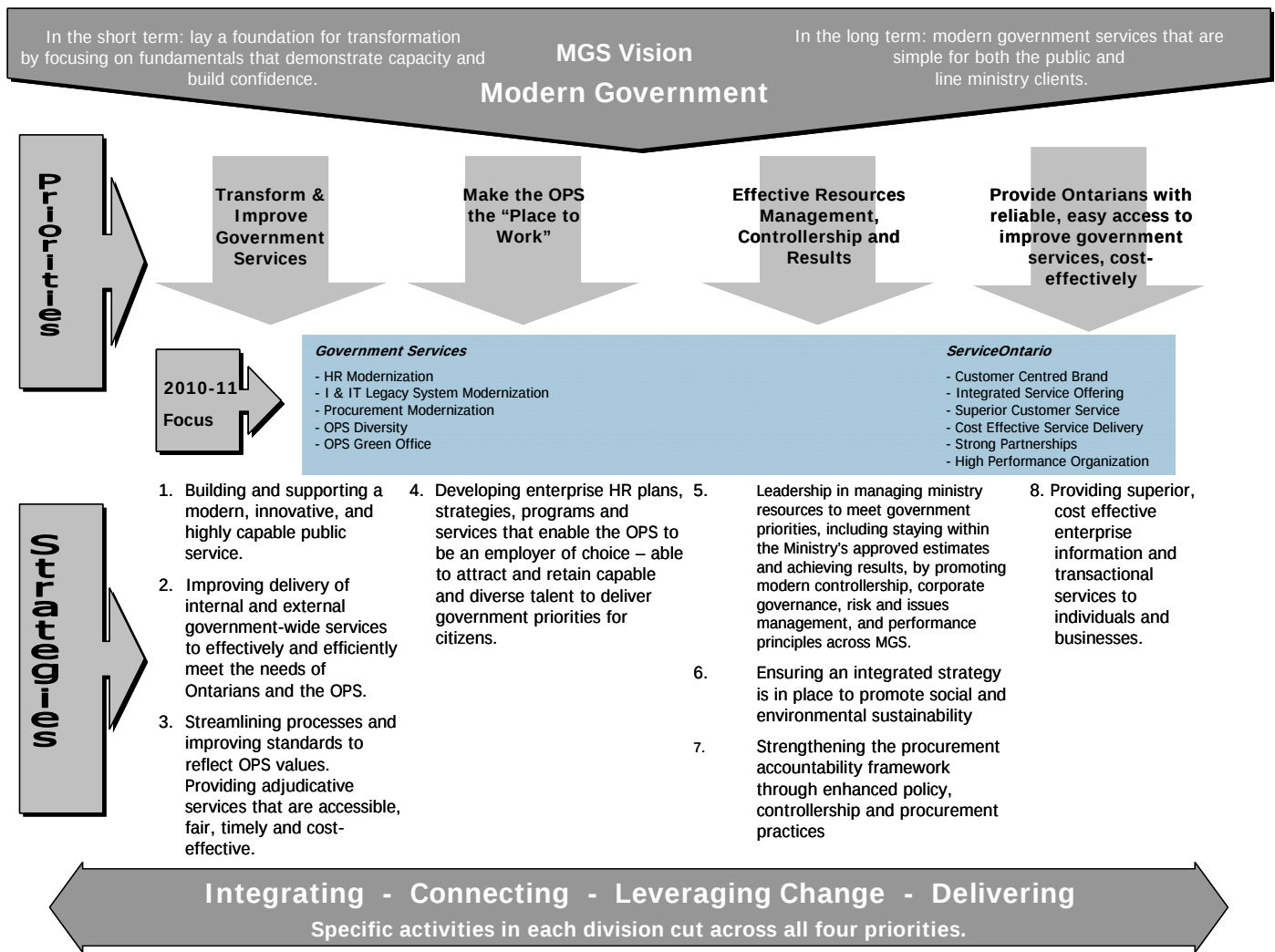
MGS also supports other ministries in the Ontario government by providing essential OPS-wide services including: human resources (HR) support, procurement, transactional processing and information technology. It is also responsible for preserving Ontario's rich history through the Archives of Ontario.

After several years of significant growth and transformation, MGS is approaching a steady state as an enterprise organization. MGS has been modernizing and improving services to the public and businesses, and transforming the delivery of government's workforce, procurement and technology resources; the 2010-11 Results-based Plan builds on the ministry's achievements.

MGS is committed to creating a sustainable way of working through greening the OPS. The OPS Green Office works with 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 results for the government's objectives and fiscal priorities. Its functions include financial management, strategic human resources, accommodations and facilities management, information and information technology (I&IT), legal, communications, planning and results monitoring. The program assists and supports 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 the Ministry of Government Services. HROntario sponsors the plan and provides policy direction; Ontario Shared Services provides transactional processing. Employee and Pensioner Benefits contributes to making the Ontario Public Service an employer of first choice.

The Human Resources Services Program supports the government's commitment to be a responsive and innovative world leader in customer service by having a skilled and innovative workforce. All HR service delivery programs focus on supporting the OPS in becoming an employer of choice - an organization able to attract and retain capable employees and having a diverse workforce who can deliver on government's priorities for Ontario's citizens.

HROntario is responsible for creating and sustaining the skilled workforce required to support modern, efficient

public services and for building capacity so government can focus on and achieve its priorities.

HROntario delivers integrated HR and business transformation services that support ministries' business objectives, and develops and implements strategies and policies that make the OPS an employer of first choice. The program also co-ordinates internal security and emergency planning and management for the OPS.

The Diversity Office supports the OPS' vision of being an inclusive, diverse, equitable and accessible organization that delivers excellent public service and supports all employees in achieving their full potential. It is a centre of excellence, providing strategic OPS-wide programs and services to ministries. It also provides advice about the diversity implications of policies, programs, communications, organizational development and change management.

The newly established Labour Relations Secretariat will have the capacity to analyze internal and external factors that drive collective bargaining outcomes in order to develop comprehensive strategies and provide guidance and advice related to bargaining. It will also provide oversight and strategic advice on OPS and Broader Public Sector (BPS) collective bargaining.

The Enterprise Business Services Program is responsible for improving the 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 leadership for information management and information technology in government. This includes policy, the implementation of common infrastructure, governance and accountability. It also includes the 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. This includes 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 historic documents and records. It provides responsible stewardship of the Government of Ontario's art collection, and promotes good record keeping practices in the government.

The Ontario Public Service Green Office provides strategic leadership to ministries in the "greening" and environmental stewardship of government operations. Its mandate is to ensure action plans are in place to reduce the government's carbon footprint, help create sustainable business practices and build an organizational culture that is sensitive to and addresses environmental concerns

Agencies, Boards, Commissions and Tribunals Program. A number of agencies, boards and commissions associated with MGS provide oversight to ensure effective governance, accountability, and relationship management:

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

The Advertising Review Board is designated as a mandatory central service for the procurement of advertising, public and media relations, and creative communications services for the OPS. This helps ensure ministries and government agencies acquire these services in a manner that is fair, open, transparent and accessible to qualified suppliers.

The Conflict of Interest Commissioner has responsibility for certain conflict of interest and political activity matters 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.

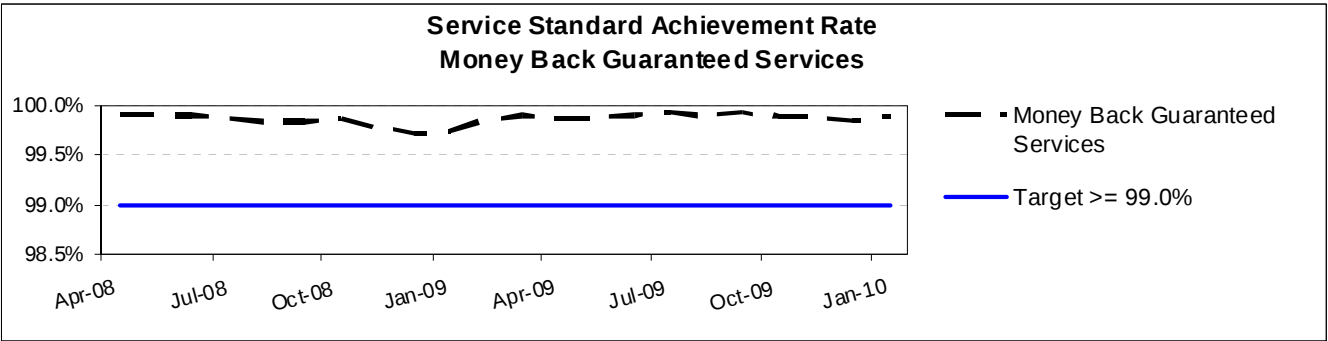
ServiceOntario is the government's service gateway for information and routine transactional services for individuals and businesses. ServiceOntario is "making it easier" for Ontarians to receive government services by providing support in-person, at kiosks, by mail, telephone and online.

ServiceOntario is modernizing its service delivery network to improve access and the quality of service and reduce wait times. It is integrating services and consolidating locations so more Ontarians will be able to make one trip for licensing and registration services.

Performance Measures

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

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 99.9 per cent achievement rate in Fiscal 2009-10.



The benefit to the public is high satisfaction and increased confidence in government. The goal for 2010-11 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 2009-10. As the table demonstrates, results exceeded the target.

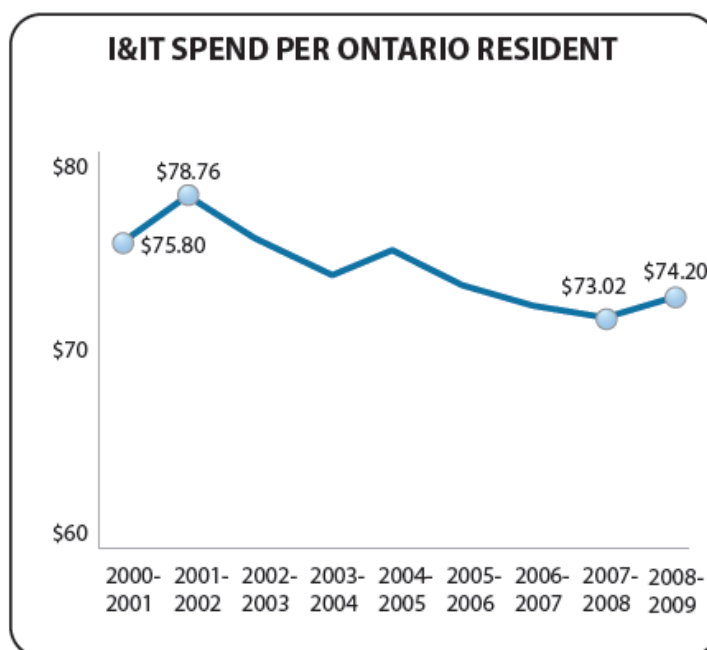
Overall Satisfaction		2007-08	2008-09	2009-10	2010-11
% of customers very satisfied with their most recent ServiceOntario experience	Targets	70%	70%	72%	78%
	Results	NA	74%	77%	

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 \$74.20 in 2008-09, down from \$78.76 in 2001-02.



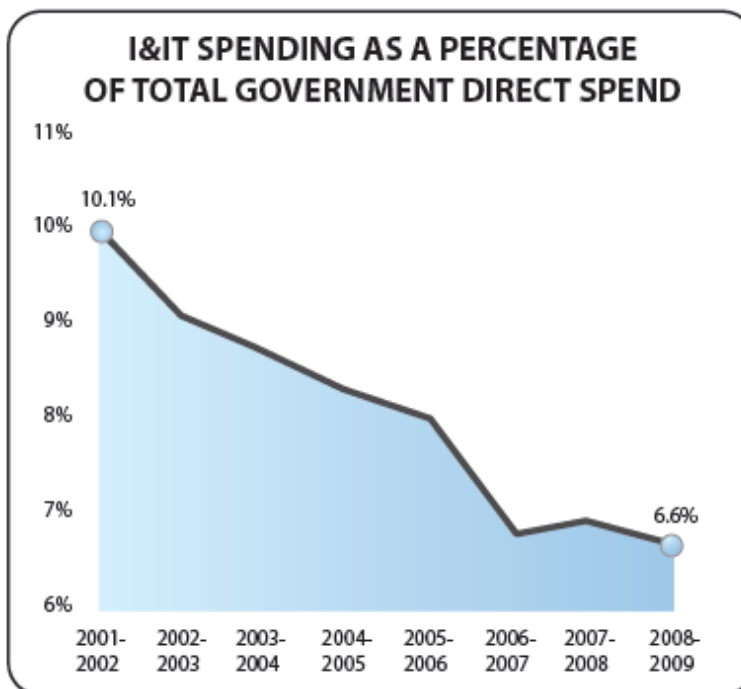
Fiscal Year	I&IT Spend (Million)	Population (Million)	\$per Person
2000-2001	902	11.9	75.80
2001-2002	953	12.1	78.76
2002-2003	946	12.3	76.91
2003-2004	926	12.4	74.68
2004-2005	944	12.5	75.44
2005-2006	939	12.6	74.52
2006-2007	934	12.7	73.54
2007-2008	942	12.9	73.02
2008-2009	972	13.1	74.20

Source: Statistics Canada, Ministry of Finance, IFIS, WIN

Note: In order to maintain consistent comparison with prior years, the "IT Spend" reported above does not include cluster spend outside the I&IT defined expenditure codes and salaries for staff in non I&IT classifications.

As a percentage of direct government spending, the trend of decreased spending continues (6.6% for 08/09).

Spending more efficiently to deliver more, I&IT has consistently expanded its functionality while keeping costs relatively constant over time.



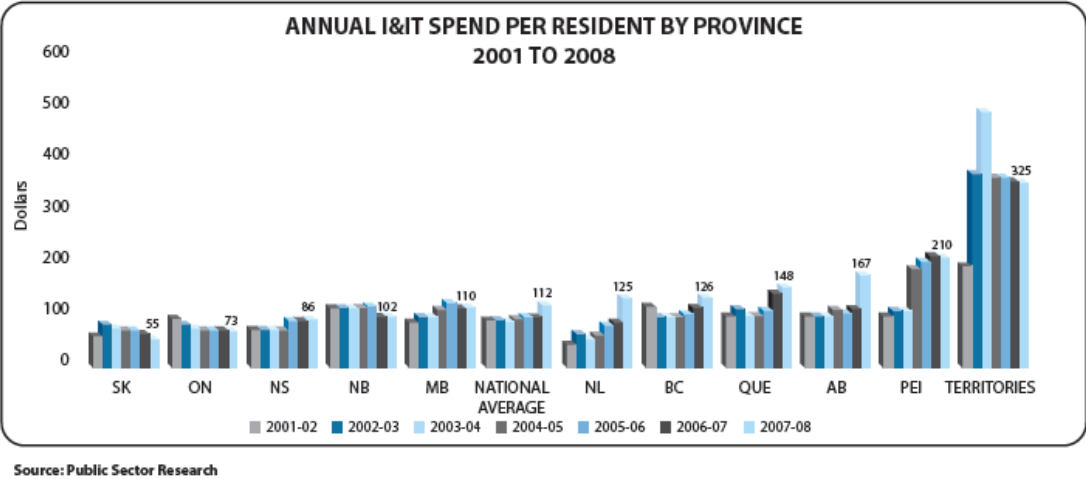
Source: Public Accounts, IFIS, WIN

Year	Spending on I&IT Staff, Goods and Services	Total Ontario Government Direct Spend ¹	Percentage Spend on I&IT 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%
2008-2009	972	14,716	6.6%

Note: All figures in Millions

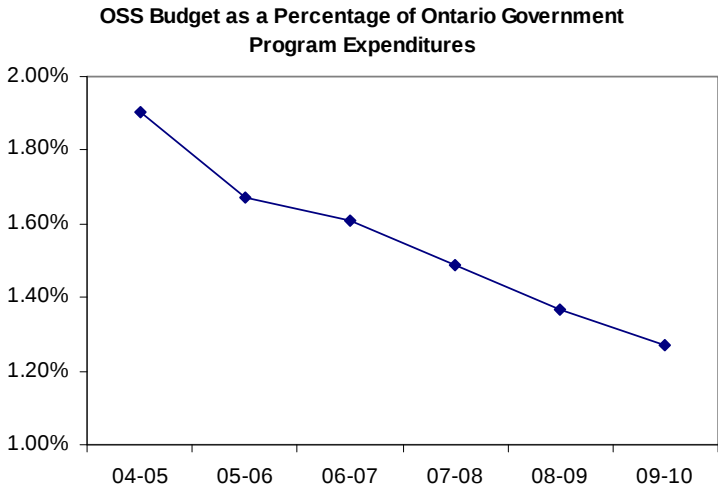
The goal for 2010-11 is to continue to increase efficiencies while improving service quality.

Compared to other Canadian jurisdictions, in 2007-08 Ontario had the second-lowest ratio of 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	09-10
OSS Budget *		184	172	175	171	166	165
Ontario Government Direct Expenditures **		9,679	10,276	10,888	11,474	12,142	13,009
OSS Budget as a % of OPS Direct Expenditures		1.90%	1.67%	1.61%	1.49%	1.37%	1.27%

* Some data adjusted to ensure it is comparable
 ** 2004-05 to 2008-09 data based on Public Accounts reporting excluding Transfer Payments and Other Transactions
 2009-10 data based on Printed Estimates as Public Accounts data is not yet available

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

HIGHLIGHTS AND 2009-10 KEY RESULTS AND ACHIEVEMENTS

Significant ministry achievements for 2009-10 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.
 - o 15-day online service for birth certificates
 - o 15-day online service for marriage certificates
 - o 15-day online service for death certificates
 - o Five-day Premium online service for birth certificates
 - o Five-day Premium online service for marriage certificates
 - o Five-day Premium online service for death certificates
 - o Two-day online service for electronic master business licences.
- In 2009, ServiceOntario met its 15-day and five-day money-back service guarantee standards more than 99.5 per cent of the time for birth, marriage and death certificates, and its two-day money-back service guarantee 100 per cent of the time for the electronic Master Business Licence.
- As part of plans to promote more online services, a new five-day service standard for the delivery of vehicle registration renewals and Used Vehicle Information Packages (UVIP) when ordered online was published. The previously published standard was 15-days.
- 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.
- As part of the "Taking the Lead" initiative, the rollout of integrated services (driver and vehicle licensing and health card registration services) at ServiceOntario locations began in October 2009. As of March 31, ServiceOntario consolidated 34 private centres and introduced integrated services at seven private and public centres.
- ServiceOntario also began offering the Enhanced Driver's Licence at nine ServiceOntario locations: two in Toronto, Thunder Bay, Sault Ste Marie, St. Catharines, Windsor, Ottawa, Cornwall and Kingston. The Enhanced Driver's Licence is an alternative to a passport to adhere to the US Western Hemisphere Travel Initiative, which came into effect on June 1, 2009.
- The provincial implementation of the fully electronic Newborn Registration Service was completed in 2009. This service is now available to new parents and all birthing facilities across the province. All births, including home births, can now be registered online.
- ServiceOntario launched the Business Info Line Contact Centre in Oshawa in December 2009, part of Open for Business, providing information and referral services to the public between 8:30 a.m. and 5 p.m., Monday through Friday. Callers have access to multi-lingual services and the option to access several ministries and program areas by telephone through the easy to navigate Business Info Line Integrated Voice Response (IVR) system.
- By February 2010, BizPaL (ServiceOntario's online source for business licences and permits services from different levels of government) was available in 115 jurisdictions. Currently, 76.8 per cent of Ontarians have access through their municipal jurisdiction.
- The Ministry of Revenue and the Ministry of Labour were successfully integrated into the Business Directory, enabling them to utilize the benefits of the Single Business Number.

- ServiceOntario continues to work with partners at all levels of government to streamline the business to government relationship.
- 2009 also saw the launch of the Aboriginal Registration Initiative, a multi-partner initiative led by ServiceOntario that provides improved access to birth registration services in remote communities. Partners include Service Canada, Indian and Northern Affairs Canada, the ministries of Children and Youth Services, Community and Social Services and Health Canada. Service Canada and ServiceOntario staff now deliver information on and assistance with birth registrations and birth certificate applications in remote communities.
- The Birth Certificate Validation service was successfully piloted in partnership with Service Canada – a unique electronic information sharing service that allows organizations to electronically validate Ontario birth certificates in support of their own programs and process integrity. It eliminates the possibility of forged Ontario birth certificates being used to obtain a SIN number. It will also virtually eliminate name and date-of-birth errors.
- In April 2009, the Archives of Ontario opened its new public service facility at York University. The facility provides new exhibit space, enhanced programming, new classrooms, and new 'born-digital' archival records to the public.
- In October 2009, the Archives of Ontario became one of the first archives in Canada to make its 'born-digital' archival records, including records of the Ipperwash Inquiry, available to researchers on the internet. In addition, the Archives is implementing its preservation strategy for archival electronic records that will preserve them for future generations.

Ministry Efficiencies

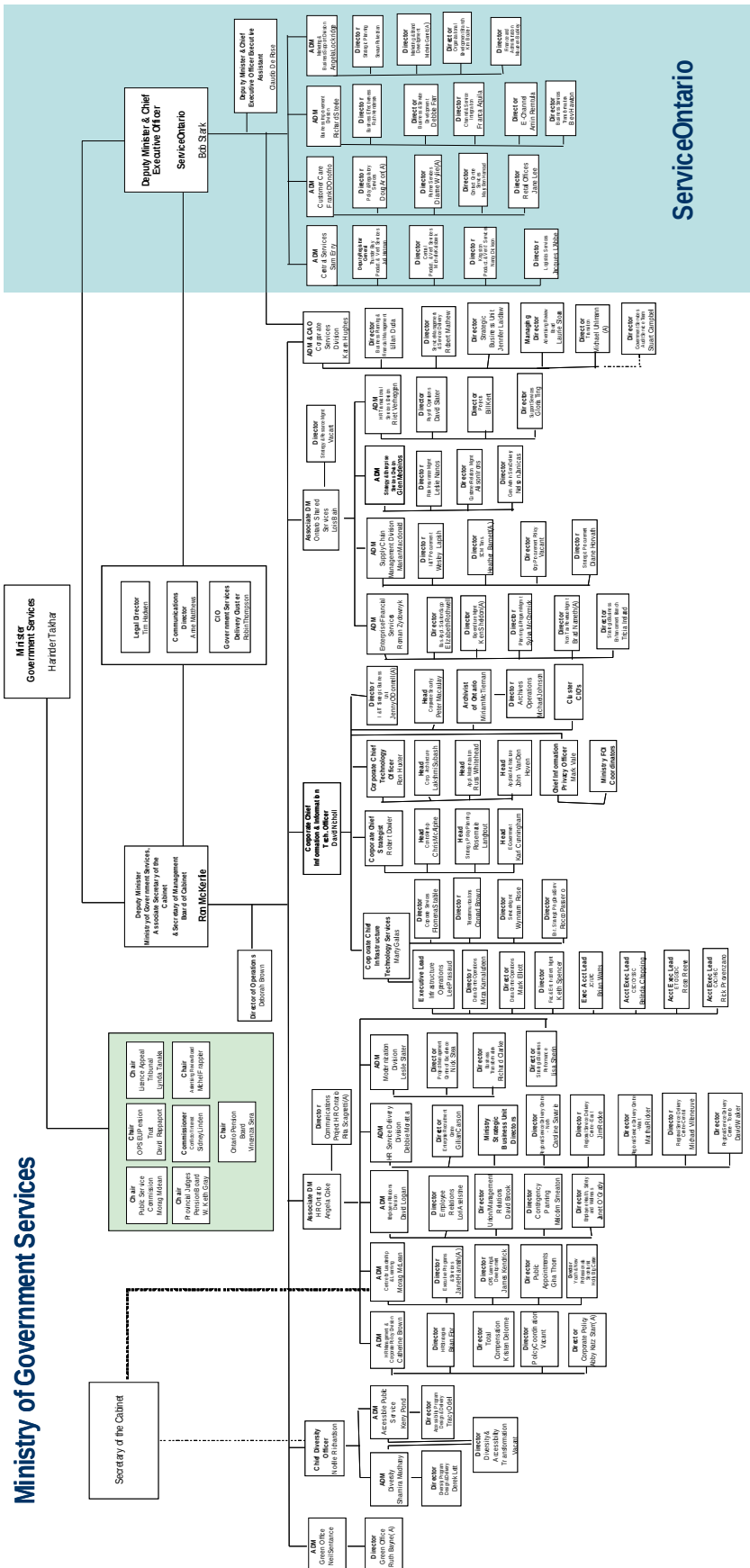
- HROntario led a number of agency governance and accountability initiatives to promote strengthened oversight of the governments 250+ classified agencies. In September 2009, the Premier committed to public disclosure of expenses for Ministers and their staff, the senior management in the 22 largest agencies, and senior management in the OPS. HROntario developed the new Public Sector Expenses Review Act which gives the Integrity Commissioner the authority to review the expenses of the senior management in 22 of Ontario's largest agencies.
- The OPS Green Office implemented the Maximum Green Program, which is a waste reduction program designed to divert waste from landfills through reducing, reusing, recycling and the composting of waste materials. The government buildings that are currently participating in the program are diverting up to 82 per cent of their waste. As part of the government's commitment to divert waste from landfills, the OPS successfully recycled over 500,000 kilos of e-waste.
- MGS implemented an OPS-wide Power Management Strategy in July 2009 to adjust desktop power management settings on all OPS computers as part of its commitment to reduce electricity consumption in its offices. These new settings automatically transition into standby mode monitors after five minutes of non-use and CPUs after 15 minutes of non-use. This initiative could result in a reduction of 19 million kWh per year or enough energy to power approximately 1,711 houses for a year.
- Corporate I&IT negotiated enterprise-wide prices for PC hardware and peripherals continued to be rewarding, with overall hardware and software costs declining by 58 per cent since 2004-05.
- Starting in 2008, the Ontario Government began reviewing major applications and categorizing these according to their relative value and risk to the organization. The Major Applications Portfolio Strategy (MAPS) is modernizing these applications, ensuring the continued delivery of critical public services. MAPS had addressed 32 applications by March 2010.

Professionalism in the OPS

- For the second year in a row, the OPS has been recognized as one of Canada's Top 100 Employers and one of the Greater Toronto Area's Top 90 Employers, and for the third year in a row as one of Canada's Best Diversity Employers. The OPS is one of only two federal, provincial or territorial public services to be included on the list. Over 24,000 organizations from an initial group of 75,000 employers across Canada were invited to apply to this prestigious competition, which recognizes organizations that lead their industries in attracting and retaining employees.
- In 2009-10, the Youth and New Professionals Secretariat in HROntario provided access to approximately 6,000 employment experiences for youth and new professionals through six employment programs, including the Internship for Internationally Trained Individuals program launched in October 2009. In addition, secretariat staff attended approximately 158 outreach events over the course of the year with the intent of increasing awareness of the OPS as the employer of first choice.
- Guided by the first Chief Diversity Officer, the OPS continues to be a leader in workplace diversity and inclusion, and is well positioned to drive organizational change to better respond to and reflect Ontario's diverse population:
 - o Recognizing the critical role that leaders play in creating a culture of inclusion where all employees can succeed to their full potential, OPS deputy ministers' performance plans now contain diversity and accessibility-related commitments.
 - o The OPS achieved full compliance with the Accessibility Standards for Customer Service Regulation in advance of the January 1, 2010 deadline - the first out of over 36,000 obligated organizations.
 - o Over 46,000 public servants received accessibility training to increase awareness of barriers and improve customer service for customers with disabilities.

Detailed ministry 2009-10 achievements are outlined in Appendix 1: Annual Report.

ORGANIZATIONAL CHART



ACTS ADMINISTERED BY THE MINISTRY OF GOVERNMENT SERVICES

Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009, S. O. 2009, c. 33, Sched. 5

Archives and Recordkeeping Act, 2006, S.O. 2006, c. 34, Sched. A

Boundaries Act, R.S.O. 1990, c. B.10

Business Corporations Act, R.S.O. 1990, c. B.16, in respect of:

- (a) filing, recording and searching articles and other documents;
- (b) the powers and duties of the Minister unrelated to the prosecution of offences;
- (c) the powers and duties of the Director;
- (d) recommending regulations to be made by the Lieutenant Governor in Council unrelated to health profession corporations.

Business Names Act, R.S.O. 1990, c. B.17, in respect of:

- (a) registering, recording and searching names;
- (b) the powers and duties of the Minister;
- (c) the powers and duties of the Registrar;
- (d) recommending regulations to be made by the Lieutenant Governor in Council.

Business Regulation Reform Act, 1994, S.O. 1994, c. 32, except in respect of sections 1, 2 and 3.

Cabinet Ministers' and Opposition Leaders' Expenses Review and Accountability Act, 2002, S.O. 2002, c. 34, Sched. A

Certification of Titles Act, R.S.O. 1990, c. C.6

Change of Name Act, R.S.O. 1990, c. C.7

Condominium Act, 1998, S.O. 1998, c. 19, in respect of:

- (a) registration and creation of condominium corporations;
- (b) making Minister's regulations;
- (c) subsection 177(3) as it pertains to Minister's regulations.

Corporations Act, R.S.O. 1990, c. C.38, in respect of:

- (a) filing, recording and searching letters patent and other documents;
- (b) the powers of the Lieutenant Governor;
- (c) the powers and duties of the Minister unrelated to the prosecution of offences;
- (d) recommending regulations to be made by the Lieutenant Governor in Council.

Corporations Information Act, R.S.O. 1990, c. C.39, except in respect of sections 1, 13, 14, 15 and 18.

Electronic Registration Act (Ministry of Consumer and Business Services Statutes), 1991, S.O. 1991, c. 44, in respect of sections 4, 5 and 6.

Extra-Provincial Corporations Act, R.S.O. 1990, c. E.27, in respect of:

- (a) applying for, recording and searching licences and other documents;
- (b) the powers and duties of the Minister;
- (c) the powers and duties of the Director;
- (d) recommending regulations to be made by the Lieutenant Governor in Council.

Flag Act, R.S.O. 1990, c. F.20

Floral Emblem Act, R.S.O. 1990, c. F.21

Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. F.31

Government Advertising Act, 2004, S.O. 2004, c. 20

Land Registration Reform Act, R.S.O. 1990, c. L.4

Land Titles Act, R.S.O. 1990, c. L.5

Licence Appeal Tribunal Act, 1999, S.O. 1999, c. 12, Sched. G

Limited Partnerships Act, R.S.O. 1990, c. L.16, in respect of:

- (a) filing, recording and searching declarations and other documents;
- (b) the powers and duties of the Minister;
- (c) the powers and duties of the Registrar;
- (d) recommending regulations to be made by the Lieutenant Governor in Council.

Lobbyists Registration Act, 1998, S.O. 1998, c. 27, Sched.

Marriage Act, R.S.O. 1990, c. M.3

Ministry of Government Services Act, R.S.O. 1990, c. M.25, except in respect of the Ontario Realty Corporation and real property matters.

Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56

Official Notices Publication Act, R.S.O. 1990, c. O.3

Ontario Provincial Police Collective Bargaining Act, 2006, S.O. 2006, c. 35, Sched. B

Ontario Public Service Employees' Union Pension Act, 1994, S.O. 1994, c. 17, Sched.

Partnerships Act, R.S.O. 1990, c. P.5, in respect of sections 44.3 and 44.4.

Personal Property Security Act, R.S.O. 1990, c. P.10, in respect of:

- (a) registering, recording and searching financing statements and other documents;
- (b) the powers and duties of the Minister;
- (c) the powers and duties of the Registrar;
- (d) recommending regulations to be made by the Lieutenant Governor in Council.

Public Sector Expenses Review Act, 2009, S.O. 2009, c. 20

Public Service of Ontario Act, 2006, S.O. 2006, c. 35, Sched. A

Public Service Pension Act, R.S.O. 1990, c. P.48

Registry Act, R.S.O. 1990, c. R.20

Repair and Storage Liens Act, R.S.O. 1990, c. R.25, in respect of:

- (a) registering claims for liens and other documents;
- (b) the powers and duties of the Minister;
- (c) the powers and duties of the Registrar.

Vital Statistics Act, R.S.O. 1990, c. V.4

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
Deputy Judges Remuneration Commission Type: Advisory	Provides recommendations to the government on the remuneration and expenses for Ontario Deputy Judges.	Chair: Marilyn Nairn A single Commissioner is selected jointly by the Association and the Minister of Government Services. The Minister of Government Services shall appoint the Commissioner.	Location: 77 Wellesley Street West 7 th Floor Ferguson Toronto, Ontario M7A 1N3
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 7 th Floor Ferguson Toronto, Ontario M7A 1N3

Name & Type	Description	Member	Address
Licence Appeal Tribunal Type: Adjudicative	Hears appeals from decisions concerning compensation claims and licensing activities regulated by the Ministry of 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 working on matters involving the private sector.	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
Ontario Public Service Employees' Union Pension Plan Board of Trustees Type: N/A	An independent organization (not a Crown agency) responsible for the administration of the OPSEU Pension Plan, including the investment of the pension fund and adjudicating claims under the plan.	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

Name & Type	Description	Member	Address
Ontario Public Service Pension Board (Ontario Pension Board) Type: Trust	Responsible for the administration of the Public Service Pension Plan (PSPP), including the investment of the pension fund and adjudicating claims under the plan.	Chair: Vincenza Sera The Lieutenant Governor appoints at least four members, at least one of whom represents members of a bargaining agent. There are currently nine board members, three of whom were nominated by bargaining agents	Location: 200 King Street West Suite 2200 Toronto, Ontario M5H 3X6
Provincial Judges Pension Board Type: Trust	Responsible for the administration of the Provincial Judges Pension Plan, including adjudicating claims under the plan, but excluding the investment of the pension fund.	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 appointed by the associations representing provincial judges and another member is appointed by the Lieutenant Governor.	Location: 77 Wellesley Street West 7 th Floor Ferguson Toronto, Ontario M7A 1N3
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 2010-11 (\$M)

Operating	2,176.8
Capital	27.6
TOTAL	2,204.4

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

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

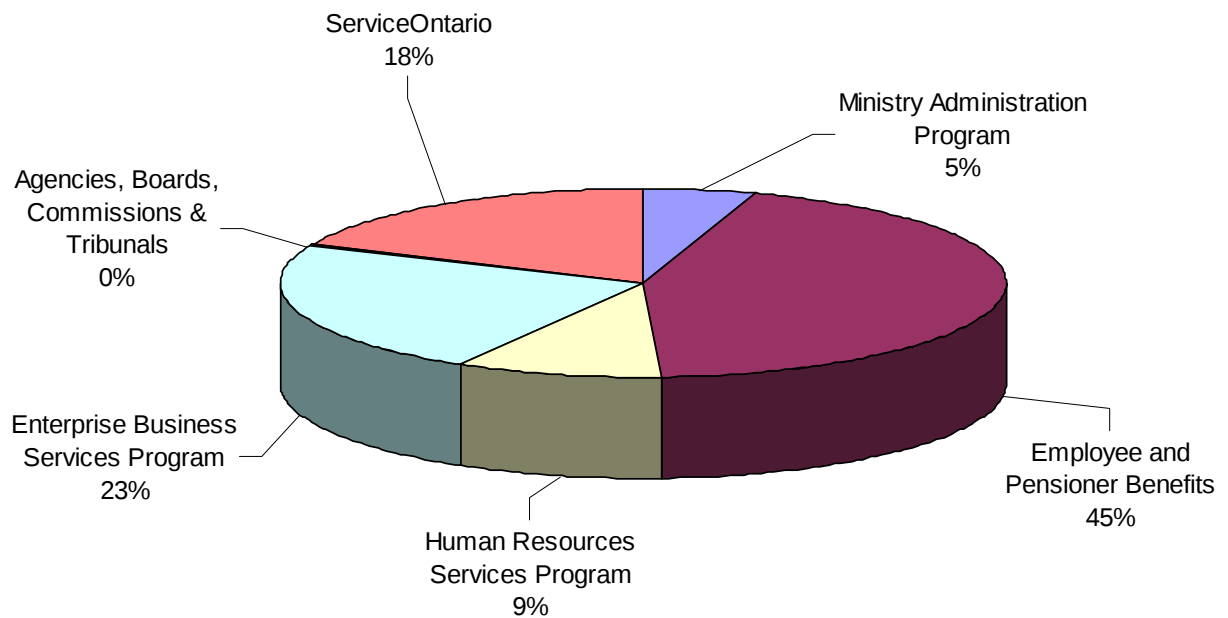


Table 2 - Operating and Capital Summary by Vote

Vote/Program	2010-11 Estimates	Change From 2009-10 Estimates		2009-10 Estimates	2009-10 Interim Actuals	2008-09 Actuals
		\$	%			
Operating and Capital						
Ministry Administration Program	74,958,000	(3,778,500)	(4.8%)	78,736,500	52,765,183	41,617,218
Employee and Pensioner Benefits	662,312,600	36,903,600	5.9%	625,409,000	620,156,500	648,665,001
Human Resources Services Program	133,760,500	(4,350,200)	(3.1%)	138,110,700	125,556,987	112,449,759
Enterprise Business Services Program	345,891,700	(182,673,000)	(34.6%)	528,564,700	500,704,794	440,235,547
Agencies, Boards, Commissions & Tribunals	4,127,400	39,100	1.0%	4,088,300	4,391,867	4,132,663
ServiceOntario	274,712,900	542,200	0.2%	274,170,700	283,135,621	261,023,465
Total Operating and Capital to be Voted	1,495,763,100	(153,316,800)	(9.3%)	1,649,079,900	1,586,710,952	1,508,123,653
Statutory Appropriations	746,688,314	98,071,300	15.1%	648,617,014	591,040,114	453,930,125
Consolidations & Other Adjustments	(38,061,400)	46,638,600	(55.1%)	(84,700,000)	(30,000,000)	(52,183,315)
Total Including Consolidations & Other Adjustments	2,204,390,014	(8,606,900)	(0.4%)	2,212,996,914	2,147,751,066	1,909,870,463
Operating and Capital Assets *						
Ministry Administration Program	1,000	-	0.0%	1,000	-	-
Enterprise Business Services Program	210,039,300	(13,913,700)	(6.2%)	223,953,000	118,985,300	10,387,663
ServiceOntario	16,280,100	16,279,100	1627910.0%	1,000	-	-
Total Assets to be Voted	226,320,400	2,365,400	1.1%	223,955,000	118,985,300	10,387,663

2009-10 Annual Report

Achievements 2009-10

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 has transformed government service delivery by providing money-back guarantees. These are the first money-back guarantees in North America for public service within a set period of time. ServiceOntario continued to meet its 15-day money-back service guarantee standards more than 99.5 per cent of the time for birth, marriage and death certificates. It also met its two-day money-back service guarantee 100 per cent of the time for the electronic Master Business Licence (eMBL).

ServiceOntario is also transforming how customers interact with the government by using technology to offer easy-to-use services and by introducing new ideas for integrated service.

ServiceOntario is working closely with partners at all levels of government to streamline and simplify the business-to-government relationship. As of February 2010, BizPaL, an online service that allows entrepreneurs to generate a customized list of permits and licenses they require from all levels of government to start or expand a business, was available in 115 jurisdictions. Currently, 76.8 per cent of Ontarians can use BizPaL in their municipal areas, and the number of local governments adding their business permit and licence information to BizPaL is increasing each year.

As part of the three-year Open for Business project, MGS launched the Business Info Line Contact Centre in December 2009. Open for Business is an OPS-wide initiative designed to help improve Ontario business competitiveness and to make Ontario more attractive for new business development.

The contact centre provides information and referral services to the public. Callers can access multi-lingual services and reach several ministries and program areas using the easy-to-navigate Business Info Line Integrated Voice Response (IVR) system. .

In 2009, the Ministry of Revenue and the Ministry of Labour were successfully integrated into the Business Directory, enabling them to utilize the benefits of the Single Business Number (SBN). The SBN is a unique identifier for a business that can be shared across government programs that are part of the Business Directory community. This is a solution that allows the sharing of business information between program areas (where permitted), improves data integrity and simplifies business-to-government interaction, as business owners will eventually be recognized across various government program areas by the Single Business Number

instead of a different number for every program. ServiceOntario received a Showcase Award of Merit for the Single Business Number Project in 2009.

ServiceOntario is also improving services for individuals. In 2009, ServiceOntario completed province-wide implementation of the fully electronic Newborn Registration Service, extending the service to new parents and all birthing facilities across Ontario. All births, including home births, can now be registered online.

In 2009, ServiceOntario launched an online search tool through its website (www.ServiceOntario.ca) to provide information about government services, locations and kiosks. In addition, an Online Appointment Booking Service was integrated with the Service Location Finder so customers can book appointments at select locations, view maps, get directions and find location details. ServiceOntario received a Showcase 2009 Award of Merit for both the Service Location Finder and the Online Appointment Booking Service initiatives.

ServiceOntario also enhanced customer service by improving its automation of documents, in all 54 Land Registry Offices, province-wide, in May 2009. The implementation of POLARIS II, a replacement for the legacy land registration system, was also completed. This updated system uses web-based technology and includes efficiencies that facilitate land registration processing by staff. ServiceOntario worked in partnership with Teranet on this extensive project. Implementation, which began in October 2008, was completed in February 2010.

Corporate I&IT continues to modernize key government IT applications which are near technological obsolescence. The Major Applications Portfolio Strategy (MAPS) is modernizing these applications, ensuring the continued delivery of critical public services. MAPS had addressed 32 applications by March 2010.

The province also continues to invest in broadband infrastructure so more Ontario citizens, who live or work in remote areas, can access online government services. Two broadband infrastructure programs moved forward, including the Eastern Ontario Wardens' Caucus Regional Network Project and the Building Broadband in Rural and Northern Ontario program for cost sharing under Industry Canada's Broadband Canada program. Under the Rural Connections Broadband Program, there are now 47 approved projects at various stages of completion representing a commitment of almost \$26 million. An intergovernmental First Nations connectivity working group was also formed to facilitate collaborative and strategic inter-ministerial and inter-jurisdictional research on First Nations Internet connectivity issues and to support entrepreneurship, economic development and improved access to federal and provincial government services.

In April 2009, the Archives of Ontario opened its new public service facility at York University. The facility provides new exhibit space, enhanced programming, new classrooms, and new 'born-digital'¹ archival records to the public. In October 2009, the Archives of Ontario became one of the first archives in Canada to make its 'born-digital' archival records, including records of the Ipperwash Inquiry, available to researchers on the Internet. The Archives also opened its

¹ Born-Digital refers to materials that originate in a digital form

first gallery exhibit, *Ontario - On The Map*, showcasing original maps in its collection dating from the 17th century. The Archives also developed distinct, curriculum-linked programs using the Archives' collections to be delivered to students in its new classroom.

As part of its Vendor Engagement program, Ontario Shared Services (OSS) has engaged in two-way dialogue with the vendor community to showcase their products and how to do business with the OPS by conducting SupplyOntario – Reverse Trade Show events in Toronto and Sudbury. Through this program, OSS has provided information to over 4,200 vendors at 38 events in 22 communities interested in learning about government priorities and opportunities of doing business in Ontario.

A new Ontario Public Service (OPS) Service Directive was launched in 2009 to support ministries in planning and delivering client-focused service, whether for members of the public, businesses, organizations or employees in the OPS. By the end of 2009, all ministries were to have developed program-specific service standards and communicated them to their clients.

The Advertising Review Board was a lead supporter and one of the sponsors of Leading Social Change conference held in January 2010, during National Advertising Week, which highlights social marketing programs in Canada and around the world.

Make the OPS “The Employer of First Choice”

For the second year in a row, the OPS was recognized as one of Canada's Top 100 Employers and one of the Greater Toronto Area's Top 90 Employers. It was also recognized, for the third year in a row, as one of Canada's Best Diversity Employers. The OPS is one of only two federal, provincial or territorial public services to be included on these lists. More than 24,000 organizations from an initial group of 75,000 employers across Canada were invited to apply to this prestigious competition, which recognizes organizations that lead their industries in attracting and retaining employees.



In 2009-10, the Youth and New Professionals Secretariat in HROntario provided access to approximately 6,000 employment experiences for youth and new professionals through six employment programs, including the Internship for Internationally Trained Individuals program launched in October 2009. In addition, secretariat staff attended approximately 158 outreach events this year, a nine per cent increase over 2008-2009, to increase awareness of the OPS as the employer of first choice.

Through 2009-10, MGS successfully negotiated a number of collective agreements with OPS unions and associations. All OPS collective agreements were resolved over a 12 month period. These agreements contribute to employee engagement, improved service to the public; they support the diversity agenda and represent fair and reasonable settlements to employees and for the taxpayers of Ontario.

Guided by the first-ever Chief Diversity Officer, the OPS continues to be a leader in workplace diversity and inclusion, and is well positioned to drive organizational change to better respond to and reflect Ontario's diverse population. The OPS achieved full compliance with the Accessibility Standards for Customer Service Regulation before the January 1, 2010 deadline - the first of more than 36,000 organizations required to meet these standards. More than 46,000 public servants had accessibility training to increase awareness about barriers to accessibility and to improve customer service for persons with disabilities.

The I&IT organization is also helping to make the OPS a better workplace, with new technology tools, such as OPSpedia, an internal Ontario government wiki, and by supporting internal collaboration and the sharing of ideas and information. I&IT also launched IT Source, an internal mobile workforce of skilled IT professionals, to help build internal project management expertise and improve IT project service delivery.

Working with external and education stakeholders such as the Canadian Coalition for ICT Skills (CCICT), IBM and their Business Technology Management (BTM) degree program, and Durham College, Corporate I&IT is promoting IT educational programs and helping to build Ontario's IT workforce. The OPS Careers Island, developed in partnership with the Youth and New Professionals Secretariat, utilizes Web 2.0 technology to increase awareness and attract skilled IT professionals to the OPS. The OPS Careers Island is a virtual world that provides users with a tour of government work environments. It received the CIO 100 Award in 2009.

Enhance Accountability and Controllorship

HROntario led a number of agency governance and accountability initiatives to promote strengthened oversight of the government's 250-plus classified agencies. In September 2009, Premier Dalton McGuinty committed to the public disclosure of expenses for ministers and their staff, the senior management in the 22 largest agencies, and senior management in the OPS. HROntario developed the new *Public Sector Expenses Review Act* which gives the Integrity Commissioner the authority to review the expenses of the senior management in 22 of Ontario's largest agencies.

I&IT spending as a percentage of overall government direct spending continued to decline. Negotiated enterprise-wide prices for PC hardware and peripherals continued to improve, with overall hardware and software costs declining by 58 per cent since 2004-05.

OPS assets continue to be effectively protected despite an increased trend in I&IT security threats. New and enhanced security measures were undertaken, such as increasing the number of server scans, vulnerability assessments, forensic investigations and penetration tests. In addition, Ontario's Information Privacy Commissioner and the Policy Management Authority endorsed ONe-key as the enterprise service that will be used by all applications that permit businesses and citizens to conduct online transactions. ONe-key will ensure more secure registration and access to government services.

OSS has introduced greater accountability and transparency to the Government of Ontario's procurement policy framework through the introduction of new procurement policies that

require all ministries and agencies to use competitive procurement processes to hire consultants. The new procurement policy framework has also introduced greater controllership by requiring ministerial oversight of non-competitive procurements of consulting services by ministries and agencies.

In 2009, the OPS Green Office in partnership with the Office of the Corporate Chief Information Officer (OCCIO) launched the OPS Unplugged campaign to promote energy conservation and reduce standby power consumption by unplugging non-networked office devices. More than 8,000 devices were unplugged during this campaign and almost 2,000 were unplugged permanently. An OPS-wide Power Management Strategy was implemented to adjust desktop power management settings to reduce electricity consumption. These new settings could result in a reduction of 19 million kWh per year or enough energy to power approximately 1,711 houses annually.

The OPS Green Office implemented the Maximum Green Program, a waste reduction program designed to divert waste from landfills by reducing, reusing, recycling and composting of waste materials. The government buildings currently participating in the program are diverting up to 82 per cent of their waste. As part of the government's commitment to divert waste from landfills, the OPS successfully recycled more than 500,000 kilos of e-waste.

The OPS Green Office in partnership with the Ministry of Transportation implemented an OPS-wide Fleet Management System which has key fleet information to track, monitor and improve the greenhouse gas (GHG) emission rates of the OPS fleet and improve overall fuel efficiency. This partnership also delivered 48 green driver training courses to over 700 OPS vehicle drivers. The courses provide advice to help drivers reduce fuel consumption and environmental impacts.

The OCCIO also began implementing the Green I&IT Strategy which is helping the OPS reduce costs, energy consumption and the government's carbon footprint. As part of this strategy, 1,358 servers have been consolidated and 82 server sites have been decommissioned through consolidation and virtualization. It is estimated that server consolidation has resulted in 1.021 million kilowatts hours saved, which is equivalent to reducing greenhouse gas emissions by 267 tonnes.

Today, all new desktop hardware must meet the Electronic Product Environmental Assessment Tool (EPEAT) Gold criteria. Double-sided printing is now a default on all OPS printers and copiers to help reduce paper consumption. Various other tools have also been introduced across the OPS including the green print kit. The kit is a self-help tool for program areas, enabling the assessment and streamlining of office printing environments. This kit is helping the OPS adopt more cost effective, efficient and environmentally sustainable printing practices.

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 kiosk and by telephone. Through this multi-channel network, ServiceOntario is *making it easier* to obtain government services.



To continue to make it easier for the residents of Ontario to get government services, ServiceOntario began offering enhanced driver's licences at nine ServiceOntario locations: Toronto (2), Thunder Bay, Sault Ste Marie, St. Catharines, Windsor, Ottawa, Cornwall and Kingston. The enhanced driver's licence is an alternative to a passport, which is required to adhere to the US Western Hemisphere Travel Initiative and came into effect June 1, 2009.

In July 2009, ServiceOntario announced plans to expand access to health card and driver and vehicle services to a network of 300 private and public integrated ServiceOntario centres. The introduction of these integrated service centres began in October 2009 with three Thunder Bay locations (one public ServiceOntario centre and two private issuing offices). By March 31, 2010, ServiceOntario had consolidated 34 private centres and introduced integrated services at seven private and public centres.

ServiceOntario launched the Aboriginal Registration Initiative, a multi-partner undertaking to provide improved access to birth registration services in remote communities. Partners included Service Canada, Indian and Northern Affairs Canada, Health Canada and the ministries of Children and Youth Services and Community and Social Services. Service Canada and ServiceOntario staff are delivering information and providing assistance with birth registrations and birth certificate applications in remote communities.

ServiceOntario was also recognized in 2009 with these awards:

- Service Canada Deputy Minister's Award of Excellence
- Service Canada Ontario Region Award of Excellence

ServiceOntario also continued to use e-channels and technology to help make it easier for businesses and citizens to interact with the Ontario government. E-channel transactions (kiosk and web) now account for 25.3 per cent of the seven high volume services such as vehicle license plate renewals, business registrations, Health Card changes of address, and birth certificate applications.

Individuals and businesses continue to use the Ontario government's websites as a starting point for government information and services. In 2009-10, Corporate I&IT made improvements to its web presence, including the launch of Ontario Newsroom. The Ontario Newsroom is a new service for all Ontario government news, and it is enabled through the Media Delivery Service (MDS), a system that allows the government to easily and cost

effectively deliver multi-media content through any Ontario website to the public. All ministries now use MDS, either through the Newsroom and/or directly on their own websites.

Corporate I&IT also made significant improvements to the support and availability of Ontario's Ontario.ca website, putting in place 24-hour, full-week technical support.

The Ontario government is using technology to help give Ontario citizens a choice in how they interact with their government. It is reaching out to rural communities, the elderly and new parents with Telemedicine Healthcare, the Collaborative Seniors' Portal network and the Newborn Registration Service which all provide convenient and improved access to services.

Ministry Interim Actual Expenditures (\$M) 2009-10

Operating *	1,938.0
Capital *	209.8
Staff Strength (As of March 31, 2009)	6,422

**includes statutory appropriations and consolidations*