



Results-based Plan Briefing Book 2011-12

Ministry of Government Services

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ANNUAL REPORT 2010-11

MINISTRY OVERVIEW

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

The Ministry of Government Services is committed to driving change across the OPS to create a modern, diverse, inclusive public service while providing friendly, quality services to meet the needs of clients and the public. The Ministry's vision is to deliver services to the public and line ministry clients that are simpler, faster and more connected. For Ontario families and businesses, these improvements should be experienced as "Simple, Seamless and Personalized Service". The Ministry delivers an integrated suite of services to Ontario families and businesses through multiple channels. The aim is to provide a customized customer experience when and where needed whether online, by telephone or in person. ServiceOntario is a leader in service delivery and intends to continue improving its provision of high quality service to the public.

The Ministry of Government Services will focus on three priority elements:

- People – more engaged people to provide great service and strong leadership
- Processes – more dynamic processes to help us work smarter, simpler and greener
- Technology – more enabling technology to innovate, deliver and transform.

These priorities will be addressed within the context of Ministry of Government Services core values including a commitment to diversity, accessibility and a greener OPS. To this end, the ministry is committed to attracting and retaining diverse talent and finding innovative methods of delivering a better customer experience.

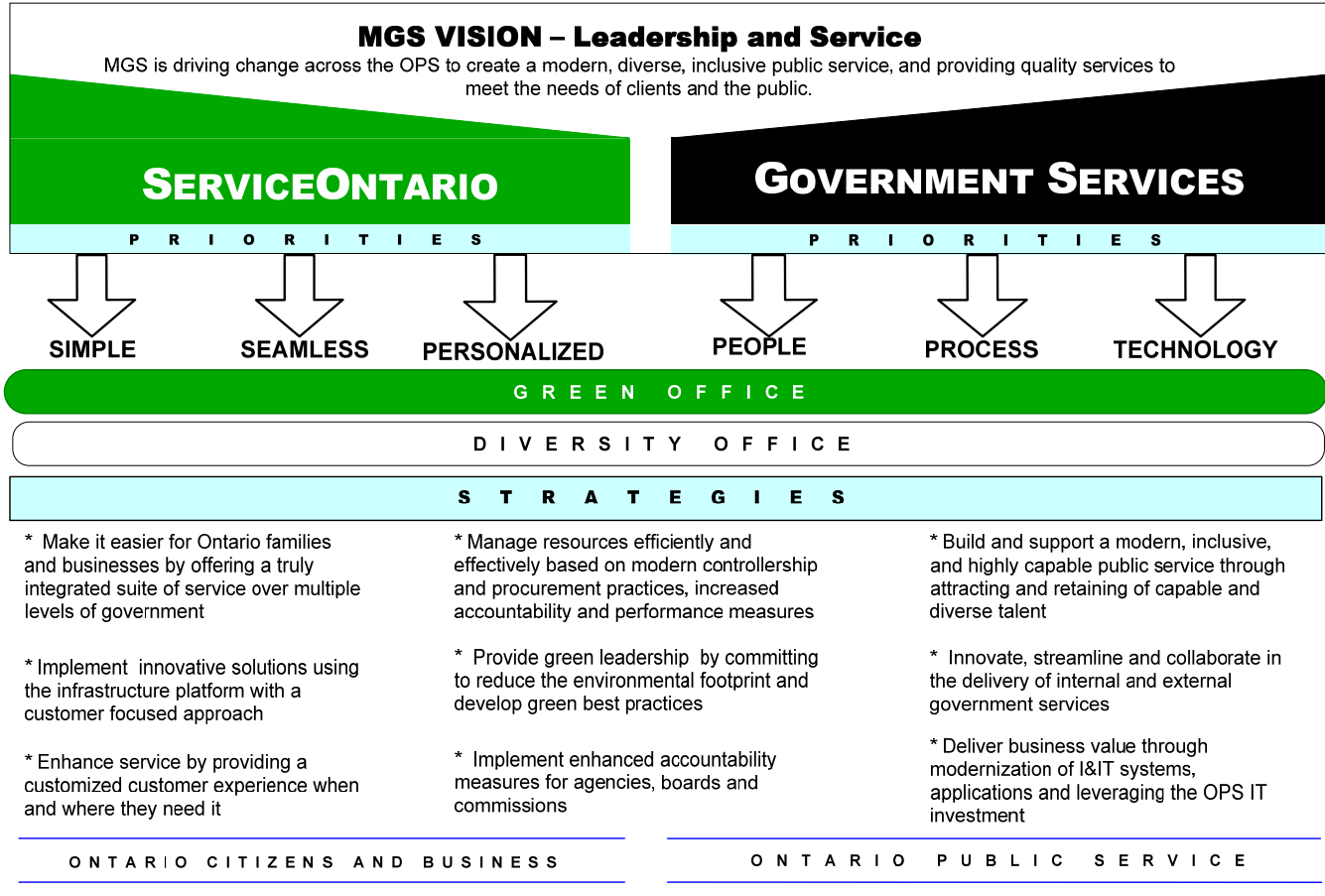
The Ministry of Government Services also provides essential services OPS wide and supports other ministries in achieving their objectives. These services include recruiting and management of human resources, procurement support, transactional processing including payroll processing and information technology. Ministry of Government Services is also committed to the responsible management of information. Through Information, Privacy and Archives the ministry is ensuring private information is secure and records, including digital information, are properly stored to ensure Ontario's rich history is adequately preserved.

Ensuring the OPS is reducing its environmental impact is a key responsibility. The OPS Green Office works with Ministries to ensure that there is a co-ordinated government-wide approach to developing green practices and reducing the OPS environmental footprint.

The 2011-12 Results Based Plan builds on the Ministry's achievements.

The Ministry of Government Services is committed to playing its part in building the best public service in the world and to delivering on the government's commitment to be a responsive and innovative world leader in customer service.

The Ministry of Government Services vision and priorities are illustrated in the following chart.



The Ministry is structured to facilitate implementation of strategies to achieve the vision and priorities.

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, human resources, accommodations and facilities management, 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 provides for the government's expenses as an employer for insured benefits, statutory programs, non-insured benefits and certain public service pension plans including third party administration and adjudication costs. The program also accounts for changes in the accrued liabilities of the government as sponsor or co-sponsor of certain insured benefit plans, pension plans and termination of employment entitlements.

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.

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 in 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. As a centre of excellence, the Diversity Office has the lead for assisting the OPS to become compliant with the Accessibility for Ontarians with Disabilities Act. The Office is also responsible for providing innovative and strategic OPS-wide programs and services to help ministries achieve their inclusion and accessibility goals.

The Labour Relations Secretariat has the capacity to analyze internal and external factors that drive collective bargaining outcomes to develop comprehensive strategies and provide guidance and advice related to bargaining. It provides oversight and strategic advice on OPS and Broader Public Sector 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 focus on transforming and improving government services.

The Corporate Information and Information Technology Program provides leadership on 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 is the Ontario Government's business and employee service provider for back office administration and supply chain management service. It provides strategic advice, controllership and cost-effective service delivery in financial processing, payroll and benefits processing, benefit administration, supply chain management and enterprise business services.

Information, Privacy and Archives promotes good recordkeeping practices across the government and provides strategic leadership for freedom of information and privacy protection, information security and privacy classification, and intellectual property. It collects, manages and preserves the archival records of Ontario, promotes public access to Ontario's historic documents and records, and delivers responsible stewardship of the Government of Ontario's art collection.

The Ontario Public Service Green Office provides strategic leadership to ministries in the greening of government operations. Its mandate is to ensure actions are in place to reduce the government's carbon footprint and other environmental impacts, help create sustainable business practices and build a green organizational culture. The Office is leading the implementation of the government-approved multi-year OPS Green Transformation Strategy, which commits the government to greenhouse gas reduction targets arising from government operations and business improvements that support and align with the broader emission targets set out in the province's Climate Change Action Plan.

The Enterprise Services Cluster provides leadership and cost-effective support to its clients for enhancing government services. The cluster also works with the Corporate I&IT program to enable the underlying Information Technology solutions necessary for Ministry of Government Services to modernize government operations and provide cost-effective services to internal clients across the Ontario Public Service.

Agencies, Boards, Commissions and Tribunals associated with the Ministry of Government Services 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 and commissions.

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

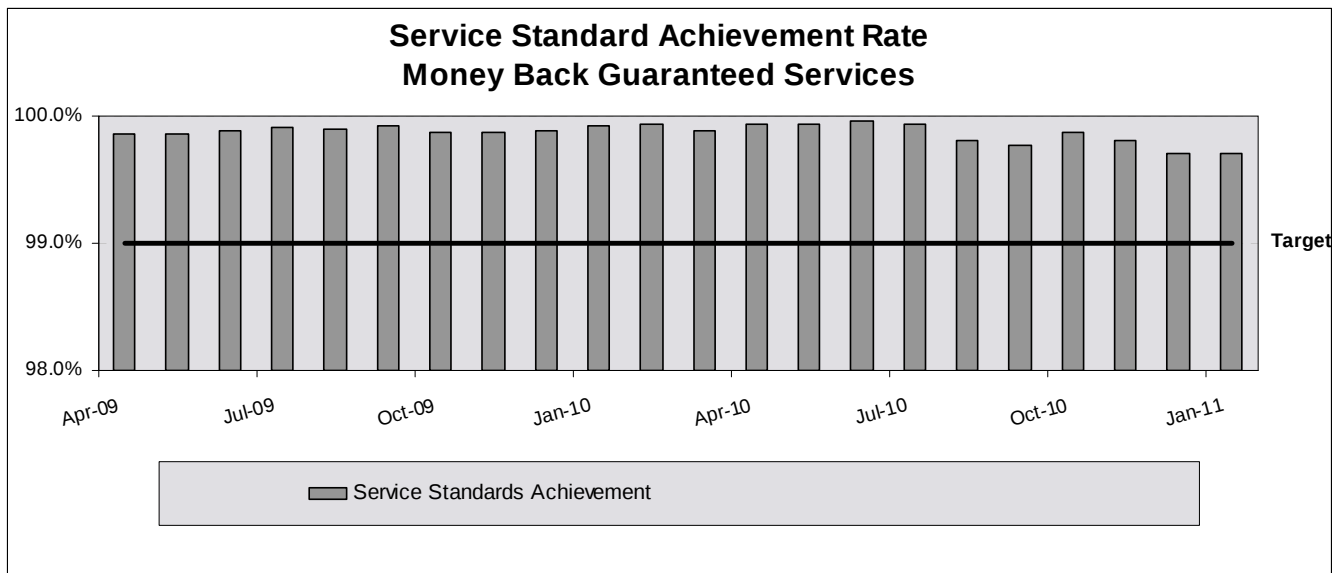
ServiceOntario is modernizing its service delivery network to improve service access and quality, and reduce wait times. It is integrating services and consolidating locations so more Ontarians will be able to do “one-stop-shopping” for licensing and registration services.

Aligned with the ServiceOntario program and Corporate I&IT program, the Government Services Cluster provides strategic advice and cost-effective technology solutions for ServiceOntario and ministry partners in implementing key businesses objectives as well as modernizing government services via public-facing online applications.

Performance Measures

The ministry's performance measures, aligned with the nine strategies, help the ministry assess its progress toward becoming 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 99.8 per cent achievement rate in Fiscal 2010-11. The graph displays guaranteed service performance better than target. Service levels exceed 99 per cent. The goal for 2011-12 is to maintain a service standard achievement rate above 99 per cent rate through strict process control and continuous improvement. The benefit to the public is high satisfaction and increased confidence in government.



ServiceOntario surveys customer satisfaction throughout the year for each of its 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 per cent of customers indicating a 5 rating for their overall satisfaction. The results in the table below are based on surveys in all channels.

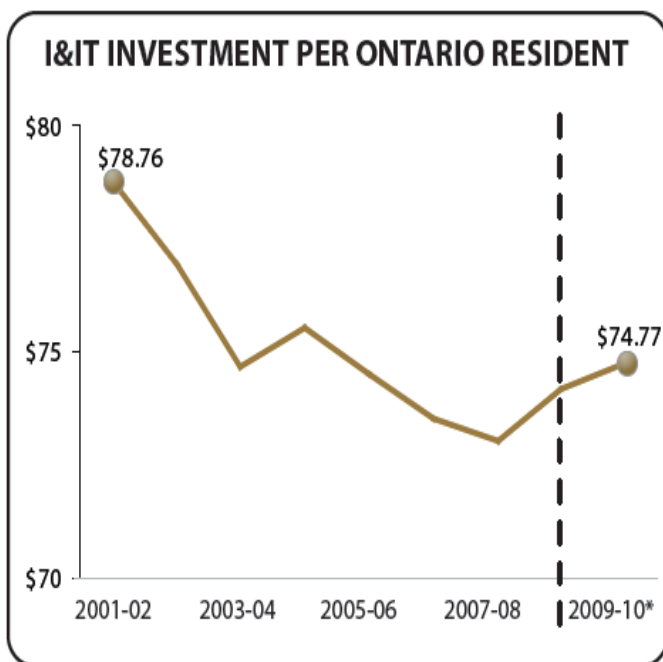
Overall Satisfaction		2011-12	2010-11	2009-10	2008-09
% of customers very satisfied with their most recent ServiceOntario experience	Targets	79%	78%	72%	70%
	Results		78%	77%	74%

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

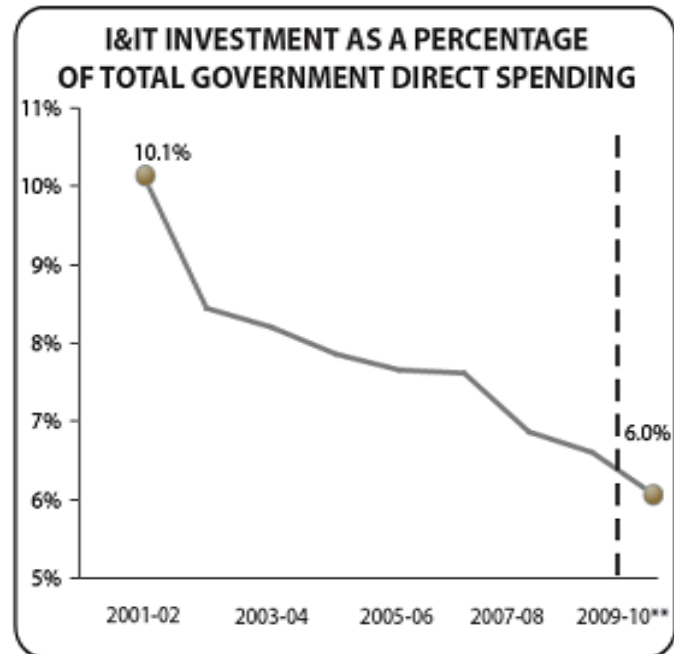
Efficient use of Information and Information Technology Resources (I&IT) enables public services to be more reliable, cost effective, convenient and accessible. Examples include:

- Improving e-channels, which has resulted in increased use of e-channels that typically rate higher in user satisfaction than other service channels
- Improving service delivery timeframes and increasing availability of information and services.
- Reducing geographical divides through investing in broadband access to support the digital economy and online collaboration
- Successfully controlling government hardware and software expenditures, and building internal capacity by converting external consulting roles into less expensive staff roles, where appropriate
- Strategic I&IT capital investments to build a solid foundation for future expansion, e.g. the Guelph Data Centre and efficient management of applications.

Spending per resident on I&IT in Ontario was \$74.77 in 2009-10, down from \$78.76 in 2001-02.



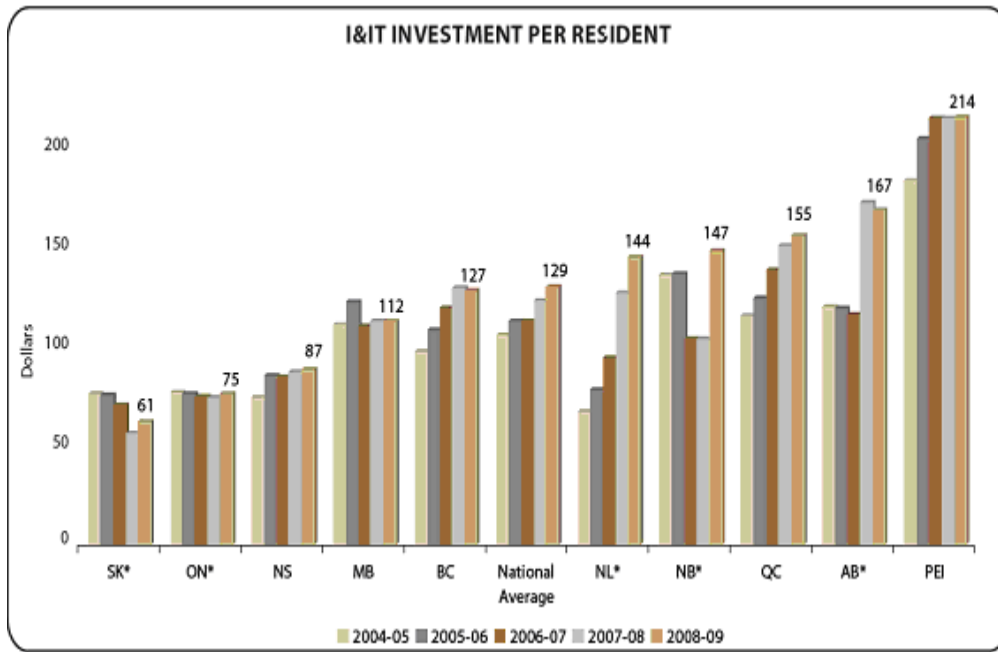
I&IT Spending has steadily decreased as a percentage of direct Ontario Government spending, from 10.1 percent in 2001-02 to 6.0 percent in 2009-10.



* Historical I&IT Investment numbers prior to 2008-09 are not directly comparable to 2009-10 financial numbers, due to the change in accounting (minor Tangible Capital Assets) policy effective 2009-10.

I&IT investment includes both operating and capital I&IT related expense.

In 2008-09, Ontario had the second-lowest I&IT Investment per resident among the provinces.



Source: Provincial IT investment from Public Sector Research Inc (PSR) and population by province from Statistics Canada

* Denotes provinces that have provided I&IT investment information to PSR. Note the I&IT investment of other provinces estimated by PSR.

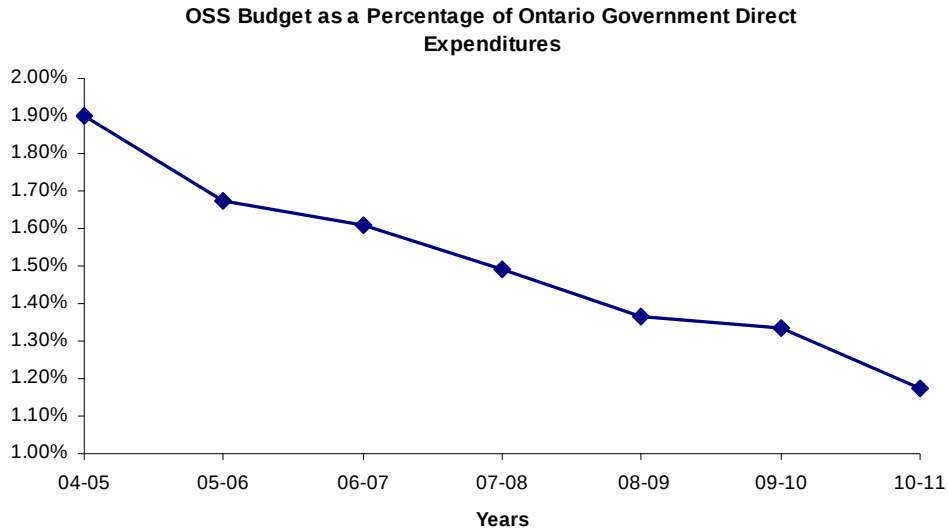
I&IT investment per resident in 2008-09 increased slightly in most provinces, compared to 2007-08¹.

I&IT is continually looking to deliver business value through modernization of I&IT systems and leveraging of OPS IT investment to enhance service to Ontarians.

¹ The comparative data for provincial I&IT investment is only available up to 2008-09. In comparing I&IT investment amounts for the provinces one should be aware that there are factors that may affect comparability.

Use of **Shared Services** enables cost savings through leveraging of scale and uniformity across programs. Ontario Shares Services 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.



OSS Budget as a percentage of Government direct spend has gone from 1.90% to 1.17% over the past six years.

	04-05	05-06	06-07	07-08	08-09	09-10	10-11
OSS Budget*	184	172	175	171	166	165	162
Ontario Government Direct Expenditures**	9,679	10,276	10,888	11,474	12,142	12,347	13,795
OSS Budget as a % of OPS Direct Spend	1.90%	1.67%	1.61%	1.49%	1.37%	1.34%	1.17%

Notes:

* Data adjusted to aid comparability.

** 04-05 to 09-10 data based on Public Accounts excluding transfer payments and other transactions

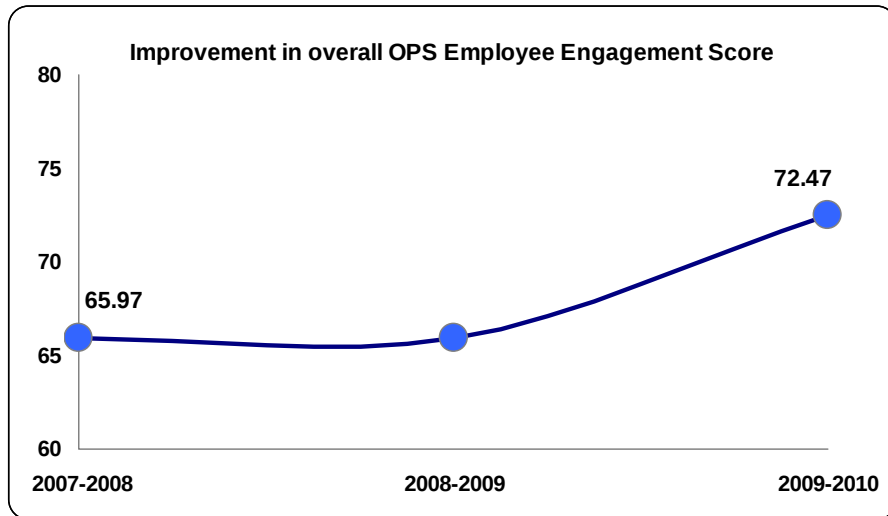
**10-11 data based on Printed Estimates including consolidation & other adjustments less recoveries

OSS's goal is to continually innovate in the delivery of government services in order to increase efficiency and provide enhanced services to internal clients.

The **Human Resources Services Program** ensures the organization delivers world leading customer services by employing and retaining a skilled and innovative work force.

The progress the OPS is making towards these goals is determined through the OPS Employee Survey. The results of the 2009 OPS Employee Survey indicate that the level of job satisfaction and commitment to the OPS and its goals has increased 10 percent since 2007.

These results are a good indicator that OPS HR Programs and Policies are having a positive effect on the current workforce.



The survey is now conducted bi-annually. The results of the 2011 OPS Employee Survey are expected in June and will provide another opportunity to gauge ministry progress.

HROntario's goal is to support the Ontario Public Service (OPS) in becoming an employer of choice – an organization able to attract, engage and retain highly competent, diverse employees who can deliver on the government's priorities for Ontarians.

HIGHLIGHTS AND 2010-11 KEY RESULTS AND ACHIEVEMENTS

Significant ministry achievements for 2010-11 include:

ServiceOntario continued to improve its accessibility to businesses under its Open for Business initiative.

- A new online service called ONe-Source for business was launched as part of the government's overall Open Ontario strategy. It is an electronic, one-stop shop for Ontarians thinking about starting a business, or those already established. The portal will evolve over the next few years, eventually allowing business owners to track their accounts online.
- ServiceOntario launched a new electronic service enabling extra-provincial foreign corporations to file annual returns electronically.
- The telephone channel was also enhanced with the launch of the 1-888 Business Info Line in collaboration with Industry Canada. The line provides a single point of access and saves businesses time in searching and/or calling multiple numbers to access information or services.

ServiceOntario also continued to enhance its services to families.

- Ontario families can now apply online for Canada Child Benefits, including the Ontario Child Benefit, in addition to the previously available online newborn registration services. Using the Newborn Registration Service, parents can now register their newborn, apply for a birth certificate, a Social Insurance Number Card and Canada Child Benefits in one easy-to-use online service.
- ServiceOntario expanded its trendsetting online service guarantees to include Government publications ordered online through ServiceOntario. ServiceOntario was the first in North America to offer money-back guarantees on the timely offering of public services. Currently eight online services are guaranteed:
 - o Regular and Premium Birth Certificates – 15 and five days respectively
 - o Regular and Premium Marriage Certificates – 15 and five days respectively
 - o Regular and Premium Death Certificates – 15 and five days respectively
 - o Master Business Licences – Two days
 - o Publications – Six business days.
- ServiceOntario continued to pursue its Aboriginal Registration initiative to assist families in Northern Communities register their babies. Additional delivery methods were implemented in 2010 with the creation of Local Ambassador Networks where a network of local volunteer representatives were trained to assist new parents in their community. As of December 2010, local volunteer representatives were active in 23 communities.

Other improvements to service delivery include:

- Archives of Ontario expanded its hours of service to better serve the public. Hours of service were expanded on Tuesdays, Thursdays and Saturdays.
- New technologies were also used by Archives to disseminate information including Twitter and YouTube.

People

The Ministry of Government Services continued to pursue excellence in Human Resource management.

- OPS received a number of awards including
 - o One of Canada's top 100 Employers for the third consecutive year
 - o One of Canada's top diversity employers for the fourth consecutive year
 - o One of the Best employers for new Canadians
 - o One of Canada's Greenest Employers
 - o Top Employer for Canadians over 40.

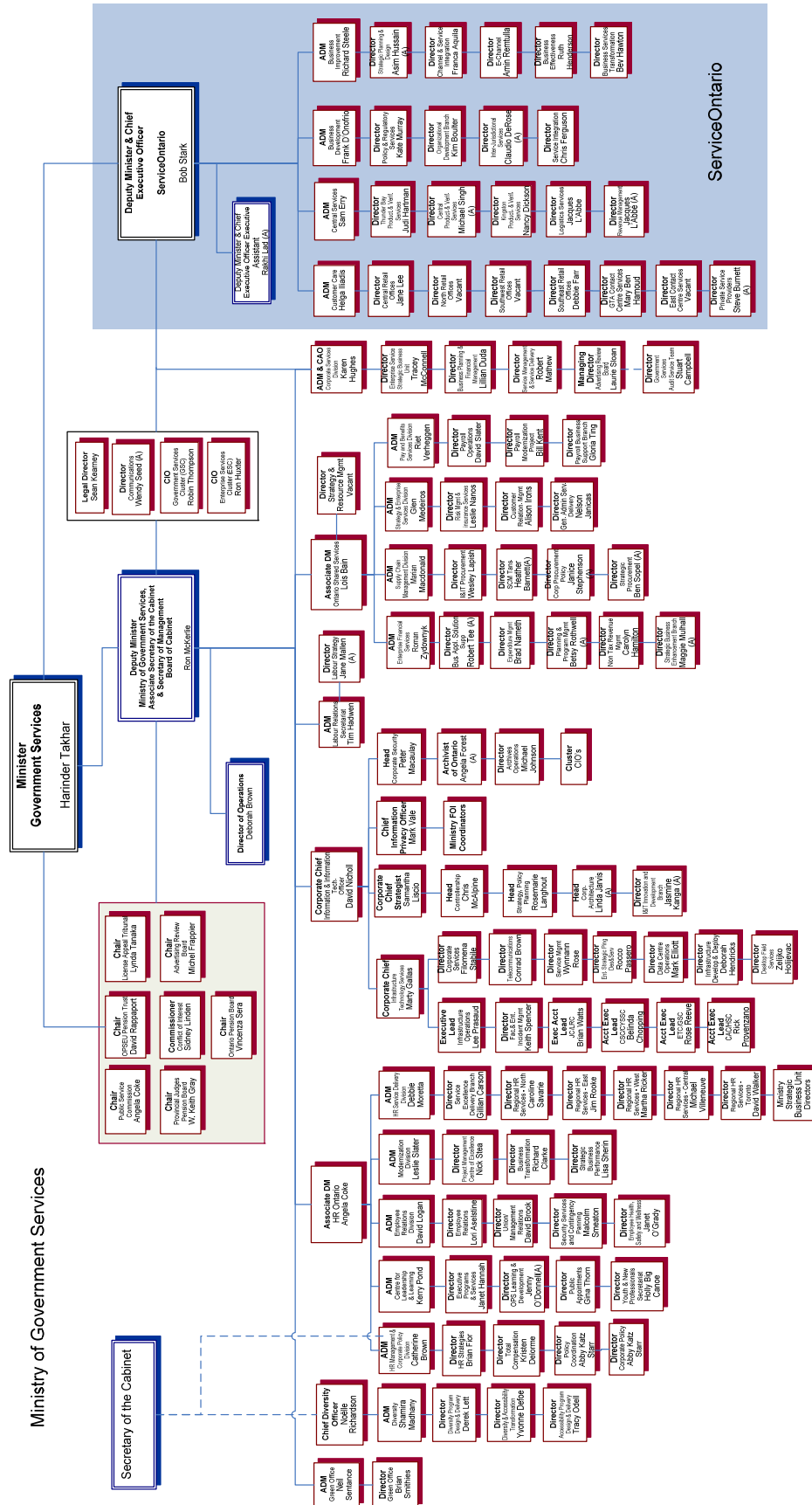
- The Youth and New Professionals Secretariat in HROntario offered 230 internships to newcomers and co-ordinated approximately 5,000 summer employment opportunities through the Summer Experience Program. The OPS Learn and Work program provided work experiences for 130 youth in Toronto, Windsor, Thunder Bay and Hamilton, with a focus on encouraging high school students to earn credits towards their high school diploma. Secretariat staff attended approximately 90 outreach events over the course of the year with the intent of increasing awareness of the OPS as the employer of first choice.
- The Ministry of Government Services also implemented a number of initiatives to lower unintentional barriers to hiring of top talent from diverse backgrounds. Plain language was used in OPS advertisements and job alerts to candidates, a manager's guide was prepared to assist managers in barrier free recruiting and a dedicated TTY service was implemented for deaf or hard of hearing candidates.
- The Ministry of Government Services successfully managed OPS labour relations by negotiating framework agreements that reflected an awareness of the economic climate and were respectful of taxpayers. One of the key settlements was the agreement reached for two years of no wage increases with three OPS bargaining agents (ALOC, OCAA and OPBA) consistent with the government's policy statement. Ministry of Government Services also froze compensation structures in the OPS for two years for all non-bargaining employees.
- In 2010, HROntario launched the Ontario.ca site for the public disclosure of political and ministry expense information and also coordinated the development of this capacity in agencies' websites. The launch was part of the continued effort to fulfill the Premier's commitment to the public disclosure of expenses for agencies in the Ontario Public Service.

Efficiencies

The Ministry of Government Services continues to modernize its IT infrastructure with a view to optimizing energy performance, increasing efficiency, sustaining critical operations and managing future growth.

- The Green Office implemented Phase II of the electronic waste (e-waste) disposal program. This phase expands the list of items eligible for disposal to include photocopiers, faxes and scanners. The OPS has successfully recycled over 1,000 tonnes of e-waste since April 2009 with approximately 400 tonnes being recycled in 2010-11. Approximately 9,500 print devices have also been identified for disposal.
- In 2010-11, the government reduced its number of computer servers by 30% to 3,975 down from 5,718, saving approximately \$3.5 million annually in computer hardware costs and another \$1.5 million in power/facility costs.
- Through the Major Applications Portfolio Strategy (MAPS) the government continues to modernize key government IT applications which are near technological obsolescence. As of January 2011, 44 such applications have been addressed through upgrades or remediation. Addressing these requirements in a timely manner ensures the continued delivery of critical public services.
- In December 2010, the government launched a new Information Access and Privacy web site, providing improved access to Ontario government information and better support for institutions covered by provincial and municipal freedom of information and protection of privacy legislation.

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 Land Registration Services Act, 2010, S.O. 2010, c. 1, Sched. 6

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

Highway Traffic Act, R.S.O. 1990, c. H.8, in respect of Part III

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 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 Ontario Deputy Judges 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-in-Council appoints three members. One person is selected by the Association of Justice of the Peace, one by the Minister of Government Services 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
License 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. Beginning July 1, 2011 LAT will hear appeals related to the regulatory decisions of the Alcohol and Gaming Commission of Ontario (AGCO).	Chair: Lynda Tanaka The Lieutenant Governor-in-council 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, handling requests for advice or rulings from Deputy Ministers, Chairs of public bodies and other designated individuals; considering requests to engage in political activities not permitted by PSOA; and, receiving financial declarations from identified public servants working on matters involving the private sector.	Commissioner: Hon. Sidney Linden The Lieutenant Governor-in-Council 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: Maurice Gabay 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 adjudication of claims under the plan.	Chair: Vincenza Sera The Lieutenant Governor-in-Council appoints at least four members, at least one of whom represents members of a bargaining agent. There are currently 9 board members, 3 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 adjudication of claims under the plan, but excluding the investment of the pension fund.	Chair: Keith Gray The Lieutenant Governor-in-Council 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: Vacant The Lieutenant Governor-in-Council 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 in Council.	Location: 77 Wellesley Street West 7 th Floor Ferguson Toronto, Ontario M7A 1N3
Public Service Commission Type: Regulatory	Provides strategic enterprise-wide oversight and direction for the effective management and administration of human resources with statutory authority from the Public Service of Ontario Act.	Chair: Angela Coke The Lieutenant-Governor in-Council 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-in-Council appoints a chair and at least two other members.	Location: 180 Dundas Street West Suite 600 Toronto, Ontario M5G 1Z8

AGENCIES, BOARDS AND COMMISSIONS - FINANCIAL SUMMARY

Agencies (may be known as Boards, Commissions, Corporations etc.) are provincial government organizations which are established by and accountable to the government. They are largely self-financing operations and as such do not appear in the ministry's expenditure estimates except where noted. However, some do receive some or all of their funding from the Ministry. The portion funded by the Ministry is shown below.

	Classification	2011-12 Expenditure Estimates	2011-12 Revenue Estimates	2010-11 Expenditure Interim Actuals	2010-11 Revenue Interim Actuals	2009-10 Expenditure Actuals	2009-10 Revenue Actuals
		\$	\$	\$	\$	\$	\$
Advertising Review Board ^A	Regulatory	1,226,600	-	1,909,900	-	978,896	-
Deputy Judges Remuneration Commission ^B	Advisory	10,000	-	31,066	-	-	-
Justices of the Peace Remuneration Commission ^B	Advisory	35,000	-	23,378	-	4,684	-
Licence Appeal Tribunal ^A	Adjudicative	3,269,600	73,100	1,708,400	65,000	1,469,206	73,363
Office of the Conflict of Interest Commissioner ^A	Regulatory	1,074,800	-	905,700	-	873,835	-
Ontario Pension Board	Trust	392,000	-	449,159	-	278,411	-
Ontario Public Service Employees' Union Pension Plan Board of Trustees	Not Applicable	-	-	-	-	-	-
Provincial Judges Pension Board	Trust	70,000	-	66,000	-	62,700	-
Provincial Judges Remuneration Commission ^B	Advisory	55,000	-	-	-	-	-
Public Service Commission	Regulatory	2,600	-	3,944	-	4,236	-
Public Service Grievance Board ^C	Adjudicative	3,360	-	3,360	-	3,360	-

Notes:

A. Amounts represent the agency's full allocation. Agency appears in MGS estimates.

B. Amounts do not include legal services costs recoverable from MAG.

C. Administered by the Ministry of Labour on behalf of MGS.

MINISTRY FINANCIAL INFORMATION

Table 1 - Ministry Planned Expenditures 2011-12 (\$M)

Operating	2,395.4
Capital	29.3
TOTAL	2,424.8

*Includes statutory appropriations and consolidations (excludes operating and capital assets)

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

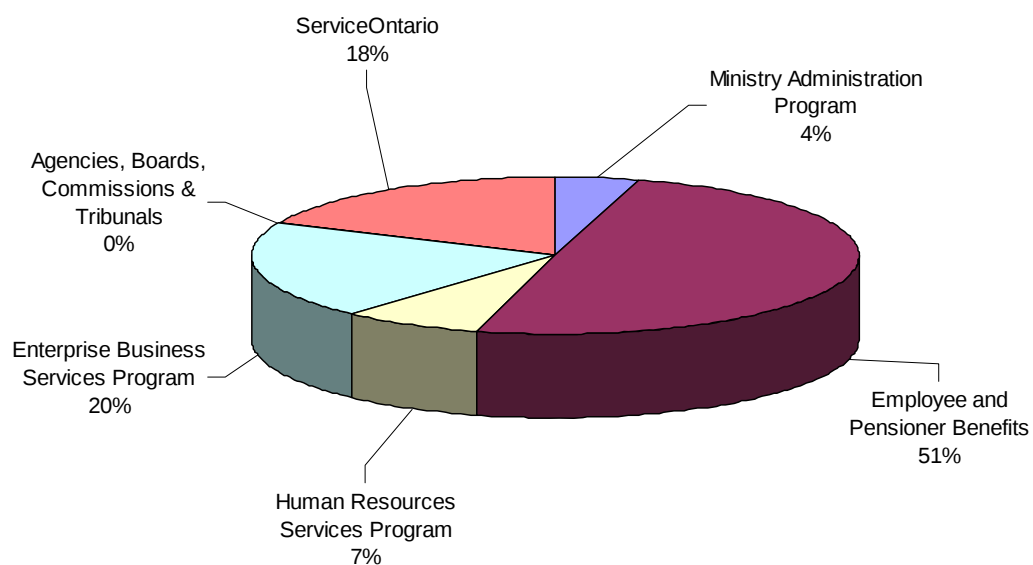


Table 2 - Operating and Capital Summary by Vote

The Ministry of Government Services (MGS) provides services to ministries across the Ontario Public Service (OPS) and to the public, working enterprise-wide to transform and improve government services. The long-term vision of the ministry is to deliver cost-effective modern government services that are simpler, faster, and easier to use. MGS is also working to ensure it has a more connected, diverse and inclusive workforce. This vision will be achieved through the ministry's priorities: providing simple, seamless, and personalized services to the public and focusing on excellence in people, processes, and technology in its employer and enterprise role.

Vote/Program	2011-12 Estimates	Change From 2010-11 Estimates		2010-11 Estimates	2010-11 Interim Actuals	2009-10 Actuals
		\$	%			
	\$	\$	%	\$	\$	\$
Operating and Capital						
Ministry Administration Program	70,746,300	2,620,700	3.8%	68,125,600	60,147,700	32,473,679
Employee and Pensioner Benefits	796,910,300	134,597,700	20.3%	662,312,600	662,312,600	626,042,438
Human Resources Services Program	119,925,900	(13,834,600)	(10.3%)	133,760,500	127,929,700	121,794,370
Enterprise Business Services Program	320,734,500	(15,753,400)	(4.7%)	336,487,900	326,515,900	476,525,305
Agencies, Boards, Commissions & Tribunals	5,571,000	(5,400)	(0.1%)	5,576,400	5,973,000	4,770,937
ServiceOntario	290,826,700	(4,629,000)	(1.6%)	295,455,700	301,996,100	299,626,211
Total Operating and Capital to be Voted	1,604,714,700	102,996,000	6.9%	1,501,718,700	1,484,875,000	1,561,232,940
Statutory Appropriations	853,865,514	107,177,200	14.4%	746,688,314	835,426,914	543,789,486
Ministry Total Operating and Capital excluding Consolidations	2,458,580,214	210,173,200	9.3%	2,248,407,014	2,320,301,914	2,105,022,426
Consolidations & Other Adjustments						
Employee and Pensioner Benefits	(30,000,000)	-	0.0%	(30,000,000)	(30,000,000)	(43,417,584)
Employee and Pensioner Benefits - Non-cash Actuarial Adjustment	(3,791,700)	4,269,700	(53.0%)	(8,061,400)	(8,061,400)	-
Ministry Total Operating and Capital including Consolidations & Other Adjustments	2,424,788,514	214,442,900	9.7%	2,210,345,614	2,282,240,514	2,061,604,842
Operating and Capital Assets						
Ministry Administration Program	1,000	-	0.0%	1,000	-	-
Enterprise Business Services Program	255,003,900	44,964,600	21.4%	210,039,300	143,203,700	111,194,549
ServiceOntario	18,065,400	1,785,300	11.0%	16,280,100	7,454,000	3,315,511
Total Assets to be Voted	273,070,300	46,749,900	20.7%	226,320,400	150,657,700	114,510,060

For additional information, see:

<http://www.fin.gov.on.ca/english/budget/estimates>
<http://www.fin.gov.on.ca/english/budget/paccts/>
<http://www.fin.gov.on.ca/en/budget/ontariobudgets/>

2010-11 Annual Report

Achievements 2010-11

The Ministry of Government Services is focused on improving service to Ontario families and businesses. For Ontario families and businesses, these improvements should be experienced as “Simple, Seamless and Personalized Service” that provide an integrated suite of customized services available when and where required. The Ministry of Government Services has identified three priority levers of ‘people’, ‘process’ and ‘technology’ to enable these goals. This will be pursued in the context of the Ministry of Government Services core values: a commitment to the value, and benefits of, increased diversity and environmentally sustainable or ‘green’ business practices.

ServiceOntario² is the Ontario government’s gateway to information and services online, at kiosks, in person and by telephone.



The Ontario Public Service is increasing the number and range of online services available to the public, and is witnessing a simultaneous rise in customer uptake. According to the 2010 United Nations eGovernment Survey³, Canada ranked third, after South Korea and the United States in the eGovernment Development Index. As part of this continuing effort, the Ministry of Government Services retired or redesigned over 50 websites in 2010-11. The redesigned website were consolidated with the main ministry website, reducing duplication and making information and services easier to find.

ServiceOntario continued to enhance services to families in 2010. Ontario parents can apply for child tax benefits for newborns as part of the newly expanded Newborn Registration Service at ServiceOntario.ca. This partnership with the Canada Revenue Agency and Service Canada, allows parents to register their newborn, apply for a birth certificate, Social Insurance Number Card and now Canada Child Benefits with one single, easy-to-use online service. The expanded service, including the Canada Child Benefits application, became available across Ontario in July 2010.

The online money-back service guarantee was also expanded to include publications ordered online through ServiceOntario. Documents are guaranteed to be delivered to Ontarians within six business days, or customers may be eligible for a refund of up to \$100. With this addition, ServiceOntario now offers eight online service guarantees. ServiceOntario fulfills over 225 requests for publications every business day.

ServiceOntario also launched an online “Multiple Valtag Renewal Service,” enabling customers to renew more than one licence plate validation sticker at a time.

ServiceOntario continues to improve accessibility for businesses under the Open for Business initiative. As part of this initiative, ServiceOntario launched a new electronic service enabling extra-provincial foreign corporations doing business in Ontario to file Corporations Information Act Annual Returns electronically.

² www.ServiceOntario.ca

³ http://www2.unpan.org/egovkb/global_reports/10report.htm

A new online service called ONe-Source for Business was also launched in October as part of the government's overall Open Ontario strategy, and the Open for Business initiative. This new program is helping to modernize government and transform how businesses access the government services they need. It is an electronic, one-stop shop for Ontarians thinking about starting a business, or those already established. The portal will evolve over the next few years, eventually allowing business owners to track their accounts online with participating government program areas; much like an online banking site.

Improvements have also been made to in-person services.

In mid-December 2010, ServiceOntario expanded its in-person service centres. There are now nearly 300 integrated ServiceOntario centres located across the province. Approximately 95 per cent of Ontarians are now within 10 kilometres of an integrated ServiceOntario centre.

ServiceOntario, in partnership with ServiceCanada, continued to expand on its Aboriginal Registration Initiative to assist families in northern communities register their babies and apply for a birth certificate in preparation for newborn Indian Status application. In 2010, ServiceOntario launched additional Aboriginal Registration Pilots in 23 communities that took a different approach to assisting parents in the community than the existing in-person community clinics. Local Ambassador Networks were created where a network of local volunteer representatives were trained to assist new parents in their communities to complete birth registration documents. The approach recognized the need for, and benefits of, a culturally-adapted and flexible service delivery model.

Archives of Ontario expanded its services to better serve the public. Hours of service were extended on Tuesday and Thursday evenings and Saturdays, and educational programming was expanded to more efficiently provide services to citizens across the Province. New technologies are expanding reach - Archives is active on Twitter and had over 20 videos on YouTube in 2010. The Archives is also expanding its holdings with the acquisition of private collections. Donations of over 50 private archival collections from individuals, organisations, corporations, community and professional groups were acquired by the Archives in 2010-11 to complement its holdings of government records.

The improvements to customer services were enabled by changes in the three Ministry of Government Services priority areas of 'People', 'Processes' and 'Technology'.

People

The Ontario Public Service continues to achieve recognition as one of Canada's best employers in a wide variety of categories.

For the third consecutive year, the Ontario Public Service has been recognized as one of Canada's Top 100 Employers and one of the Greater Toronto Area's Top Diversity Employers, and for the fourth year in a row as one of Canada's Best Diversity Employers. For the first time, the OPS was also selected as one of the best employers for new Canadians, one of Canada's Greenest Employers, and as a Top Employer for Canadians over 40.

Ministry of Government Services



In 2010-11, the Youth and New Professionals Secretariat in HROntario offered access to approximately 6,000 employment experiences for youth and new professionals through specialized employment programs. In particular, the Internship for Internationally Trained Individuals program exceeded its targeted offering of 130 internships to newcomers to Canada by approximately 100. The Ontario Public Service Learn and Work program provided work experiences for 130 youth in Toronto, Windsor, Thunder Bay and Hamilton, with a focus on encouraging high school students to earn credits towards their high school diploma. Approximately 5,000 summer employment opportunities were coordinated by Youth and New Professionals Secretariat through the Summer Experience Program.



The Ministry of Government Services continued to act on its commitment to hiring top talent from diverse backgrounds. A number of initiatives were implemented to modernize the Ontario Public Service recruitment process by reducing unintentional barriers in the hiring process:

- Use of plain language in Ontario Public Service job advertisements and job alert service to candidates
- Development of a manager's guide to barrier-free recruiting covering job ads and the selection process
- Implementation of a dedicated TTY service for job applicant's who are deaf or hard of hearing.

Guided by the Ontario Public Service Diversity Office, the Ontario Public Service continues to be a leader in workplace diversity and inclusion. To date over 54,000 public servants have received accessibility training to increase awareness of barriers and improve customer service for persons with disabilities. Business units across the Ontario Public Service are also embedding tools such as the Inclusion Lens, an innovative online tool enabling decision-makers and policy developers to better incorporate diversity, accessibility and inclusion into policies, programs and services for Ontarians.

The Ministry of Government Services also effectively managed labour relations on behalf of the Ontario Public Service by successfully negotiating a number of framework agreements with Ontario Public Service bargaining agents. These agreements contribute to employee engagement, improved service to the public, support the diversity agenda and represented a fair and reasonable settlement to employees and the taxpayers of Ontario. One of the key settlements was the agreement reached for two years of no wage increases with three Ontario Public Service bargaining agents (ALOC, OCAA and OPPA) consistent with the government's policy statement. In addition, the Province froze compensation structures in the Broader Public Sector and the Ontario Public Service for two years for all non-bargaining employees.

Labour Relations Secretariat established in May 2010 is also playing a role in the effective management of resources by determining the factors that drive bargaining outcomes. For 2010-11, the Labour Relations Secretariat completed compensation restraint consultations and reported results to government. Outreach to counterparts in other Canadian and international jurisdictions is underway to develop an understanding of inter-jurisdictional Labour Relations models, best practices and to establish a forum for ongoing dialogue with a view to informing a long-term strategy for the province. The organization has developed a Statement of Guiding Principles, formed a Broader Public Sector Employers Advisory Committee and internal

community of practice, and developed a website to facilitate communication. The secretariat also identified short-term projects, medium-term sectoral engagement activities and a long-term strategy to advance the government's agenda for labour relations in the Broader Public Sector.

Process

As part of the continued effort to fulfill the Premier's 2009 commitment to the public disclosure of expenses for agencies and senior management in the Ontario Public Service, HROntario led a number of agency governance and accountability initiatives to promote strengthened oversight of the government's 250-plus classified agencies. In 2010, HROntario launched the Ontario.ca site for the public disclosure of political and ministry expense information and also coordinated the development of this capacity in agencies' websites.

Also on April 1, 2010, HROntario launched mandatory online training on the Travel, Meal and Hospitality Expense Directive for all ministry and classified agency staff who either submit or approve expense claims. This will further serve to meet the government's commitment to ensure the prudent use of public dollars.

The Modernization Division is currently rolling out Ontario's third report for the Taking Care of Business survey of Ontario Public Service business clients. The results will support Ontario Public Service efforts to improve access to service, to enhance the effectiveness of telephone, in-person and especially online services, and to reduce bureaucratic burden.

I&IT continued its efforts to ensure the organization is accountable in managing information. Corporate Security has established a Compliance Unit and the branch is also actively working to increase security awareness across the organization with a variety of education and training initiatives. The Office of the Chief Information and Privacy Officer (OCIPO) also continues to provide information management training to ministries, as well as help the government proactively identify and address privacy risks related to IT projects with the release of Privacy Impact Assessment (PIA) guidance document and tools in December 2010.

Ontario Shared Services undertook benchmarking initiatives to compare best in class private and public sector organizations. The results identified areas in which Ontario Shared Services is a top tier service provider. In the area of accounts payable and expense services the research conducted by the American Productivity and Quality Centre, an external benchmarking organization, found that Ontario Shared Services provides best in class expense payment processing against world class organizations.

Ontario Shared Services was also recognized by the John F. Kennedy School of Government, Harvard University as a leading edge shared services organization⁴.

The Advertising Review Board was a lead supporter and one of the sponsors of 'Leading Social Change – Ideas, Tools & Inspiration' conference which highlights social marketing

⁴https://microsite.accenture.com/sharedservices/Research_and_Insights/Documents/shared_services_horizons_of_value.pdf

programs in Canada and around the world. The conference was held in January 2011, during the National Advertising Week.

The Green Office is also leading efforts to achieve environmental sustainability through greener business practices and it is helping to build a green culture in the Ontario Public Service through employee outreach and engagement. It has set targets to reduce the Ontario Public Service' Environmental Footprint and greenhouse gas emissions. To support achievement of Ontario Public Service green targets, a ministry green plan framework was approved in May 2010 under which all ministries have developed green plans to support the government wide targets.

In keeping with these objectives the Ontario Public Service Green Office organized the second annual Ontario Public Service Unplugged campaign in partnership with the Office of the Corporate Chief Information Officer. This campaign is an inter-ministerial challenge to promote reducing standby power consumption in the workplace by unplugging non-networked office devices. A total of 7,389 devices were unplugged with 2,109 devices being unplugged permanently. The estimated electricity savings from the permanently unplugged devices alone during this two-week campaign come to approximately 90,000 kWh/year.

The Green Office implemented phase II of the electronic waste (e-waste) disposal program that expands the list of items eligible as e-waste to include photocopiers, faxes and scanners. Through this initiative, the Government of Ontario is a leader in the responsible disposal of e-waste. The Ontario Public Service has successfully recycled over 1,000 tonnes of e-waste since April 2009 with approximately 400 tonnes being recycled in 2010-11.

In partnership with Office of the Corporate Chief Information Officer and Ontario Shared Services the Green Office continues to minimize paper use across the government. As part of this strategy 9,534 print devices have been identified for disposal to date and over 1,300 public forms are now available on the Central Forms Repository to reduce duplication.

As part of its Green Fleet Strategy to reduce fuel consumption and greenhouse gas emissions the Ministry of Government Services committed to increasing the number of hybrid vehicles in the Ontario Public Service fleet. Upon receipt of 2010-11 orders, the hybrid vehicle fleet will have increased to 1,048 hybrids from 103 in 2006, saving over 1 million litres of fuel per year.

The Green Office continued the phased implementation of the Fleet Management Information System to track, monitor and improve greenhouse gas emission rates of the Ontario Public Service fleet. Green driver training was delivered to an additional 1,300 Ontario Public Service drivers in 2010/11. The course provides advice to drivers on how to reduce fuel consumption and environmental impact.

To build on these successes Ontario Shared Services has implemented a Green Fit strategy to leverage the government's purchasing power to adopt innovative green technologies, products and solutions, as well as showcase successful Ontario products and services to potential customers in local and global markets.

As a result of these efforts the Ontario Public Service was recognized for the first time in 2010 as one of Canada's Greenest Employers. The Ontario Public Service was one of 35 employers to receive this award.

Technology

The Ministry of Government Services continues to manage spending growth while meeting new business demands.

In 2010-11, the government reduced its number of computer servers by 30% to 3,975 down from 5,718, saving approximately \$3.5 million annually in computer hardware costs and another \$1.5 million in power/facility costs.

In December 2010, the government launched a new Information Access and Privacy web site, providing improved access to Ontario government information and better support for institutions covered by provincial and municipal freedom of information and protection of privacy legislation.

Through the Major Applications Portfolio Strategy the government continues to modernize key government IT applications which are near technological obsolescence. As of January 2011, 44 such applications have been addressed through upgrades, remediation or replacement. Addressing these requirements in a timely manner ensures the continued delivery of critical public services.

IT Source offers a unique, modern approach to staffing projects across the enterprise. Since its creation in 2009 has been providing experienced resources to reduce the reliance on external fee-for-service consultants and allowing internal resources to be developed and retained. For 2010-11, IT Source has achieved cost avoidance/savings of more than \$10M and can potentially avoid \$10M in costs annually going forward.

The Guelph Data Centre (GDC) has made significant progress towards being fully operational. The GDC was certified for Tier IV Operational Sustainability, the first facility in the world to achieve this milestone. The GDC also began hosting applications in 2010-2011, including implementing the infrastructure for Elections Ontario and the Ontario Agency for Health Protection and Promotion. Common infrastructure equipment has been installed and an application migration plan has been established and approved by Cluster and Ministry stakeholders for implementation in 2011-12.

The government has actively supported communities and the private sector by funding the expansion of basic broadband infrastructure across the province, particularly in rural areas. In May 2010, the provinces participated in federal consultations for a national digital economy strategy. As a result, recommendations were made for federal action required to support Ontario's competitiveness in a global digital economy. The Digital Economy ADM committee now oversees the development of a number of products to inform a digital infrastructure strategy for Ontario's digital economy.

The Ministry of Government Services through the Green Office is also seeking to use technology to reduce travel in the Ontario Public Service and its attendant environmental impact, through virtual meetings. Fifty-five webcast events were held in 2010-11.

The Ministry of Government Services continues to modernize its IT infrastructure with a view to optimizing energy performance, increasing efficiency, sustaining critical operations and managing future growth.

Ministry Interim Actual Expenditures (\$M) 2010-11

Operating *	2,291.2
Capital *	26.8
Staff Strength (As of March 31, 2011)	6,481

**includes statutory appropriations and consolidations*