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# Published plans and annual reports 2015-16: Cabinet Office

Plans for 2015-2016, and results and outcomes of all provincial programs delivered by the Cabinet Office in 2014-15.

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## Part 1: 2015-16 published plan

### Ministry overview

#### Mandate

The Cabinet Office mandate is to deliver on government priorities and serve the public interest through responsible public service.

### Ministry Contribution to Priorities and Results

The Cabinet Office supports all of the government’s priorities including investing in people, investing in modern infrastructure and supporting a dynamic business climate. Cabinet Office works with ministries to develop and coordinate policy, communications and intergovernmental strategies, and supports and monitors the implementation and delivery of the government’s mandate and results. Administrative services are also provided to the Office of the Premier, the Office of the Government House Leader, Office of the Chair of Cabinet, and all Ministers’ Offices.

## Ministry Programs and Activities

### Secretary of the Cabinet

As the Premier's Deputy Minister:

- provides advice and support to the Premier to deliver on the government's mandate; and
- manages the performance of each Deputy Minister on behalf of the Premier

As Clerk of the Executive Council:

- supports the Cabinet decision-making process
- conveys Cabinet decisions to Ministers and Deputy Ministers
- ensures Cabinet decisions are implemented and
- ensures Cabinet's agenda and its committees support the government's priorities

As Head of Ontario Public Service

- ensures effective and efficient management, operation and organization of the public service;
- oversees the day-to-day operation of Ontario's public services; and
- implements long-term strategies for the future of the public service

## Policy and Delivery Division

The Policy & Delivery Division is responsible for ensuring that the government's decision-making structures operate effectively. The division works closely with ministries to provide policy advice, coordination, and implementation support for the Secretary of the Cabinet and the Office of the Premier.

**Executive Council Office:** Provides advice and co-ordination on the machinery of government; manages the strategic agenda setting processes that supports implementation of the government's agenda; and manages the operation of Cabinet, P&P and LRC. Also, works closely with the Office of Legislative Counsel, Government House Leader's Office, policy branches, and communications to develop and track the legislative plan for each session.

**Policy Branches (2):** Manages the implementation of the government's policy agenda by supporting the Cabinet decision making process, including priority setting and planning for Cabinet committees. Provides policy advice and support to the Secretary of the Cabinet, the Office of the Premier and ministries by solving problems, delivering briefings, and gathering and analyzing information on an ongoing basis.

**Strategy and Results Branch:** Provides policy learning activities under the Policy Innovation and Leadership (PIL) banner, collaborating with senior management policy committees, and disseminating best practices to the OPS policy community. Identifies emerging trends and advances long-term strategic policy

planning by working across ministries and with external partners. Supports strategic policy planning and government commitment tracking.

**Secretariat to the Premier's Advisory Council on Government Assets:** Created in May 2014, this temporary secretariat provides strategic advice and analysis to support the work of the Council.

**Community Hubs Secretariat:** Leads interministerial policy work and supports the Premier's Framework Advisory Group, who will review provincial policies and develop a framework for adapting existing public assets to become community hubs.

## Communications Division

Communications works with the Office of the Premier and ministries to strategically communicate the government's priorities, initiatives and programs. The division provides full communications services to the Premier and her office including strategic planning, writing, digital communications, media monitoring and issues management, marketing and correspondence.

**Strategic Communications:** Coordinates ministry communications, working with the Office of the Premier. Strategically maps out the communications agenda, priorities, planning and execution. Leads cross-ministry initiatives and provides strategic advice, direction and crisis communications leadership.

**Marketing and Digital Strategy:** Provides strategic marketing and digital communications support to the government and event support to the Premier's Office including video, photography and graphic design work. Provides corporate digital communications support to the Ministry of Intergovernmental Affairs and the Secretary of the Cabinet's Office.

**OneSite and Digital Projects:** Responsible for Ontario.ca, the Premier's website, and the government's online Newsroom. Leads the communications community to provide advice and guidance on digital communications, ensuring the quality of Ontario's digital presence when it comes to all online communications, social media and video.

**Writing Services:** Prepares communications materials for the Premier including speeches, news releases, statements and correspondence, and also undertakes fact checking, formatting, translation and distribution.

**Issues Management and Media Monitoring:** Proactively flags and manages emerging issues, works with ministries to coordinate issues management, provides extensive media monitoring and analysis.

**Freedom of Information:** Responds to Freedom of Information requests for the Premier's Office and Cabinet Office. Provides FOI and privacy support and training to ministries across the OPS.

**Learning and Development:** Provides professional development and training for the OPS communications community through online and in-class courses, speakers series, and maintains a library of tools, templates

and best practice guidelines.

## Intergovernmental Affairs Division

Intergovernmental Affairs provides advice and analysis on matters of intergovernmental relations, international relations and protocol, as well as democratic institutions of government. The Division supports the Premier in her capacity as Minister of Intergovernmental Affairs and as Premier of Ontario.

### Intergovernmental Relations in Canada

- Provides strategic advice, policy development and resource support regarding national institutions, Ontario's democratic institutions, Ontario's election legislation and provincial elections as well as on key intergovernmental issues such as infrastructure, internal and international trade, fiscal arrangements, Aboriginal affairs, energy, climate change/environment, and borders
- Develops and coordinates Ontario's intergovernmental strategy and works with ministries to ensure execution; coordinates inter-ministerial intergovernmental files and collaborates with ministries on federal-provincial negotiations
- Advances Ontario's economic, fiscal and social policy interests by maintaining strong relations with the federal government and other provinces and territories
- Provides advice and direct support to the Premier and Secretary of the Cabinet in bi-lateral/multi-lateral forums (i.e. meetings with the Prime Minister and other premiers, and the meetings of Canada's Premiers)
- Provides intelligence, research and analysis on intergovernmental issues

### International Relations and Protocol

- Provides advice and direct support to the Premier and ministries for meetings and interactions with international political leaders, and members of the Diplomatic and Consular corps
- Provides intelligence, research and analysis of international issues and events, and Canadian foreign policy
- Coordinates the Premier's strategic international activities including missions abroad in cooperation with other ministries and partners
- Manages Ontario's International Disaster Relief program
- Provides special services, information and advice on protocol policies and practices for the government including official visits and delegations, ceremonial events, Royal tours, order of precedence and half-masting of flags

## External Programs

1. Transfer Payment – Canadian Intergovernmental Conference Secretariat

- Used to transmit funds to the Canadian Intergovernmental Conference Secretariat (CICS) who provides support services to annual intergovernmental meetings that are attended by Ontario to advance intergovernmental collaborative work on priority files
- 2. Transfer Payment – Grants to Advance Federal/Provincial Relations
  - Used sporadically to support a variety of initiatives relating to federal-provincial relations
- 3. Transfer Payment – The Institute of Intergovernmental Relations
  - Advances research on federalism issues through a respected, impartial and independent organization whose connections with Canadian scholars, other governments, and international peers create analysis used to advance Ontario's intergovernmental priorities in the federation
- 4. Transfer Payment – International Disaster Relief Program
  - Allows for the provision of financial contributions to non-governmental organizations to provide humanitarian assistance to the victims of natural disasters and political strife abroad.

## Corporate Planning and Services Division

Delivers timely, cost effective and efficient services on behalf of the Office of the Premier, Cabinet Office, Government House Leader, Office of the Chair of Cabinet and Ministers' Offices.

**Human Resources:** Direct service delivery of strategic and technical advice including recruitment, employee relations, employee engagement, planning, corporate initiatives and job design.

**Finance:** Coordinates and monitors finances and manages corporate reporting including Program Review, Renewal & Transformation, Quarterly Submissions, Printed Estimates and Public Accounts. Also provides procurement consulting services and technical advice.

**Corporate Planning and Projects:** Coordination of Continuity of Operations Plans and the Emergency Cabinet Meeting Plan, records/information management processes, and management of the Accessibility and Green Plan requirements.

**Operations:** Coordinates and provides accommodations and telecommunications services, and administrative support.

## Government House Leader's Office

Provides leadership for the implementation of the government's legislative agenda.

## Office of the Chair of Cabinet

Provides oversight and control to the agenda and meetings of the Cabinet.

# Government Multi-Year Priority Outcomes

As the Premier’s ministry, Cabinet Office facilitates the government’s mandate and associated initiatives in collaboration with all ministries in order to achieve all multi-year priority outcomes:

- supportive and dynamic business environment;
- reduced poverty, inequality and exclusion;
- modernized infrastructure and transportation networks;
- increased talent and skills among Ontarians;
- improved retirement security;
- a healthier population;
- leader on environmental sustainability and climate change mitigation; and
- strengthened public safety and security.

## Cabinet Office 2015-16 allocation (\$29.52M)

The following chart depicts the ministry’s 2015-16 allocation by vote and item.

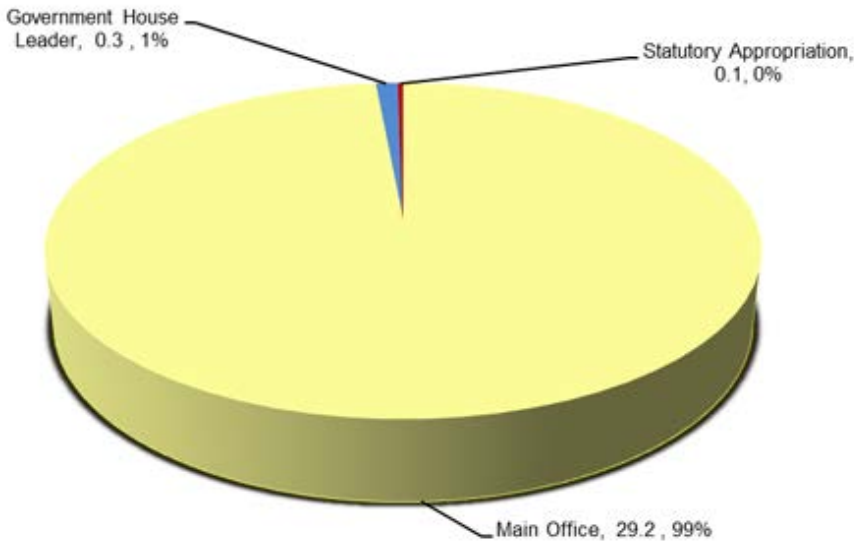


Table 1: Ministry Planned Expenditures 2015-16

This table illustrates Cabinet Office’s operating budget in 2015-16.

| Expenditure Type | Expenditure Amount |
|------------------|--------------------|
|------------------|--------------------|

|           |                 |
|-----------|-----------------|
| Operating | \$29.52 million |
| Capital   | n/a             |
| Total     | \$29.52 million |

## Highlights of 2014-15 achievements

### Policy and Delivery Division achievements

- Leadership role in developing and publicly releasing Minister and Parliamentary Assistant mandate letters to reflect the government’s policy agenda and priorities.
- In collaboration with the Premier’s Office, developed and communicated a comprehensive policy agenda for the 2015 Winter/Spring session.
- Continued to work closely with the Office of the Premier, central agencies, and line ministries on key issues/challenges in supporting large scale policy reform.
- Led the development of Realizing Our Potential: Poverty Reduction Strategy (2014-2019).
- The Premier’s Advisory Council on Government Assets delivered its initial report to the government in November 2014. Their work continued to provide final recommendations to inform the 2015 Budget.

### Communications Division achievements

Advised and supported the Office of the Premier and other ministries to ensure key government priorities were communicated with impact and reach. Key areas included:

- Coordination of strategic rollout of all government announcements.
- Issues management, including crisis communications support and around-the-clock issues and media monitoring.
- Writing and tour support for the Premier, including events, engagements, trade missions and correspondence.
- Online and digital communications support for the Premier and ministries, including Premier’s website, Ontario.ca, social media channels and Newsroom.
- Support and coordination for Premier’s Office/Cabinet Office Freedom of Information requests.
- Comprehensive in-house, cross-OPS training for communicators to keep abreast of trends and skills development.

### Intergovernmental Affairs Division achievements

Advised and supported the Secretary of the Cabinet, the Premier, and Cabinet on national and international intergovernmental policy and strategic interests. Major achievements included:

- Promotion of Ontario's national and international interests and objectives through Premier's intergovernmental and international engagement.
- Delivery of the October 2014 Premier-led international mission to China.
- Support for the Premier's participation in the 2014 Summer Meeting of Canada's Premiers in Charlottetown, Prince Edward Island, and the 2015 Winter Meeting of Canada's Premiers in Ottawa.
- Support for the revitalization of the historic Ontario-Quebec partnership with the Fourth Ontario-Quebec Joint Cabinet Meeting in Toronto and associated announcements.
- Successful execution of four major protocol events: the Swearing-In of the Executive Council, the Lieutenant Governor's Farewell, the Lieutenant Governor's Installation, and the Swearing-In of the Chief Justice.
- Hosting of a pan-Canadian summit in Toronto to discuss opportunities to build up Canada's public infrastructure and drive economic growth.

## Corporate Planning and Services Division Achievements

- Successfully delivered quality and timely human resources, financial and administrative services advice and support to the Office of the Premier, Government House Leader, Ministers' Offices, Office of the Chair of Cabinet and Cabinet Office.

## Ministry organization chart

This is an organizational chart for Cabinet Office as of April 1, 2015. The chart shows the following structure with the top level assigned to the Secretary of the Cabinet, Office of the Premier, Special Advisors to the Premier and Office of the Government House Leader.

1. Secretary of the Cabinet
  1. Director & Executive Assistant to the Secretary of the Cabinet
  2. Legal Counsel and Special Advisor
  3. Deputy Minister of Communications & Intergovernmental Affairs, Associate Secretary of the Cabinet
    1. Ministry Communications Directors
    2. Assistant Deputy Minister, Communications
      1. Director, Marketing & Digital Strategy
    3. Assistant Deputy Minister, Communications
      1. Director, OneSite & Digital Projects
      2. Director, Communications & Operations

4. Assistant Deputy Minister, Health, Social, Environment & National Institutions, Intergovernmental Affairs
  1. Director, Federalism & Institutions
  2. Director, Canadian Intergovernmental Relations
5. Assistant Deputy Minister, Economics & Justice, Intergovernmental Affairs
  1. Director, Economics & Justice
6. Assistant Deputy Minister, International Relations & Chief of Protocol, Intergovernmental Affairs
  1. Director, International Relations & Deputy Chief of Protocol
4. Deputy Minister, Policy & Delivery, Associate Secretary of the Cabinet
  1. Assistant Deputy Minister, Health, Social Education & Children's Policy
    1. Executive Coordinator, Education & Children's Policy
    2. Executive Coordinator, Health & Social Policy
    3. Director, Community Hubs Secretariat
  2. Director, Strategy & Results
  3. Executive Coordinator & SR Deputy Clerk, Executive Council Office
  4. Assistant Deputy Minister, Economic, Environmental, Justice & Intergovernmental Policy
    1. Executive Coordinator, Justice, Resource & Environmental Policy
    2. Executive Coordinator, Economic, Transportation & Infrastructure Policy
  5. Executive Lead. Secretariat for the Premier's Advisory Council on Government Assets
    1. Project Director
5. Deputy Minister, Treasury Board Secretariat, Secretary of Treasury Board & Management Board of Cabinet
  1. Assistant Deputy Minister, Centre of Leadership & Learning, Secretary to the Public Service Commission and Executive Development Committee
6. Assistant Deputy Minister & CAO, Corporate Planning & Services
  1. Director, Corporate Planning & Services

#### Group of 5 Offices

1. Office of the Premier
2. Special Advisors to the Premier
3. Office of the Government House Leader

- 4. Minister of Intergovernmental Affairs
- 5. Office of the Chair of Cabinet

[Download printer-friendly organizational chart \(PNG\)](#)

## Detailed Financial Information

Table 2: Operating Summary by Vote

| Votes/Programs                         | Estimates<br>2015-16 | Change from<br>Estimates<br>2014-15 | Change from<br>Estimates<br>2014-15 | Estimates<br>2014-15* | Interim<br>Actuals<br>2014-15* | Actuals<br>2013-14* |
|----------------------------------------|----------------------|-------------------------------------|-------------------------------------|-----------------------|--------------------------------|---------------------|
| Operating<br>Expense<br>Main Office    | \$29,129,400         | \$776,700                           | 2.7%                                | \$28,352,700          | \$40,102,700                   | \$26,223,673        |
| Government<br>House leader             | \$328,000            | n/a                                 | n/a                                 | \$328,000             | \$328,000                      | \$322,843           |
| Less: Special<br>Warrants              | n/a                  | (\$7,947,200)                       | (100.0%)                            | \$7,947,200           | n/a                            | n/a                 |
| Voted                                  | \$29,457,400         | \$8,723,900                         | 42.1%                               | \$20,733,500          | \$40,430,700                   | \$26,546,516        |
| Special Warrants                       | n/a                  | (\$7,947,200)                       | (100.0%)                            | \$7,947,200           | n/a                            | n/a                 |
| Statutory<br>Appropriations            | \$64,014             | n/a                                 | n/a                                 | \$64,014              | \$64,014                       | \$12,590            |
| Ministry Total<br>Operating<br>Expense | \$29,521,414         | \$776,700                           | 2.7%                                | \$28,744,714          | \$40,494,714**                 | \$26,559,106        |

\* Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2015 Ontario Budget.

\*\* Interim actuals reflect in-year funding for the Premier’s Advisory Council on Government Assets and International Disaster Relief.

Table 3: Ministry Interim Actual Expenditures 2014-15

| Ministry Interim Actual Expenditures 2014-15* |                 |
|-----------------------------------------------|-----------------|
| Operating                                     | \$40.49 million |
| Capital                                       | n/a             |
| Staff Strength**                              |                 |

(as of March 31, 2015) 219

\* Interim actuals reflect the numbers presented in the 2015 Ontario Budget.  
\*\* Ontario Public Service Full-Time Equivalent positions.

Updated: November 25, 2015

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# Kathleen Wynne

## Premier of Ontario

"Our government will build Ontario up.  
Ontario will be the best place to live, from  
childhood to retirement."

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