



Canada Information Office

Performance Report

For the period ending
March 31, 2000

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000*.

This *Departmental Performance Report*, covering the period ending March 31, 2000 provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine its management systems and performance framework. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site: <http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to the TBS Internet site or to:

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period ending
March 31, 2000

Alfonso Gagliano
Minister responsible for the Canada Information Office



Canada
Information Office

Bureau d'information
du Canada

Canada

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Section I: Minister's Message

As the Minister responsible for the Canada Information Office (CIO), I am pleased to present the Departmental Performance Report for the 1999-2000 fiscal year.

The CIO plays a key role in helping improve communications between the Government of Canada and Canadians. In partnership with other government departments and agencies, non-government organizations, and the private sector, the CIO designs and implements a variety of citizen-focused communications initiatives. Many of these have been undertaken in support of the Ad Hoc Committee of Cabinet on Government Communications which was created to better coordinate communications.

The CIO undertakes research to find out what is on the minds of Canadians, what information they want, as well as the way in which they want it delivered. This information helps the government develop communication projects which respond to the needs and concerns of citizens.

The CIO's communications activities continue to raise Canadians' awareness of the benefits of Canada, including the Government of Canada's many programs and services.

What the CIO has learned from its activities to date has laid the foundation for a focus on corporate communications in 2000-2001, that is, communicating on behalf of the Government of Canada as a whole. Particular efforts to improve communications at the regional level are also the result of the groundwork laid during the past year.

Improving communications between the Government of Canada and Canadians is an ongoing challenge. The government has recognized that this requires dedicated effort and resources. As a result, an additional \$30 million will be allocated annually for the next three years to help build upon and reinforce the progress made to date. This investment will provide the necessary resources to increase citizens' access to information on government programs and services, enhance participation at major fairs across Canada, and improve regional communications.

The CIO has made and continues to make an important contribution to the government's commitment to improve communications with citizens. I am proud of the CIO's successes and would like to take this opportunity to thank all those who took part in the accomplishment of our objectives for the year 1999-2000.

Alfonso Gagliano

Section II: Departmental Overview

A. Mandate, Roles and Responsibilities

The Canada Information Office's (CIO) mandate is to improve communications between the Government of Canada and Canadians. In doing so, the CIO promotes better corporate communications by the Government as a whole and supports the Government's commitment to a strong and united Canada.

The CIO works with other government departments and agencies, non-government organizations, and the private sector on initiatives to inform Canadians about Canada and the programs and services available to them from the Government of Canada. The CIO also plays a role in support of the Ad Hoc Committee of Cabinet on Government Communications (CCOC)¹.

At the CIO we believe the better the Government of Canada communicates with citizens, the better Canadians will know their government, their country and each other.

B. Operating Environment

The CIO's activities are influenced by the opinions, attitudes and needs of the Canadian public. What Canadians tell us in our surveys helps shape our initiatives and the communications advice we provide to the government. For instance, our research indicates that many Canadians believe the government should provide them with more information, and they want to learn more about Government programs and services, especially how to access them. Our research also tells us that Canadians possess relatively low levels of familiarity with government activities, and that they want more opportunities to provide feedback into government decision making processes.

Results from the Quarterly Survey on Government Communications can be found on CIO's Website at http://www.cio-bic.gc.ca/survey/pubop_e.html.

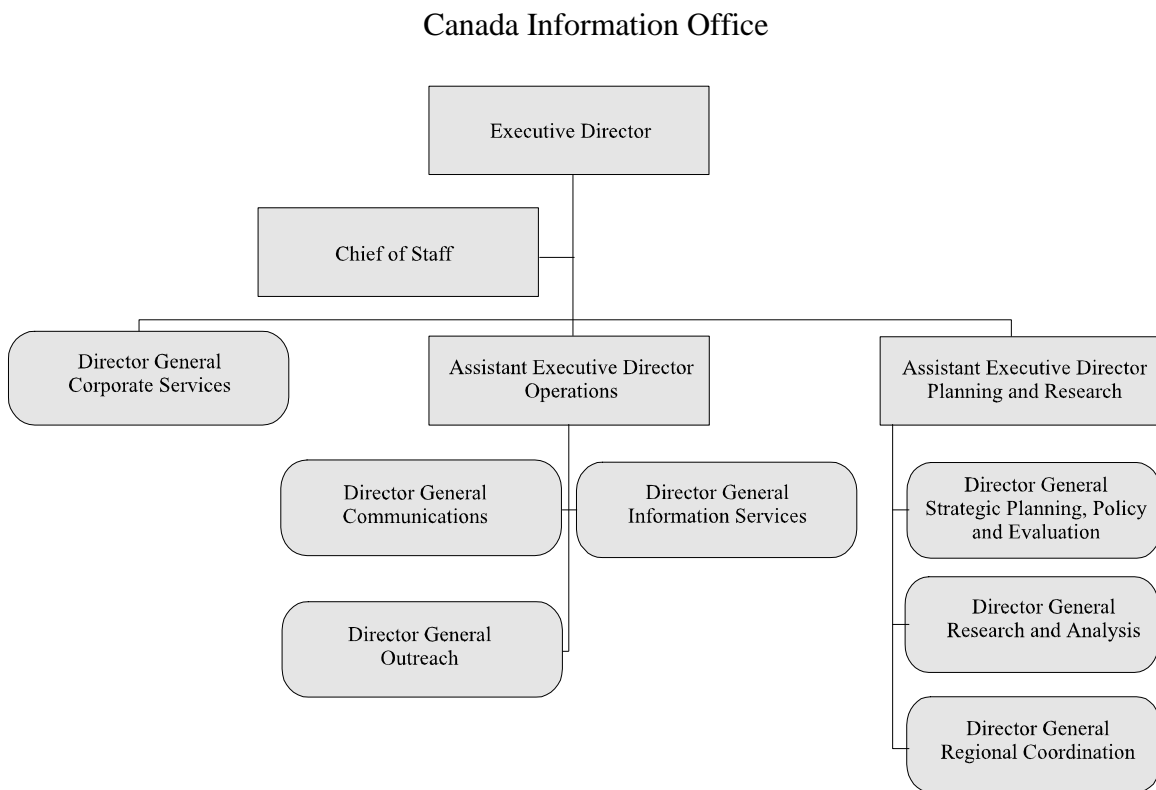
¹A brief overview of the CCOC is presented in Section C - Departmental Organization.

Demographics must be considered as well. The CIO strives to develop and promote government communications which reflect Canada's increasingly diverse population while also taking into account factors such as regional differences, the aging population, and varying levels of literacy.

Technological advances and new media are also having significant effects on how the Government of Canada communicates with citizens and consequently, on the CIO's choice and recommendation of communications vehicles. There is a need to mix media and target messages in order to break through the volume of information citizens are exposed to on a daily basis.

C. Departmental Organization

The CIO is the operational arm of the Ad Hoc Committee of Cabinet on Government Communications (CCOC). It implements the plans and proposals of the CCOC through a variety of communication activities. The CIO has two sectors: Planning and Research, and Operations. The Executive Director reports to the Chair of the CCOC and is supported by two Assistant Executive Directors. Supporting these is the Corporate Services Branch, headed by a Director General.



The Planning and Research Sector sets out the CIO's strategic framework, plans and goals and evaluates, measures and reports on departmental activities. Through its public opinion and communications research, the Planning and Research Sector provides strategic advice, evaluations and recommendations that help guide the CIO, other government departments and the CCOC in developing and implementing activities, policies and programs relating to government-wide communications. The sector also includes a regional communications capacity that helps improve coordination and promote a corporate focus to communications activities at the regional and local level. The Planning and Research Sector is composed of three branches: Strategic Planning, Policy and Evaluation; Research and Analysis; and Regional Communications.

The Operations Sector, in partnership with governmental and non-governmental partners, designs and delivers communications products, services and activities that respond to Canadians' needs and desires for information. Through its media tracking of government-related events and coordination of Ministerial tours in Quebec, the Operations sector is able to monitor current and emerging trends that influence the achievement of the CIO's strategic objectives. Through its outreach and community relations programs, the CIO is able to reach out to various segments of the population and inform them about the Government's key priorities, programs and services. The Operations Sector is composed of three branches: Communications; Outreach; and Information Services.

The Corporate Services Branch is responsible for human resources (pay and benefits, staffing and staff relations), finance and administration (corporate budgets, office management, security, and purchasing), information technology (computer and telecommunications systems, help desk and training) and corporate activities such as parliamentary relations, correspondence, records management, and Access to Information and Privacy requests. The Corporate Services Branch is composed of four directorates: Corporate Secretariat; Human Resources and Administration; Information Technology; and Finance.

Section III: Departmental Performance

A. Performance Expectations

For the period under review (1999-2000), the CIO undertook to provide Canadians with relevant information on Canada and, in particular, information on government priorities, and the programs and services available to them.

B. Performance Challenges

Canadians would like more information from their government concerning specific programs and services. They believe that the government has an important role to play in ensuring a flow of information, but also believe that information from their government should be factual and relevant. Customizing communications to respond to varying information needs is an ongoing challenge for all governments.

The delivery of relevant information across geographic, linguistic, and cultural groups in the most effective and efficient manner is equally challenging.

Departments and agencies communicate with citizens about their respective programs and services. Our challenge is to develop communications activities on behalf of the Government of Canada as a whole to complement and provide an umbrella or context for department-specific messages.

C. Chart of Key Results Commitments

Canada Information Office (CIO)		
Providing information on Canada to Canadians		
To provide Canadians with:	To be demonstrated by:	Resources:
Information on Canada and the role of the Government of Canada	Reach and impact of CIO activities on participants and specific audiences Accessibility of information about the Government of Canada's programs and services	\$20,280,000 60 FTEs
Opportunities to be actively involved in learning about and strengthening Canada	Partnerships that promote cooperation, trust, respect and mutual understanding among Canadians Participation of Canadians in nation building activities	

<u>Canada Information Office</u>	
Planned Spending	\$20,280,000
<i>Total Authorities</i>	<i>\$20,500,000</i>
1999-2000 Actual Spending	\$19,913,252

D. Key Accomplishments

The CIO communicates with Canadians on behalf of the Government of Canada as a whole. In this way, the Government of Canada is better able to respond to citizens' needs for information on the government's overall direction, key priorities and the broad range of available programs and services.

The CIO develops nationally and regionally responsive citizen-focused communications initiatives which are varied and wide ranging. We conduct public opinion research to help the government better understand what is on the mind of Canadians, what information they need and what form they want it in. We use this and other information as a basis for our advice to central agencies and other government departments on specific initiatives related to government-wide communications. The CIO also develops communication tools and information products to help the Government of Canada better communicate with Canadians.

CIO activities have served to increase awareness of the government's priorities. The CIO has also shown leadership in strengthening government communications and influenced communications planning across government. It has developed and shared innovative approaches to communications. Examples of specific CIO accomplishments are described below:

The benchmark **public opinion study** of November 1998 and subsequent tracking surveys on the attitudes, needs, and expectations of Canadians have been used to better plan communications activities at the CIO and in other departments. Survey results have been shared widely throughout the Government of Canada. Highlights from the tracking surveys can be found on the Canada Information Office Website, at www.cio-bic.gc.ca/survey/pubop_e.html.

A guide on over 80 government programs and services was developed. The **Rural Guide** provides Canadians with information on programs and services offered by their government. The Guide was distributed to 2.3 million rural homes. A survey of respondents demonstrated that many remembered the Guide and of those who remembered, 51% saved it for future reference. The guide was recognized for its excellence. Information about the award can be found at www.cio-bic.gc.ca/whatsnew/rraward_e.html. Building on the success of the Rural Guide, the CIO developed a similar guide for all Canadians, which can be accessed online at www.canada.gc.ca/national-guide/main_e.html.

The **Community Newspaper Advertising Campaign** made information available on government programs and services via Canadian community newspapers. CIO research demonstrated that this is an effective way to get information to Canadians. For example, a survey to test the effectiveness of an ad on prenatal health and nutrition showed that 74% of respondents who remembered the ad found it informative and 69% said that community newspapers were a good way to reach them.

The CIO coordinated **Ministerial tours in Quebec** which provided opportunities for citizens to learn about the programs and services available to them from the Government of Canada. During the period under review, twelve Ministers participated in approximately 450 activities, spending 122 days in 128 communities, also giving citizens a chance to express their needs and concerns to the government. More information on the tours can be found at www.cio-bic.gc.ca/tour_min/1999-2000_web_en/sld001.htm

In consultation with the Privy Council Office (PCO), the Treasury Board Secretariat (TBS), and the Regional Federal Councils, the CIO developed a capacity to enhance **regional communications**. This will improve the integration and relevance of Government of Canada communications at the regional and local level. Regional communications offer the opportunity to increase awareness of the government's global agenda as well as to better understand the needs and concerns of citizens in various regions of Canada.

Throughout 1999-2000, the CIO created **information products** such as media tracking and analysis which help departments and agencies identify the concerns and issues of Canadians in various regions of the country so that government communications activities can better respond to their information needs. Calendars of events were also produced to help departments and agencies identify opportunities to better plan and coordinate their communications activities; see www.cio-bic.gc.ca/events/index_e.html.

Because research shows that **community-level programs** are a particularly effective way of reaching Canadians, the CIO developed projects with community groups, private-sector organizations and other federal departments such as information sessions, workshops and special events that promote Government of Canada programs and services e.g. participation in the Hip Hop project with Health Canada and the RCMP to sensitize young people to the dangers of smoking and drug use. Further information on this event can be found online at www.publiservice.gc.ca/services/gfrq/chffq/english/.

In addition to the above, the CIO worked with other departments and agencies such as the PCO and TBS on various government-wide initiatives including the development of a common look for Government of Canada Web sites and public notices, the update of the government communications policy, the revitalization of the government communications community, the redesign of the Canada Web site, and the launch of the 1 800 O-Canada telephone line.

Finally, the CIO has undertaken several measures which reflect its maturing as an organization. A number of positions have been staffed in order to move away from using temporary help and provide the organization with continuity and the required knowledge and skills to deliver on its mandate. A new computerized financial system and other procedures designed to facilitate the communication of financial information both internally and externally have also been implemented. Financial management practices have been improved to strengthen budgetary controls and financial integrity. Other improvements include a standardized records management system and a new correspondence tracking system.

The CIO's accomplishments during the period under review have set the basis for the planning and implementation of future activities. The lessons learned from these activities have led to a focus on corporate communications, that is to say, communicating on behalf of the Government of Canada as a whole. It has also led to initiatives to improve the coordination of communications at the regional level.

Section IV: Financial Performance

A. Financial Performance Overview

The financial resources used to effectively attain the objectives of the CIO are outlined below. This financial data, having been audited by the Office of the Auditor General of Canada, includes the summary of the resource base as well as the organization's main expenditure items. This year, ninety-seven percent (97%) of the total budget was used.

B. Financial Summary Tables

The following tables are applicable to the Canada Information Office:

Table 1

Summary of Voted Appropriations

Financial Requirements by Authority (thousands of dollars)

Vote	1999-2000		
	Planned Spending	Total Authorities	Actual Spending
Canada Information Office			
35 Program expenditures	19,485	19,583	18,996
(S) Contributions to employee benefit plans	795	917	917
Total Department	20,280	20,500	19,913

Table 2**Comparison of Total Planned Spending to Actual Spending****Departmental Planned versus Actual Spending (thousands of dollars)**

Canada Information Office	1999-2000		
	Planned Spending	<i>Total Authorities</i>	Actual Spending
Full Time Equivalents (FTEs) (1)	60	60	73
Operating	15,230	17,728	17,612
Capital (2)	150	---	---
Voted Grants & Contributions	4,900	2,772	2,301
Subtotal: Gross Voted Expenditures	20,280	20,500	19,913
Statutory Grants & Contributions	---	---	---
Total Gross Expenditures	20,280	20,500	19,913
Less:			
Respendable Revenues	---	---	---
Total Net Expenditures	20,280	20,500	19,913
Other Revenues and Expenditures			
Non-Respendable Revenues	---	---	---
Cost of Services Provided by Other Departments	930	930	1,053
Net Cost of the Program	21,210	21,430	20,966

(1) The increase in the number of FTEs can be explained by a shift from reliance on temporary help to a permanent team of professionals required to carry out the organization's mandate. This was made possible without increasing the organization's overall budget.

(2) The planned capital costs were transferred to operating expenditures under the headings *Total authorities*.

Table 3**Historical Comparison of Total Planned Spending to Actual Spending**

Departmental Planned versus Actual Spending (thousands of dollars)

	Actual 1997-1998	Actual 1998- 1999	1999-2000		
			Planned Spending	<i>Total Authorities</i>	Actual Spending
Canada Information Office	18,854	19,268	20,28	20,5	19,913
Total	18,854	19,268	20,28	20,5	19,913

Table 4: Transfer Payments

Transfer Payments (thousands of dollars)

Canada Information Office	Actual 1997-1998	Actual 1998-1999	1999-2000		
			Planned Spending	<i>Total Autho- rities</i>	Actual Spending
CONTRIBUTIONS					
Contribution 1	---	---	4,9	2,772	2,301
Contribution 2	---	---	---	---	---
Total Contributions	---	---	4,9	2,772	2,301
Total Transfer Payments	---	---	4,9	2,772	2,301

Section V: Other Information

<p>The Canada Information Office is located at:</p> <p>155 Queen Street, 5th Floor Ottawa, Ontario K1P 6L1 Phone: (613) 992-1692 Fax: (613) 991-1952</p>	
<p>For information on CIO publications and initiatives, please contact us through:</p>	
<p>The CIO's Web site at:</p> <p>http://www.cio-bic.gc.ca</p> <p>The site is updated regularly with information and special features.</p>	<p>The Government of Canada's toll-free telephone service:</p> <p>1 800 O-Canada (1 800 622-6232)</p>
<p>Access to Information/Federal Privacy Act (ATIP)</p> <p>ATIP inquiries should be directed to the:</p> <p>Officer (ATIP) Canada Information Office 155 Queen Street, 5th Floor Ottawa, Ontario K1P 6L1</p>	