



2010-2011 Annual Report on **Government of Canada Advertising Activities**

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Introduction

The Government of Canada uses advertising to inform Canadians about its programs, services and policies. Through advertising, Canadians learn first hand about their rights and responsibilities, potential dangers and risks to their health and safety or the environment, and the government's priorities as outlined in the Speech from the Throne and Budget.

In 2010-2011, the Government of Canada spent \$83.3 million on advertising. This represents a reduction of \$53 million from the previous year when spending was increased to ensure Canadians were well informed about government initiatives to combat the H1N1 influenza pandemic and the global economic crisis through the *Economic Action Plan*.

In 2010-2011, a series of campaigns was launched to tell Canadians about new measures in the next phase of *Canada's Economic Action Plan* designed to protect job markets, create new jobs and secure Canada's longer term economic recovery, including:

- new tax credits for individuals and families;
- job creation measures; and
- programs to support workers wanting to learn new skills and seize opportunities to contribute, innovate and succeed.

The government also launched major campaigns to equip Canadian parents with tools and information to safeguard the health and safety of their children, to promote services to help newcomers adapt to life in Canada, to increase awareness of social issues like elder abuse, to encourage participation in Veteran's Week celebrations and to recruit Canadians for careers in the Canadian Forces.

Government advertisements continued to feature instructions on where the public could click, call or visit to access the programs and services being offered.

Definition of Advertising

Section 23 of the Communications Policy of the Government of Canada defines advertising as:

"[...] any message, conveyed in Canada or abroad, and paid for by the government for placement in media such as newspapers, television, radio, Internet, cinema and out-of-home."

Government of Canada Advertising Process

The Government of Canada advertising process involves many organizations. It is designed to ensure that advertising activities align with government priorities, meet the communication needs of Canadians, comply with acts, policies and procedures, and provide value for money. Each organization has specific responsibilities. Departments are ultimately accountable for their advertising activities.



Each year, the Privy Council Office works with departments to develop a Government of Canada advertising plan that supports the priorities identified in the Speech from the Throne and the Budget. Once approved by Cabinet, the plan is submitted to Treasury Board for funding. Once funding is secured, departments work with Public Works and Government Services Canada to implement their campaigns. Public Works and Government Services Canada contracts the advertising agencies, reviews creative materials and media plans for compliance to acts and policies, and manages the government's media buying agency. The Privy Council Office provides critical oversight throughout the process. Departments evaluate campaign performance and report on results.

Section 1

THE YEAR IN REVIEW

In 2010-2011, Government of Canada advertising played an important role in communicating government programs, services and health and safety information to Canadians.

Telling Canadians about the programs and initiatives in the next phase of *Canada's Economic Action Plan* (EAP) was a key priority. Advertising was also used to strengthen efforts to recruit for the Canadian Forces, to increase awareness of food and product safety information and programs for victims of crime, and to teach youth and their parents about the dangers of drug use.

Canada's Economic Action Plan

The 2010-2011 EAP advertising campaigns supported four broad themes: job creation, families and communities, investing in innovation and education and training. The campaigns featured programs and services from over 30 federal departments. To make it easier for individuals, businesses, institutions and community groups to find information relevant to them, the campaigns promoted single-window access through 1 800 O-Canada and www.actionplan.gc.ca.

CANADA'S ECONOMIC ACTION PLAN CAMPAIGN

The EAP series included an umbrella campaign which was led by the Department of Finance. The purpose of this campaign was to highlight the key initiatives and benefits of the EAP and to encourage Canadians to seek more information through the website.

CREDIT CARD REGULATIONS

The Department of Finance also launched the *Credit Card Regulations* campaign to ensure that Canadians understood how the Government was working with credit card companies to limit business practices that disadvantaged consumers. The data showed that almost 25,000 web users clicked on the advertisement to receive more information on the new credit card regulations. The *Credit Card Regulations* page was the most visited page on the department's website throughout the campaign.

TAX RELIEF MEASURES

Canada Revenue Agency's *Tax Relief Measures* campaign provided information on the various tax credits available under the EAP, including: the *First-Time Home Buyers' Tax Credit*, the *Children's Fitness Tax Credit*, the *Public Transit Tax Credit*, *Tradesperson's Tool Deduction* and the *Pension Income Splitting* for seniors. During the campaign, over 210,000 Canadians viewed

information on the Canada Revenue Agency website regarding tax relief measures and over four million Canadians claimed these credits on their 2010 tax returns.

BETTER JOBS

Human Resources and Skills Development Canada launched the *Better Jobs* campaign to promote the importance of acquiring and upgrading professional skills and pursuing post-secondary education in order to secure a better job. Aimed at youth and the general population, the television and web campaign provided information on resources, programs and services available to specific groups to enhance their skills and employment opportunities.

In an effort to get the message directly to youth, the campaign included a YouTube takeover day, where the *Better Jobs* advertisement was the only advertisement shown on the YouTube homepage. This resulted in more than 34,000 views on the www.actionplan.gc.ca/betterjobs website. Post-evaluation results of the campaign indicated the overall aided awareness was 53% among the general population and 56% among youth aged between 16 and 20 years old. The number of visits to the website increased from 2,000 to 9,000 visits per day throughout the campaign.

APPRENTICESHIP COMPLETION GRANT

Human Resources and Skills Development Canada also promoted the *Apprenticeship Completion Grant* — a taxable cash grant of up to \$4,000 available to registered apprentices who successfully completed their apprenticeship training and obtained their certification in a designated Red Seal trade on or after January 1, 2009.

Launched in January 2011, the campaign included radio and Internet advertisements, supported by out-of-home posters in campus and resto-bar public washrooms. The advertisement primarily directed the audience to the campaign website, www.actionplan.gc.ca/apprenticeship. In 2011, the post-evaluation results of the campaign indicated overall aided awareness among students enrolled in an apprenticeship program was 80% with 47,945 apprenticeship incentive grants and 25,942 apprenticeship completion grants issued, which represents an increase from previous years.

CANADIAN AGRICULTURAL LOANS ACT

Agriculture and Agri-Food Canada promoted the *Canadian Agricultural Loans Act* (CALA) — which enabled the government to create a federally guaranteed loans program designed to make loans more accessible to producers. Eligible farmers were informed about loan guarantees of up to \$500,000 to invest in new machinery, livestock, buildings and technology, and loans up to \$3 million for eligible agricultural cooperatives for the processing, marketing or distribution of farm products.

In response to the advertisements, the CALA campaign received over 1,520 telephone calls from across Canada for information on the program. Approximately 2,382 loans to farmers, totalling \$137 million, were registered under the CALA program.

Ongoing Business

CANADIAN FORCES NATIONAL RECRUITMENT

The Department of National Defence continued its national recruitment efforts with the *Fight with the Canadian Forces* campaign which was first launched in 2006. The main objectives for 2010-2011 were to build and sustain awareness of full and part-time job opportunities within the Canadian Forces and to dispel myths and misconceptions about life in the Forces. Audiences were encouraged to visit a Canadian Forces recruitment centre, the www.forces.ca website, or to call the 1 800 recruitment line. The campaign targeted 18 to 24 year olds, primarily male, and 18 to 34 year olds with an interest in, or already working in a technical trade. Recruiters focused on Canadian Forces, with particular attention to specialized military occupations such as Technicians, Social Workers and Pharmacists that presented a recruiting challenge.

A combination of conventional and specialty television, cinema, out-of-home, magazines, local radio, local daily and community newspapers, display banners, search engine marketing and partnerships with employment websites were used to reach these groups. Results showed that 52% of the population surveyed (adults 18 years or older) recalled seeing at least one of the advertisements. The Canadian Forces were able to find suitable full-time employment for 2,353 Canadians, achieving 105% of the Regular Force recruiting objective. In addition, 75% of its Reserve Force recruiting mandate was achieved with a total of 4,106 new part-time Reserve Force members.

HEALTH AND SAFETY OF CANADIAN CHILDREN

In 2010-2011, Health Canada led the *Protecting the Health and Safety of Canadians* campaign, an inter-departmental initiative involving the Public Health Agency of Canada, Transport Canada, the Canadian Food Inspection Agency and Public Safety Canada. The primary objective of the campaign was to give Canadian parents information about simple ways to protect their family's health and safety, and to highlight the wealth of Government of Canada information available to help them.

The campaign started in November 2010 and included television, web, print, out-of-home and cinema. After seeing the campaign, 68% of parents surveyed said they would take steps to better protect the health and safety of their families, such as checking their child's car seat or restraints to ensure they were properly installed. Awareness in other areas also increased as a result of the campaign. Some 78% of parents who saw the advertisements said they were familiar with health and safety standards related to nutrition, childhood obesity and physical activity, and 57% were familiar with health and safety standards for crib safety. The campaign received a *Summit International Award* in the Television Utilities category and an *Rx Club*

Video Award of Excellence. The on-air component lasted for approximately four months and resulted in 263,000 unique visits to the website.

NATIONAL ANTI-DRUG STRATEGY

In 2007, Health Canada introduced the Government of Canada's *National Anti-Drug Strategy* (NADS). Research showed that the campaign should begin with advertisements aimed at parents followed by advertisements aimed at youth. The first series of advertisements provided parents of 13 to 15 year olds information on illicit drug use among youth, including what they look like, how they are used, and the harm they can do to their children's social lives, schooling and health. The second series of advertisements were aimed directly at youth aged 13 to 15 and were focused on drug-use prevention.

The youth component of the NADS campaign, *DrugsNot4Me*, was first unveiled in 2009. It continued in 2010-2011 using non-traditional media as its primary vehicle to target the younger demographic. As a result, the Facebook page attracted over 87,000 fans and the DrugsNot4Me website obtained over one million visits. The "Pick Your Path" series of interactive YouTube videos garnered significant uptake, with over 373,000 video views in just a few short weeks. The campaign television advertisements also achieved significant reach, with over 235,000 views on YouTube. Additionally, 84% of youth recalled seeing campaign advertisements.

SERVICES TO NEWCOMERS

The Services to Newcomers campaign ran for a second year in 2010-2011. It was aimed at informing newcomers of the services available to help them adapt to life in Canada. The campaign also included a separate immigration fraud awareness component aimed at ensuring that newcomers were aware of their rights and responsibilities. It targeted newcomers from top source countries residing in major urban centres in Canada, as well as potential newcomers from China, India and the Philippines.

Section 2

Advertising Expenditures

Expenditures Summary

In 2010-2011, the Government of Canada spent \$83.3 million on advertising. This represents a 39% reduction from 2009-2010 spending and a return to levels that are consistent with those of the past five years with the exception of 2009-2010, which increased to respond to two global crises: the H1N1 influenza pandemic and the economic recession.

TABLE 1 – ADVERTISING EXPENDITURES BY FISCAL YEAR

FISCAL YEAR	IN MILLIONS OF DOLLARS
2010-2011	83.3
2009-2010	136.3
2008-2009	79.5
2007-2008	84.1
2006-2007	86.9

Media Placement by Type

The Government of Canada increased its share of spending in online media by 6.5% in 2010-2011 to reach the rising number of Canadians who are browsing websites and using social media. Traditional forms of media, such as television, radio and print were also consistently used, representing a combined total of close to 72% of all media expenditures.

Table 2 – Agency of Record Media Placements by Type in 2010-2011

	IN MILLIONS OF DOLLARS	IN PERCENTAGE
Cinema	3.72	5.79
Internet	9.38	14.58
Out-of-home	4.96	7.71
Print Dailies/National News	2.79	4.34
Print Magazines	3.56	5.53
Print Weeklies/Community	4.28	6.65
Radio	4.87	7.58
Television	30.79	47.83

Note: Print Weeklies/Community includes mainstream, ethnic and Aboriginal newspapers.

Source: Government of Canada Agency of Record, Cossette Media of Toronto, a division of Cossette Communication Group. Excludes media purchased directly by institutions for public notices.

Ethnic, Aboriginal and Official Language Media

In accordance with the *Official Languages Act*, departments must ensure that their advertising successfully reaches all Canadians in the official language of their choice. Community media that serve official language minority communities are often the most effective way to communicate with this audience and enhance the vitality of these communities.

Reflecting Canada's multicultural heritage is another critical element in Government of Canada advertising. From planning to launch, and at each stage in between, departments must:

- be sensitive to the differences among and within the various regions of Canada and depict the country and its population in as broad, fair and inclusive manner as possible;
 and
- ensure their advertising respects the requirements of the *Canadian Multiculturalism Act* and the needs and interests of local and regional populations.

First Nations, Métis and Inuit people are key target groups for many Government programs, products and services. Aboriginal advertising campaigns help build community awareness of these programs, empower individuals to make informed choices and engage members of the community to participate in issues that concern them. By using national and local aboriginal media the Government of Canada is able to develop and implement cost-effective communications strategies to reach First Nations, Métis and Inuit people across Canada.

TABLE 3 – EXPENDITURES IN ETHNIC, ABORIGINAL AND OFFICIAL LANGUAGE MEDIA

	PRINT	RADIO	TELEVISION	TOTAL
Official Language	\$1,064,969	\$441,803	\$251,447	\$1,758,219
Ethnic	\$1,390,663	\$177,865	\$1,930,736	\$3,499,264
Aboriginal	\$220,289	\$429,961	\$173,731	\$823,981

Note: Official Language television includes selective buys on local stations only, including National Networks. Print includes Dailies/National News and Weeklies/Community Newspapers only, excluding magazines.

Source: Government of Canada Agency of Record, Cossette Media of Toronto, a division of Cossette Communication Group. Excludes media purchased directly by institutions for public notices.

Expenditures by Institution

TABLE 4 - ADVERTISING EXPENDITURES BY INSTITUTION*

NAME OF INSTITUTION	TOTAL EXPENDITURES WITH AOR (IN THOUSANDS OF DOLLARS)
Department of Health	15,299
Department of National Defence	13,484
Department of Human Resources and Skills Development	13,437
Canada Revenue Agency	8,334
Department of Finance	6,370
Department of Justice	4,920
Department of Citizenship and Immigration	4,827
Department of Veterans Affairs	2,710
Department of Agriculture and Agri-Food	2,176
Royal Canadian Mounted Police	1,462
Department of Foreign Affairs and International Trade	1,131
Canadian Food Inspection Agency	1,118
Financial Consumer Agency of Canada	619
Parks Canada Agency	515
Public Health Agency of Canada	502
Department of Human Resources and Skills Development (Service Canada)	470
Department of Indian Affairs and Northern Development	306
Canadian Radio-television and Telecommunications Commission	294
Department of Public Safety and Emergency Preparedness	267
Department of Natural Resources	237
Department of the Environment	226
Department of Industry	217
National Research Council of Canada	137
Department of Fisheries and Oceans	91
Statistics Canada	37
Atlantic Canada Opportunities Agency	32
Department of Public Works and Government Services	17
Canada Border Services Agency	13
Passport Canada (Falls under DFAIT)	10
Department of Canadian Heritage	2
Tota	l: \$79,260

^{*}These figures were provided to Public Works and Government Services Canada by each institution for the purpose of this annual report. Expenditures include planning, production and media placement cost for all types of advertising activities (campaigns and public notices placed by the government of Canada's Agency of Record). Public notices placed directly by institutions are excluded from this table.

Expenditures by Major Campaign (campaigns exceeding \$500K in production and media)

CAMPAIGN TITLE	CREATIVE AGENCY	COST	Television	Print	Radio	Internet	Cinema	Out of Home
Canada Revenue Agency								
Atlantic Underground Economy	Compass Communications Inc.	737,267	•	•	•	•		
Contraband Cigarettes	Ogilvy Montréal Inc.	1,475,823		•		•		•
Phase IV – Tax relief measures*	kbs+p (formerly Allard Johnson Communications Inc.)	6,067,934	•	•		•		
Canadian Food Inspection Agency								
Traveler's Biosecurity Awareness	Acart Communications Inc.	815,430	•			•		•
Department of Agriculture and Agri-Food								
Canada Brand Initiative*	Ogilvy & Mather	1,143,940				•		
Department of Citizenship and Immigration								
Canadian Citizenship: Rights and Responsibilities	Acart Communications Inc.	938,800	•	•.		•		•
Services to Newcomers 2	Ogilvy & Mather	3,654,031	٠	•		•		•
Department of Finance								
EAP Credit Card Regulations*	Ogilvy Montréal Inc.	1,004,891			•	•		•
EAP Winter 2011 Campaign*	Ogilvy Montréal Inc.	5,218,373	•					
Department of Foreign Affairs and Internation	onal Trade							
Invest in Canada – G8/G20	Ogilvy & Mather	528,635		•				
Department of Health								
First Nations and Inuit Immunization 0-2	Poirier Communications LTD.	555,128	٠	•	•	•		
Health and Safety of Canadian Children	Ogilvy Montréal Inc.	7,434,858	•	•		•		•
National Anti-Drug Strategy	kbs+p (formerly Allard Johnson Communications Inc.)	6,148,853	•		•	•		•
Department of Human Resources and Skill	s Development							
Apprenticeship*	Acart Communications Inc.	2,150,245		•	•	•		•
Elder Abuse Awareness	Acart Communications Inc.	2,958,505	•	•				
Employment Insurance Benefits for Self- Employed People	Acart Communications Inc.	959,816		•		•		
Financial Benefits for Canadian Families*	M5 Marketing Communications Inc	2,630,559		•	•	•		
Better Jobs*	Acart Communications Inc.	4,560,101	•			•		
Department of Justice								
Victims of Crime	Acart Communications Inc.	4,920,159	•	•			•	•
Department of National Defence								
National Recruitment	BCP Ltée	13,324,310	•	•		•	•	•
Department of Veterans Affairs								
2010 Veteran's Week	Compass Communications Inc.	2,123,512	•					
Royal Canadian Mounted Police								
2010-2011 National Recruiting Campaign	Ogilvy Montréal Inc.	1,127,228		•	•	•	•	•

 $[\]ensuremath{^\star}$ Indicates campaigns that fall under the EAP umbrella.

Public Notices

Public notices, such as those providing information about requests for tenders, public hearings, offers of employment and changes to business hours and addresses are a form of advertising. Public notices often deal with regional or local matters, and departments have the choice to purchase the media for public notices themselves or to use the services of the Government of Canada's Agency of Record. In 2010-2011, departments purchased \$4 million in media directly for public notices.

Table 6 - Expenditures for Media Purchased Directly by Institutions for Public Notices*

NAME OF INSTITUTION	TOTAL PUBLIC NOTICE EXPENDITURES WITHOUT AOR
Department of Transport	704,775
Department of Public Works and Government Services	577,659
Royal Canadian Mounted Police	341,343
The National Battlefields Commission	334,701
Canadian Institutes of Health Research	329,213
National Film Board of Canada	240,045
Canadian Environmental Assessment Agency	178,012
Canadian Grain Commission	135,724
National Energy Board	135,115
Canadian Nuclear Safety Commission	125,932
Department of Fisheries and Oceans	106,356
Canadian Food Inspection Agency	101,640
Department of Human Resources and Skills Development (Service Canada)	88,345
Department of Human Resources and Skills Development	86,420
Correctional Service of Canada	69,016
Department of Indian Affairs and Northern Development	66,323
Office of the Secretary to the Governor General	62,016
Canadian Northern Economic Development Agency	38,163
Registry of the Competition Tribunal	32,373
Department of Health	31,745
Statistics Canada	30,527
Department of Industry	26,472
Canada Border Services Agency	24,432

Canada Revenue Agency	24,187
National Research Council of Canada	24,048
Office of the Director of Public Prosecutions	23,743
Economic Development Agency of Canada for the Regions of Quebec	19,869
Department of the Environment	19,357
Department of National Defence	17,332
Department of Justice	16,427
Department of Veterans Affairs	8,308
Public Service Commission	7,913
Department of Natural Resources	6,850
Department of Western Economic Diversification	4,900
Department of Agriculture and Agri-Food	2,808
Canadian Artists and Producers Professional Relations Tribunal	2,785
Canadian Transportation Accident Investigation and Safety Board	2,579
Department of Foreign Affairs and International Trade	1,834
Immigration and Refugee Board	1,783
Treasury Board Secretariat	734
Total:	\$4,051,804

^{*}These figures were provided to Public Works and Government Services Canada by each institution for the purpose of this annual report

Government of Canada Advertising Suppliers

In 2010-2011, PWGSC issued 67 contracts for advertising planning and creative services. Of these, 84% were call-ups against established Standing Offers, 9% were the result of minicompetitions among suppliers on the advertising Supply Arrangement List and 7% were issued following a request for proposals posted on MERX.

	Vi
National Standing Offers	Acart Communications Inc.* Agency 59 Ltd.* Allard Johnson Communications Inc.* Communications bleu blanc rouge Inc.* Compass Communications Inc.* Manifest Communications Inc.* Ogilvy Montréal Inc.* Quiller & Blake Advertising Ltd.*
National Public Notice Standing Offers	Brad Inc.* Compass Communications Inc.* Day Advertising Group Inc.* Quiller & Blake Advertising Ltd.*
National Aboriginal Set-Aside Standing Offers	Poirier Communications LTD.*
Supply Arrangements	Acart Communications Inc.* Agency 59 Ltd.* Allard Johnson Communications Inc.* Brad Inc.* Cartier Communications Marketing Inc. Communications bleu blanc rouge Inc.* M5 Marketing Communications Inc.* Manifest Communications Inc.* Marketel Ogilvy & Mather* Ogilvy Montréal Inc.* Palm + Havas Inc.* Poirier Communications LTD.* Target Marketing & Communications Inc.*
Regional Standing Offers	Western Region McKim Cringan George* Ontario Region Acart Communications Inc.* Quebec Region Ogilvy Montréal Inc.* Atlantic Region Compass Communications Inc.*
MERX	Palm + Havas Inc.* BCP Ltée* Allard Johnson Communications Inc.* Manifest Communications Inc.* Ogilvy Montréal Inc.* Acart Communications Inc.* Ogilvy & Mather*

 $^{^{\}star}$ Indicates Government of Canada Advertising Services Suppliers that were awarded contracts for 2010-2011.

Appendices

APPENDIX I

Useful Links

Agency of Record, Standing Offers and Supply Arrangements for Advertising Services

http://www.tpsgc-pwgsc.gc.ca/pub-adv/ac-ar-eng.html

Communications Policy of the Government of Canada

http://publiservice.tbs-sct.gc.ca/pubs_pol/sipubs/comm/siglist_e.asp

Official Languages Act

The following links to excerpts of the *Official Languages Act* as it relates to Government of Canada Advertising:

http://laws-lois.justice.gc.ca/eng/acts/O-3.01/page-3.html?term=#s-11

Treasury Board Approvals to Fund the Government-Wide Advertising Plan http://www.tbs-sct.gc.ca/pubs_pol/sipubs/comm/adv-pub/alloc_1011_q1-eng.asp

Appendix II

Advertising Glossary

Advertising:

In the Treasury Board 2006 *Communications Policy of the Government of Canada*, advertising is defined as any message, conveyed in Canada or abroad, and paid for by the government for placement in media such as newspapers, television, radio, Internet, cinema and out-of-home.

Advertising Services Supplier:

A private sector supplier selected through a competitive process to provide a government institution with advertising services such as strategic planning, creative and production services, and media planning in support of an advertising initiative.

Agency of Record (AOR):

A private sector supplier – selected through a competitive process and under contract with the Government of Canada – that negotiates, consolidates, purchases and verifies advertising media time and space for Government of Canada advertising.

Call-up Against a Standing Offer:

See "Standing Offer".

Media Buy or Placement:

The purchase of advertising time or space from a media outlet such as: television station, radio station, newspaper, magazine, web, cinema or out-of-home.

MERX:

The electronic-tendering system used by the Government of Canada to post searchable procurement notices and bid-solicitation documents for access by suppliers and contracting officers. For more information, please see the MERX (www) web site.

Out-of-home:

An advertising medium to which audiences are exposed to outside the home. These media include mall posters, billboards, bus and transit-shelter advertisements, and digital media such as screens in doctor's offices or kiosks, but excludes cinema.

Public Notices:

Paid announcements such as those regarding tenders, sales, public hearings, offers of employment and business hours and addresses. Such notices may be placed in the media directly by government institutions.

Request for Proposal (RFP):

A formal government document, posted on MERX, through which advertising services suppliers are invited to submit proposals for creative advertising work on complex thematic and multi-component projects usually spanning more than one year. Proposals are evaluated according to criteria detailed in each RFP. Contracts are awarded through a competitive process in which selection is based on a combination of technical score and price that offers best value.

Standing Offer:

An arrangement in which advertising services suppliers qualify to provide the government with goods and services at pre-arranged prices, under set terms and conditions, and for specific periods of time on an "as requested" basis. A Standing Offer is not a contract. In fact, no contract exists until the government issues an order or "call-up" against the Standing Offer, and there is no actual obligation by the Government of Canada to purchase until that time.

Supply Arrangement:

A method of supply where bids are requested from a pool of pre-screened advertising services suppliers. A Supply Arrangement is not a contract.

An Invitation to Readers

This report has been compiled to inform Canadians about the processes and procedures involved in Government of Canada advertising and all related activities and events in the 2010-2011 fiscal year.

The government welcomes the comments and questions of all Canadians.

To submit comments or questions, please contact:

Advertising Coordination and Partnerships Directorate

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