



# Canada Information Office

For the  
period ending  
March 31, 1997



Improved Reporting

Canada

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## Foreword

On April 24, 1997, the House of Commons passed a motion dividing what was known as the *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*. It also required 78 departments and agencies to table these reports on a pilot basis.

This decision grew out of work by Treasury Board Secretariat and 16 pilot departments to fulfil the government's commitments to improve the expenditure management information provided to Parliament and to modernize the preparation of this information. These undertakings, aimed at sharpening the focus on results and increasing the transparency of information provided to Parliament, are part of a broader initiative known as "Getting Government Right".

This *Departmental Performance Report* responds to the government's commitments and reflects the goals set by Parliament to improve accountability for results. It covers the period ending March 31, 1997 and reports performance against the plans presented in the department's *Part III of the Main Estimates* for 1996-97.

Accounting and managing for results will involve sustained work across government. Fulfilling the various requirements of results-based management – specifying expected program outcomes, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and report on achievements – is a building block process. Government programs operate in continually changing environments. With the increase in partnering, third party delivery of services and other alliances, challenges of attribution in reporting results will have to be addressed. The performance reports and their preparation must be monitored to make sure that they remain credible and useful.

This report represents one more step in this continuing process. The government intends to refine and develop both managing for results and the reporting of the results. The refinement will come from the experience acquired over the next few years and as users make their information needs more precisely known. For example, the capacity to report results against costs is limited at this time; but doing this remains a goal.

This report is accessible electronically from the Treasury Board Secretariat Internet site:  
<http://www.tbs-sct.gc.ca/tb/key.html>

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

Government Review and Quality Services  
Treasury Board Secretariat  
L'Esplanade Laurier  
Ottawa, Ontario, Canada  
K1A 0R5  
Tel: (613) 957-7042  
Fax (613) 957-7044

# **Canada Information Office**

## **Performance Report**

**For the  
period ending  
March 31, 1997**

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Sheila Copps  
Minister of Canadian Heritage

## **Message from the Minister**

### **The Canadian Heritage Portfolio** *Strengthening and Celebrating Canada*

The Canada Information Office (CIO) is a key component of the Canadian Heritage Portfolio. The CIO's main objective is to inform Canadians about the realities of Canada today and to harness their energy and ideas in building the Canada of tomorrow.

The Canadian Heritage Portfolio was created in June 1993 to consolidate national policies and programs that maintain Canada's cultural sovereignty and promote Canadian identity.

All Canadians are affected, directly or indirectly, by the efforts of the Canadian Heritage Portfolio. The Department, agencies and Crown corporations contribute to the growth and development of Canadian cultural life, the promotion of a fairer, more equitable society, the nation's linguistic duality and multicultural character, and the preservation of Canada's national parks, national historic sites and heritage.

With its wide range of activities and responsibilities, the Canadian Heritage Portfolio contributes significantly to Canada's economic growth and prosperity, as well as to the enhancement of the values that bind us together as a unique society. Indeed, the United Nations Development Program has recognized Canada, for the third consecutive year, as the best country in which to live.

As Minister responsible for this important Portfolio, my work is to foster a strengthened sense of what it means to be part of the Canadian community. This includes enhancing pride in our country; encouraging participation in, and contribution to, our society; ensuring access to Canadian voices and spaces; and protecting our heritage. I am very proud and honoured to have been entrusted with a mission so important for Canada's vitality, now and in the future. I trust that this report will help you appreciate the contribution of the Canada Information Office and the Portfolio to these goals.

Sheila Copps  
Minister of Canadian Heritage

## The Components of the Canadian Heritage Portfolio

The Canadian Heritage Portfolio includes:

- the **Department of Canadian Heritage**, responsible for broadcasting policy, cultural industries, arts policy, heritage, Canadian identity, multiculturalism, official languages, sport and national parks and national historic sites; as well as the Canadian Conservation Institute, the Canadian Heritage Information Network, the Cultural Property Export Review Board and the Historic Sites and Monuments Board of Canada.
- **six departmental agencies**: the Canada Information Office, the National Archives of Canada, the National Battlefields Commission, the National Film Board of Canada, the National Library of Canada and Status of Women Canada.
- **one independent regulatory agency**: the Canadian Radio-television and Telecommunications Commission.
- **ten Crown corporations**: the Canada Council, the Canadian Broadcasting Corporation, the Canadian Film Development Corporation (Telefilm Canada), the Canadian Museum of Civilization, the Canadian Museum of Nature, the Canadian Race Relations Foundation, the National Gallery of Canada, the National Arts Centre, the National Capital Commission and the National Museum of Science and Technology.
- As well, the Public Service Commission reports to Parliament through the Minister of Canadian Heritage.

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# **Canada Information Office**

## **DEPARTMENTAL PERFORMANCE REPORT**

### **1996-97**

## **SECTION I: EXECUTIVE SUMMARY**

On July 9, 1996, the Government of Canada created the Canada Information Office (CIO), reflecting the commitment expressed in the 1996 Speech from the Throne to bring forward initiatives to help Canadians "broaden their experience of Canada". The CIO provides accurate information to Canadians on Canada, each other, the modernization of the Canadian federation and the role of the Government of Canada. As well, the CIO helps build partnerships with groups and individuals seeking a greater understanding of the diversity of their country and who share the goal of building a better Canada. The CIO became operational on September 16, 1996.

The first nine months of the CIO's existence were spent laying the foundation: establishing a basic organizational structure; listening to Canadians; building networks and relationships; testing various approaches to fulfilling its mandate through pilot projects; and setting priorities and directions for future activities based on what it has learned to date.

Building the organization from the ground up was the CIO's first challenge. It entailed putting into place the necessary physical, human, information technology, and systems infrastructure required to transform the CIO from a conceptual notion into a functional organization. Another essential task was the analysis of existing research and the commissioning of new research to gain a better understanding of the values Canadians share and what they value in communications and information from their government. The CIO also began establishing networks and alliances with potential partners from the public, private and voluntary sectors who share the goal of strengthening Canada. With these partners, it started experimenting in such areas as advertising, sponsorship, and exchanges to find out what works, and equally important, what does not. Wherever possible, the CIO identified and collaborated with other government departments and agencies on initiatives which could contribute to national unity objectives.

In these first few months, the CIO also made significant progress in developing a variety of communications tools and products to inform Canadians about Canada. Among these are a 1-800 information line, a website, and a series of fact sheets on Canada. These were designed to fulfill the need expressed by Canadians to know more about their country - its history, heritage, institutions, social and cultural fabric.

In addition to wanting to know more about their country, Canadians have said that they want to be involved in building a better Canada. The CIO developed *The Partnership Initiative* for this purpose. Launched in February 1997, *The Partnership Initiative*



welcomes proposals from Canadians for building relationships which engage Canadians in promoting Canadian identity and enhancing national unity. Its goal is to bring Canadians together to collaborate on concrete projects and share ideas, knowledge and experience, while deepening their understanding of Canada and each other. Many innovative approaches have been piloted within the *Initiative*. Through these and other initiatives, the CIO began utilizing networks, widening the partnership base and providing opportunities for Canadians to become involved in nation-building activities.

Although the CIO's activities have yielded direct benefits for its target audiences, perhaps the most important outcome to date has been the setting of future directions as a result of the insight gained from its research and pilot projects. The successes and lessons learned have provided a solid foundation on which to build. From its first year of operations, the CIO has identified two strategic directions which will guide its future activities - Communicating Effectively and Engaging Canadians.

The CIO's work plan for the coming year will be centred on these overarching directions. For instance, the CIO's research and pilot project findings have revealed that Canadians are very receptive to information from their federal government. Hence, it will continue to develop and refine its information products to respond to the information needs of Canadians about Canada. However, its findings also point to the need for a more coordinated and cohesive communications effort on behalf of the government as a whole. The CIO will therefore continue to work with other government departments and agencies to ensure that the federal government provide Canadians with comprehensive and easily accessible information on its programs and services and that it improve its overall communications with its citizens. Advertising, sponsorship and other communications-related pilot projects have provided useful insight to share with the government communications community about communicating with citizens.

Similarly, the knowledge and experience acquired to date has pointed out avenues to pursue in engaging Canadians. Pilot projects undertaken by the Outreach sector of the CIO have been useful in that regard. For example, the success of the *Canada Student Exchange* suggests that federal exchange programs be enhanced by ensuring that they are linked to real life situations and challenges and designed in support of government priorities, youth employment in this case. Research has also suggested the importance of dialogue on and championing of civic engagement within a society. The CIO will build on the networks and relationships established with the public, private and voluntary sectors and work with its partners to develop these and other mechanisms and strategies to involve Canadians in learning about and strengthening Canada.

Finally, the CIO's experience to date has confirmed that it must continue to work in partnership with Canadians from all walks of life and all regions of the country. It has found that its value-added lies in its horizontal management approach, particularly within the federal interdepartmental community, and in its interaction with citizens. The CIO has discovered that its horizontal management approach has provided a useful interdepartmental coordination function. It will therefore nurture its interdepartmental

coordination role in an effort to make the appropriate linkages between various departments and agencies so that through their respective policy and program areas, they may together contribute to strengthening Canada. The CIO will continue to innovate by working in partnership with the private and voluntary sectors.

Above all, the CIO will remain focused on individual Canadians and their need for information on Canada and each other. The CIO is a small but dynamic organization, created with the flexibility to adapt to changing public expectations as to the type of information sought from the federal government and the means by which it is provided. It has similar flexibility with regard to how it seeks to involve Canadians in nation-building activities. The CIO has the capacity to quickly adjust its activities to best deliver on its mandate.

Although a comprehensive evaluation of the CIO's activities is not yet available, preliminary feedback has been positive and helpful in shaping future activities. As part of its ongoing corporate development process, the CIO will be putting into place a performance measurement framework with specific performance indicators. This will enable the CIO to systematically and comprehensively assess its performance against desired key results using various quantitative and qualitative measurement tools.

The CIO will use this framework to maximize its efforts in working with Canadians to build the Canada of the 21st century. The Government made its top priority clear in the recent Speech from the Throne -- *"The single most important commitment of the Government is to keep Canada united ... Realizing these aspirations fully will require the active engagement of Canadians in all walks of life, as well as our institutions, businesses, voluntary organizations and our governments. It will require collaboration and partnership. It will require reaching out ... [The Government] will create a better understanding of the true complexity and difficulty for all of us in severing ties that have developed in building a nation together. Most of all, it will demonstrate how much more we can do together than apart ... We must build on the mutual respect Canadians have for one another to achieve our common aspirations for a better future"*. The CIO has built a solid foundation to assist the government in fulfilling these commitments.

## SECTION II: DEPARTMENTAL OVERVIEW

### Mandate

The creation of the Canada Information Office (CIO) was announced by the Government of Canada on July 9, 1996, reflecting the commitment expressed in the 1996 Speech from the Throne to bring forward initiatives to help Canadians “broaden their experience of Canada”.

*The Canada Information Office was created to contribute to a better understanding among Canadians of each other and their country by:*

- *informing Canadians about their country, about each other, about the modernisation of the federation and about the role of the Government of Canada in meeting the needs of Canadians through the delivery of programs and services; and*
- *reaching out and building partnerships with groups and individuals seeking greater understanding of their country, and who share the goal of building a better Canada.*

### Roles and Responsibilities

The aim of the CIO has been to reinforce among Canadians the sense of belonging to a modern, dynamic country and emphasize the role of the Government of Canada and its efforts at renewal. It has sought to increase awareness by Canadians of the importance of Canada and the federation by providing Canadians with opportunities to be actively involved in learning about and strengthening Canada and by providing them with relevant and factual information on Canada and the role of the federal government in their daily lives.

In pursuit of its mandate, the CIO helps Canadians better know their country and one another and encourages the exchange of ideas, knowledge and experiences among Canadians. It does this in an effort to create a broad base of participation to strengthen the many shared bonds that unite and promote our sense of ourselves as Canadians.

While all federal departments have a mandate to inform Canadians about policies and initiatives within their areas of activity, the CIO is the only one which offers comprehensive information on Canada. The CIO’s distinctive approach also serves the need for federal facilitation and coordination on a national scale, particularly with respect to government communications activities and the development of innovative partnerships within government and with the private and voluntary sectors.

## Objectives

The key objectives of the CIO are to:

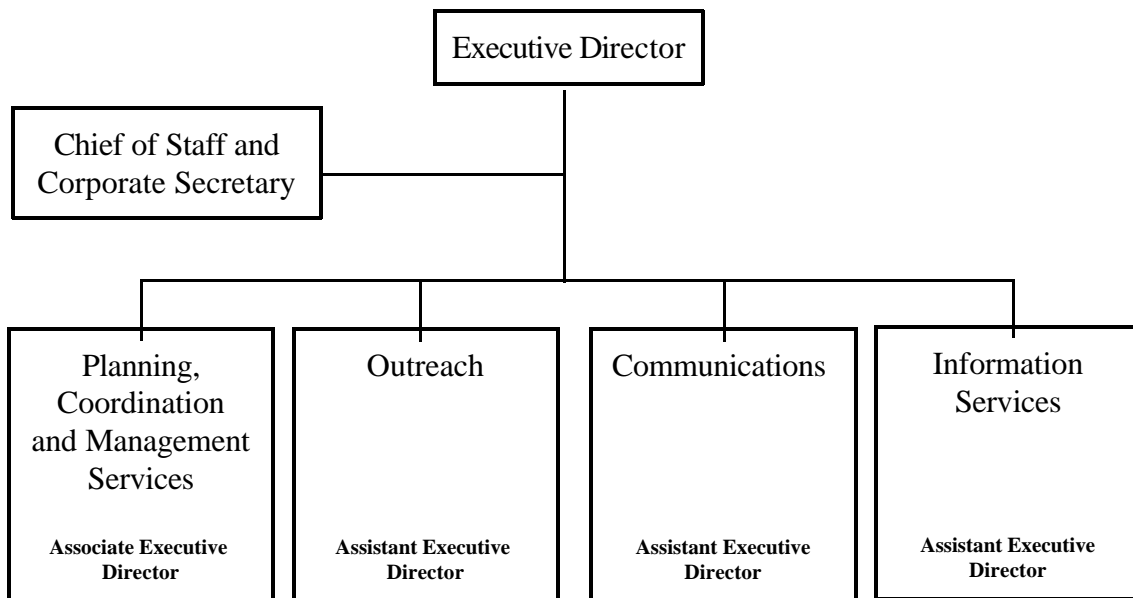
- produce, disseminate and make readily available to Canadians relevant and factual information about Canada, including federal programs, initiatives and services;
- design, develop and support activities which deepen understanding among Canadians of their country and each other, thus strengthening Canada; and
- maximize resources by collaborating with other government departments and agencies, and working in partnership with the private and voluntary sectors to build a better and stronger Canada.

## Business and Service Line Organization

The Canada Information Office (CIO) was created with one clearly-defined business line: *Information on Canada to Canadians*, to be accomplished through two main service lines, Communications and Outreach, and supported by a third one, Operations. While each of the CIO's four sectors may focus on one of these three service lines, most contribute either directly or indirectly to the others. The aim has been to respond to the desire of Canadians to learn more about Canada and each other and to become actively involved in strengthening Canada through individual and collective action. The activities of the CIO underline the commitment of the Government of Canada to supporting these initiatives from a focused national perspective.

The following chart illustrates the organizational composition of the Canada Information Office.

**Canada Information Office**  
(CIO full time equivalent - 51)



## **Outreach**

The Outreach sector focuses on engaging Canadians in strengthening Canada. It identifies, designs, develops and supports new and existing partnerships between individuals and groups from the public, private and voluntary sectors. Its goal is to bring Canadians together to collaborate on concrete projects and share ideas, knowledge and experience, while deepening their understanding of Canada and each other.

## **Communications**

The Communications sector provides a full range of communication and marketing services including planning, advertising, publishing, film and audio-visual, sponsorship, media relations and public information. The vast majority of the sector's activities are conducted in collaboration with other federal organizations and partners from the private and voluntary sectors.

## **Information Services**

Information Services is responsible for information gathering and dissemination related to government activities and its efforts at renewal. It prepares a variety of information products and tools for the executive machinery of government.

## **Planning, Coordination and Management Services**

Planning, Coordination and Management Services is composed of three interrelated parts: Strategic Planning and Policy; Information Technology; and Finance, Administration and Human Resources. It manages the overall strategic planning process and performs an interdepartmental coordination/liaison function with other federal organizations in support of the CIO's mandate. This sector provides leadership and vision to ensure a strategic, coordinated and cohesive approach to CIO activities. It leads the CIO's contribution to the design of an action plan for the management of the government's common information management/information technology infrastructure. It also houses a research function which undertakes primary and secondary research. As well, it provides the necessary internal, financial, administrative and human resources infrastructure.

## SECTION III: DEPARTMENTAL PERFORMANCE

### A. Performance Expectations

#### Planned Versus Actual Spending Tables

#### Comparison of Total Planned Spending to Actual Expenditures, 1996-97 by Business Line

(thousands of dollars) ,

Business Line	Operating	Capital	Voted Grants Contri- butions	Subtotal : Gross Voted Expendi- -tures	Statutory Grants and Contri- butions	Total Gross Expen- ditures	Less: Revenue Credited to the Vote	Total Net Expendi- -tures
Information on Canada to Canadians	13,944	756	4,900 <sup>1</sup>	19,600	-	19,600	-	19,600 <sup>2</sup>
	16,727	982	-	17,709	-	17,709	-	17,709
<b>Totals</b>	13,944	756	4,900 <sup>1</sup>	19,600	-	19,600	-	19,600 <sup>2</sup>
	<b>16,727</b>	<b>982</b>	<b>-</b>	<b>17,709</b>	<b>-</b>	<b>17,709</b>	<b>-</b>	<b>17,709</b>
Other Revenues and Expenditures								
Revenue credited to the Consolidated Revenue Fund							-	-
Cost of services provided by other departments							-	-
Net Cost of the Program							19600	17,709

Note: Shaded numbers denote actual expenditures/revenues in 1996-97.

<sup>1</sup> Amount transferred to the operating budget.

<sup>2</sup> The 1997-98 estimates indicate an additional \$290 (thousands of dollars) for contributions to Employee Benefit Plans for total net budgetary expenditures of \$19,890 (thousands of dollars) for 1996-97.

## Departmental Planned versus Actual Spending by Business Line

(thousands of dollars)

Business Line	Actual 1993-94	Actual 1994-95	Actual 1995-96	Total <sup>1</sup> Planned 1996-97	Actual 1996-97
Information on Canada to Canadians	-	-	-	19,600	17,709
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,600</b>	<b>17,709</b>

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<sup>1</sup> The Canada Information Office was created in 1996-97.



## Summary of Performance Expectations

The Canada Information Office (CIO)	
Key Results:	To be demonstrated by:
Opportunities to be actively involved in learning about and strengthening Canada	<p>Partnerships that promote cooperation, trust, respect and mutual understanding among Canadians</p> <p>Participation of Canadians in nation-building activities</p>
Information on Canada and the role of the federal government	<p>Reach and impact of CIO activities on participants and specific audiences</p> <p>Access to information about Canada, including the Government of Canada's programs and services</p>
Effective and efficient organizational infrastructure and culture	<p>Implementation and observance of sound management practices</p> <p>Respect of the regulations regarding human, financial, contract and other resource management</p> <p>Implementation of efficient systems for dissemination of information</p>

## **B. Performance Accomplishments**

### **Departmental Performance**

The first nine months of the CIO's existence were spent establishing a basic organizational structure, listening to Canadians, building networks and relationships, testing various approaches to fulfilling its mandate through pilot projects; and setting priorities and directions for future activities based on what it has learned to date.

In these first few months, the CIO has also made significant progress in developing a variety of communications tools and products to share information about Canada, in beginning to utilize networks, widening the partnership base and providing opportunities for Canadians to become involved in nation-building activities.

The CIO is a small but dynamic organization, created with the flexibility to adapt to changing public expectations and to the type of information sought from the federal government as well as the means by which it is provided. It has similar flexibility with regard to how it seeks to involve Canadians in nation-building. The CIO has the capacity to quickly adjust its activities to best deliver on its mandate.

Although the CIO's activities have yielded direct benefits for its target audiences, perhaps the most important outcome to date has been the setting of future directions as a result of the insight gained from its research and pilot projects. The successes and lessons learned have enabled the CIO to identify two strategic directions to guide its future activities - Communicating Effectively and Engaging Canadians.

The CIO's work plan for the coming year will be centered on these overarching directions. For instance, the CIO's research and pilot project findings have revealed that Canadians are very receptive to information from the federal government. Hence, it will continue to develop and refine its information products and infrastructure to respond to the information needs of Canadians about Canada. However, its findings also point to the need for a more coordinated and cohesive communications effort on behalf of the government as a whole. Advertising, sponsorship and other communications related pilot projects have provided useful insight to share with the government communications community with respect to what works and what does not when communicating with citizens. The CIO will therefore lead a government-wide initiative to ensure that Canadians are provided with comprehensive and easily accessible information on federal programs and services and improve overall communications with citizens.

Similarly, the knowledge and experience acquired to date has pointed out avenues to pursue in engaging Canadians. Pilot projects undertaken by the Outreach sector have been useful in that regard. For example, the success of the *Canada Student Exchange* suggests that federal exchange programs be enhanced by ensuring that they are linked to real life situations and challenges and designed in support of government priorities, youth

unemployment in this case. Research has also suggested the importance of dialogue on and championing of civic engagement within a society. The CIO will build on the networks and relationships established to date with the public, private and voluntary sectors and work with its partners to develop these and other mechanisms and strategies to involve Canadians in learning about and strengthening Canada.

Finally, the CIO's experience has confirmed that it must continue to work in partnership with Canadians from all sectors. It has found that its value-added lies in its horizontal management approach, particularly within the federal interdepartmental community, and in its interaction with citizens. It will therefore nurture its interdepartmental coordination role in an effort to make the appropriate linkages between various departments and agencies so that through their respective policy and program areas, they may together contribute to strengthening Canada.

Although a comprehensive evaluation of the CIO's activities is not yet available, preliminary feedback has been positive and helpful in shaping future activities. As part of its ongoing corporate development process, the CIO will be putting into place a performance measurement framework with specific performance indicators. This will enable the CIO to systematically and comprehensively assess its performance against desired key results using various quantitative and qualitative measurement tools.

## **Business and Service Line Performance**

As earlier mentioned, the CIO was created with one clearly-defined business line: *Information on Canada to Canadians*. The aim has been to reinforce among Canadians the sense of belonging to a modern, dynamic country and emphasize the role of the Government of Canada and its efforts at renewal of the federation. Desired key results have been increased awareness by Canadians of the importance of Canada and the federation, by providing Canadians with opportunities to be actively involved in learning about and strengthening Canada and by providing them with information on Canada and the role of the federal government. This section explains how its two main service lines, Communications and Outreach, and its third corporate support line, Operations have performed in their first nine months of operation against these key results commitments. Results and accomplishments are discussed by service line, keeping in mind that the overriding priority during this period was the establishment of a basic infrastructure. Where measurement was not yet possible, proposed performance measurement strategies are outlined.

### **Communications Service Line: Performance Measurement Strategy**

Performance measurement of this service line will be largely based on surveys of recipients of information and the reach and impact of activities on Canadians and specific target audiences. These will include such performance indicators as level of use and satisfaction of its various products and tools.

### **Communications Service Line: Objectives, Results and Accomplishments**

The Communications and Information Services sectors are the primary contributors to this service line. The aim has been to strengthen commitment to Canada by providing relevant, factual information on Canada and the Government of Canada's activities, programs and services in a timely manner, and by ensuring messages from the Government of Canada on its role and on the renewal of the federation are consistent and coherent.

In support of this service line, Information Services has:

- provided advice and information tools to the government and its partners on promoting national identity in a way that resonates with Canadians;
- written arguments and rebuttals to meet the information and awareness needs of Canadians;
- corrected myths, half-truths and erroneous statements, whether related to Canada's history and people, their values and attitudes, the activities of the federal government of Canada, or the services offered by the federal government;

- provided support for a coordinated communications effort by the executive machinery of government on matters relating to unity and identity.

Regular positive feedback from the users of these products and services provides early indication of their effectiveness.

The Communications sector focused its early efforts on developing and implementing the following initiatives:

- a 1-800 telephone service which provides the public with toll-free access to an extensive databank of information regarding Canada - its people, history, economy, regions, social and cultural fabric, etc.;

**CIO 1-800 Information Line (1-800-973-INFO) - Comments from callers**

“The CIO 1-800 line is a terrific service, and a wonderful idea to have a place where people can just call to get information. Moreover, it is a real treat to speak to a human being.” (caller from Alberta)

“It is so difficult to get through to the federal government and find someone who wants to help. I very much appreciate the bilingual service, your courtesy, and the fact that my comments are being noted.” (caller from Québec)

“Children are not learning enough about Canada in school and the CIO 1-800 service helps families that want to help their children and grandchildren.” (caller from Ontario)

“Thanks for the excellent quality of service provided. I think the CIO will be a wonderful resource for teachers.” (caller from Ontario)

- an interactive Internet site which provides Canadians with quick and low-cost access to reliable, bilingual information in the form of background information on a variety of themes and subjects; information and guidelines for launching initiatives in communities; and an electronic mail address for providing comments and making further enquiries;

### **Info-Can Website - User Comments**

“This site is simply brilliant! Those who do not know our beautiful country, Canada, must visit this site. You can learn so much. Even me, a Canadian, I learned all sorts of things!”

“I loved your site. It is so nice to see a well produced site about Canada. Keep up the good work.”

“You have a very nice site. It will be a greatly appreciated source of information.”

- a series of publications has been developed by the Canada Information Office and work is underway to expand this inventory - chief amongst the publications is a “Facts on Canada Series” of fact sheets on a wide variety of topics including Canada’s history, geography, climate, and government - there are also fact sheets on each of Canada’s provinces and territories - there are currently 27 fact sheets and the number is continually growing - they have been made available on the website, on demand via the 1-800 line and through various other means - the CIO has also helped to fund a number of proposals received from other departments and agencies and from the private sector for publications aimed at promoting Canadian unity;
- a number of pilot projects in areas such as advertising and sponsorship have been undertaken in concert with partners from the public, private and voluntary sectors - these involve radio, television and print projects to increase public awareness of the role of the federal government, and the promotion of the benefits of the federation - the principal communications pilot project has been *Attractions Canada*, whose winter phase was launched in January 1997 - *Attractions Canada*, a joint initiative with CTV, TVA, Mediacom, the Canada Tourism Commission, the National Capital Commission, and the Department of Canadian Heritage, provides information on the range of events, historical sites and experiences available to people across Canada while engaging their active participation through quizzes and other means - preliminary evaluation of the first phase has shown that the information campaign was well received by the public and appreciated by participants.

### ***La Nouvelle Économie***

*La Nouvelle Économie* is an example of the type of advertising pilot project undertaken. This was a series of radio vignettes aired in Québec, wherein entrepreneurs related their stories of struggle and success, and described the partnership role undertaken by the Government of Canada in support of their efforts. One-third of respondents stated that the radio series changed their perception of the federal government by introducing the possibility of government as a prospective partner.

Communications and Information Services have conducted preliminary program evaluations with regards to many of the above pilot projects. For example, usage of the 1-800 service has been closely monitored through biweekly reports which track the call volume, develop a user profile of callers by establishing their gender, language and province of origin, and delineate the subjects discussed in each call. The service is also being reviewed to ensure that it is meeting the needs of callers in the most cost-effective manner. Future evaluations of this service will assess whether the nature of questions change as various government activities are implemented.

Similar assessments are being conducted with regard to the InfoCan website in which user profiles have been constructed, and subject area interest monitored so as to facilitate future expansion of popular pages and to ensure that the web site design and approach meets the needs of its users. The CIO has already begun to address technological infrastructure issues revealed by this preliminary assessment, which constrict the government's ability to communicate with its citizens. The CIO is exploring with other federal partners such as the Treasury Board Secretariat and Public Works Government Services, ways to facilitate citizen access to information from the federal government by streamlining federal websites and 1-800 numbers.

A series of comprehensive communications and information initiatives will be further refined and developed throughout 1997-1998 based on detailed environmental scanning, research, and citizen feedback.

### **Outreach Service Line: Performance Measurement Strategy**

The effectiveness of this service line will be measured by the number of activities that are created and promoted across Canada and the number of organizations and individuals involved in nation-building initiatives. Individual initiatives will also be monitored to assess their impact on participants and specific target audiences. Evaluation criteria will be established within individual partnership arrangements. Performance indicators and outcome measures will therefore be tailored to each Outreach initiative while ensuring that they respond to the overall objectives and mandate of the CIO.

Although a comprehensive evaluation of Outreach activities is not yet available, early indications both in terms of feedback from participants and achievement of the partnership objectives are positive and have been helpful in shaping future activities.

### **Outreach Service Line: Objectives, Results and Accomplishments**

The Outreach sector is the primary vehicle for the Outreach service line. Its overall efforts have been focussed on improving the social environment in which the issue of unity is framed so as to enhance the feelings of trust, understanding, mutual respect and appreciation for what Canadians have achieved and can accomplish together. It has sought increased participation of Canadians and organizations in activities that promote Canada by providing opportunities to actively involve Canadians in learning about and strengthening Canada. To this end, it has identified three principal objectives: reinforcement of the linkages and bonds between Canadians, their government, and their country; encouragement and engagement of Canadians in supporting national unity through participation in Canada-building activities that are meaningful to them; and supporting a wide range of partnerships by providing financial, networking, logistical, and informational support to initiatives which will contribute to the development of common enterprise in Canada. Accomplishments and results achieved in the period under review include:

- development and implementation of *The Partnership Initiative*, announced in February 1997, which aims at building partnerships that will promote Canadian identity and enhance national unity;
- piloting of innovative approaches within *The Partnership Initiative*, including the *Community Leaders Partnership Program: Sharing Know-How* (Canadians build relationships of trust by coming together to find solutions to municipal and community issues), *Canada Student Exchange Project* (youth experiencing Canada and gaining work experience), *Canada Games Spirit of Sport Caravan* (celebration of Canadian amateur sport), and *La semaine nationale de la francophonie* (celebration of la francophonie), *Été irlandais* (commemoration of Irish immigration to Québec), *Chez Nous 97* (TV series celebrating francophone culture across Canada);



### ***Community Leaders Partnership: Sharing Know-How***

The *Community Leaders Partnership: Sharing Know-How* is a partnership between the Federation of Canadian Municipalities, Canadian Chamber of Commerce, The Royal Bank of Canada, and CIO. It will involve over 800 participants from 120 municipalities over three years in sharing knowledge and expertise, as well as identifying and addressing common challenges. The project is worth \$2.4 million over three years (50% CIO support). The anticipated results are sustainable cooperative partnerships, lasting networks of communication and mutual support, dissemination of information on best practices as well as a demonstration of Canada's advantages when we combine resources and work cooperatively.

- establishment of relationships with key individuals, organizations, associations and networks in the public, private and voluntary sectors who share the goal of building a better Canada - these have contributed to a partnership base on which to design, develop and implement outreach activities;
- compilation of a growing knowledge base on civic engagement and related issues to support the development of strategic directions.

### **Operations Service Line: Performance Measurement Strategy**

The CIO's performance in this service line will be measured by the overall success of the CIO and its activities and more specifically by the level of satisfaction of the users of the various services provided. It will also be assessed by the reach and impact of initiatives undertaken as a result of partnership agreements with other government departments. Finally, it will be evaluated on the basis of the implementation and observance of sound management practices within the CIO, including respect for the regulations regarding human, financial, contract and other resource management and implementation of efficient systems for dissemination of information.

### **Operations Service Line: Objectives, Results and Accomplishments**

The Planning, Coordination and Management Services sector is responsible for the third and supporting service line, Operations. It will meet its objective by providing corporate and strategic planning services and functional guidance in the areas of resource management.

During the period under review, this sector has pursued the five following objectives:

- articulating and refining a strategic framework to guide CIO initiatives in order to provide overall direction and vision for the CIO - this sector has worked to achieve coordination within the CIO to ensure the development of coherent and cohesive policy initiatives - it has elaborated and led a series of internal strategic planning documents, exercises, and processes resulting in a more focused, cohesive and accountable organization - it has struck mechanisms to ensure a flow and exchange of information throughout the organization as well as accountability mechanisms for senior management;
- managing and coordinating research - this sector has explored that which connects Canadians and that which divides us, using primary and secondary research to gain insight into Canadian values and attitudes - research to date has helped to better understand the public environment and to identify information gaps and barriers to communication so that the CIO can work with its partners in a concerted manner to fill these needs and address the obstacles which hamper the government's efforts at communicating effectively with its citizens - it has also provided insight into the design and development of communications and outreach activities - research findings have been incorporated into the strategic planning process so as to ensure the relevance of CIO initiatives to Canadians as a whole;
- developing and nurturing relationships with other departments, both in headquarters and in the regions - this sector has built a network of viable and open interdepartmental communication links to enable the government to interact and communicate with its citizens as a coordinated body - it has led the interdepartmental process for the CIO from a corporate perspective to identify opportunities to collaborate with other departments and agencies - for example, this sector has organized regular interdepartmental meetings in headquarters as well as meetings with federal regional councils of senior officials which provide a forum for the development of joint initiatives - it has also established these links in an effort to improve communications within government and between government and citizens - it has explored the disconnects that exist between the government and its citizens and has begun mapping out a strategy to reconnect the Government of Canada with Canadians - a major component of this strategy involves making information from the government more easily available through the streamlining and simplifying of access points such as 1-800 lines and websites - this horizontal approach is essential to the CIO's aim of making the Government of Canada more relevant in the daily lives of Canadians;
- creating an information technology environment designed to enhance organizational efficiency and effectiveness - the sector has provided support services for the organization in the following areas: computerized system development and maintenance of infrastructure; telecommunications; and advisory services for the

acquisition of equipment, new software and data banks, as well as follow-up services - the sector has also been responsible for the maintenance and technical infrastructure of the InfoCan website;

- managing financial and human resources with both rigor and flexibility - this sector has provided support services to the organization, specifically in the areas of financial planning and accountability, corporate financial control and audit (including the Office's Expenditure Management System requirements), Parliamentary accountability documents such as the Main Estimates and Fall Performance Reports, property management and physical security within the CIO as well as other administrative support functions - the sector has also coordinated business plans with regard to training, diversity, equity and succession planning, as well as the implementor of the official languages policy.

During 1997-1998, Planning, Coordination and Management Services will continue to build upon its knowledge base, by listening to Canadians and amassing information, so as to ensure that CIO activities continue to have relevance and resonance to all Canadians. It will also continue to provide the necessary internal support to the CIO.

## SECTION IV: SUPPLEMENTARY INFORMATION

### A. Contacts for Further Information

**The Canada Information Office is located at:**

155 Queen Street, 5th Floor  
Ottawa Ontario  
K1P 6L1  
Phone: (613) 992-1692  
Fax: (613) 991-1952

**For information on CIO publications and initiatives, please contact us through:**

**Internet**

Please visit our Website at:

**<http://www.infocan.gc.ca>**

The site is updated regularly with information and special features.

**1-800 Toll-free Service**

To obtain information on Canada, fact sheets or details on *The Partnership Initiative* and other Canada Information Office activities, please call:

**1-800-973-INFO (4636)**

**Access to Information:**

Access to Information inquiries should be directed to:

Executive Director  
Canada Information Office  
155 Queen Street, 5th floor  
Ottawa, Ontario  
K1P 6L1

## B. Financial Summary Tables

### Summary of Voted Appropriations Authorities for 1996-97 Financial Requirements by Authority

(thousands of dollars)

<b>Vote</b>	<b>1996-97 Total Authorities <sup>1</sup></b>	<b>1996-97 Actual</b>
<b>Program</b>		
Vote 37a	19,600	17,709
<b>Total Department</b>	<b>19,600</b>	<b>\$17,709</b>

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<sup>1</sup> The Canada Information Office was created in July 1996 and its financial requirements were attributed through Supplementary Estimates (A).

## Capital Projects by Business Line

(thousands of dollars)

Business Line	Actual 1993-94	Actual 1994-95	Actual 1995-96	Total <sup>1</sup> Planned 1996-97	Actual <sup>2</sup> 1996-97
Information on Canada to Canadians	-	-	-	756	982
<b>Total Capital Projects</b>	-	-	-	<b>756</b>	982

<sup>1</sup> The Canada Information Office was created in 1996-97.

<sup>2</sup> Expenditures associated with the establishment of the Office.

**Transfer Payments by Business Line  
(thousands of dollars)**

<b>Business Lines</b>	<b>Actual 1993-94</b>	<b>Actual 1994-95</b>	<b>Actual 1995-96</b>	<b>Total <sup>1</sup> Planned 1996-97</b>	<b>Actual 1996-97</b>
<b>GRANTS</b>					
Information on Canada to Canadians	-	-	-	-	-
<b>Total Grants</b>	-	-	-	-	-
<b>CONTRIBUTIONS</b>					
Information on Canada to Canadians	-	-	-	4,900 <sup>2</sup>	-
<b>Total Contributions</b>	-	-	-	4,900 <sup>2</sup>	-
<b>Total Transfer Payments</b>	-	-	-	4,900 <sup>2</sup>	-

<sup>1</sup> The Canada Information Office was created in 1996-97.

<sup>2</sup> Amount transferred to the operating budget.