Canada Information Office

Performance Report

For the period ending
March 31, 1998

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.*

Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *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.*

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.

This year, the Fall Performance Package is comprised of 80 Departmental Performance Reports and the government's "*Managing For Results*" report.

This **Departmental Performance Report,** covering the period ending March 31, 1998, 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 *Part III of the Main Estimates* or pilot *Report on Plans and Priorities* for 1997-98. The key result commitments for all departments and agencies are also included in *Managing for Results.*

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 and develop both managing for and reporting of results. 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/tb/key.html

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

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Canada Information Office

Performance Report

**For the
period ending
March 31, 1998**

Alfonso Gagliano
Minister responsible for the Canada Information Office

Table of Contents

Executive Summary

The Canada Information Office (CIO) was created in 1996 with a mandate to inform Canadians about their country, about each other, about the renewal 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. In December 1997, the CIO's mandate was renewed to March 31, 2000, reflecting the Government of Canada's commitment to building a stronger Canada (1997 Speech from the Throne).

The period under review in this Performance Report was the first full year of operations for the CIO, and activities focused on building upon the work begun in the early months of its mandate. A direct outcome of this earlier work was the development of a strategic framework (as discussed in Section II) to guide the activities of the CIO's four sectors. This framework provides sectors with a common and corporate focus for their activities.

Through ongoing research and analysis, the CIO has developed special insight into matters related to its mandate. This insight assists with the development of the activities of the Communications and Outreach service lines, the results of which have been instrumental in acquiring an understanding of how the Government of Canada can most effectively communicate with and engage Canadians. For example, through its Communications activities, the CIO has learned that Canadians respond positively to government communications addressed to them as individuals and which reflect real-life experiences, interests and aspirations of Canadians, but not well to advertising that tells them what to think and feel. Through its involvement in partnerships, the CIO has learned that, despite the difficulties of managing partnerships, they are worthwhile endeavours which, if nurtured, can lead to long and lasting relationships.

These and other lessons are being applied to CIO initiatives and shared with other departments and agencies to guide them in the development of policies and programs geared to communicate with and engage Canadians.

With respect to internal management, the CIO has been successful in developing efficient systems for disseminating and sharing information within the organization and implementing sound management practices.

Chart of Key Results Commitments

The Canada Information Office (CIO)		
to provide Canadians with:	**to be demonstrated by:**	**achievement reported in:**
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	Departmental Performance Report (DPR) Section III
Information on Canada and the role of the federal government	• Reach and impact of CIO activities on participants and specific audiences • Access to information about Canada, including the Government of Canada's programs and services	DPR Section III

Section I: Minister's Message

I am pleased to present the Canada Information Office's Departmental Performance Report for the period ending March 31, 1998. As an organization with a mandate to inform Canadians about Canada, each other and Government of Canada programs and services, the Canada Information Office welcomes the opportunity to inform Canadians about its activities and accomplishments.

The period covered in this report marks the first full year of operations for the Canada Information Office, a period during which the agency built upon its early accomplishments and refined the framework through which it will help Canadians broaden their experience of and appreciation for Canada. By developing insight into Canadians' values and perceptions, and applying that knowledge to a variety of communication and outreach activities, the Canada Information Office is developing an understanding of what works and what does not when the government attempts to reach out and communicate with citizens about each other and their country. This understanding supports not only the activities of the Canada Information Office, but also those of the Government of Canada, as it continues to seek ways to improve how it communicates with and engages Canadians.

As the new Minister responsible for the Canada Information Office, I look forward to working with the agency as it continues its work with other departments, and its partners in the private and voluntary sectors, to help Canadians experience and appreciate Canada.

Section II: Departmental Overview

Mandate, Vision and Mission

The Canada Information Office (CIO) was created July 9, 1996 under Order-in-Council 1996-1066 with a mandate to inform Canadians about their country, about each other, about the renewal 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. The CIO fulfills it mandate of informing Canadians through a combination of traditional (e.g., information products) and participative means (e.g., sponsorship of grassroots activities and exchanges).

The CIO exists to contribute to a better understanding by Canadians of each other and their country. This mission is reflected in the CIO's single business line - *Information on Canada to Canadians*. The CIO pursues its mandate and mission with the vision of maintaining and reinforcing Canadians' appreciation of and commitment to Canada.

In December 1997, the CIO's mandate was renewed to March 31, 2000, which reflects the Government of Canada's commitment to building a stronger Canada (1997 Speech from the Throne).

Operating Environment

In developing and implementing activities related to its mandate and mission, the CIO closely monitors the environment in which it operates, an environment in which many Canadians:

- hold misconceptions about each other, their country and the Government of Canada;

- lack an awareness of Government of Canada programs and services;

- desire more information about Canada, and feel that the government has an important role to play in ensuring that there is an ongoing flow of information; and

- express a desire to be more directly involved in government activities.

Given this environment, the CIO has the following two main objectives:

- make available accurate information about Canada, its people and its accomplishments and ensure that Canadians recognize the role of the Government of Canada—through its activities, programs and services—in achieving national goals and in serving Canadians; and

- assist Canadians who wish to contribute to Canadian identity and to building a better Canada, through partnerships and liaison with groups and individuals.

In order to achieve these objectives, the CIO focuses its work around three strategic thrusts:

Insight Development: acquiring knowledge and experience, through research and other initiatives, to gain a better understanding of what matters to Canadians in their daily lives, and how Canadians perceive and value their country.

Communicating Effectively: with the understanding gained through insight development, the CIO designs, develops and delivers a variety of initiatives to improve the lines of communications between government and citizens, and to provide a coordinated and sustained approach to government communications.

Engaging Canadians: using its insight, the CIO designs and implements a wide variety of initiatives, in partnership with other departments, organizations and individuals, to engage Canadians in activities that are meaningful to them and that will strengthen the bonds between Canadians and their country.

The results of the initiatives undertaken through *Communicating Effectively* and *Engaging Canadians* feed into *Insight Development* and contribute to the CIO's understanding of what will enhance Canadians' knowledge of, sense of appreciation for, and commitment to Canada.

The CIO shares the information it obtains with federal departments and agencies so that this insight can guide the development of policies, programs and products aimed at communicating with and engaging Canadians. The CIO thus has the role of a facilitator within the federal government structure, a role which does not exist elsewhere in government.
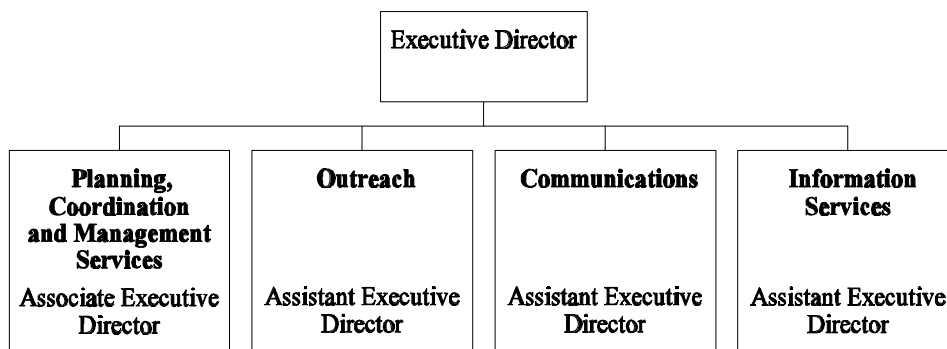
Departmental Organization

The CIO has one business line, *Information on Canada to Canadians*, which is supported by three service lines:

- Outreach

- Communications

- Operations

The CIO is headed by an Executive Director who reports to the Minister of Public Works and Government Services in his capacity as Chair of the Ad hoc Committee of Cabinet on Government Communications. During the period covered in this report, the Executive Director reported to the Minister of Canadian Heritage.

The Associate Executive Director and Assistant Executive Directors are accountable to the Executive Director for the results of the service lines to which they contribute or over which they have control.

The following chart illustrates the organizational composition of the CIO.

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                          ┌─────────────────────┐
                          │ Executive Director  │
                          └─────────────────────┘
        ┌───────────────┬────────────┴──────────┬──────────────────┐
┌───────────────┐ ┌───────────────┐ ┌───────────────┐ ┌───────────────┐
│  Planning,    │ │   Outreach    │ │Communications │ │  Information  │
│ Coordination  │ │               │ │               │ │   Services    │
│and Management │ │               │ │               │ │               │
│   Services    │ │               │ │               │ │               │
│Associate Exec.│ │Assistant Exec.│ │Assistant Exec.│ │Assistant Exec.│
│   Director    │ │   Director    │ │   Director    │ │   Director    │
└───────────────┘ └───────────────┘ └───────────────┘ └───────────────┘
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Section III: Departmental Performance

Performance Expectations

Performance expectations in 1997-98 focused on building upon the work begun in the early months of the organization's mandate. To this end, the CIO expected to refine and develop activities, based on detailed environmental scanning and analysis, aimed at achieving key results commitments, i.e., providing Canadians opportunities to be actively involved in learning about and strengthening Canada, and with information on Canada and the role of the federal government.

With respect to internal performance in 1997-98, the CIO committed to the development of efficient systems for disseminating and sharing information within the organization, and the implementation of sound management practices, including the effective application of regulations regarding human, financial, contract and other resource management.

Performance Accomplishments

Departmental Performance

Canada Information Office		
Planned Spending	$	19,916,000
Total Authorities	*$*	*19,916,000*
1997-98 Actuals	**$**	**18,854,288**

Note: The variance of $1,061,712 between Total Authorities and the 1997-98 Actuals is due primarily to offset a transfer to Canadian Heritage for the delivery of additional programming through its Identity Program.

A critical accomplishment at the corporate level was the development of a strategic framework to guide the activities of the CIO. Based on the results of early initiatives and the understanding developed through research and analysis, the CIO established a framework with three strategic thrusts: *Developing Insight, Communicating Effectively* and *Engaging Canadians* (as discussed in Section II). With this framework, sectors have a common and corporate focus for their activities, which permits a cohesive approach to pursuing the organization's mandate. Future evaluations of the strategic framework will determine how successful it is in guiding the work of the sectors and affecting the objectives and mandate of the CIO in a positive manner.

Business and Service Line Performance

The CIO has one business line - *Information on Canada to Canadians*. In outlining CIO activities and results, it is more useful to discuss performance accomplishments by service line than by the single business line.

Outreach Service Line

The Outreach sector's primary focus is the Outreach service line and the key result commitment to provide Canadians with opportunities to be actively involved in learning about and strengthening Canada. This sector has continued its efforts to build partnerships collaborative between the Government of Canada and individuals, groups, institutions and/or agencies with a view to promoting national unity. Through its numerous activities, the sector contributed to national unity by supporting initiatives designed to reinforce the respect and trust that exist among Canadians and create a climate of understanding, civility and generosity of spirit.

Many Canadians have thus been able, with the support of the CIO, to discover their country and establish bonds. The Outreach sector has supported numerous activities promoted throughout Canada by various agencies, groups or individuals. For example:

- Seventy-five leaders from a dozen communities across the country were able to benefit from the *Community Leaders Partnership Program: Sharing Know-How* by meeting, sharing their concerns and finding common solutions to common problems.

- More than 300 young people participating in the *Canada Student Exchange Program* were exposed to some unforgettable moments as they discovered their country while taking an active part in the life of various communities and host families in the context of a summer work program.

- Many francophones and francophiles from every part of the country participate in the celebrations and festivities surrounding the *Semaine nationale de la francophonie*.

- Canadians from all ethnic groups participated in the activities surrounding the celebration of the Été Irlandais or Irish Summer, Canadian citizenship ceremonies, and Canada Day festivities.

The period under review provided an opportunity to successfully launch new partnerships in the public sector (Heritage Canada, Human Resources Development Canada, National

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Capital Commission), in the private sector (major Canadian companies such as the Royal Bank, VIA Rail, Greyhound Canada, HMV), and among associations (Federation of Canadian Municipalities, Canadian Chamber of Commerce, and the federation of young French-Canadians).

The *Partnership Initiative* made it possible to identify and mobilize many stakeholders in various activity sectors (francophony, private sector, cultural world, etc.) Because of the nature itself of the *Initiative*, i.e., the development of an active partnership between the parties, the outreach sector devoted considerable effort to it, particularly during the design and development stages. Through its involvement in partnerships, the CIO has learned that, despite the challenges of developing partnerships, they are an effective means of bringing groups and individuals together in lasting relationships.

A number of Canadians have given us some very good feedback about the positive impact of their participation on themselves, their parents and their friends.

> *Thanks to this inter-municipal partnership, we will henceforth be able to share knowledge and skills in all the areas where we have interests in common.*
>
> Participant in the Community Leaders Partnership Program
>
> *I had never gone beyond Quebec, and I wasn't really interested in the rest of Canada, but I discovered that it was a very beautiful country and now I am proud to be a part of it.*
>
> *The exchange is a very worthwhile activity. Tax dollars well spent. It would be good if every Canadian student could have this experience at least once in a lifetime.*
>
> Participants in the Canada Student Exchange Program.

On the strength of pilot projects for various exchanges, the sector collaborated with other departments of the Government of Canada on a review of the various government programs.

The sector has developed and maintained links with various individuals, organizations and associations. These relations and networks have enabled us to listen to Canadians and support the efforts that the Government of Canada is making to promote national unity.

Communications Service Line

The Communications and Information Services sectors' primary focus is the Communications service line and the key result commitment to provide Canadians with information on Canada and the role of the federal government. The aim is to strengthen Canadians' commitment to Canada by providing information on Canada and the Government of Canada's activities, programs and services in a timely manner, and by ensuring that messages from the Government of Canada on its role and on the renewal of the federation are consistent and coherent. To accomplish this, the Communications and Information Services sectors engage in a wide range of activities, including partnership and public information projects, and information support to the CIO and government.

Key partnership projects include:

- *Attractions Canada* (undertaken with the Canadian Tourism Commission, Canadian Heritage, the National Capital Commission, CTV, TVA, and MediaCom), which was developed in response to research indicating that Canadians would be receptive to an information program about attractions in their country. The program employs a multi-media approach and has, so far, reached some 20 million Canadians. The program builds on and draws upon the activities of its federal partners and existing government programs.

- *Canadian Heritage Discoveries* (undertaken with the Department of Canadian Heritage) is a brochure on Canadian attractions, history, people, and events.

- *Discovering Canada's Capital Cities* (undertaken with the National Capital Commission) is a booklet for schoolchildren, describing Canadian capital cities.

- *The National Graduate Register* (undertaken with Industry Canada) is a bilingual Internet employment network, connecting post-secondary students and recent graduates with potential employers. Canadian youth can apply directly to several programs under The Youth Employment Strategy through the National Graduate Register.

- *A Scattering of Seeds* (developed with Citizenship and Immigration Canada) is a TV film series on Canadian immigrants televised on RDI, the History channel and various provincial educational channels.

- *BridgeFest* '97 (undertaken with Public Works and Government Services Canada) celebrated the opening of the bridge to Prince Edward Island.

- *InfoFairs* (partners: Human Resources and Development Canada, Industry Canada, Agriculture Canada) are held at various locations throughout Canada, providing information on government programs and services.

- *Charlottetown: Birthplace of a Nation* (with the Department of Canadian Heritage, the Confederation Centre of the Arts, and the Charlottetown Capital Commission) organized activities celebrating Charlottetown's formative role in the nation's history.

Public Information projects include:

- *The CIO 1-800 Service* which is housed at Enquiries Canada and gives callers access to a fully automated database that contains information from both CIO and Reference Canada;

- *InfoCan* which is the CIO website and gives users in Canada and throughout the world the opportunity to learn about Canada's history, geography, and culture, in French or English, through many sites and links;

- *Facts on Canada* which is a series of fact sheets focused on various aspects of the nation and its life. Arts, Agriculture, Multiculturalism, Sport, Transportation-- these topics and many more are available both in print and on the website; and

- other material to meet the information and awareness needs of Canadians.

Information support to the CIO and government include:

- providing advice and information tools to the government and its partners on promoting national identity in a way that resonates with Canadians;

- Parliamentary and media relations; and

- media monitoring.

Through the activities of the Communications service line, the CIO has learned that Canadians respond positively to government communications that address them as individuals, that are factual and useful, that tell a story about the accomplishments of other Canadians, that use plain language, and that promote the values they share such as trust, civility and respect. These initiatives have also revealed that Canadians don't respond well to inconsistent messaging or to advertising that tells them what to think and feel.

Operations Service Line

The Planning, Coordination and Management Services sector is responsible for the Operations service line, which functions primarily in support of the CIO's other service lines. During the period under review, this sector pursued and accomplished the following objectives:

1. Ensure a coordinated and cohesive approach to CIO activities

The Planning, Coordination and Management Services sector has worked closely with the other sectors of the CIO to develop a strategic framework to guide CIO initiatives. Following a series of internal strategic planning exercises and processes, the CIO focuses on *Insight Development*, *Communicating Effectively* and *Engaging Canadians* (as discussed in Section II) as the strategic priorities guiding its activities.

This sector is also responsible for managing and coordinating research. The insight developed during the period under review was instrumental in the development of the strategic priorities mentioned above and was fed into the development of Communications and Outreach activities (as outlined earlier in this section).

2. Address Year 2000 Readiness

The CIO offers two services to the Canadian public (the InfoCan web site and an information line on Canada) with Year 2000 readiness implications. The organization is working with its technical partners, the Government Telecommunications and Informatics Services Branch and the Communications Coordination Services Branch of Public Works and Government Services Canada, to ensure access on and beyond January 1, 2000.

It is not expected that the Year 2000 issue will be problematic or costly for the CIO as the organization only became operational in September 1996 and its technology is recent. Nonetheless, the CIO is reviewing its systems, software, and hardware to assess compliance with Year 2000 requirements.

3. Develop efficient systems for disseminating and sharing information within the organization

In support of this objective, the sector implemented, and continues to administer and maintain, information products such as the organization's Intranet, which provides employees with quick and easy access to CIO information (e.g., phone directory, common services available to them, CIO publications, etc.). A "Comments" button was recently added to the Intranet, and comments will be monitored to track employees' satisfaction with this product.

To further support the efficient sharing of information within the CIO, the agency adopted a plan to standardize software products so that shared information among employees is technically compatible. Incompatibility problems within the CIO have been eliminated, and now arise only with documents received from outside organizations.

4. Implement sound management practices, including the effective application of regulations regarding human, financial, contract and other resource management

Since the CIO is a recently created organization, this is an ongoing process. However, the organization has successfully laid the foundation for efficient and effective practices. For example, the CIO:

• completed the implementation of its financial accounting and reporting infrastructure to assist management in budget preparations, and report on financial transactions to Central Agencies (i.e. Treasury Board Secretariat, Auditor General, Comptroller General of Canada);

• completed its human resources organizational structure (organization charts and human resources allocations) which enabled it to proceed with and report on the staffing actions of key indeterminate positions, at both senior and junior levels; and

• is developing a code of practice for its managers to assist them in the drafting, approval and awarding of contracts.

Section IV: Financial Performance

Financial Performance Overview

The variance of $1,061,712 between Total Authorities and the 1997-98 Actuals is due primarily to offset a transfer to Canadian Heritage for the delivery of additional programming through its Identity Program.

Financial Summary Tables

Table 1

Summary of Voted Appropriations

Authorities for 1997-98
Financial Requirements by Authority (thousands of dollars)

Vote		1997-98 Planned Spending	1997-98 *Total Authorities*	**1997-98 Actual**
	Canada Information Office			
40	Program expenditures	19,440	*19,440*	**18,378**
(S)	Contributions to employee benefit plans	476	*476*	**476**
	Total Department	19.916	*19.916*	**18.854**

Table 2

Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending by Business Line (thousands of dollars)

Business Line	FTE's	Operating	Capital	Voted Grants & Contri-butions	Subtotal: Gross Voted Expendi-tures	Statutory Grants and Contri-butions	Total Gross Expendi-tures	Less: Revenue Credited to the Vote	Total Net Expendi-tures
Information on Canada to Canadians	51	19,160	756	---	19,916	---	19,916	---	19,916
	51	*19,160*	*756*	---	*19,916*	---	*19,916*	---	*19,916*
	51	**18,671**	**183**	---	**18,854**	---	**18,854**	---	**18,854**
Total	51	19,160	756	---	19,916	---	19,916	---	19,916
	51	*19,160*	*756*	---	*19,916*	---	*19,916*	---	*19,916*
	51	**18,671**	**183**	---	**18,854**	---	**18,854**	---	**18,854**

Other Revenues and Expenditures

   Revenues credited to the Consolidated Revenue Fund   ---

   Cost of services provided by other departments   678

    678

    678

Net Cost of the Program   20,594

    20,594

    19,532

Note: Figures for planned spending appear in normal font
Figures for total authorities are italicized
Figures for actual spending or revenues are bolded

Table 3

Historical Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending by Business Line (thousands of dollars)

Business Line	Actual 1995-96	Actual 1996-97	Planned Spending 1997-98	Total Authorities 1997-98	Actual 1997-98
Information on Canada to Canadians	---	17,709	19,916	*19,916*	**18,854**
Total	---	17,709	19,916	*19,916*	**18,854**

Note: The Canada Information Office was created in 1996-97

Table 4: Crosswalk between Old Resource Allocation and new Allocation
Table 4 is not applicable to the Canada Information Office

Table 5: Resource requirements by Organization and Business Line
Table 5 is not applicable to the Canada Information Office

Table 6: Revenues to the Vote
Table 6 is not applicable to the Canada Information Office

Table 7: Revenues to the CRF
Table 7 is not applicable to the Canada Information Office

Table 8: Statutory Payments
Table 8 is not applicable to the Canada Information Office

Table 9: Transfer Payments
Table 9 is not applicable to the Canada Information Office

Table 10: Capital Spending by Business Line
Table 10 is not applicable to the Canada Information Office

Table 11: Capital Projects by Business Line
Table 11 is not applicable to the Canada Information Office

Table 12: Status of Major Crown Projects
Table 12 is not applicable to the Canada Information Office

Table 13: Loans, Investments and Advances
Table 13 is not applicable to the Canada Information Office

Table 14: Revolving Fund Financial Summaries
Table 14 is not applicable to the Canada Information Office

Table 15: Contingent Liabilities
Table 15 is not applicable to the Canada Information Office

Section V: Other Information

Contacts for Further Information

The Canada Information Office is located at:

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

Internet	1-800 Toll-free Service
Please visit our Website at: **http://www.infocan.gc.ca** **The site is updated regularly with information and special features.**	**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)**

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