

# 2021–22 Departmental Results Report

## Privy Council Office

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The Right Honourable Justin Trudeau,  
Prime Minister of Canada

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Clerk of the Privy Council and  
Secretary to the Cabinet



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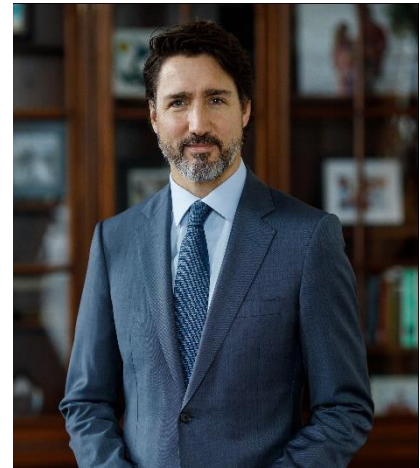
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## From the Prime Minister

I welcome the 2021–22 Departmental Results Report.

This past year, the Privy Council Office once again played an invaluable role in making life better for Canadians. From helping deliver a new Canada-wide early learning and child care system, to making life more affordable by providing much-needed relief to Canadians who need it most – the Privy Council Office’s hard work and dedication supported the delivery of real results for people across the country.



This report outlines important achievements and work done by the Privy Council Office over the course of the last year.

Thanks to the efforts of public servants, people across the country are already benefitting from initiatives like an increased Canada Workers Benefit and reduced fees for regulated child care. Additionally, in the face of crisis, the advice and leadership of the Privy Council Office guided the whole-of-government response to Russia’s illegal and unjustifiable invasion of Ukraine. The Government of Canada stands with Ukraine, along with allies and international partners – and we will continue to do whatever we can to support the Ukrainian people in their defence of their country, as well as democracy, international law, and human rights.

This past year, the Privy Council worked with Indigenous Peoples to advance the priorities of First Nations, Inuit, and Métis communities across the country, and we will continue to work together as we move forward on the shared path of reconciliation. We have signed agreements to improve child and family services and adopted the *United Nations Declaration on the Rights of Indigenous Peoples Act*, which will serve as a roadmap for the implementation of the UN Declaration and for advancing reconciliation.

As well, the Privy Council Office worked diligently to support the Government of Canada on emergency management within Canada, including extreme weather in British Columbia and wildfires in Ontario and Manitoba – from immediate response to recovery and rebuilding. The Privy Council also continues to lead efforts to advance the Government of Canada’s progress on the *Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service* to ensure a more diverse, equitable, and representative Public Service.

None of these achievements would be possible without Canada’s world-leading Public Service. The support you have provided me, the Deputy Prime Minister, and members of Cabinet has helped turn government priorities into tangible results for Canadians. I know that, in the coming months and years, the Public Service will continue to step up to respond to the evolving needs of Canadians and make progress on our mandate letter commitments and priorities, including make

life more affordable, strengthening the middle class, taking climate action, and building an economy that works for all Canadians.

For that, and for everything that you do day in, day out: thank you. I invite everyone to learn more about the Privy Council Office's progress, challenges, and achievements over the past year.

The Right Honourable Justin Trudeau,  
Prime Minister of Canada

## Results at a glance

In 2021–22, the Privy Council Office (PCO) continued to support the development and implementation of the Government of Canada's policy and legislative agendas. PCO also coordinated responses to issues facing the Government and the country — in particular, as the global COVID-19 pandemic continued to affect Canada, other countries and people around the world — and ensured the effective operation of Cabinet and government during this time of unprecedented challenge.

Through its recently established Emergency Preparedness and COVID Recovery Secretariat, PCO supported the Prime Minister and Cabinet in coordinating the Government's response to critical events, including natural disasters and potential threats to national safety and security.

In this context, PCO continued to be the hub across government to coordinate and provide timely, comprehensive, expert analysis and advice in support of the full spectrum of policy, budget and legislative priorities of the Prime Minister, the Deputy Prime Minister, portfolio ministers, Cabinet and Cabinet committees. This included:

### **Providing non-partisan advice to the Prime Minister, the Deputy Prime Minister and Minister of Finance, portfolio ministers, Cabinet, and Cabinet committees on matters of national and international importance**

PCO delivered analysis and advice and supported national and international programs and policies in 2021–22, having:

- provided broad support and advice to the Prime Minister and Cabinet in advancing policies and measures that supported Canadians in response to the COVID-19 pandemic. This included key files such as vaccine procurement and the roll-out of vaccination campaigns;
- worked closely with other departments to develop foreign and defence policy advice to advance Canada's values and global interests and developed strategic policy advice and intelligence assessments to support the Prime Minister's international engagements. This included organizing 73 calls and 67 virtual and in-person leader-level events for the Prime Minister;
- coordinated the whole-of-government response to the Russian invasion of Ukraine. This included Deputy Minister-level meetings on Ukraine and the creation of a Coordination Cell which supported Cabinet deliberations on Ukraine, including several Incident Response Group meetings chaired by the Prime Minister;
- supported the Prime Minister and Cabinet committees in reconciliation efforts with First Nations, Inuit and Métis. This included providing advice to the Cabinet Committee on Reconciliation, supporting engagement with Indigenous partners on a wide range of priorities, and supporting whole-of-government efforts to respond to COVID-19 and other emergency events in Indigenous communities; and

- provided advice to the Prime Minister, the Deputy Prime Minister and Minister of Finance, the Minister of Intergovernmental Affairs, Infrastructure and Communities, Quebec Lieutenant, and the Special Representative for the Prairies to help advance the Government's priorities in collaboration with the provinces and territories and Indigenous partners, such as recommendations on federal policy initiatives with provincial-territorial implications, including healthcare and the COVID-19 response, housing, early learning and child care, and energy and climate change. This also included targeted support for provinces and territories, such as support for British Columbia following the serious flooding in November 2021.

### **Ensuring that the Cabinet decision-making process runs smoothly to help implement the Government's agenda**

- PCO supported Cabinet's efficient and effective discussion and decision-making on a large volume of policy, legislative, and operational matters. PCO did so by ensuring that each proposal brought to Cabinet considered various issues and perspectives such as gender-based analysis, diversity, quality of life analysis, fiscal impact as well as implementation, communications, parliamentary affairs, governance, and intergovernmental relations.
- PCO played a critical role in the day-to-day maintenance of Cabinet and Cabinet committees and provided timely and professional support by coordinating and scheduling 151 Cabinet and Cabinet committee meetings, and processing 395 departmental Cabinet documents (183 Memoranda to Cabinet and 212 presentations and other documents).
- PCO continued to provide analysis, advice and support to the Prime Minister and Cabinet in fulfilling the Government's commitment to deliver meaningful results by making evidence-based decisions, monitoring delivery, and addressing implementation challenges on key priorities. PCO also provided administrative services to the Prime Minister's Office, portfolio ministers, and commissions of inquiry.

### **Fostering an effective, inclusive and innovative Public Service**

- PCO continued to engage with employees across the Public Service, such as the National Managers Community, the Federal Youth Network and regional federal councils, to support their efforts in implementing and bringing the Beyond2020 renewal framework themes — agile, inclusive and equipped — to life in their organizations and across the Public Service.
- PCO worked with other federal departments, central agencies, functional and horizontal communities, and partners outside of government to improve how we work in the Public Service to better serve Canada and Canadians now and into the future.
- PCO continued to lead engagement in renewal of the Public Service with a continued focus on key priorities including anti-racism, equity and inclusion, and healthy workplaces free from harassment and discrimination.
- PCO published letters from 90 Deputy Heads regarding early efforts in implementing the *Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service* to facilitate sharing of emerging practices and surfacing early challenges.



- Within the Department, PCO leveraged disaggregated data to identify representation gaps within the four employment equity groups, and developed targeted measures to address underrepresented job classifications and executive feeder groups. This resulted in improvements to representation in the EX and EC classifications in particular.
- PCO’s Impact Canada Fellowship Program completed two external recruitment campaigns aimed at increasing capacity and upskilling the existing workforce in the areas of behavioural science and outcomes-based program methods.

For more information on PCO’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.



## Results: what we achieved

### Core responsibility

#### Serve the Prime Minister and Cabinet

##### Description

To deliver analysis, advice and support to the Prime Minister, the Deputy Prime Minister and Ministers of the Portfolio including non-partisan advice and information from across the Public Service resulting from consultations and collaboration with international and domestic sources inside and outside government.

To act as secretariat to the Cabinet and its committees including managing the Cabinet's decision-making system, coordinate departmental policy proposals to Cabinet, schedule and provide support services for meetings of Cabinet and Cabinet committees, advance the Government's agenda across federal departments and agencies, and provide administrative services to the Prime Minister's Office, the Deputy Prime Minister's Office, Portfolio Ministers, and Commissions of Inquiry.

To lead and renew the Public Service in order to advise the Government in implementing its agenda, foster healthy workplaces that promote diversity and inclusion, and deliver services and results to Canadians.

##### Results

Throughout 2021–22, PCO was responsible for providing public service support to the Prime Minister to advance the Government's economic and social priorities as well as operational issues on a daily basis. PCO accomplished this by:

##### **Helping the Government achieve its priorities through the delivery of high-quality information, expert analysis and advice**

PCO facilitated coordinated action across federal departments and agencies and ensured policy coherence by providing advice and supporting the Prime Minister, his portfolio ministers and the Cabinet across the entire spectrum of policy challenges and opportunities facing the nation. PCO also provided timely advice on a range of governance issues and initiatives that engaged the Prime Minister's prerogative for the machinery of government.

### Supporting the Government's Relationship with Indigenous Peoples

- Delivered legislation to advance reconciliation and Indigenous self-determination, including the passage and ongoing implementation of the *United Nations Declaration on the Rights of Indigenous Peoples Act*.
- Provided support for: the resolution of litigation relating to First Nations children and families by providing fair and equitable compensation to First Nations children and families; and the implementation of long-term reform of First Nations child and family services and Jordan's Principle.
- Supported the resolution of Indigenous childhood claims litigation, and the ongoing implementation of *An Act respecting First Nations, Inuit and Métis children and families* to ensure the implementation of Indigenous jurisdiction and models for child welfare.
- Supported the development and implementation of a National Framework to Address the Legacy of Residential Schools and Burial Sites, including a national monument to commemorate residential schools Survivors.
- Delivered on whole-of-government response to the COVID-19 pandemic in Indigenous communities, including public health responses and emergency management, community supports, vaccine rollout, and efforts to support safe restart in communities.
- Continued progress in eliminating long-term drinking water advisories on-reserve and improving infrastructure for Indigenous communities, including housing.
- Finalized a settlement Agreement on Safe Drinking Water for First Nations to resolve litigation stemming from harms inflicted by long-term drinking water advisories in First Nations.
- Supported an accelerated implementation of the Federal Pathway and National Action Plan in response to the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG).
- Continued the implementation of the recommendations of the Truth and Reconciliation Commission, alongside continued efforts to address other past wrongs.

PCO delivered advice to the Prime Minister and collaborated with Innovation, Science and Economic Development Canada (ISED) and regional development agencies on several measures to address the economic impacts of the COVID-19 pandemic, such as the Regional Relief and Recovery Program, the Jobs and Growth Fund, the Canada Community Revitalization Fund, the Tourism Relief Fund, the Aerospace Regional Recovery Initiative, and the Canada Digital Adoption Program.

PCO organized and provided strategic advice in support of the Prime Minister and the Minister of Intergovernmental Affairs, Infrastructure and Communities' participation in eight First Ministers' Meetings with provincial and territorial premiers to discuss ongoing collaboration to respond to the global pandemic, including coordination on vaccine rollout, and measures to address variants of concern at ports of entry (e.g., borders and airports) and domestically.

PCO provided advice and support to help protect people and communities as the Government continued its response to the pandemic. This included supporting the adoption of [Bill C-3<sup>i</sup>](#) *An Act to amend the Criminal Code and the Canada Labour Code* to protect health care workers and those seeking access to health services, which received royal assent on December 17, 2021.

PCO provided advice and support to Transport Canada and Fisheries and Oceans Canada to renew and expand the Oceans Protection Plan, which will allow for marine activity to continue safely and sustainably. Additionally, PCO worked with relevant departments to establish the Canada-U.S. Working Group on Supply Chains.

PCO worked with Transport Canada, as well as multiple other federal departments to advance policy development to support the largest transportation infrastructure project that Canada has seen in decades. The Government of Canada launched a Request for Expressions of Interest seeking world-class knowledge and private sector expertise for all aspects of the project on the High Frequency Rail, and it will be consulting Indigenous peoples to inform the project design and development.

Through its recently established Climate Secretariat, PCO coordinated lead departments and designed policy in support of Canada's first-ever Emissions Reduction Plan, tabled on March 29, 2022, pursuant to the [Canadian Net Zero Emissions Accountability Act](#)<sup>ii</sup> which was passed into law in June 2021. This policy leadership role helps provide the frame for a comprehensive set of sector-by-sector climate mitigation measures over the years to come and was also supported by Climate Secretariat work in support of the Prime Minister and Cabinet on: significant climate-related investments from the Federal Budget both in 2021 and 2022; the use of an Integrated Climate Lens being piloted via select departments; and commitments made at the United Nations Framework Convention on Climate Change meeting in Glasgow, Scotland in November 2021.

In addition, PCO supported ISED in developing a governance structure for the Strategic Innovation Fund and the Net Zero Accelerator to identify and select quality projects that support the Government's innovation and clean growth agenda. PCO also worked with Natural Resources Canada and other federal partners to facilitate and coordinate work on Atlantic clean power and electrification priorities, including on the [Atlantic Loop](#)<sup>iii</sup> and through the completion of a \$2 billion Agreement-in-Principle on the Lower Churchill Projects with Newfoundland and Labrador.

### **Ensuring all Canadians are secure and have the opportunity to attain full social and economic participation**

PCO supported Economic and Social Development Canada (ESDC) in finalizing bilateral agreements with all 13 provinces and territories to build a Canada-wide early learning and child care system, and reduced pharmaceutical costs across Canada by modifying the regulations on the Patented Medicine Prices Review Board. In addition, PCO worked to define options to increase dental care insurance coverage for Canadians.

PCO supported the Minister of Intergovernmental Affairs, Infrastructure and Communities by providing advice to help advance the Government's priorities on internal trade and operationalize the Canadian Free Trade Agreement (CFTA), including at a Committee of Internal Trade Ministers meeting in December 2021. PCO provided advice on several key work streams, such as the implementation of Budget 2021 commitments of \$21 million to advance internal trade activities. Federal, provincial and territorial ministers discussed strengthening the CFTA by streamlining nine federal Party-Specific Exceptions, negotiating trade in alcohol, the inclusion of non-medical cannabis, and improving labour mobility.

PCO provided advice to the Prime Minister and collaborated with ISED to promote inclusive economic recovery through the establishment of the Black Entrepreneurship Program and accelerating the Woman Entrepreneurship Strategy. PCO also provided sound advice and expert analysis in support of the criminalization of conversion therapy practices through [Bill C-4<sup>iv</sup>](#) *An Act to amend the Criminal Code*, which received royal assent on December 8, 2021.

PCO provided support to ESDC in developing and implementing the Canada Worker Lockdown benefits to provide temporary income support to employed and self-employed people who could not work due to a COVID-19 lockdown. PCO also supported Immigration, Refugees and Citizenship Canada for the development of the 2022–2024 Immigration Levels Plan that will include increased immigration targets and a pathway for 40,000 Afghan refugees to immigrate to Canada.

PCO continued to coordinate and facilitate policies and operations related to emergency management, mitigating the threat of Canadian Extremist Travellers, as well as violent extremism, aviation security, economic security, cyber security and research security. PCO also remained vigilant to new and emerging issues to ensure whole-of-government cohesion and awareness.

Through its recently established Emergency Preparedness and COVID Recovery Secretariat, PCO supported the Prime Minister and Cabinet in coordinating the Government’s response to critical events, such as the unlawful blockades at key border points and in Ottawa.

PCO continued to lead the development of a knowledgeable, resilient, and integrated security community across the Government of Canada, providing over 1,086 pieces of expert security advice to departments and agencies, which represent a 25 per cent increase from last year.

### **Supporting Cabinet decision-making processes that are effective, of high quality, and consistent with the Government’s priorities**

PCO provided secretariat support to the Cabinet in its Governor in Council (GIC) role regarding appointments, machinery of government and security and intelligence matters. Furthermore, PCO supported the President of the Treasury Board and Treasury Board ministers in their role in the GIC process and the Prime Minister and the Clerk of the Privy

#### **PCO’s Support to Cabinet and Cabinet Committees 2021–22**

- 395 Cabinet documents produced (183 Memoranda to Cabinet and 212 presentations/other documents)
- 68.5 hours spent in Cabinet meetings and 344 hours spent in 202 full Cabinet and Cabinet Committee meetings by ministers (including 26 hours dedicated to COVID-19 sub-committee meetings)
- 1,151 Orders in Council were processed, of which 876 were approved at Cabinet or via a special ad hoc Cabinet committee and 275 were approved at TB (acting as the Governor in Council)
- 9 Swearing-in Ceremonies were conducted, including for 38 Cabinet ministers, 3 members of the Queen’s Privy Council, 12 Parliamentary Secretaries, and various Governor in Council appointees

Council on a range of activities relating to the use and management of Orders in Council, regulations and other statutory instruments.

PCO also supported the Leader of the Government in the House of Commons in advancing the Government's legislative agenda — 33 government bills were introduced, and 14 bills received Royal Assent during this period. Additionally, PCO provided advice and support to the Government on legislation, private members' business, parliamentary returns and parliamentary practices and procedure.

### **Ensuring a transparent, democratic and secure Government**

PCO provided advice and policy support to the Minister of Intergovernmental Affairs, Infrastructure and Communities to ensure the continued leadership of an integrated government response to protect Canada's democratic institutions against foreign interference and disinformation. This included work to support preparations for the 2021 Federal Election, such as:

- Renewing the [Canada Declaration on Electoral Integrity](#)<sup>v</sup> and updating the Critical Election Incident Public Protocol; and
- Supporting Canada's co-championing of Principle 3 of the [Paris Call for Trust and Security in Cyberspace](#),<sup>vi</sup> which included the development and release of a compendium of good practice.

In addition, PCO provided advice and support to the Prime Minister and the Minister of Intergovernmental Affairs, Infrastructure and Communities to enable the introduction of Bill C-14 (*An Act to amend the Constitution Act, 1867 (electoral representation)*).

PCO continued to support the Government's commitment to an open, transparent, and merit-based approach to Governor in Council (GIC) and Senate appointments that reflect Canada's diversity. Between April 1, 2021 and March 31, 2022, 373 GIC appointments were made following open, transparent, and merit-based selection processes. Of those appointees, close to 59% identified as women, over 15% as visible minorities, over 7% as Indigenous peoples, and close to 7% as persons with disabilities.

### **Championing Public Service leadership and renewal**

PCO coordinated and engaged deputy ministers' governance structures such as the Board of Management and Renewal (BoMR) to advance public service renewal priorities. Chaired by the Clerk of the Privy Council, BoMR is comprised of senior deputy ministers and guides the strategic management agenda and ongoing renewal of the federal Public Service.

PCO continued to actively engage the [Beyond2020](#)<sup>vii</sup> community to support their renewal efforts. This included undertaking extensive engagements with internal and external stakeholders (e.g., Beyond2020 Champions, functional, horizontal and equity-seeking communities, Regional Federal Councils), at the executive and working levels, to both identify emerging renewal priorities and drive existing ones.

PCO delivered the [\*Twenty-Eighth Annual Report to the Prime Minister on the Public Service of Canada\*](#),<sup>viii</sup> which outlines the accomplishments of the Public Service over 2020-2021.

PCO engaged a wide range of employee networks, horizontal and functional communities, anti-racism secretariats and bargaining agents to better understand their experiences with and perspectives on the impact of the [\*Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service\*](#)<sup>ix</sup> that was issued in January 2021 by the Clerk of the Privy Council.

To learn from the work being done in organizations across the Public Service to implement the *Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service*, PCO published on the [PCO website](#)<sup>x</sup> letters from 90 Deputy Heads regarding implementation of the Call to Action. This facilitated the sharing of emerging practices and surfacing early challenges in the first year of the Call to Action.

### **Gender-based analysis plus**

As part of continued work to enhance the use of analytical tools such as Gender-Based Analysis Plus (GBA Plus) to assess the implications of policies and programs through individuals' multiple and fully inclusive identity factors, the GBA Plus Focal Point developed and delivered two training sessions for PCO analysts on Strengthened GBA Plus and Disability Inclusion in GBA Plus. In addition, work is underway at PCO to create an internal GBA Plus network to support the development of the departmental GBA Plus framework.

PCO has also continued to collaborate with Women and Gender Equality Canada, the Department of Finance Canada, and the Treasury Board of Canada Secretariat on strengthening the implementation and refinement of GBA Plus in regard to its mandatory application in Memoranda to Cabinet.

### **Experimentation**

PCO continues to play a leadership role in advancing novel, outcomes-based policy and program methods across the federal government through its flagship initiative, [Impact Canada](#).<sup>xi</sup> In 2021–22, progress continued to be made on major projects such as the COVID-19 Snapshot Monitoring study ([COSMO Canada](#)<sup>xii</sup>) and the Program of Applied Research on Climate Action in Canada ([PARCA Canada](#)<sup>xiii</sup>) longitudinal studies. The translation of key research findings from these studies supported key policy and program decisions. For example, researchers were able to identify trust in information from various sources or messengers as a key predictor of vaccination intentions. Personalized messages from close friends and family, trusted local organizations, and scientists and doctors (e.g., from personal family physicians who had received a vaccine themselves) were found to be highly influential on vaccination intentions for many individuals. This led to developing effective government communications strategies on vaccination.



Furthermore, advanced research efforts conducted within PCO were among the first in the world to demonstrate a clear link between the exposure and belief in false and misleading statements about COVID-19 (i.e., misinformation) with its influence on individual intentions and behaviours (e.g., complying with recommended public health measures, getting a COVID-19 vaccine). This body of knowledge has helped policy makers better understand the real threats posed by the spread of misinformation on achieving desired outcomes.

In addition, Impact Canada continued to advance a number of key innovative projects, including in the areas of food waste reduction and affordable housing supply. During the 2021–22 fiscal year, 20 [Impact Canada challenges](#)<sup>xiv</sup> were initiated in collaboration with nine federal departments, in areas such as food waste reduction, deep space healthcare, and affordable housing supply.

## Results achieved

The following table shows, for the core responsibility Serve the Prime Minister and Cabinet, the results achieved, the performance indicators, the targets, and the target dates for 2021–22, and the actual results for the three most recent fiscal years for which actual results are available.

To implement the Policy on Results, PCO adopted the Departmental Results Framework (DRF) for planning and reporting in 2018–19. Therefore, results from previous years are not available. For information on results achieved in previous years, please see the 2017–18 Departmental Results Report.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
<b>Cabinet receives high quality advice</b>	Percentage of Cabinet Ministers satisfied with service and advice from the Privy Council Office	At least 80%	March 2022	Not available	70%	76%
<b>Cabinet and its committees focus on priorities</b>	Percentage of Cabinet items devoted to mandated government priorities	At least 50%	March 2022	50%	51%	41%

<sup>1</sup> From the onset of the COVID-19 pandemic in March of 2020, to the beginning of the 44th Canadian Parliament in November 2021, core functions used by the Government to ensure ongoing progress toward

priorities, such as public reporting on mandate letter commitment tracking, were paused to allow for greater focus on the roll out of critical COVID-19 support measures.

<sup>2</sup> The Public Service Employee Survey (PSES) approach is being modernized and a PSES was not conducted in 2021–22. A PSES is planned for 2022–23.

Through the work of the Results and Delivery Unit, PCO assisted Ministers and their respective departments advance the implementation of key commitments and realize the best possible outcomes for Canadians.

While public reporting on the tracking of Mandate Letter commitments was temporarily suspended during the pandemic, work continued to track the implementation of measures from Budget 2021 to ensure clear focus on the delivery of top priorities, monitor progress against the overall agenda and help to address any challenges that arose. Over the course of the year, PCO supported the efficient and effective delivery of COVID-19 related financial supports to Canadians. In December, PCO resumed tracking of the approximately 767 commitments, to ensure actions continue to achieve results for Canadians.

PCO also continued to develop innovative and data driven approaches to support the exploration of efficient and effective delivery approaches, strengthen evidence-based decision making, and ensure effective oversight of results.

In 2021-22, PCO provided advice and support to 151 Cabinet and Cabinet committee meetings, including decision making on 183 Memoranda to Cabinet with discussions also supported by 212 presentations and other documents. Items scheduled for Cabinet and Cabinet Committee consideration focused on managing the federal response to the COVID-19 pandemic and advancing Government priorities, approving Government legislation, as well as responding to parliamentary committee recommendations.

In addition to focusing on Government priorities, Cabinet and its committees considered urgencies such as Russia's illegal invasion of Ukraine, Canada's response to the humanitarian crisis in Afghanistan, as well as the ongoing management of the pandemic, litigation, parliamentary business, and international treaties and conventions.

PCO advanced Public Service renewal priorities, including by convening seven meetings of the Board of Management and Renewal (BoMR) and undertaking over 100 engagements with internal and external stakeholders (e.g., Beyond2020 Champions, functional, horizontal and equity-seeking communities, Regional Federal Councils, academic, partners in other jurisdictions) at the executive and working levels. As part of informing next steps on Public Service renewal, PCO engaged 39 departments and agencies to understand their experience operating through the pandemic.

To accelerate the advancement of the Call to Action, PCO posted 90 Call to Action response letters from Deputies to the PCO website and engaged over 60 employee networks, horizontal and functional communities and anti-racism secretariats to better understand a range of perspectives on the early advancement of the Call to Action.

Financial, human resources and performance information for PCO's Program Inventory is available in [GC InfoBase](#).<sup>xv</sup>

## Budgetary financial resources (dollars)

The following table shows, for PCO's core responsibility, Serve the Prime Minister and Cabinet, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
91,460,384	91,460,384	108,109,948	96,780,850	5,320,466

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
575	636	61

PCO's actual spending under its core responsibility in fiscal year 2021–22 was \$5.3 million higher than planned spending, primarily as a result of spending for the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy, as funding was received in year to support this initiative and was not part of the initial planned results.

Financial, human resources and performance information for PCO's Program Inventory is available in [GC InfoBase](#).<sup>xvi</sup>

## Internal services

### Description

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are:

- ▶ acquisition management services
- ▶ communication services
- ▶ financial management services
- ▶ human resources management services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

### Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2021–22, as well as spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
100,966,922	100,966,922	108,947,947	106,834,513	5,867,591

### Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
645	626	(19)

PCO's actual spending for Internal Services in fiscal year 2021–22 was \$106.8 million, which is approximately \$5.9 million higher than planned spending. This was primarily due to funds received for the application modernization initiative and for investments to build resiliency and secure communications that were not included in the initial planned spending.

Some key internal services initiatives advanced during the past fiscal year were as follows:

- Continued to improve the use of data analytics to support diversity and inclusiveness, including the use of disaggregated data. Individual work units continued to be provided access to data to help guide their individual priorities including staffing.
- Continued to build human resources capacity to support a series of departmental events, panel discussions, a BIPOC mentoring program, and the launch of PCO's safe space initiative in support of diversity and inclusion.
- Implemented mandatory training for all employees as a result of Bill C-65 and the new Workplace Harassment and Violence Prevention Policy.
- Continued to refresh and modernize information technologies, including the ongoing implementation of new collaborative technologies, and the successful rollout of logistical and IT requirements for employees working remotely during COVID-19.
- Expanded the Secure Communications for National Leadership initiative, working closely with Shared Services Canada and the Communications Security Establishment; and continued to modernize information technology in Ministers' Regional Offices to continue to improve ministerial regional support.
- Continued to seek opportunities to improve accessibility features in all space design and fit up projects.
- Provided a leadership role for government-wide concierge support for the 2021 election, ensuring government-wide readiness in terms of the corporate aspects of transition to promote a whole-of-government, consistent approach.

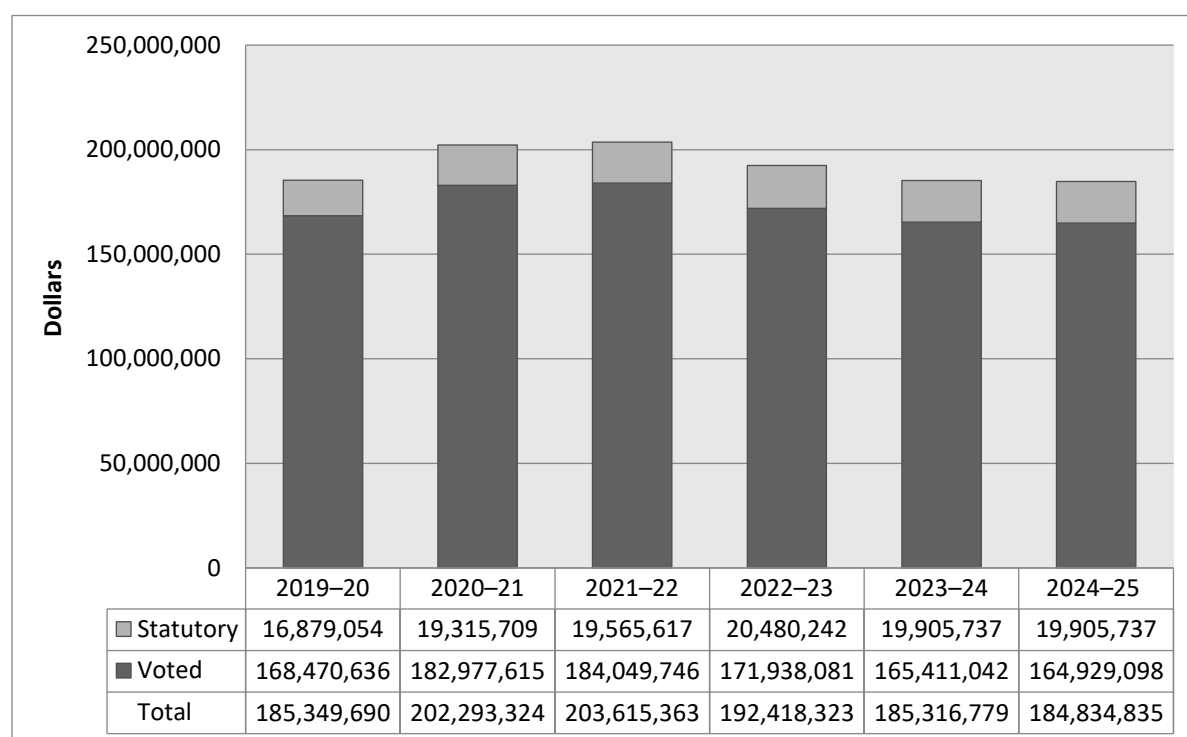
## Spending and human resources

### Spending

#### Spending 2019–20 to 2024–25

The following graph presents planned (voted and statutory spending) over time.

#### Departmental spending trend graph



The departmental spending trend graph presents planned (voted and statutory spending) over a six-year period (2019–20 to 2024–25).

Fiscal years 2019–20 to 2021–22 show actual expenditures as reported in the Public Accounts while 2022–23 to 2024–25 presents planned spending.

The 2020–21 spending amount of \$202.3 million increased by \$16.9 million (9%), as compared to 2019–20. This is primarily due to an increase in spending for a whole-of-government strategy for communicating with Canadians about COVID-19, for the enhancement of secure communication technologies for senior officials across government, and for the transfer of Ministers' Regional Offices from Public Services and Procurement Canada.

Spending increased by \$1.3 million (1%) in 2021–22, mainly due to an increase in spending for the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy. The increased spending is offset by an end to the funding for a whole-of-government strategy for communicating with

Canadians about COVID-19 and less spending for the enhancement of secure communication technologies for senior officials across government.

Planned spending in 2022–23 is lower than 2021–22 spending by \$11.2 million (6%). This is primarily due to the expected completion of the project phase for the enhancement of secure communication technologies for senior officials across government and decreased funding for the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy.

Spending is forecasted to decrease by \$7.1 million (4%) in 2023–24 as compared to 2022–23, mainly due to the sunseting of funding for the Impact Canada and Innovation Unit and the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy. It should be noted that the department is seeking renewed funding for the Impact Canada and Innovation Unit for 2023–24 and ongoing.

Planned spending is expected to decrease by an additional \$0.5 million in 2024–25, primarily due to the sunseting of funding for the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy.

### Budgetary performance summary for core responsibility and internal services (dollars)

The “Budgetary performance summary for core responsibility and internal services” table presents the budgetary financial resources allocated for PCO’s core responsibility and for internal services.

Core Responsibility and internal services	2021–22 Main Estimates	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending	2021–22 total authorities available for use	2019–20 actual spending (authorities used)	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)
Serve the Prime Minister and Cabinet	91,460,384	91,460,384	94,719,976	87,844,342	108,109,948	92,809,670	88,729,766	96,780,850
<b>Subtotal</b>	<b>91,460,384</b>	<b>91,460,384</b>	<b>94,719,976</b>	<b>87,844,342</b>	<b>108,109,948</b>	<b>92,809,670</b>	<b>88,729,766</b>	<b>96,780,850</b>
Internal services	100,966,922	100,966,922	97,698,347	97,472,437	108,947,947	92,540,020	113,563,558	106,834,513
<b>Total</b>	<b>192,427,306</b>	<b>192,427,306</b>	<b>192,418,323</b>	<b>185,316,779</b>	<b>217,057,895</b>	<b>185,349,690</b>	<b>202,293,324</b>	<b>203,615,363</b>

## 2021–22 Budgetary actual gross spending summary (dollars)

The following table reconciles gross planned spending with net spending for 2021–22.

Core responsibility and internal services	2021–22 actual gross spending	2021–22 actual revenues netted against expenditures	2021–22 actual net spending (authorities used)
Serve the Prime Minister and Cabinet	97,518,683	(737,833)	96,780,850
<b>Subtotal</b>	<b>97,518,683</b>	<b>(737,833)</b>	<b>96,780,850</b>
Internal services	113,051,506	(6,216,993)	106,834,513
<b>Total</b>	<b>210,570,189</b>	<b>(6,954,826)</b>	<b>203,615,363</b>

## Human resources

The “Human resources summary for core responsibility and internal services” table presents the full-time equivalents (FTEs) allocated to PCO’s core responsibility and to internal services.

### Human resources summary for core responsibility and internal services

Core responsibility and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Serve the Prime Minister and Cabinet	570	589	575	636	609	581
<b>Subtotal</b>	<b>570</b>	<b>589</b>	<b>575</b>	<b>636</b>	<b>609</b>	<b>581</b>
Internal services	560	591	645	626	619	619
<b>Total</b>	<b>1,130</b>	<b>1,180</b>	<b>1,220</b>	<b>1,262</b>	<b>1,228</b>	<b>1,200</b>

## Expenditures by vote

For information on PCO’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021](#).<sup>xvii</sup>

## Government of Canada spending and activities

Information on the alignment of PCO’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).<sup>xviii</sup>



## Financial statements and financial statements highlights

### Financial statements

PCO's [financial statements](#)<sup>xix</sup> (unaudited) for the year ended March 31, 2022, are available on the departmental website.

### Financial statement highlights

#### Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021–22 planned results	2021–22 actual results	2020–21 actual results	Difference (2021–22 actual results minus 2021–22 planned results)	Difference (2021–22 actual results minus 2020–21 actual results)
Total expenses	213,051,974	232,368,004	224,901,341	19,316,030	7,466,663
Total revenues	2,532,391	6,954,826	1,395,945	4,422,435	5,558,881
Net cost of operations before government funding and transfers	210,519,583	225,413,178	223,505,396	14,893,595	1,907,782

#### Difference between 2020–21 actual results and 2021–22 actual results:

The department's actual net cost of operations before government funding and transfer for 2021–22, as compared to 2020–21, increased by \$1,907,782 which is primarily attributable to the Secure Communications for National Leadership Initiative and support to the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy.

#### Difference between 2021–22 actual results and 2021–22 planned results:

The department's actual net cost of operations from continuing activities was \$14,893,595 higher than the planned results for the 2021–22 fiscal year primarily as a result of spending for the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy, as funding was received in year to support this initiative and related to the spending funds received through the Operating Budget Carry Forward. These two sources of funding were not part of the initial planned results.

**Condensed Statement of Financial Position (unaudited) as of March 31, 2022  
(dollars)**

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net liabilities	42,509,110	46,772,383	(4,263,273)
Total net financial assets	26,748,991	30,860,292	(4,111,301)
Departmental net debt	15,760,118	15,912,091	(151,973)
Total non-financial assets	35,149,049	30,135,654	5,013,395
Departmental net financial position	19,388,931	14,223,563	5,165,368

In 2021–22, the department’s net liabilities decreased by \$4,263,273. This decrease is primarily attributable to a decrease in outstanding accounts payable with other government departments at year-end.

Total net financial and non-financial assets in 2021–22 were \$61,898,041, an increase of \$902,095 from 2020–21. This variance is attributable to an increase in tangible capital assets offset by the amounts due from the Consolidated Revenue Fund.

The 2021–22 planned results information is provided in [PCO’s Future-Oriented Statement of Operations<sup>xx</sup>](#) and Notes 2021–22.

## Corporate information

### Organizational profile

**Appropriate ministers:** The Right Honourable Justin Trudeau, Prime Minister of Canada

The Honourable Chrystia Freeland, Deputy Prime Minister and Minister of Finance

The Honourable Bill Blair, President of the Queen’s Privy Council for Canada and Minister of Emergency Preparedness

The Honourable Dominic LeBlanc, Minister of Intergovernmental Affairs, Infrastructure and Communities

The Honourable Mark Holland, Leader of the Government in the House of Commons

**Institutional head:** Janice Charette, Clerk of the Privy Council and Secretary to the Cabinet

**Ministerial portfolio:** Privy Council Office

**Enabling instrument:** Order in Council P.C. 1940-1121

**Year of incorporation / commencement:** 1867

### Raison d’être, mandate and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do” is available on PCO’s [website](#).<sup>xxi</sup>

For more information on PCO’s commitments, see the [Ministers’ mandate letters](#)<sup>xxii</sup> website.

### Operating context

Information on the operating context is available on PCO’s [website](#).<sup>xxiii</sup>

## Reporting framework

PCO's Departmental Results Framework and Program Inventory of record for 2021–22 are shown below.

Departmental Results Framework	Core Responsibility: Serve the Prime Minister and Cabinet		Internal Services
	Departmental Result R1: Government’s priorities are achieved	Indicator: Reporting on the status of Mandate Letter Commitments in the Mandate Letter Tracker	
	Departmental Result R2: Cabinet receives high quality advice	Indicator: Percentage of Cabinet ministers satisfied with service and advice from the Privy Council Office	
	Departmental Result R3: Cabinet and its committees focus on priorities	Indicator: Percentage of Cabinet items devoted to Prime Minister’s priorities	
		Indicator: Percentage of Cabinet items devoted to mandated government priorities	
	Departmental Result R4: Public Service priorities are achieved	Indicator: Percentage of employees who describe their workplace as being psychologically healthy	
		Indicator: Percentage of employees who feel they are encouraged to be innovative or take initiative in their work	
		Indicator: Percentage of employees who feel that they get the training they need to do their job	
Program Inventory	Program: International Affairs and National Security		
	Program: Intergovernmental Affairs		
	Program: Social and Economic Policy		
	Program: Results, Delivery, Impact and Innovation		
	Program: Legislative and Parliamentary Governance		
	Program: Planning and Operations of Cabinet		
	Program: Senior Personnel and Public Service Renewal		
	Program: Commissions of Inquiry		

## Supporting information on the program inventory

Financial, human resources and performance information for PCO's Program Inventory is available in [GC InfoBase](#).<sup>xxiv</sup>

## Supplementary information tables

The following supplementary information tables are available on PCO's website:

- ▶ [Reporting on Green Procurement](#)<sup>xxv</sup>
- ▶ [Gender-based analysis plus](#)<sup>xxvi</sup>

## Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).<sup>xxvii</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

## Organizational contact information

### Mailing address

Privy Council Office  
85 Sparks Street  
Room 1000  
Ottawa, Ontario K1A 0A3

**Telephone:** 613-957-5153 (9:00 a.m. to 5:00 p.m. EST)

**Fax:** 613-957-5043

**Email:** [info@pco-bcp.gc.ca](mailto:info@pco-bcp.gc.ca)

### Websites:

Privy Council Office - Website: <https://www.canada.ca/en/privy-council.html>

Clerk of the Privy Council - Website: <https://www.canada.ca/en/privy-council/corporate/clerk/role.html>

Clerk of the Privy Council - Twitter Account: <https://twitter.com/PrivyCouncilCA>

Tweet to @PrivyCouncilCA

## Appendix: definitions

### **appropriation** (*crédit*)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

### **budgetary expenditures** (*dépenses budgétaires*)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

### **core responsibility** (*responsabilité essentielle*)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

### **Departmental Plan** (*plan ministériel*)

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

### **departmental priority** (*priorité*)

A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

### **departmental result** (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

### **departmental result indicator** (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

### **departmental results framework** (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

### **Departmental Results Report** (*rapport sur les résultats ministériels*)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **experimentation** (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances.

Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

**full-time equivalent** (*équivalent temps plein*)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

**gender-based analysis plus (GBA Plus)** (*analyse comparative entre les sexes plus [ACS Plus]*)

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

**government-wide priorities** (*priorités pangouvernementales*)

For the purpose of the 2021–22 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

**horizontal initiative** (*initiative horizontale*)

An initiative where two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**non-budgetary expenditures** (*dépenses non budgétaires*)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance** (*rendement*)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**performance indicator** (*indicateur de rendement*)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting** (*production de rapports sur le rendement*)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**plan** (*plan*)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead to the expected result.

**planned spending** (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

**program** (*programme*)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

**program inventory** (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result** (*résultat*)

A consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**statutory expenditures** (*dépenses législatives*)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**target** (*cible*)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.



**voted expenditures** (*dépenses votées*)

Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made.

## Endnotes

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- i Bill C-3 An Act to amend the Criminal Code and the Canada Labour Code, <https://www.parl.ca/DocumentViewer/en/44-1/bill/C-3/royal-assent>
  - ii Canadian Net Zero Emissions Accountability Act, <https://laws-lois.justice.gc.ca/eng/acts/c-19.3/fulltext.html>
  - iii Atlantic Loop, <https://pm.gc.ca/en/news/news-releases/2020/12/17/clean-energy-strengthen-economy-and-communities-newfoundland-and>
  - iv Bill C-4 An Act to amend the Criminal Code (conversion therapy), <https://www.parl.ca/DocumentViewer/en/44-1/bill/C-4/royal-assent>
  - v Canada Declaration on Electoral Integrity, <https://www.canada.ca/en/democratic-institutions/services/protecting-democracy/declaration-electoral-integrity.html>
  - vi Paris Call for Trust and Security in Cyberspace, <https://www.canada.ca/en/democratic-institutions/services/paris-call-trust-security-cyberspace.html>
  - vii Beyond2020, <https://www.canada.ca/en/privy-council/topics/blueprint-2020-public-service-renewal.html>
  - viii 28th Annual Report to the Prime Minister on the Public Service of Canada, <https://www.canada.ca/en/privy-council/corporate/transparency/annual-report-prime-minister-public-service/28th.html>
  - ix Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service, <https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service.html>
  - x Letters on the implementation of the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service, <https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service/letters-implementation.html>
  - xi Impact Canada, <https://impact.canada.ca/en/node/19>
  - xii COSMOS Canada, <https://impact.canada.ca/en/cosmo-canada>
  - xiii PARCA Canada, <https://impact.canada.ca/en/behavioural-science/parca>
  - xiv Impact Canada challenges, <https://impact.canada.ca/challenges/projects>
  - xv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
  - xvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
  - xvii Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
  - xviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
  - xix Financial Statement, <https://www.canada.ca/en/privy-council/corporate/transparency/reporting-spending.html>
  - xx Future-Oriented Statement of Operations, <https://www.canada.ca/en/privy-council/corporate/transparency/planned-spending.html>
  - xxi. Raison d'être, mandate and role, <https://www.canada.ca/en/privy-council/corporate/mandate.html>
  - xxii. Ministers' mandate letters, <https://pm.gc.ca/en/mandate-letters>
  - xxiii PCO's operating context: <https://www.canada.ca/en/privy-council.html>
  - xxiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
  - xxv Reporting on Green Procurement, <https://www.canada.ca/en/privy-council/corporate/transparency/reporting-spending/departmental-results-reports/2021-2022/reporting-green-procurement.html>
  - xxvi Gender-based analysis plus, <https://www.canada.ca/en/privy-council/corporate/transparency/reporting-spending/departmental-results-reports/2021-2022/gender-based-analysis-plus.html>
  - xxvii Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>