

Privy Council Office 2022–23 Departmental Results Report

The Right Honourable Justin Trudeau,
Prime Minister of Canada

John Hannaford,
Clerk of the Privy Council and Secretary to
the Cabinet



Government of Canada
Privy Council Office

Gouvernement du Canada
Bureau du Conseil privé

Canada

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Cette publication est également disponible en français :
Rapport sur les résultats ministériels 2022-2023

CP1-18E-PDF

ISSN 2560-9599

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From the Prime Minister

I welcome the Privy Council Office’s 2022–23 Departmental Results Report, which outlines the public service’s progress, challenges, and achievements in the delivery of critical services to Canadians from coast to coast to coast.



Over the past year, the Privy Council Office – and indeed the entire public service – demonstrated its unwavering commitment to providing the high-quality services Canadians need and deserve while helping address the challenges facing our country and the world.

From combatting foreign interference, ensuring a transparent government, and promoting our values internationally, to responding to natural disasters and ensuring Canadians feel safe in their communities and around the world, public servants continued to carry out their responsibilities with professionalism and dedication. As the effects of the COVID-19 pandemic receded and global economies reopened, they stepped up to help Canadians deal with the impacts of global inflation, create jobs and economic growth, bring the cost of childcare down on track to reach \$10-a-day, and deliver real results for the middle-class and those working hard to join it.

Over the past year, the Privy Council Office advanced the Government of Canada’s efforts to strengthen our health care system and ensure Canadians have access to equitable, reliable, and high-quality health services. We reached agreements with provinces and territories to improve access to family health care, reduce backlogs, increase the number of health professionals, and enhance mental health care services for Canadians. And we are making life more affordable for families with the interim Canada Dental Benefit launched in December 2022, through which hundreds of thousands of children not covered by private insurance have received much-needed dental care services.

The Privy Council Office continued to support our ongoing work with Indigenous Peoples to advance the priorities of First Nations, Inuit, and Métis, as we move forward on the shared path of reconciliation. This included the launch of the Indigenous Health Equity Fund, to address gaps in health services for Indigenous communities, and the *United Nations Declaration on the Rights of Indigenous Peoples Act* Action Plan, to help achieve transformative and lasting change in our relationship with Indigenous Peoples in Canada.

Public servants made vital contributions to support the global fight against climate change and help conserve nature. Hard work went into welcoming the world to Montréal for COP15, where the historic Kunming-Montréal Global Biodiversity Framework was adopted to help put nature on a path to recovery by 2050. We launched our National Adaptation Strategy to better prepare our communities for the impacts of climate change and chart a path to a resilient future. Public

servants also helped advance projects that support Canada’s net-zero future, including the milestone 2030 Emissions Reduction Plan, and worked with the private sector to strengthen our electric vehicle supply chain and provide people around the world with the clean, reliable, and sustainable supply of energy they need.

The work of Canada’s public servants goes well beyond our borders. In 2022–23, the Privy Council Office continued to help expand trade and investment while upholding our unwavering commitment to defending peace, democracy, and human rights. This included supporting Canada’s ongoing whole-of-government response to Russia’s brutal and unjustifiable invasion of Ukraine, and providing expert advice to guide our response to the crisis in Haiti, the actions of the Iranian regime, and other global challenges. With the launch of Canada’s Indo-Pacific Strategy last December, public servants contributed to promoting peace and stability in the region as well as long-term growth, prosperity, and security for people here at home.

All the while, efforts continued to advance the renewal of Canada’s public service to ensure it reflects the people it serves, including by accelerating progress on the Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service. We have already seen increased representation of Indigenous employees, Black, and other racialized employees, and persons with disabilities in the public service, and I invite public servants in the Privy Council Office and beyond to continue driving progress in the fight against racism and the promotion of equity, diversity, and inclusion.

As we look toward the next year, I want to thank the hard-working public servants of the Privy Council Office and of Canada’s world-leading public service for their ongoing commitment to serving Canadians. Their support to me, the Deputy Prime Minister, and members of Cabinet is invaluable. In the months ahead, let’s continue working together to build more homes faster, to make life more affordable, to create good jobs, to fight climate change, and to help build an economy that benefits all Canadians. Let’s continue working together to secure the promise of Canada – the promise that every generation can reach even higher than those who came before.

In this report, I invite everyone to learn more about the Privy Council Office’s progress and accomplishments, of which public servants and all Canadians should be equally proud, and the challenges we will continue to tackle in order to build a better Canada for everyone.

The Right Honourable Justin Trudeau,
Prime Minister of Canada

Results at a glance

In 2022–23, as the global COVID-19 pandemic continued to affect Canada, other countries and people around the world, 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 emerging issues and challenges facing the Government and the country, such as supply chain disruptions, concerns about the cost of living, an increasing prevalence of misinformation and disinformation, and complex international relations.

During this time of uncertainty and unprecedented challenge, 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 2022–23, 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, vaccination campaigns, the approach to rapid tests, federal vaccination mandates, border measures, and post-COVID condition;
- provided intelligence assessments, advice and assisted in the coordination of operations and policy initiatives pertaining to national security and intelligence issues, such as foreign interference, violent extremism, cyber security, irregular migration, and the establishing of Government of Canada intelligence priorities;
- advanced Canada's values and global interests and supported the Prime Minister's international engagement through 70 leader calls, 64 bilateral meetings, and 29 visits, including a visit by President Biden of the United States of America (U.S), as well as major summits including the Summit of the Americas, [CARICOM](#),ⁱ North America Leaders Summit, G7, G20, [ASEAN](#),ⁱⁱ [APEC](#),ⁱⁱⁱ [NATO Leaders](#),^{iv} [Sommet de la Francophonie](#),^v [Commonwealth Heads of Government Meeting](#),^{vi} and [United Nations General Assembly High-Level Week](#),^{vii}
- supported the Prime Minister through clear, ongoing, and responsive advice on Canada's bilateral and multilateral support for numerous international crises, as was seen in Haiti for example, and oversaw the coordination and implementation of Canada's sanctions regimes to address international peace and security concerns, gross violations of human rights, and significant foreign corruption, including sanctioning of over 1,000 individuals and entities in

response to Russia’s unprovoked and unjustified invasion of Ukraine and in response to the egregious behaviour of the Iranian regime;

- Provided advice and support to the Prime Minister and to the President of the King’s Privy Council and Minister of Emergency Preparedness in leading Canada’s response to the devastating impacts of climate-driven events such as Hurricane Fiona, as well as taking efforts to support recovery through initiatives like the \$300M Hurricane Fiona Recovery Fund;
- provided advice to the Prime Minister, the Minister of Intergovernmental Affairs, Infrastructure and Communities,^{viii} and the Quebec Lieutenant to help advance the Government’s priorities in collaboration with provinces and territories and Indigenous partners on key policy initiatives, including healthcare and the COVID-19 response, housing, infrastructure, public safety, reconciliation, internal trade, and energy and climate change, including the [Atlantic Loop](#),^{ix} and,
- 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, including initiatives to weather the social and economic hardships brought about and exacerbated by the COVID-19 pandemic.

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, official languages, environment and climate, reconciliation, modern treaties, diversity, fiscal impact as well as implementation and results, 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 through coordinating and scheduling 208 Cabinet and Cabinet committee meetings, and processing 574 departmental Cabinet documents (337 Memoranda to Cabinet and 237 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 for Canadians. This included coordinating Prime Minister Stock Take meetings and supporting implementation of Government priorities by identifying and addressing delivery challenges, assessing solutions, and providing accurate and timely advice in support of Cabinet deliberations. 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 central agencies, departments, employees’ networks and communities to support their efforts in bringing the [Beyond2020](#)^x themes of 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 engage with a wide range of employee networks, horizontal and functional communities, and departments and agencies to drive progress on inclusion, accessibility, diversity and anti-racism across the Public Service, including by working together to identify and tackle barriers.

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 2022–23, PCO was responsible for providing public service support to the Prime Minister to advance the Government's economic and social priorities as well as managing daily operational issues. 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. This included supporting the Prime Minister and the Leader of the Government in the House of Commons to ensure the successful delivery of the Government's legislative agenda. 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 Renewal of the Government's Relationship with Indigenous Peoples

- Delivered advice and analysis and supported advancement of health programming and self-determined service delivery within Indigenous communities, including:
 - ✓ The renewal and renegotiation of funding arrangements in support of the First Nations Health Authority and other health transformation initiatives.
 - ✓ Supporting the February 2023 announcement of the Indigenous Health Equity Fund, which provides \$2 billion over 10 years to address gaps in health services.
- Supported the Prime Minister in his role as Co-Chair at the Inuit-Crown Partnership Committee in April 2022, which is rooted in the principle that an equal partnership between Inuit and the Crown is essential to the reconciliation process. At the meeting, the leaders endorsed the Inuit-Crown Co-Development Principles.
- Supported the co-development of the Inuit Nunangat Policy, which was endorsed by the Inuit-Crown Partnership Committee in December 2022. The Policy provides an Inuit specific framework to guide federal decision-making, and to inform the development and implementation of federal programs, policies and initiatives that apply in Inuit Nunangat and/or benefit Inuit.
- Supported the February 2023 signing of the updated Self-Government Recognition and Implementation Agreements with the Métis Nation of Alberta, Métis Nation of Ontario, and Métis Nation of Saskatchewan. These historic agreements include federal recognition of jurisdiction over core governance and a commitment to negotiate subsequent core governance treaties.
- Continued the implementation of the recommendations of the Truth and Reconciliation Commission, alongside continued efforts to address other past wrongs.
- Continued to support Indigenous Services Canada in the development of a legislative proposal with First Nations to provide safe, reliable drinking water and wastewater infrastructure, following the repeal of the *Safe Drinking Water for First Nations Act*.

PCO provided non-partisan advice to the Prime Minister on the transition of Canada's auto sector to electrification, and on the extent to which Canada should invest in building an electric vehicle battery manufacturing sector. PCO also worked with Innovation, Science and Economic Development Canada (ISED), the Department of Finance Canada and the Treasury Board of Canada Secretariat to enhance the Strategic Innovation Fund's policy framework and to support the program's major project approvals through the Cabinet process.

PCO supported the Minister of Intergovernmental Affairs, Infrastructure and Communities by advancing the Government's priorities on internal trade and operationalizing Canada's commitments under the Canadian Free Trade Agreement (CFTA), including at the 2022 Committee of Internal Trade Ministers meeting. Key achievements include:

- Development and launch, in December 2022, of the first-ever [Federal Action Plan to Strengthen Internal Trade](#)^{xi} – a comprehensive multi-year strategy to implement Budget 2021 commitments, advance federal leadership on the file, including the commitment for open and transparent internal trade data;
- Successful completion, in December 2022, of negotiations to include non-medical cannabis to the CFTA and providing advice on the further removal of federal CFTA exceptions; and,
- Commitment in Budget 2023 to explore mutual recognition of regulatory standards, which will ensure goods and services are able to move more freely.

PCO worked with ISED to obtain Cabinet approval for revised [Digital Charter Implementation Act legislation](#),^{xii} which was introduced in June 2022. Bill C-27 seeks to reform Canada's private sector privacy regime and create a new legislative framework to address potential harms posed by artificial intelligence (AI) systems. Introducing legislation to

advance the Digital Charter is one of ISED's Minister mandate letter commitments.

PCO provided support to the [Taskforce on Services](#)^{xiii} and implicated departments, including Employment and Social Development Canada and Service Canada, Immigration, Refugees and Citizenship Canada, and Transport Canada to examine ways to provide more effective and efficient government services with the goal of urgently addressing service delays and enhancing the citizen experience for Canadians.

PCO also supported the development and negotiation of health care funding agreements, including the announcement of a federal funding package of close to \$200 billion over ten years, including \$46.2 billion in new funding to provinces and territories. Included in this funding package was a \$2 billion investment to create a new [Indigenous Health Equity Fund](#)^{xiv} intended to address unique challenges Indigenous Peoples face when it comes to fair and equitable access to quality and culturally safe healthcare services. PCO's efforts included organizing and supporting the February 7, 2023 Working Meeting of First Ministers to discuss the future of health care funding in Canada, the first in-person meeting of First Ministers since before the pandemic.

PCO worked with Health Canada and other departments to launch the [Canada Dental Benefit](#).^{xv} The Benefit provides eligible families up to \$650 annually per child under 12 years of age for the costs of dental service visits. From December 1, 2022, to June 30, 2023, the program helped more than 324,000 children access dental care, amounting to over \$193 million in benefits.

PCO worked with relevant departments, agencies, and partners to advance the protection of priority species at risk, implement Indigenous-led conservation via Indigenous Protected and Conserved Areas, Project Finance for Permanence, Indigenous Guardians programs, and the negotiation of the [Kunming-Montreal Global Biodiversity Framework](#),^{xvi} which includes Canada's main goals of protecting 30 per cent of land and waters by 2030, respecting the rights and role of Indigenous peoples, and addressing the key drivers of biodiversity loss.

PCO worked with other departments to advance the development and release of Canada's first [National Adaptation Strategy \(NAS\)](#)^{xvii} and accompanying Government of Canada Adaptation Action Plan, with \$1.6 billion in new investments announced at the time of the November 2022 release. The NAS outlines a shared path and sets common direction for a more climate-resilient Canada.

To support the achievement of Canada's 2030 Paris Agreement target and the transition to net-zero emissions by 2050, PCO provided advice and analysis on the over \$9 billion in climate-related funding provided in Budget 2022. These commitments helped to advance the 2030 Emissions Reduction Plan, the first milestone under the *Canadian Net-Zero Emissions Accountability Act*, which was published in March 2022. As part of these activities, PCO worked with Natural Resources Canada (NRCan), Finance Canada and other federal departments, as well as with provinces and utilities, to develop and confirm the business case for the Atlantic Loop. Based on this work, the federal government has made an offer of financial support for the Atlantic Loop provinces and utilities through the Canada Infrastructure Bank and targeted measures identified under Budget 2023. The federal government continues to work with provinces and utilities to identify a clear path forward for the project.

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

PCO provided broad support and advice to the Prime Minister and Cabinet in advancing policies and measures to help ensure Canadians feel safe in their communities. This included establishing the National Day Against Gun Violence and work to ensure the continued and effective operation of the National Sex Offender Registry.

PCO provided leadership for Canada's participation in the Canada-U.S. Supply Chain Working Group in its capacity as co-chair of the steering committee. In June 2022, Canada and the US published a joint progress report on accomplishments to date and next steps for the Supply Chains Working Group. A virtual meeting of the Working Group was also held in October 2022 during which Canada tabled a proposed work plan.

PCO worked closely with Natural Resources Canada and other departments to develop and release, on February 17, 2023, the interim Sustainable Jobs Plan. The Plan outlines a series of ongoing and new federal actions to support the creation of sustainable jobs and workers and communities through a shift to a net-zero economy.

PCO supported Immigration, Refugees and Citizenship Canada for the development of the 2023–25

Immigration Levels Plan that includes appropriate immigration targets to help address labour market shortages in key sectors. In addition, PCO supported

efforts to announce the earlier coming into force of the amended protocols for the [Safe Third Country Agreement](#),^{xviii} helping to reduce the number of asylum seekers irregularly crossing the Canada-US land border.

PCO coordinated closely with Global Affairs Canada (GAC) and provided key advice that contributed to the successful outcome regarding the United Kingdom's participation in the Comprehensive and Progressive Trans-Pacific Partnership and the modernized Canada-Ukraine Free Trade Agreement.

PCO also worked closely with GAC and other federal departments and agencies to launch the [Indo-Pacific Strategy](#),^{xix} a roadmap to strengthen national and economic security for Canada and Canadians for decades to come.

Through the Emergency Preparedness and COVID Recovery Secretariat, PCO continued to support the Prime Minister, the Minister of Emergency Preparedness, and Cabinet in coordinating the Government's response to critical events, including COVID-19, natural disasters such as

PCO's Support to Cabinet and Cabinet Committees 2022–23

- 574 Cabinet documents produced (337 Memoranda to Cabinet and 237 presentations/other documents)
- 48.5 hours spent in Cabinet meetings and 267.75 hours spent in 208 full Cabinet and Cabinet Committee meetings by ministers
- 1,415 Orders in Council were processed, of which 894 were approved at Cabinet or via a special ad hoc Cabinet committee and 521 were approved at Treasury Board (acting as the Governor in Council)
- 9 Swearing-in Ceremonies were conducted, including for 1 Cabinet shuffle for 2 ministers, 1 member of the King's Privy Council, and various Governor in Council appointees

Hurricane Fiona, seasonal floods and wildfires, and potential threats to national safety and security. PCO further led work to host six meetings of the Joint Canada-BC Committee on Disaster Response and Climate Resilience. The Canada-BC Committee included close partnerships with First Nations and local governments to identify shared priorities and areas for further work.

Housed at PCO, the Security Centre of Excellence (SCoE) continued to lead the development of a knowledgeable, resilient, and integrated security community across the Government of Canada, and responded to over 1,452 requests for advice from departments and agencies, which represents a 34 per cent increase from last year, largely due to increased demand for services from across the community. In addition, over 80 Departmental Chief Security Officers were interviewed to identify their threat information needs and produce recommendations on how to enhance the sharing of intelligence.

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. Over 1,430 background checks were conducted in support of GIC appointments, which represent a 12% increase from 2021–22. Additionally, a review of the [GIC Background Check Process](#)^{xx} and related guidelines was launched to streamline the process and identify opportunities for improvement. 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 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 — 29 government bills were introduced, and 15 bills received Royal Assent during this period. Additionally, PCO provided advice and support to the Government House Leader in the management of the Government’s position on Private Members’ Business Motion M-79, respecting a change to the Standing Orders of the House of Commons dealing with confidence motions.

Ensuring a transparent, democratic and secure Government

PCO provided advice and policy support to the mandate commitments of the Minister of Intergovernmental Affairs, Infrastructure and Communities, including to continue to lead an integrated government response to protect Canada’s democratic institutions, such as the federal electoral process, from foreign interference and disinformation. This included work to:

- Carry out an independent review of the [Critical Election Incident Public Protocol](#)^{xxi} (public report released on February 28, 2023);
- Develop a new partnership with civil society to counter disinformation (announced on March 6, 2023);

- Establish a Protecting Democracy unit to coordinate, develop, and implement government-wide measures designed to combat disinformation and protect Canada’s democracy;
- Support the consideration by Parliament of Bill C-14, *An Act to amend the Constitution Act, 1867 (electoral representation)* (received Royal Assent 23 June 2022);
- Support the Minister in his responsibilities related to the independent, decennial *Electoral Boundaries Readjustment Act* process; and
- Provide policy advice with respect to the Chief Electoral Officer’s recommendations from the 43rd and 44th general elections to further support transparency, fairness and participation in the federal electoral process.

In addition, PCO provided advice in support of the amendments to the [Parliament of Canada Act](#)^{xxii} to recognize the independence and non-partisan nature of the Senate, which came into force on July 26, 2022. As a result, leaders of recognized parties and groups beyond the Government and Opposition now have roles enshrined in law.

Furthermore, PCO supported the Government’s commitment to transparency by coordinating the national security and intelligence community’s engagement with, and responses to, review bodies, including the National Security and Intelligence Review Agency (NSIRA) and the National Security and Intelligence Committee of Parliamentarians (NSICOP).

PCO continued to support the Government in carrying out open, transparent, and merit-based (OTMB) selection processes, where possible, for Governor in Council (GIC) and Senate appointments that reflect Canada’s diversity. Between April 1, 2022 and March 31, 2023, over 760 GIC appointments were made, excluding judicial and auditor appointments:

- Of these, over 260 appointments could not follow an OTMB selection process managed by PCO either due to legislative requirements (e.g., the legislation prescribes a selection process or the appointment is made on the nomination by a third party) or an alternate selection process managed outside of PCO is in place (e.g., Heads of Mission rotations and Honorary Consuls).
- Of approximately 520 appointments, 96% were filled following an OTMB selection process. Of the over 760 appointments made in fiscal year 2022–23, 49% identified as women, over 15% as visible minorities, over 9% as Indigenous Peoples, and close to 6% as persons with disabilities.

PCO also supported the [Independent Advisory Board for Senate Appointments](#)^{xxiii} in its work to provide recommendations to the Prime Minister, leading to the appointment of six eminent Canadians to the Senate, including four women, two visible minorities and one Indigenous person. These appointments filled vacancies in Senate seats across three provinces.

Championing Public Service leadership and renewal

PCO continued to leverage deputy minister governance structures to advance Public Service renewal priorities. PCO convened seven meetings of the [Board of Management and Renewal](#)^{xxiv} (BoMR). Chaired by the Clerk of the Privy Council, BoMR is comprised of deputy ministers and guides the strategic management agenda and ongoing renewal of the federal Public Service.

PCO continued to actively engage the Beyond2020 community to support their renewal efforts. This included undertaking over 50 engagements with internal and external stakeholders (e.g., Beyond2020 Champions, functional, horizontal and equity-seeking communities, and Regional Federal Councils) at the executive and working levels to both identify emerging renewal priorities and drive existing ones, as well as proactively identify key areas to advance strategically and collaboratively.

PCO delivered, on August 23, 2022, the [Twenty-Ninth Annual Report to the Prime Minister on the Public Service of Canada](#),^{xxv} which outlines the accomplishments of the Public Service over 2021–22.

To accelerate progress on the Clerk’s [Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service](#),^{xxvi} PCO, in partnership with the Canada School of Public Service, organized a Call to Action Symposium for public servants on October 27, 2022. The event was an opportunity for public servants to hear practical ideas on advancing accessibility, equity, diversity, and inclusion from public and private sector leaders.

Gender-based analysis plus

Gender-Based Analysis Plus (GBA Plus) is as an analytical process used to assess how diverse groups of women, men and people of all genders may experience policies, programs and initiatives. The “Plus” in GBA Plus acknowledges that GBA goes beyond biological (sex) and socio cultural (gender) differences. We all have multiple identity factors that intersect to make us who we are; GBA Plus considers many other identity factors, like race, ethnicity, religion, age and mental or physical disability. As part of continued work to enhance the use of analytical tools such as GBA Plus, to assess the implications of policies and programs through individuals’ intersecting identity factors, the GBA Plus Focal Point delivered training sessions for PCO analysts on Strengthened GBA Plus.

Efforts were undertaken to support the robust oversight, monitoring, and reporting on commitments to apply GBA Plus, including by the ongoing implementation of the recommendations from the Office of the Auditor General’s latest [performance audit of GBA Plus](#)^{xxvii} released on May 31, 2022. To that end, PCO, alongside the Treasury Board of Canada Secretariat (TBS) and Women and Gender Equality Canada, released a public [Management Response Action Plan \(MRAP\)](#)^{xxviii} in January 2023 outlining a range of planned activities to address gaps and challenges related to GBA Plus.

Progress was made in developing an evergreen GBA Plus framework, along six key pillars: (1) issuing a policy statement or statement of intent to articulate our commitment; (2) identifying a

responsibility centre (3) leading, supporting and monitoring implementation of the GBA framework; (4) undertaking an organizational needs assessment; developing training and tools; (5) embedding into public servants’ everyday work; and, (6) implementing lessons learned from a GBA Plus pilot initiative; and continuing to monitor progress.

PCO has also continued to collaborate with Women and Gender Equality Canada, the Department of Finance Canada, and TBS on strengthening the implementation and refinement of GBA Plus. The mandatory application of GBA Plus in Memoranda to Cabinet will ensure that government decision-making is well-informed, and programs and services take into consideration the diversity and realities of all Canadians.

Innovation

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. In 2022–23, project work continued to advance on 14 Impact Canada Challenges with 8 partner departments, including launching two new projects: the [Oil Spill Response Challenge](#),^{xxix} and the [Type 2 Diabetes Challenge](#).^{xxx}

Under Impact Canada’s [Behavioural Science Program of Applied Research on Climate Action](#)^{xxxi} in Canada (PARCA Canada), results from six waves of national, longitudinal monitoring, and several online experiments were completed in 2022–23, testing evidence-informed, pro-climate interventions in support of the Government’s broader response to climate action.

To promote the health and well-being of Canadians, Impact Canada generated six waves of data collection under the [COVID-19 Snapshot Monitoring Study \(COSMO Canada\)](#),^{xxxii} and ran a total of five studies in key COVID-19 response areas via its online surveying and experimentation platform, in collaboration with the Public Health Agency of Canada (PHAC).

In 2022–23, 36 Impact Canada Fellows worked across seven partner departments and agencies to support Impact Canada Challenges and behavioural science projects. Additional information relating to these and other initiatives can be found on [Impact Canada’s website](#).^{xxxiii}

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 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Cabinet receives high	Percentage of Cabinet	80% or more	March 2023	70%	76%	79%

quality advice	Ministers satisfied with service and advice from the Privy Council Office					
Cabinet and its committees focus on priorities	Percentage of Cabinet items devoted to mandated government priorities	At least 50%	March 2023	50%	41%	50%
Public Service priorities are achieved	Percentage of employees who describe their workplace as being psychologically healthy	Increase year-over-year	March 2023	68%	Not available*	68%
	Percentage of employees who feel they are encouraged to be innovative or take initiative in their work	Increase year-over-year	March 2023	71%	Not available*	72%
	Percentage of employees who feel they get the training they need to do their job	Increase year-over-year	March 2023	73%	Not available*	73%

*The Public Service Employee Survey (PSES) approach was in the process of being modernized, and a PSES was not conducted in 2021–22.

While public reporting on the tracking of Mandate Letter Commitments was suspended during the COVID-19 pandemic, internal tracking of Mandate Letter Commitments continued over Fiscal year 2022–23. Since the release of Mandate Letters in December 2021, PCO, working in collaboration with federal departments and agencies, has continued to monitor and internally track progress on over 760 Mandate Letter Commitments against the Government’s agenda, including those commitments specific to the Supply and Confidence Agreement (SACA) established in March 2022. This internal tracking ensured the availability of up-to-date information to help support key Cabinet discussions and evidence-based decision making, as well as the implementation of Government priorities and the communication of demonstrable results for Canadians.

PCO also continued to work with Chief Results and Delivery Officers, positioned in federal departments and agencies, in identifying opportunities to further advance the implementation of key commitments, and expand the use of disaggregated data to assist in providing robust advice to Ministers in their consideration of policy and program proposals, with the goal of realizing the best possible outcomes for Canadians. A list of Mandate Letter Commitments is available at <https://open.canada.ca/data/en/organization/pco-bcp>.^{xxxiv}

In 2022–23, PCO provided advice and support to 208 Cabinet and Cabinet Committee meetings, including decision making on 337 Memoranda to Cabinet with discussions also supported by 237 presentations and other documents such as placemats. Items scheduled for Cabinet and Cabinet Committee consideration focused on advancing mandated Government priorities, as well as acting on emerging priorities and managing parliamentary business, litigation, and international treaties and conventions.

Financial, human resources and performance information for PCO's program inventory is available in [GC InfoBase](#).^{xxxv}

Budgetary financial resources (dollars)

The following table shows, for the core responsibility Serve the Prime Minister and Cabinet, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
94,719,976	94,719,976	133,196,549	127,600,916	32,880,940

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 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
609	673	64

PCO's actual spending and actual full-time equivalents under its core responsibility in fiscal year 2022–23 was \$32.9 million higher than planned spending and 64 full-time equivalents higher than planned full-time equivalents. This was primarily attributable to the launch of the Public Order Emergency Commission during 2022–23, the extension of the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy, and the creation, within PCO, of a dedicated emergency preparedness secretariat to support the Minister of Emergency Preparedness.

Financial, human resources and performance information for PCO's program inventory is available in [GC InfoBase](#).^{xxxvi}

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 refer 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

Some key internal services initiatives advanced in 2022–23 are 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, with particular focus on addressing gaps within the executive and EX-feeder groups.
- Continued to build human resources capacity to support a series of departmental events, panel discussions, and developed [PCO's Accessibility Strategy](#)^{xxxvii} in support of diversity and inclusion.
- Continued to refresh and modernize information technologies, including the ongoing implementation of new collaborative technologies to support a hybrid work model.
- Collaborated with government partners on the renewal of the Data Strategy for the federal Public Service and on plans to improve the sharing and use of data assets to support decision making and service delivery.
- Expanded the Secure Communications for National Leadership initiative internationally, working closely with Shared Services Canada, the Communications Security Establishment and Global Affairs Canada.

Contracts awarded to Indigenous businesses

PCO is a Phase 1 department and, as such, must ensure that a minimum 5% of the total value of the contracts it awards are held by Indigenous businesses by the end of 2022–23. The department forecasted that, by the end of 2022–23, it would award 5% of the total value of its contracts to Indigenous businesses.

As shown in the following table, PCO awarded 5.70% of the total value of its contracts to Indigenous businesses in 2022–23.

Contracting Performance Indicators	2022–23 Results
Total value of contracts* awarded to Indigenous businesses†(A)	\$3,236,142.62
Total value of contracts awarded to Indigenous and non-Indigenous businesses‡(B)	\$56,734,519.67
Value of exceptions approved by deputy head (C)	\$0.00
Proportion of contracts awarded to Indigenous businesses $[A / (B - C) \times 100]$	5.70%

*Includes contract amendments with Indigenous businesses and contracts that were entered into with Indigenous businesses by means of acquisition cards. May include subcontracts.

†For the purposes of the 5% target, Indigenous businesses include Elders, band and tribal councils; businesses registered in the [Indigenous Business Directory](#)^{xxxviii} for contracts under the [Procurement Strategy for Aboriginal Business](#)^{xxxix} and businesses registered in a beneficiary business list for contracts with a final delivery in a modern treaty or self-government agreement area with economic measures as defined by Indigenous Services Canada.

‡Includes contract amendments.

To meet the above target, PCO amended its internal processes to ensure a review of the Indigenous Business Directory is completed for each contracting request, permitting the department to identify suppliers with capacity to provide goods or services similar or equivalent to those being requested.

PCO also utilizes voluntary set-asides, limiting competitive processes to Indigenous suppliers where possible, or invites Indigenous businesses to participate in a solicitation where limiting the competition is not feasible.

In addition to these targeted activities, completion of the Indigenous Considerations in Procurement course, offered by the Canada School of Public Service, has been made mandatory for all employees in the Procurement function. These activities have enabled PCO to meet its Indigenous procurement targets for 2022–23 and have put it on track to meet its 2023–24 target.

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2022–23, as well as spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
97,698,347	97,698,347	116,389,492	115,336,240	17,637,893

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 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
619	662	43

PCO's actual spending for Internal Services in fiscal year 2022–23 was \$115.3 million, which is approximately \$17.6 million higher than planned spending.

This was primarily due to funds received for the application modernization initiative and additional resources to enhance departmental capacity within the Ministerial Services and the Access to Information and Privacy (ATIP) Division that were not included in the initial planned spending.

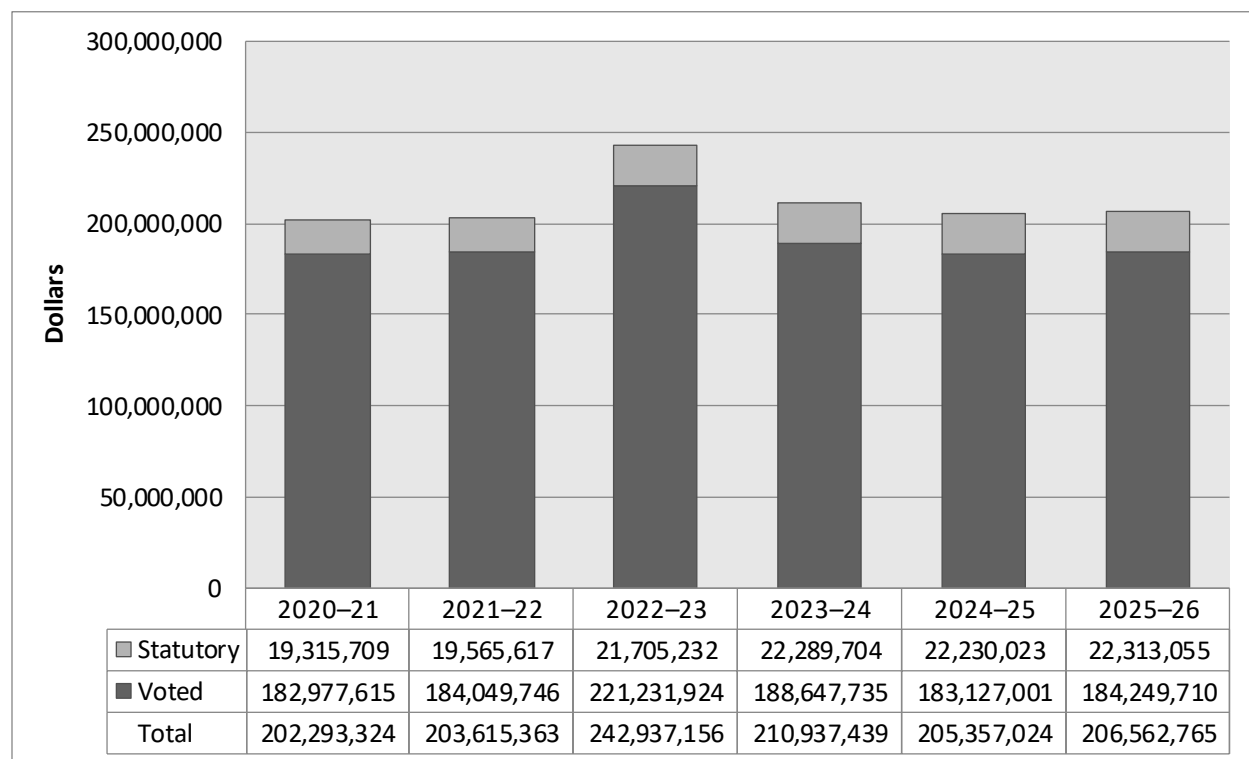
Spending and human resources

Spending

Spending 2020–21 to 2025–26

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 (2020–21 to 2025–26).

Fiscal years 2020–21 to 2022–23 show actual expenditures as reported in the Public Accounts while 2023–24 to 2025–26 present planned spending.

The 2021–22 spending of \$203.6 million increased by \$1.3 million (1%), as compared to 2020–21. The increase is mainly due to increased spending for the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy which is partially offset by the sunseting of 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.

Spending increased by \$39.3 million (19%) in 2022–23, mainly due to an increase in spending due to the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy and the Public Order Emergency Commission, the creation of a dedicated secretariat at the Privy Council Office for emergency preparedness in support of the Minister of Emergency Preparedness, additional resources to enhance departmental capacity and for compensation adjustments related to employee pay rate increases. The increase in spending is also attributable to increased travel as COVID-19 restrictions were relaxed in 2022–23.

Planned spending in 2023–24 is lower than 2022–23 spending by \$32.0 million (13%). This is primarily due to decreased funding for the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy and the Public Order Emergency Commission, which were both largely complete in 2022–23 and for compensation adjustments related to employee pay rate increases in 2022–23.

Spending is forecasted to decrease by \$5.6 million (3%) in 2024–25 as compared to 2023–24, mainly due to the sunsetting of funding from the completion of the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy and the Public Order Emergency Commission in 2023–24.

Planned spending is expected to increase by an additional \$1.2 million (1%) in 2025–26, primarily due to increased funding for emergency preparedness in support of the Minister of Emergency Preparedness and additional resources to enhance departmental capacity.

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	2022–23 Main Estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
Serve the Prime Minister and Cabinet	94,719,976	94,719,976	107,545,801	102,287,674	133,196,549	88,729,766	96,780,850	127,600,916
Subtotal	94,719,976	94,719,976	107,545,801	102,287,674	133,196,549	88,729,766	96,780,850	127,600,916
Internal services	97,698,347	97,698,347	103,391,638	103,069,350	116,389,492	113,563,558	106,834,513	115,336,240
Total	192,418,323	192,418,323	210,937,439	205,357,024	249,586,041	202,293,324	203,615,363	242,937,156

2022–23 Budgetary actual gross spending summary (dollars)

The following table reconciles gross planned spending with net spending for 2022–23.

Core responsibility and internal services	2022–23 actual gross spending	2022–23 actual revenues netted against expenditures	2022–23 actual net spending (authorities used)
Serve the Prime Minister and Cabinet	128,380,277	(779,361)	127,600,916
Subtotal	128,380,277	(779,361)	127,600,916
Internal services	121,924,411	(6,588,171)	115,336,240
Total	250,304,688	(7,367,532)	242,937,156

PCO's revenues netted against expenditures are sourced from the provision of intelligence analysis training and the provision of internal support services to other departments.

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	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Serve the Prime Minister and Cabinet	589	636	609	673	652	652
Subtotal	589	636	609	673	652	652
Internal services	591	626	619	662	657	655
Total	1,180	1,262	1,228	1,335	1,309	1,307

The overall growth in FTEs from 2020–21 actuals FTEs to 2024–25 planned FTEs is mainly due to the transfer of the Ministers’ Regional Offices, the enhancement of secure communication technologies for senior official across government, and to the creation of a dedicated secretariat at the Privy Council Office for emergency preparedness in support of the Minister of Emergency Preparedness.

Expenditures by vote

For information on PCO’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#).^{xi}

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](#).^{xli}

Financial statements and financial statements highlights

Financial statements

PCO’s [financial statements](#)^{xlii} (unaudited) for the year ended March 31, 2023, are available on the department’s website.

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual results)
Total expenses	216,661,776	284,726,715	232,368,004	68,064,939	52,358,711
Total revenues	5,468,881	7,367,532	6,954,826	1,898,651	412,706
Net cost of operations before government funding and transfers	211,192,895	277,359,183	225,413,178	66,166,288	51,946,005

Difference between 2021–22 actual results and 2022–23 actual results:

The department's actual net cost of operations before government funding and transfer for 2022–23, as compared to 2021–22, increased by \$51,946,005. This variance is primarily attributable to supporting the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy and the Public Order Emergency Commission, the creation of a dedicated secretariat at the Privy Council Office for emergency preparedness in support of the Minister of Emergency Preparedness, additional resources to enhance departmental capacity and for compensation adjustments related to employee pay rate increases. The increase in spending is also attributable to increased travel as COVID-19 restrictions were relaxed in 2022–23.

Difference between 2022–23 actual results and 2022–23 planned results:

The department's actual net cost of operations from continuing activities was \$66,166,288 higher than the planned results for the 2022–23 fiscal year primarily as a result of the launch of the Public Order Emergency Commission during 2022–23, the extension of the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy, the creation of a dedicated secretariat at PCO for emergency preparedness in support of the Minister of Emergency Preparedness and to the spending of funds received through the Operating Budget Carry Forward. These sources of funding were not part of the initial planned results.

**Condensed Statement of Financial Position (unaudited) as of March 31, 2023
(dollars)**

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total net liabilities	45,465,149	42,509,110	2,956,039
Total net financial assets	30,229,216	26,748,991	3,480,225
Departmental net debt	15,235,933	15,760,118	(524,185)
Total non-financial assets	32,315,954	35,149,049	(2,833,095)
Departmental net financial position	17,080,021	19,388,931	(2,308,910)

In 2022–23, the department’s net liabilities increased by \$2,956,039. This increase is primarily attributable to accrued salary and wages as it relates to a growth in the workforce.

Total net financial and non-financial assets in 2022–23 were \$62,545,170, an increase of \$647,130 from 2021–22. This increase is attributable to higher amounts due from the Consolidated Revenue Fund offset partially by a reduction in tangible capital asset.

The 2022–23 planned results information is provided in [PCO’s Future-Oriented Statement of Operations^{xliii}](#) and Notes 2022–23.

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 Karina Gould, Leader of the Government in the House of Commons

The Honourable Dominic LeBlanc, Minister of Public Safety, Democratic Institutions and Intergovernmental Affairs

The Honourable Harjit S. Sajjan, President of the King’s Privy Council for Canada and Minister of Emergency Preparedness and Minister responsible for the Pacific Economic Development Agency of Canada

Institutional head: John Hannaford, 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

Information on PCO’s raison d’être, mandate and role is available on the [department’s website](#).^{xliv}

Information on PCO’s commitments is available in the [Ministers’ mandate letters](#).^{xlv}

Operating context

Information on the operating context is available on PCO’s [website](#).^{xlvi}

Reporting framework

PCO's departmental results framework and program inventory of record for 2022–23 are shown below.

Departmental Results Framework	Core Responsibility: Serve the Prime Minister and Cabinet	Internal Services
	Departmental Result R1: Government's priorities are achieved	
	Departmental Result R2: Cabinet receives high quality advice	
	Departmental Result R3: Cabinet and its committees focus on priorities	
	Departmental Result R4: Public Service priorities are achieved	
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](#).^{xlvi}

Supplementary information tables

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

- ▶ [Reporting on Green Procurement](#)^{xlvi}
- ▶ [Gender-based analysis plus](#)^{xli}

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](#).¹ 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)

Email: 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.

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 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

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

- i. CARICOM, <https://caricom.org/>
- ii. ASEAN, <https://asean.org/>
- iii. APEC, <https://www.apec.org/>
- iv. NATO Leaders, https://www.nato.int/cps/en/natohq/news_196144.htm
- v. Sommet de la Francophonie, <https://www.francophonie.org/Sommet-Djerba>
- vi. Commonwealth Heads of Government Meeting, <https://thecommonwealth.org/chogm>
- vii. United Nations General Assembly High-Level Week 2022, <https://www.un.org/sustainabledevelopment/unga-high-level-week-2022/>
- viii. Following the Cabinet Shuffle on July 26, 2023 this portfolio moved to the Ministry of Housing, Infrastructure and Communities.
- ix. Atlantic Loop, <https://natural-resources.canada.ca/energy/electricity-infrastructure/electricity-infrastructure-publications/clean-power-roadmap-for-atlantic-canada/24190>
- x. Beyond2020, <https://www.canada.ca/en/privy-council/services/blueprint-2020/beyond-2020.html>
- xi. Federal Action Plan to Strengthen Internal Trade, <https://www.canada.ca/en/intergovernmental-affairs/services/internal-trade/federal-action-plan-strengthen-internal-trade.html>
- xii. *Digital Charter Implementation Act* legislation, <https://ised-isde.canada.ca/site/innovation-better-canada/en/canadas-digital-charter/bill-summary-digital-charter-implementation-act-2020>
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- xxii. *Parliament of Canada Act*, <https://laws-lois.justice.gc.ca/eng/acts/p-1/index.html>
- xxiii. Independent Advisory Board for Senate Appointments, <https://www.canada.ca/en/campaign/independent-advisory-board-for-senate-appointments.html>
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- xxx. Type 2 Diabetes Challenge, <https://impact.canada.ca/en/challenges/type-2-diabetes-prevention-challenge>
- xxxi. Behavioural Science Program of Applied Research on Climate Action, <https://impact.canada.ca/en/behavioural-science/parca>
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- xl. Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
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