

Privy Council Office 2024–25 Departmental Results Report

The Right Honourable Mark Carney
Prime Minister of Canada

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Clerk of the Privy Council and
Secretary to the Cabinet

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The Privy Council Office 2024–25 Departmental Results Report

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At a glance

This Departmental Results Report details accomplishments of the Privy Council Office (PCO) against the plans, priorities, and expected results outlined in its [2024–25 Departmental Plan](#).

- [Raison d’être, mandate and role: who we are and what we do](#)

Key priorities

PCO had identified the following key priorities for 2024–25:

- Provide non-partisan advice to the Prime Minister, portfolio ministers, Cabinet, and Cabinet Committees on matters of national and international importance.
- Support the smooth functioning of the Cabinet decision-making process to help implement the Government’s agenda.
- Ensure Canada is safe and secure, and promote a fair, transparent, and democratic Government.
- Foster an effective, diverse, inclusive, and innovative public service.

Highlights

- Total actual spending (including internal services): \$251,744,189
- Total full-time equivalent staff (including internal services): 1,333

For complete information on PCO’s total spending and human resources, please refer to the [Spending and human resources section](#) of this Departmental Results Report.

Summary of results

The following provides a summary of the results the department achieved in 2024–25 under its main areas of activity, called “core responsibilities.”

Core responsibility: Serve the Prime Minister and Cabinet

Actual spending: \$138,737,441

Actual full-time equivalent staff: 748

Throughout the 2024–25 fiscal year, PCO continued to support the Prime Minister and Cabinet in advancing the Government’s priorities.

To this end, the department delivered the following:

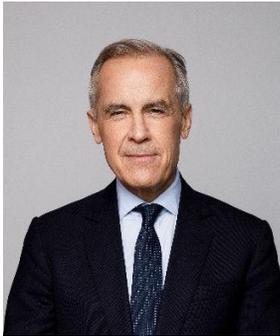
- Timely non-partisan analysis, advice, and support needed to advance the Government's economic and social policy agenda to foster:
 - innovation and skills development, including continuing support to the Strategic Innovation Fund;
 - economic growth, including through investments in the Hudson Bay Railway and Port;
 - supply chain projects, like PowerCo;
 - improved access to housing through initiatives under the National Housing Strategy;
 - affordability, including the Canadian Dental Care Plan and the National School Food Program;
 - reconciliation, including through support for senior bilateral tables on clear growth and climate change with First Nations, Inuit, and Métis organizations and communities;
 - the launch of the Indigenous Justice Strategy and the Black Justice Strategy to address systemic challenges, including overrepresentation in the criminal justice system;
 - a well-managed immigration system, including for asylum-seekers;
 - the protection of the environment
 - modernizing international trade agreements, strengthening trade with Canada, supporting supply chain resilience; and
 - sustainable jobs, to build a more prosperous and fairer Canada.
- Timely and comprehensive expert analysis and advice on the full spectrum of policy, budget, machinery of government and legislative priorities of the Prime Minister, Cabinet, and Cabinet Committees.
- The establishing of an office of experienced and specialized employees from across key partner agencies to support the newly appointed Fentanyl Czar in advancing his mandate to work with all levels of Canadian government and with international and U.S. counterparts, to advance efforts to reduce the demand and stop the production and trafficking of illegal fentanyl.
- Strategic foreign, security, and defence policy developed with relevant intelligence assessments to advance Canada’s interests at home and abroad and reinforce national security.
- Effective support for the management and renewal of the public service, including through leading by example in sustaining and accelerating momentum on the Clerk’s Call to Action on Anti-Racism,

Equity, and Inclusion in the Federal Public Service and the forward direction to deputies, and supporting a renewal dialogue on values and ethics.

- 20 swearing-in ceremonies, including seven (7) Ministerial ceremonies under constrained timelines, ensuring seamless transitions and maintaining governmental continuity, including the ceremony for the new Prime Minister within 48 hours of having received confirmation of the new Ministry.

For more information on PCO's [core responsibility, 'Serve the Prime Minister and Cabinet,'](#) please refer to the "Results – what we achieved" section of its Departmental Results Report.

From the Prime Minister



The Right Honourable Mark Carney
Prime Minister of Canada

I welcome the Privy Council Office's 2024-25 Departmental Results Report, which highlights the excellence of Canada's public service in meeting the challenges of this hinge moment in history. In an increasingly dangerous and divided world, Canadians can count on their public service to deliver results – and to help build a stronger, safer, and more united country.

Over the past year, public servants in the Privy Council Office and across government supported efforts to grow our economy, strengthen trade at home and abroad, advance reconciliation with Indigenous Peoples, and safeguard Canada's security, while laying the groundwork for nation-building projects. They also worked to make life more affordable – including by improving access to child care, dental care, and essential medications – while helping modernize government so it delivers more efficiently for Canadians.

This report highlights a public service driving change with purpose, grounded in values, and committed to Canadians. In their ongoing work to strengthen ethics, inclusion, and renewal across our public institutions, Canada's public servants continue to demonstrate leadership and integrity.

A stronger Canada depends on a strong and effective public service. As we look ahead, we will stay focused on what matters most: uniting Canadians, defending our sovereignty, and building the strongest economy in the G7. Together, we will build big, build bold, and build now.

The Right Honourable Mark Carney
Prime Minister of Canada

Results – what we achieved

Core responsibility and internal services

- [Core responsibility: Serve the Prime Minister and Cabinet](#)
- [Internal services](#)

Core responsibility: Serve the Prime Minister and Cabinet

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Description

To deliver analysis, advice, and support to the 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, 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.

Quality of life impacts

Good governance – Confidence in institutions

PCO contributed to the Quality of Life (QOL) domain of ‘Good governance,’ specifically the ‘Confidence in institutions’ indicator, by supporting the Prime Minister and Cabinet through providing expert non-partisan advice and guidance to help inform fair and effective decision-making and subsequent policy development, while working collaboratively with other agencies and departments to advance the Government’s agenda. In its work and engagement with internal and external partners, PCO endeavours to promote transparency, accountability, and respect for democratic government and institutions.

Good governance – Representation in senior leadership positions and discrimination and unfair treatment

PCO worked to build a diverse, inclusive, and innovative public service by embracing transparency and ensuring decision-making processes across the Government of Canada to promote accountability and meet the highest level of public scrutiny. This included ensuring that PCO promoted fairness and equal treatment in the hiring and appointment of its members, including senior leadership positions, and working diligently to provide learning opportunities for diverse groups in support of the continual fostering of a culture of inclusivity and diversity.

Prosperity – Economic prosperity

Additionally, PCO contributed to the QOL domain of ‘Prosperity’ by providing advice that included in-depth analysis supplemented by key outcome- and indicator-based data to the Prime Minister and Cabinet on a broad scope of economic policy issues and challenges Canadians faced, such as everyday affordability, employment and Canada’s workforce, housing, and trade.

Environment – Ecological integrity and environmental stewardship

In supporting the Government’s climate change and adaptation agenda, PCO also contributed to the advancement of this QOL domain, specifically the ‘Ecological integrity and environmental stewardship’ indicator as it relates to the Government’s commitment to reduce greenhouse gas emissions, as well as improving air quality. PCO ensured that salient policy decisions were based on recent, accurate, and replicable data.

Society – Positive perceptions of diversity

PCO contributed to advancing this QOL domain by recognizing the strength of, and leveraging the value derived from, diverse perspectives in the development of policy advice. PCO also contributed through the active promotion of inclusive policies and practices, supporting the Prime Minister and Cabinet with Gender-based Analysis Plus (GBA Plus) data on issues related to diversity, and ensuring that decision-making processes were enriched by a range of voices and experiences. Furthermore, as part its dedication to advancing conversations on values and ethics, PCO held several department-wide discussions with staff and executives on how its core values, such as “respect for people,” intersected with anti-racism, equity, and inclusion. PCO continues to cultivate an environment that embraces diversity, and, through various endeavors, contributes to a government model that better reflects the diversity of Canadians.

Progress on results

This section details the department’s performance against its targets for each departmental result under Core responsibility: Serve the Prime Minister and Cabinet.

Table 1: Government’s priorities are achieved

Table 1 shows the target, the date to achieve the target, and the actual result for each indicator under the departmental result, ‘Government’s priorities are achieved in the current and previous fiscal years.’

| Departmental Result Indicator | Target | Date to achieve target | Actual Result |
|--|--|------------------------|---|
| Survey Cabinet Committee chairs on whether they feel well-supported for meetings and whether they believe that their committee’s time was effectively allocated to Government priorities and time-sensitive business | (2023-24 and 2024-25 are baseline years) | March 2025 | 2024-25: Due to the April 2025 federal election, a spring survey was not conducted. The next survey will be conducted in spring 2026. 2023–24: 88% * |

**This indicator was introduced in 2023-24; therefore, there are no results available for previous years.*

Table 2: Cabinet receives high quality advice

Table 2 shows the target, the date to achieve the target, and actual result for each indicator under the departmental result, ‘Cabinet receives high quality advice in the current and previous fiscal years.’

| Departmental Result Indicator | Target | Date to achieve target | Actual Results |
|--|---|------------------------|---|
| Percentage of Cabinet Ministers that indicate that Memorandums to Cabinet (MCs) include satisfactory GBA Plus analysis | Feedback is received from over 50% of Ministers and 80% overall satisfaction with services from respondents | March 2025 | 2024-25: Due to the April 2025 federal election, a spring survey was not conducted. The next survey will be conducted in spring 2026. 2023-24: 67% 2022-23: 81% |
| Percentage of Cabinet Ministers satisfied with service and advice from the Privy Council Office | Feedback is received from over 50% of Ministers and 80% overall satisfaction with services from respondents | March 2025 | 2024-25: Due to the April 2025 federal election, a spring survey was not conducted. The next survey will be conducted in spring 2026. 2023-24: 78% 2022-23: 79% |

Table 3: Cabinet decision-making process runs smoothly to help implement the Government’s agenda
Table 3 shows the target, the date to achieve the target, and actual result for each indicator under the departmental result, ‘Cabinet decision-making process runs smoothly to help implement the Government’s agenda in the current and previous fiscal years.’

| Departmental Result Indicator | Target | Date to achieve target | Actual Results |
|---|---|------------------------|---|
| Orders in Council (OICs) are made available to the public without delay in accordance with the <i>Statutory Instruments Act</i> | A. 95% of OICs are posted on the PCO-OIC website within three (3) business days B. 95% of public inquiries are answered within three (3) business days | March 2025 | 2024-25: Target A. 99% of OICs were posted on the PCO-OIC website within three (3) business days Target B. 99% of public inquiries were answered within three (3) business days 2023-24: * Target A. 99% of public inquiries were answered within 3 business days. Target B. The data collection system and resources required to measure the results for target B were put in place part way through the 2023-24 fiscal year. |

| Departmental Result Indicator | Target | Date to achieve target | Actual Results |
|---|--------|------------------------|---|
| Percentage of official Cabinet material submitted by departments to the Privy Council Office, respecting the <i>Guidance for the Drafting of the Memoranda to Cabinet</i> | 80% | March 2025 | 2024–25: 26% 2023–24: 25% * The adherence to Cabinet submission deadlines can be impacted by the fluidity of government business, shifting priorities and intricacies in executing broad consultations. Additionally, PCO must ensure sound meeting management, balancing accepting late submissions against the Cabinet Committee schedule to avoid cancelling meetings and oversubscribing agendas. |

*This indicator was introduced in 2023-24; therefore, there are no results available for previous years.

Table 4: Public Service renewal priorities are achieved

Table 4 shows the target, the date to achieve the target, and actual result for each indicator under the departmental result, ‘Public service renewal priorities are achieved in the last three fiscal years.’

| Departmental Result Indicator | Target | Date to achieve target | Actual Results |
|---|----------|------------------------|--|
| Percentage of public service employees who describe their workplace as being psychologically healthy | Increase | March 2025 | 2024–25: 62% 2023–24: Not available as survey is conducted bi-annually. 2022–23: 68% |
| Percentage of public service employees who feel that their department or agency implements activities or practices that support diversity, inclusion, and anti-racism* | Increase | March 2025 | 2024–25: 79% 2023–24: Not available as survey is conducted bi-annually. 2022–23: 77% |
| * Comparison to this indicator uses all the diversity and inclusion and anti-racism questions from the Public Service Employee Survey as a data source and determines whether there has been an overall increase in the sum of all the “most positive or least negative answers.” | | | |

The [Results section of the Infographic for PCO](#) on GC Infobase provides additional information on results and performance related to our program inventory.

Details on results for Core Responsibility: Serve the Prime Minister and Cabinet

The following section describes the results for the core responsibility ‘Serve the Prime Minister and Cabinet’ in 2024–25, compared with the planned results set out in PCO’s Departmental Plan for the year.

Results achieved: Government's priorities are achieved

Throughout 2024-25, PCO served as a cornerstone in fostering cohesive government action, ensuring policy alignment across federal departments and agencies. This was achieved by delivering impartial, strategic guidance and robust support to the Prime Minister, Cabinet, and its various committees on pressing domestic and global issues. PCO's efforts included assisting the Prime Minister and the Leader of the Government in the House of Commons in advancing key legislative priorities, alongside providing essential counsel to specific portfolio Ministers, notably the Minister of Transport and Internal Trade, and the Minister responsible for Canada-U.S. Trade, Intergovernmental Affairs and One Canadian Economy. PCO focused efforts on the following priorities:

Establishing a new economic and security relationship with the United States and strengthening collaboration with reliable trading partners and allies around the world

- PCO is instrumental in coordinating Canada's national security, intelligence, foreign policy and defense efforts. Serving as the secretariat for key Deputy Minister-level governance forums – including the Operations, Intelligence Action, National Security, and Protective committees – PCO ensures integrated, senior-level direction on critical security matters, including intelligence priorities and capabilities, election security, foreign interference, investment screening under the *Invest Canada Act*, terror listings, and Canadian Extremist Travelers.
- As geopolitical dynamics continue to shift, PCO plays a leading role in strengthening Canada's ability to anticipate risks, shape proactive policy, and safeguard democratic institutions and national interests. By identifying capability gaps and driving modernization, PCO ensures that Canada's intelligence apparatus remain fit for purpose and capable of supporting a unified federal response to evolving threats, crises, and emergencies. The department leads efforts to advance new legislative, governance, and capabilities initiatives. A key example is PCO's role in implementing the Prime Ministerial Directive on Transnational Crime and Border Security, which is helping the Government to coordinate and effectively respond to transnational organized crime and illicit drug trafficking.
- PCO also continued to play a leadership role in developing the capabilities and expertise of the intelligence community. The Intelligence Analyst Forum, hosted by the PCO-led Intelligence Analyst Community of Practice (IACOP), attracted over 600 intelligence professionals. IACOP also offered a dozen other learning events on issues such as artificial intelligence (AI), Open-Source Intelligence, leadership, mental health, and privacy, attracting almost 800 participants. The Canadian Academy of Intelligence Analysis taught 94 courses to over 1,000 participants.
- In 2024-25, PCO led multiple bilateral initiatives to reinforce its international intelligence partnerships. For instance, PCO undertook to further expand Canada's existing intelligence relationship with France with a view to enhance operational and analytical cooperation. Through its leadership and high-level coordination in security and intelligence, PCO provided the Prime Minister, National Security Council (NSC), and Incident Response Group with timely and strategic whole-of-government advice on both emerging incidents and long-term security initiatives. PCO's governance role ensured that intelligence, policy, and operational considerations were brought together efficiently, strengthening Canada's ability to anticipate and respond to complex national security challenges in a cohesive and informed manner.
- PCO continued to provide the Prime Minister with high-quality, strategic, non-partisan advice and analysis to support the Government's agenda on topics including international trade, economic security, forced labour, and trade litigation. During 2024–25, PCO was involved in over 61 leader-level calls, 90 bilateral meetings, and 12 outgoing visits; and participated in various

international fora, including the Asian-Pacific Economic Cooperation, the Association of Southeast Asian Nations, the G7, the G20, the North Atlantic Treaty Organization, the International Organization of La Francophonie, and the United Nations.

- Working effectively with other departments and agencies, particularly Global Affairs Canada and the Department of National Defence, PCO continued to prepare strategic assessments to ensure the Prime Minister and Cabinet were provided with real-time advice and a whole-of-government perspective on national security matters to advance the Government's agenda on foreign and defence policy. PCO support on Canada's defence investments and responses to major international crises, including Ukraine/Russia, Haiti, and the Middle East, helped in cementing Canada's sovereignty and security as a reliable international ally. Collaboration across PCO resulted in the development of several MCs and budget requests.
- PCO coordinated and organized the incoming visits of various heads of state, resulting in reinforced relationships on security, AI, and oceans, as well as renewed bilateral agreements on the environment and climate change and trade.
- PCO organized the High-Level Dialogue between Canada and the African Union in November 2024, and supported Canada's participation in the G20 Summit (Brazil, November 2024), the AI Summit (Paris, February 2025), and the management of Canada's 2025 G7 Presidency from conception to implementation. PCO participated in the G7 2025 policy development process, including such thematic policy priorities as AI, foreign policy and democracy support, and gender equity; led the identification of more ambitious approaches to wildfire responses; and provided substantive policy input and guidance on private capital mobilization and climate change.
- PCO delivered timely intelligence assessments on a wide range of issues related to Canada's interests at home and abroad, including Arctic sovereignty, global security and sustainability, foreign interference, and violent extremism. Leveraging the whole intelligence community, PCO provided written and verbal intelligence briefs for senior clients, including the Prime Minister, the NSC, the Clerk of the Privy Council, and the Deputy Clerk and National Security and Intelligence Advisor to the Prime Minister.

Supporting the Canadian economy and removing barriers to interprovincial trade

- Analysis and recommendations from PCO were crucial in supporting the Prime Minister; the Minister of Transport and Internal Trade; the Minister responsible for Canada-U.S. Trade, Intergovernmental Affairs and One Canadian Economy; Cabinet; and Cabinet Committees on matters related to internal trade and collaboration with provinces and territories (PTs) to reduce trade barriers. Key achievements include supporting accelerated action on commitments by First Ministers to undertake a comprehensive review of party-specific exceptions to the Canadian Free Trade Agreement and developing a 30-day service standard for the recognition of credentials of workers moving between provinces. PCO also supported the Committee on Internal Trade Ministers and working groups, leading to significant milestones, such as the launch of a mutual recognition pilot in the trucking sector. PCO also supported the April 3, 2024, launch of the Canadian Internal Trade Data and Information Hub (co-developed by Statistics Canada), with the release of Hub data from the first Canadian Survey on Internal Trade on February 14, 2025.
- PCO coordinated efforts with federal departments and agencies to bolster advice and policy delivery in support of the Government's focus on innovation, skills development, better jobs, and employment. Some examples of PCO's support to the Government's efforts in this include:

- Supporting the Prime Minister and the Minister of Intergovernmental Affairs in bilateral and multilateral engagement with provinces, territories, and municipalities to maintain open and collaborative relationships with every jurisdiction to advance these key files.
 - Supporting the launch of the \$5-billion Indigenous Loan Guarantee Program in December 2024, to facilitate access to affordable capital for Indigenous groups to become equity partners and owners of major projects in the energy and natural resources sector. PCO also supported the expansion of the program in March 2025 to \$10 billion and to all sectors of the economy.
 - Endorsing and strengthening the national risk-management infrastructure supporting the Government's response to China's imposition of steep tariffs in March 2025. The Government enhanced AgriStability, a margin-based program that helps producers manage significant income declines, by increasing the compensation rate from 80% to 90%, doubling the maximum payment cap to \$6 million, and extending the enrolment deadline by three months to July 31, 2025. PCO's efforts helped to stabilize farm incomes, bolster economic resilience amid trade disruptions, and ensure continuity for producers across all PTs.
 - Implementing the Sectoral Workforce Solutions Program, which provided new skills training for workers in potential disrupted sectors and communities, as part of the Government's support to workers who may be impacted by AI, such as creative industries. This support of \$5 million over four years was announced in Budget 2024.
- PCO provided strategic advice and support on intergovernmental relations to strengthen partnerships with provincial, territorial, and municipal governments, as well as with Indigenous partners and communities, in advancing the Government of Canada's priorities. For example, PCO organized twelve First Ministers' Meetings (FMM) between the Prime Minister and provincial and territorial Premiers to support federal, provincial, and territorial (FPT) cooperation and alignment on priorities, and two meetings between the Prime Minister and leaders of National Indigenous Organizations. PCO also supported the Prime Minister's bilateral engagements with Premiers and convened 20 meetings of FPT Deputy Ministers of Intergovernmental Affairs to support FMMs and to strengthen collaboration on intergovernmental priorities throughout the year. Outcomes of these FMMs included:
 - A Strong and Secure Border
 - Several discussions between First Ministers in December 2024 and January 2025 resulted in coordinated action with provinces and territories to enhance border surveillance and policing, including the new allocation of provincial law-enforcement resources (Quebec, Ontario, Alberta, Saskatchewan, and Manitoba) and enhanced information sharing to combat crime and irregular border crossings.
 - Coordinated Tariff Response
 - Enabled by decisions at the FMM table, FPT governments enacted coordinated retaliatory measures against U.S. tariffs in February 2025.
 - Advocacy / Engagement
 - Strategic and calibrated engagement and advocacy was coordinated through the FMMs, targeting key U.S. interlocutors to advocate for free and fair trade and respect of the existing Canada-United States-Mexico Agreement.

Commitment to Canadian Free Trade

- At the March 21 FMM, First Ministers committed to a national trade corridor that connects the country from coast to coast to coast. First Ministers agreed on preliminary actions to advance major projects, including a commitment to streamline “one project, one review”.
- First Ministers also agreed to expedite building One Canadian Economy and free trade within the country, including the Prime Minister committing to removing all federal barriers to free domestic trade.
- The Prime Minister and Cabinet received PCO’s advice and support the advancement of major projects, such as the development of a high-speed rail network in the Toronto-Quebec City corridor.

Bringing down costs and helping Canadians get ahead

PCO coordinated efforts with other federal departments and agencies to bolster advice and policy delivery in support of the Government’s focus on affordable housing, dental care and medicine, school meals, and childcare, to make life affordable for all Canadians, including those with disabilities. Some examples of PCO’s support include:

- Providing advice on addressing the housing crisis through increasing the number of federal lands available for housing development, further investing in affordable housing construction and preservation through programs like the Affordable Housing Funds, providing emergency and transitional supports for those experiencing homelessness, and enhancing mortgage rules for first-time homebuyers and purchasers of new builds.
- Providing support for the roll-out of the Canadian Dental Care Plan, to significantly improve access to affordable dental care for uninsured Canadians with an adjusted family net income of less than \$90,000.
- Providing expert advice to advance the Government’s economic and social policies by supporting work on pharmacare, including work to provide universal, single-payer, first-dollar access to a range of contraception and diabetes medications in Canada.
- Providing advice to improve healthcare and access to affordable prescription medications, which led to the Government’s agreements with all PTs to fund improved access to new drugs for rare diseases and enhanced access to existing drugs, early diagnosis, and screening.
- Providing support and advice to help foster health systems free from racism and discrimination, where Indigenous Peoples are respected and safe. The Government provided \$167.6 million over five years to combat anti-Indigenous racism in health care to support patient advocates, health system navigators, midwives and birth support workers, and initiatives to increase Indigenous representation in the health profession.
- Providing advice and support for the Government of Canada’s investments to support medically necessary services through the Non-Insured Health Benefits Program, to ensure First Nations and Inuit across the country have fair and equal access to the health care they deserve. Investments contributed to building or renovating health facilities, supporting the Virtual Health Hub led by the Saskatchewan Indian Institute of Technologies, strengthening First Nations self-determination in the design and delivery of health services in their communities and access to mental health services, and constructing a mercury care home in Grassy Narrows First Nation.

- Providing support to the Government’s National School Food Programming across Canada, including through bilateral agreements with all PTs, contributing to roughly \$800 in annual savings on groceries to families with two children.
- Providing assistance in advancing food security and affordability in the North, with the Government of Canada’s investment of \$23.2 million for Nutrition North Canada’s subsidy program, to lower the cost of nutritious food and other essential household items, and \$101.1 million over three years to support the Harvesters Support Grant and Community Food Program Fund and promote Indigenous communities in implementing local, culturally appropriate solutions to address food security.
- Providing advice and support to ensure First Nations on-reserve residents have equitable access to income and employment supports, through the Government of Canada’s enhanced investments in income assistance to help cover daily costs of living and increase case management supports, including for eligible persons with disabilities.
- Providing support to ensure Indigenous communities have access to clean drinking water, through the Government of Canada’s continued significant investments, including another \$1.6 billion in drinking water and treated wastewater systems in First Nations communities.
- Providing analysis and advice on the Government’s suite of affordability measures, which resulted in agreements with PTs to 2030-31 and 250,000 new spaces created for Early Learning and Child Care.
- Providing support for the introduction of the Canada Disability Benefit, a new statutory income support program to address poverty and improve the financial security of working-age persons with disabilities (18-64).
- Providing support to Health Canada to advance its pharmacare agenda, by negotiating bilateral agreements with British Columbia, Manitoba, Prince Edward Island, and the Yukon, ensuring universal access to essential medications, such as contraception and diabetes treatments, for all Canadians, regardless of their financial situation.
- Providing policy advice and support to the Prime Minister and Cabinet to cut down on junk fees, such as roaming charges, hidden fees, cancellation fees, non-sufficient fees, and airline operation fees.
- Supporting work on the *Haida Nation Recognition Act*, which affirmed the Government of Canada’s recognition of the Haida Nation’s inherent rights of governance and self-determination, and received Royal Assent in November 2024. Canada and the Haida Nation also signed the Chiixuujin/Chaaw Kaawgaa “Big Tide (Low Water)” Haida Title Lands Agreement on December 4, 2024, recognizing the Haida Nation as having Aboriginal title to lands on Haida Gwaii. This agreement represents the first time that Canada has negotiated recognition of Aboriginal title to specific lands.
- Contributing advice to support Canada and the Dundas Harbour (Tallirutiit) Relocation Society signing a \$4.5 million settlement agreement acknowledging the forced relocations of Inuit families between 1934 and 1948. A formal apology was delivered in Arctic Bay on February 27, 2025, by the Minister of Crown-Indigenous Relations, recognizing the harms caused and honouring survivors and their descendants.
- Providing advice on the development of an agreement between all eight Mi’gmaq First Nations in New Brunswick and the Government of Canada, signed on December 18, 2024. The agreement aims to recognize Mi’gmaq rights and support traditional harvesting practices

through collaborative governance and shared stewardship of Kouchibouguac and Fundy National Parks, as well as other National Historical Sites in eastern New Brunswick.

Attracting the best talent in the world to help build Canada's economy, while returning overall immigration rates to sustainable levels

- PCO's advice supported the development and coordination of the December 2024 Border Plan, with Canada's investment of \$1.3 billion that includes increasing monitoring of illegal migration trends and minimizing unnecessary border volumes.

Protecting Canadian sovereignty and keeping Canadians safe

- PCO plays a central leadership role in coordinating Canada's national security, foreign, and defence policy development. Through fora like the Security and Intelligence Threats to Elections (SITE) Task Force and the Assistant Deputy Minister-level (ADM) national security operations and tactical meetings, PCO's Security and Intelligence (S&I) Secretariat brings together senior officials from across the intelligence, defence, law enforcement, and foreign policy communities to ensure that integrated, strategic advice reaches the Prime Minister, Deputy Ministers, and Cabinet. By fostering a whole-of-government approach, S&I ensures that Canada's response to complex threats, ranging from foreign interference and cyber threats to violent extremism, is informed by timely, coordinated intelligence and strategic insight.
- PCO fosters cross-government strategic policy development on economic security, intelligence, and defense, including working on legislative reform, cybersecurity policy, and democratic resilience. The department led efforts to counter foreign interference, including coordinating the implementation of Bill C-70 and the *Foreign Influence Transparency and Accountability Act*, supporting electoral integrity through the ADM Elections Security Coordinating Committee and SITE Task Force.
- PCO contributed advice and support measures resulting in Cabinet approval of key Government initiatives to support Canada's AI ecosystem. This included the creation of the Canadian Artificial Intelligence Safety Institute, launched in November 2024, to ensure the safe development and deployment of AI systems. In addition, the Canadian Sovereign Artificial Intelligence Compute Strategy was launched in December 2024 to provide Canadian researchers and companies with the domestic computational capacity needed to power and train AI systems.
- PCO's advice supported the development and coordination of the December 2024 Border Plan, with an investment of \$1.3 billion to bolster efforts to detect and disrupt the illegal fentanyl trade, strengthen border control, introduce significant new tools for law enforcement (such as helicopters, drones, and surveillance towers), enhance drug analysis capacity, and improve operational coordination and information-sharing.
- To help prevent intimate partner violence involving a firearm, PCO's advice supported the Government's launch of Phase I of the Assault-Style Firearms Compensation Program, providing fair compensation to eligible businesses that held these prohibited firearms in their inventory.

Strengthening and advancing social policy for Canadians and supporting democratic institutions

- PCO supported the launch of the Future of Sport in Canada Commission, which will undertake an independent, trauma-informed review to address systemic issues and improve Canada's sport system.
- PCO continued to support the federal investment in the Abuse-Free Sport program, an independent initiative aimed at preventing all forms of harassment, discrimination, and abuse in Canadian sport through oversight, education, and other programming.

- 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 reflected Canada’s diversity.
 - Between April 1, 2024, and March 31, 2025, over 730 GIC appointments were made, excluding judicial and auditor appointments. Of these, approximately 51% identified as women, 15% as visible minorities, 10% as Indigenous Peoples, and 8% as persons with disabilities.
 - Of the GIC appointments made, approximately 230 appointments did 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 as an alternate selection process managed outside of PCO was in place (e.g., Heads of Mission rotations and Honorary Consuls). Of the approximately 500 appointments, 96% were filled following an OTMB selection process.
- PCO provided the support to strengthen and protect Canada’s democratic institutions by supporting the Minister of Democratic Institutions and Intergovernmental Affairs on multiple policy initiatives, including by:
 - improving the Plan to Protect Canada’s Democracy through the expansion of the mandate of the SITE Task Force to monitor for threats of foreign election interference to by-elections and leadership contests by recognized parties in the House of Commons;
 - supporting the passage of Bill C-65, the *Electoral Participation Act*, introduced in March 2024, which sought to strengthen and protect Canada’s electoral system as a democratic institution, and was under consideration by Committee when Parliament was prorogued in January 2025; and
 - introducing the Candidate Security Program to provide candidates participating in the 45th General Election with security services on an as-needed basis.
- In addition to support provided on policy initiatives, PCO supported the Prime Minister and the Minister for Democratic Institutions in the successful completion of the mandate of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions.
- PCO provided expert analysis, advice, and support to the Prime Minister around the efficient and effective organization of government, including with respect to five adjustments to the Cabinet and two major Cabinet shuffles (including the transition to the 30th Ministry); engaging the machinery of government prerogative; and the organization and structure of government institutions, including the creation of a variety of new entities and advisory bodies.
- Impact Canada continued to build on its existing research that demonstrates that understanding public trust in government and confidence in Canadian democracy is critical for achieving public policy objectives. Impact Canada continued to advance its Trust, Information, and Digital Ecosystems Study, through four survey waves in 2024-25. One of these waves placed a special focus on public health, examining individual, social, and system-level stressors on trust in health institutions, while the other three waves constituted a distinct longitudinal survey series investigating how events over the United States’ (U.S.) election period impacted Canadians’ trust in institutions and attitudes about our own democracy and electoral process.
- PCO provided advice, support, and coordination for renewing relationships with Indigenous Peoples, including continuing to work with other departments on legislation, agreements, and policies to support rights recognition and increased self-determination to advance reconciliation. PCO worked with Crown-Indigenous Relations and Northern Affairs Canada

(CIRNAC) and Indigenous Services Canada (ISC) to develop the Federal-Provincial-Territorial-Indigenous Relations (FPTI) Framework, and co-chaired quarterly meetings of the working group on FPTI relations.

- The department continued to render advice and support to take action on climate change, including by supporting integrated, horizontal climate action within PCO and across the Government of Canada to reach 40-45% emissions reductions below the 2005 levels by 2030 and setting the path to net-zero emissions in 2050.
- Building on the success of the Program of Applied Research on Climate Action in Canada (PARCA), Impact Canada is working with Natural Resources Canada, the Canada Water Agency, and Agriculture and Agri-Food Canada to mainstream behavioural science functions and facilitate more effective implementation of the Government’s climate and environment mandate.
 - In 2024-25, PARCA’s ongoing national survey series focused on emerging topics related to climate change mitigation and adaptation (e.g., energy and affordability, clean technology development, biodiversity). Results from in-depth online surveys – including those with integrated experiments (e.g., message/framing, discrete choice) – on wildfire risk reduction, climate communication and misinformation, and digital product labelling were shared with various internal and external stakeholders. Six additional studies were also launched, focusing on extreme weather alerts, zero-emission vehicle adoption, and home energy labelling, and results were shared with departments.
 - Progress continued on field trials implemented through innovative external partnerships with public, private sector, and non-profit organizations, testing the real-world benefits of behaviourally informed solutions. For example, there is ongoing data collection and analysis of a large-scale field trial in partnership with Toronto Hydro, testing the real-world impact of behaviourally informed messaging seeking to increase heat pump adoption among more than 100,000 households in the Greater Toronto Area. Initial results demonstrate the best-performing messages are boosting real-world heat pump adoption at a fraction of the cost of other policy tools.
- PCO supported the Ministerial Working Group for regulatory efficiency on clean growth projects, including supporting Ministers in writing and finalizing their public-facing action plan, “Building Canada’s Clean Future.” This action plan outlined in detail the concrete steps the Government of Canada committed to taking to improve regulatory efficiency and support clean growth in order to meet Canada’s climate objectives.
- PCO continued to operationalize the Clean Growth Office to accelerate decision-making on clean growth projects by improving federal coordination, facilitating regulatory and permitting efficiencies, and supporting the development of legislative amendments to the *Impact Assessment Act*. PCO released the Cabinet Directive on Regulatory Permitting and Efficiency for Clean Growth Projects in July 2024, to coordinate federal efforts to accelerate regulatory efficiency. Public dashboards to track major project permits were also released in September 2024 on the Canadian Impact Assessment Registry, providing greater transparency. More than 25 proponents were engaged to develop detailed permit plans. The Directive also established a Federal Permitting Coordinator and formalized a Deputy Minister-led committee to track timelines and pace of projects, and to flag upcoming federal decisions.

Results achieved: Cabinet receives high-quality advice

To facilitate the work of Cabinet and Cabinet Committees in 2024-25, PCO delivered timely, sound policy options, proposals, and recommendations based on assessments, expert input, and collaboration across departments and agencies. PCO's analysis, advice, and support to the Prime Minister, Cabinet, and Cabinet Committees articulated and implemented strategies that considered horizontal, financial, legal, and societal implications in creating policies to improve the lives of Canadians.

In 2024-25, PCO led or contributed to high-quality advice to Cabinet and Cabinet Committees by:

- drafting Instruments of Advice on prorogation and general election directives, facilitating informed decision-making and maintaining the integrity of governmental processes;
- delivering advice to Cabinet and Cabinet Committees on such matters as Arctic foreign policy, Canada's Africa Strategy, the crisis in the Middle East, climate and nature finance, and the International Assistance Envelope;
- advancing the legislative agenda by supporting the Leader of the Government in the House of Commons with the introduction of new bills and shepherding legislation through to receiving Royal Assent (**20** Government bills were introduced and **10** Government bills received Royal Assent), as well as providing procedural advice to the Leader of the Government in the House of Commons to support the day-to-day management of routine business, privilege questions, and procedural debates in the House of Commons;
- providing advice and insights to the Prime Minister and Cabinet through the Fentanyl Czar on coordination and engagement across departments and with international and U.S. counterparts on the Government's commitment to detect, disrupt, and dismantle the fentanyl trade;
- monitoring progress on the delivery of key priorities and commitments made to Canadians and addressing implementation strategies, including analysing and developing data-informed briefing materials in support of evidence-based decision-making on internal and external policy, and in support of time-sensitive executive action;
- tracking initiatives with cross-departmental policy, implementation and delivery linkages to provide a clear and shared understanding of the implementation of whole-of-government initiatives, frameworks, and strategies;
- supporting greater collaboration and alignment, including on initiatives essential to the Government's responses to emerging issues, such as housing affordability, and significant shifts in Canada's economic reality resulting from global shifts in trade dynamics;
- maintaining collaborative engagements with Government partners on the development, support, and distribution of various types of briefing and Cabinet documents, resulting in increased focus on effective delivery and implementation of the Government's agenda and achieving meaningful, outcome-focused results for Canadians;
- providing support to the Deputy Ministers' Committee on Litigation Management and collaboration with Justice Canada and CIRNAC to identify early strategic cases that may have horizontal implications; and
- coordinating and scheduling Cabinet and Cabinet Committee meetings, including the Cabinet Committees on Operations, Accountability, Results and Communications, and Canada-U.S. Relations.

Results achieved: Cabinet decision-making process runs smoothly to help implement the Government’s agenda

PCO continued to support the smooth functioning of the Cabinet decision-making process to help implement the Government’s agenda. Efforts in this regard included:

- Playing a key role in managing the Cabinet Forward Agenda and supporting the Prime Minister, Cabinet, and departments, in ensuring that Cabinet time was used effectively and strategically. PCO also provided administrative services to the Prime Minister’s Office, portfolio Ministers, and Commissions of Inquiry, as needed;
- Leading record-keeping, recording Cabinet and Cabinet Committee decisions, as well as Cabinet and Cabinet Committee minutes, and supporting the Deputy Secretary, Plans and Consultations, in communicating Cabinet outcomes to the Deputy Minister community to ensure streamlined and effective implementation of Cabinet decisions;
- Providing analysis and advice to the Prime Minister and Cabinet on policy intent, internal and external implementation needs and requirements, and the outcomes of policy proposals on the lives of Canadians; and
- Delivering guidance to encourage a consistent approach in the application of tangible, measurable outcomes and implementation indicators for expected outcomes of policy proposals, including the collection and use of disaggregated data in policy and program design and service delivery.

| PCO Support to Cabinet and Cabinet Committees in 2024-25 | |
|--|---|
| 388 Cabinet documents produced | 202 MCs |
| | 186 Presentations/other documents |
| 141 Cabinet and Cabinet Committee meetings | 29 Cabinet meetings (43 hours) |
| | 32 Accountability, Results and Communications meetings |
| | 112 Cabinet Committee meetings (164.25 hours) |
| | 2 Cabinet retreats |
| 1,609 Orders in Council | 980 Related to GIC appointees |
| | 354 Approved via special <i>ad hoc</i> Cabinet Committee meetings |

Results achieved: Public service renewal priorities are achieved

PCO continued to support the Clerk’s duty to report on the state of the public service, supporting the effective management and renewal of the Public Service. This included leading by example in sustaining and accelerating momentum on the Clerk’s Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service, and the forward direction to deputies; advancing a renewed dialogue on values and ethics; continuing to engage with employees across the public service; and supporting efforts to adopt innovative practices across organizations.

- Through an organizational self-assessment, PCO collected data from over 90 departments and agencies to analyze progress on the advancement of the renewed dialogue on Values and Ethics and the Call to Action on Anti-Racism, Equity and Inclusion across the public service. PCO produced two summary reports that provided an overview of organizational efforts and showcased best practices.

- In October 2024, PCO, in partnership with the Canada School of Public Service, hosted a two-day public service-wide Values and Ethics Symposium that drew over 15,000 daily participants (25% from regions) and involved over 40 senior leaders. The event shared over 45 resources with public servants, 20 of which were new and upcoming tools and guidance on AI, the personal use of social media, conflicts of interest, and assessing inclusive and anti-racist behaviour in performance management.
- PCO continued to actively engage with departments and agencies, employee networks, functional and horizontal communities, regional Federal Councils, and other stakeholders with over 140 engagements and initiatives in support of renewal priorities, including the Clerk’s Call to Action on Anti-Racism, Equity and Inclusion, and the renewed dialogue on values and ethics in the public service. Public servants spanning a range of different roles, functions, and levels across a variety of employee communities and networks were engaged to help inform approaches to collaboratively advance renewal priorities.
- PCO delivered the 32nd Annual Report to the Prime Minister on the Public Service of Canada, which outlines both the state of the public service and its accomplishments over 2024-25.
- PCO continued to leverage governance structures to advance public service renewal priorities. This included convening six meetings of the Board of Management and Renewal (BoMR). Chaired by the Clerk of the Privy Council and comprised of Deputy Ministers, the BoMR guides the strategic management agenda and ongoing renewal of the federal public service.
- PCO’s Public Service Renewal and Artificial Intelligence Secretariat engaged with the Office of the Chief Human Resources Officer and other organizations to explore organizational use cases of AI in human resources (e.g., classification). This collaborative effort focused on identifying high-potential opportunities for advancing AI adoption across the public service to improve the quality and efficiency of governmental operations.

Resources required to achieve results

Table 5: Snapshot of resources required for the core responsibility, ‘Serve the Prime Minister and Cabinet’
 Table 5 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

| Resource | Planned | Actual |
|-----------------------|--------------|-------------|
| Spending | 143, 338,708 | 138,737,441 |
| Full-time equivalents | 772 | 748 |

The [Finances section of the Infographic for PCO](#) on GC Infobase and the [People section of the Infographic for PCO](#) on GC Infobase provide complete financial and human resources information related to its program inventory.

Related Government priorities

The following Government priorities are being addressed through this core responsibility.

Gender-based Analysis Plus

PCO provided guidance to encourage a consistent approach in the application of tangible and measurable outcomes and implementation indicators regarding expected outcomes of policy proposals. This work included the continual advancement of the collection and use of disaggregated data in policy and program design and service delivery. Advice on developing indicators and tools to measure progress

incorporated references to GBA Plus to help improve the capturing of results, strengthen policy development, and drive implementation towards intended impacts.

PCO continued to advance the application of GBA Plus considerations across all business lines through the Assistant Secretary Committee on Gender-based Analysis Plus, and through the Interdepartmental Assistant Deputy Ministers' Committee on Disaggregated Data, co-chaired with Statistics Canada.

PCO continued to monitor and track Ministerial satisfaction with the analyses contained in GBA Plus annexes in MCs, while also seeking ways to improve Ministerial satisfaction with the annexes in general, in support of increasing their value in decision-making.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

Information on PCO's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

Program inventory

The core responsibility, 'Serve the Prime Minister and Cabinet' is supported by the following programs:

- International Affairs and National Security
- Intergovernmental Affairs
- Social and Economic Policy
- Results, Delivery, Impact and Innovation
- Legislative and Parliamentary Governance
- Planning and Operation of Cabinet
- Senior Personnel and Public Service Renewal
- Commissions of Inquiry

Additional information related to the program inventory for the core responsibility, 'Serve the Prime Minister and Cabinet' is available on the [Results page on GC InfoBase](#).

Internal services

In this section:

- [Description](#)
- [Progress on results](#)
- [Resources required to achieve results](#)
- [Contracts awarded to Indigenous business](#)

Description

Internal services refer to the activities and resources that support a department in its work to meet corporate obligations and deliver programs. The ten categories of internal services are:

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management
- Financial Management
- Information Management
- Information Technology
- Real Property
- Materiel
- Acquisitions

Progress on results

This section presents details on how the department performed to achieve results and meet targets for internal services. To support PCO's priorities, the department's internal services continued modernization efforts to better provide efficient and timely services.

Throughout 2024-25, PCO ensured responsible and strategic management of financial, human, and information resources, aligning with organizational priorities and delivering value through efficient use and oversight. Key internal services initiatives included:

- Promoting and advancing workforce diversity by sharing disaggregated employment equity data quarterly with all staff and providing customized data to senior management to inform hiring decisions and increase representation.
- The launch of the Black Policy Leaders Development Program, created in partnership with the Black Executives Network. This initiative addresses underrepresentation of Black employees within the Economic and Social Services occupational group, as identified through PCO's employment equity data.
- The launch of PCO's Action Plan on Anti-Racism, Equity and Inclusion. The Plan positions PCO to foster a more equitable and inclusive workplace. The key pillars, actions, and priority areas for improvement reflect a strong collective commitment to advancing the Call to Action and are firmly anchored in public service values and ethics, with leadership accountability and individual responsibility remaining at the core of the Plan's success.
- In partnership with Shared Services Canada, PCO piloted the use of CanChat as a tool to promote innovation and adoption of AI, while ensuring alignment with GC policies and responsible use guidelines.
- Horizontal initiatives, including the Call to Action on Anti-Racism, Equity, and Inclusion advanced, as central agencies – PCO, the Treasury Board of Canada Secretariat and the Department of Finance – partnered with employee networks and delivered joint training and events to advance Indigenous reconciliation, with the goal of strengthening policy and program excellence in serving Canadians. Within PCO, the Indigenous Learning Series and other learning events were provided to increase awareness of the negative intergenerational impacts of governmental policies on Indigenous communities.
- Continued expansion of secure communications domestically and abroad.
- Process and technology improvements to enable timely processing of requests under the *Access to Information Act* included initial preparations for new tracking software and the launch of a pilot project to streamline processing of requests, both of which will roll out in the next fiscal year. Ongoing training and awareness events also continued.
- In the second year of PCO's Accessibility Plan, 17 commitments planned for 2024-25 were implemented. The remaining commitments will be implemented in the 2025 calendar year.

Resources required to achieve results

Table 6: Resources required to achieve results for internal services this year

Table 6 provides a summary of the planned and actual spending and full-time equivalents required to achieve results.

| Resource | Planned | Actual |
|----------|------------|-------------|
| Spending | 99,961,878 | 113,006,748 |

| Resource | Planned | Actual |
|-----------------------|---------|--------|
| Full-time equivalents | 582 | 585 |

The [Finances section of the Infographic for PCO](#) on GC Infobase and the [People section of the Infographic for PCO](#) on GC Infobase provide complete financial and human resources information related to our program inventory.

Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses every year.

PCO results:

Table 7: Total value of contracts awarded to Indigenous businesses¹

As shown in Table 7, PCO awarded 4.8% of the total value of all contracts to Indigenous businesses for the fiscal year.

| Contracting performance indicators | 2024-25 Results |
|---|-----------------|
| Total value of contracts awarded to Indigenous businesses ² (A) | \$3,379,676.46 |
| Total value of contracts awarded to Indigenous and non-Indigenous businesses ³ (B) | \$70,942,780.48 |
| Value of exceptions approved by deputy head (C) | \$0.00 |
| Proportion of contracts awarded to Indigenous businesses [A / (B-C) × 100] | 4.8% |

¹ For the purposes of measuring performance against the minimum 5% target for fiscal year 2024-25, the data in this table is based on how ISC defines “Indigenous business,” namely; one that is owned and operated by Elders, band, and tribal councils; registered in the [Indigenous Business Directory](#); or registered on a modern treaty beneficiary business list.

² Includes contract amendments with Indigenous businesses and contracts that were entered into with Indigenous businesses by means of acquisition cards above \$10,000 and may include subcontracts with Indigenous businesses.

³ Includes contract amendments and contracts that were entered into by means of acquisition cards above \$10,000.00.

In its 2024–25 Departmental Plan, PCO forecasted that it would award 7% of the total value of its contracts to Indigenous businesses by the end of 2024–25. This estimate was based on results from previous fiscal years and on a strong commitment to not only meet the commitment of 5% but exceed it. PCO’s results for fiscal year 2024-25 did not meet this 7% target, which is directly attributable to \$32 million awarded through a competitive process for services supporting the Candidate Security Program for candidates of the 45th General Election, representing 45.1% of PCO’s total contact values. Excluding this initiative, PCO would have exceeded its 2024-25 target, with a result of 8.7% of contracts awarded to Indigenous businesses.

PCO will continue to leverage voluntary set-asides, inviting Indigenous business to participate in its solicitations and departmental communications to increase its success in supporting this Government priority.

Spending and human resources

In this section

- [Spending](#)
- [Funding](#)
- [Financial statement highlights](#)
- [Human resources](#)

Spending

This section presents an overview of the department's actual and planned expenditures from 2022–23 to 2027–28.

Refocusing Government Spending

In Budget 2023, the Government committed to reducing spending by \$14.1 billion over five years, starting in 2023–24, and by \$4.1 billion annually thereafter.

As part of meeting this commitment, PCO identified the following spending reductions:

- 2024-25: \$3,930,000
- 2025-26: \$5,486,000
- 2026-27 and after: \$7,616,000

In 2024-25, PCO worked to realize these reductions by:

- implementing efficiencies in order to create savings, including right-sizing organizations by combining functions, streamlining management structures to deliver more efficiently and effectively, and redistributing workload where it did not impede the department's ability to implement the Government's agenda;
- identifying and eliminating other discretionary expenditures that were not directly aligned with delivering on PCO's core mandate; and
- finding savings in general corporate overhead across the department.

Budgetary performance summary

Table 8: Actual three-year spending on core responsibility and internal services (dollars)

Table 8 shows the money that PCO spent in each of the past three years on its core responsibility and on internal services.

| Core responsibility and internal services | 2024–25 Main Estimates | 2024–25 Total authorities available for use | Actual spending over three years (authorities used) |
|---|------------------------|---|--|
| Serve the Prime Minister and Cabinet | 143,388,708 | 149,171,993 | <ul style="list-style-type: none"> • 2022–23: 127,600,916 • 2023–24: 121,482,862 • 2024–25: 138,737,441 |
| Internal services | 99,961,878 | 113,777,584 | <ul style="list-style-type: none"> • 2022–23: 115,336,240 • 2023–24: 122,489,267 • 2024–25: 113,006,748 |
| | 243,350,586 | 262,949,577 | <ul style="list-style-type: none"> • 2022-23: 242,937,156 |

| Core responsibility and internal services | 2024–25 Main Estimates | 2024–25 Total authorities available for use | Actual spending over three years (authorities used) |
|---|------------------------|---|--|
| Total | | | <ul style="list-style-type: none"> • 2023-24: 243,972,129 • 2024-25: 251,744,189 |

Analysis of the past three years of spending

Core responsibility

PCO’s spending under its core responsibility decreased by \$6.1 million (5%) from 2022-23 to 2023-24, primarily due to the closure of operations for the Public Inquiry into the February 2022 Public Order Emergency on March 31, 2023, and the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy on May 15, 2023. The decrease was partially offset by the establishment of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions on September 7, 2023; additional resources to enhance departmental capacity and strengthen internal trade; and compensation adjustments related to pay rate increases.

Spending increased by \$17.3 million (14%) from 2023-24 to 2024-25, which was associated with increased spending on the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions. This increase was slightly offset by spending reductions announced in Budget 2023 and employee retroactive payments made in 2023–24 related to pay rate increases.

PCO’s actual spending under its core responsibility in 2024-25 was \$4.7 million (3%) lower than the 2024-25 Main Estimates. This is primarily attributable to efficiencies identified over the course of fulfilling the core mandate of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions.

Internal Services

PCO’s actual spending under internal services increased by \$7.2 million (6%) from 2022-23 to 2023-24, primarily as a result of wage increases and the work of the Independent Special Rapporteur.

Spending decreased by \$9.5 million (8%) from 2023-24 to 2024-25. This decrease was associated with the completion of the work of the Independent Special Rapporteur, and employee retroactive payments made in 2023–24 related to pay rate increases. The decrease was partially offset by increased spending in 2024–25 to enhance PCO’s physical and information technology (IT) security posture.

PCO’s actual spending under its internal services in 2024-25 was \$13.0 million (13%) higher than the 2024-25 Main Estimates. This is primarily attributable to investments in IT infrastructure, spending to enhance PCO’s physical and IT security posture, and transition-related costs associated with Cabinet changes.

In 2024–25, there was also a reclassification of certain programs unique to PCO’s core mandate from ‘internal services’ to ‘core responsibility’ to better reflect the nature of these programs, which was the main reason for the variance between internal services and core responsibility from 2023-24 to 2024-25.

The [Finances section of the Infographic for PCO](#) on GC Infobase offers more financial information from previous years.

Table 9: Planned three-year spending on core responsibility and internal services (dollars)

Table 9 shows PCO’s planned spending for each of the next three years on its core responsibility and on internal services.

| Core responsibility and internal services | 2025–26 Planned spending | 2026–27 Planned spending | 2027–28 Planned spending |
|---|--------------------------|--------------------------|--------------------------|
| Serve the Prime Minister and Cabinet | 176,170,981 | 120,125,533 | 114,620,155 |
| Subtotal | 176,170,981 | 120,125,533 | 114,620,155 |
| Internal services | 102,030,532 | 100,389,291 | 98,972,975 |
| Total | 278,201,513 | 220,514,824 | 213,593,130 |

Analysis of the next three years of spending

Core responsibility

Expenditures for the core responsibility are expected to decrease by \$56.0 million (32%) in 2026–27 compared to 2025–26. This reduction is primarily due to the conclusion of funding for the Candidate Security Program during the federal electoral process and for election- or post-election related costs. It is also attributable to the full implementation of the spending reductions announced in Budget 2023 that are expected to be fully phased-in by 2026–27, and the conclusion of funding of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions. From 2026–27 to 2027–28, spending is expected to decrease by \$5.5 million (5%), primarily due to the sunsetting of funding for the Federal Action Plan to Strengthen Internal Trade, the support to the Clean Growth Office, and enhanced departmental capacity for urgent priorities.

Internal services

Internal services spending is projected to decrease by \$1.6 million (2%) in 2026–27 compared to 2025–26, primarily due to the spending reductions announced in Budget 2023. In 2027–28, spending is expected to further decrease by \$1.4 million (1%) compared to 2025–26, due to a reduction in internal support services related to the sunsetting initiatives mentioned above.

The [Finances section of the Infographic for PCO](#) on GC Infobase offers more detailed financial information related to future years.

Table 10: Budgetary actual gross planned spending summary (dollars)

Table 10 reconciles gross planned spending with net spending for 2024–25.

| Core responsibility and internal services | 2024–25 Actual gross spending | 2024–25 Actual revenues netted against expenditures | 2024–25 Actual net spending (authorities used) |
|---|-------------------------------|---|--|
| Serve the Prime Minister and Cabinet | 140,069,491 | (1,332,050) | 138,737,441 |
| Subtotal | 140,069,491 | (1,332,050) | 138,737,441 |
| Internal services | 119,983,129 | (6,976,381) | 113,006,748 |
| Total | 260,052,620 | (8,308,431) | 251,744,189 |

Analysis of budgetary actual gross spending summary

Revenues reported include the provision of intelligence analysis training and those referred to in paragraph 29.1(2)(a) of the *Financial Administration Act*, including the provision of internal support services, such as financial management, human resources, IT services, and the Secure Communications for National Leadership initiative.

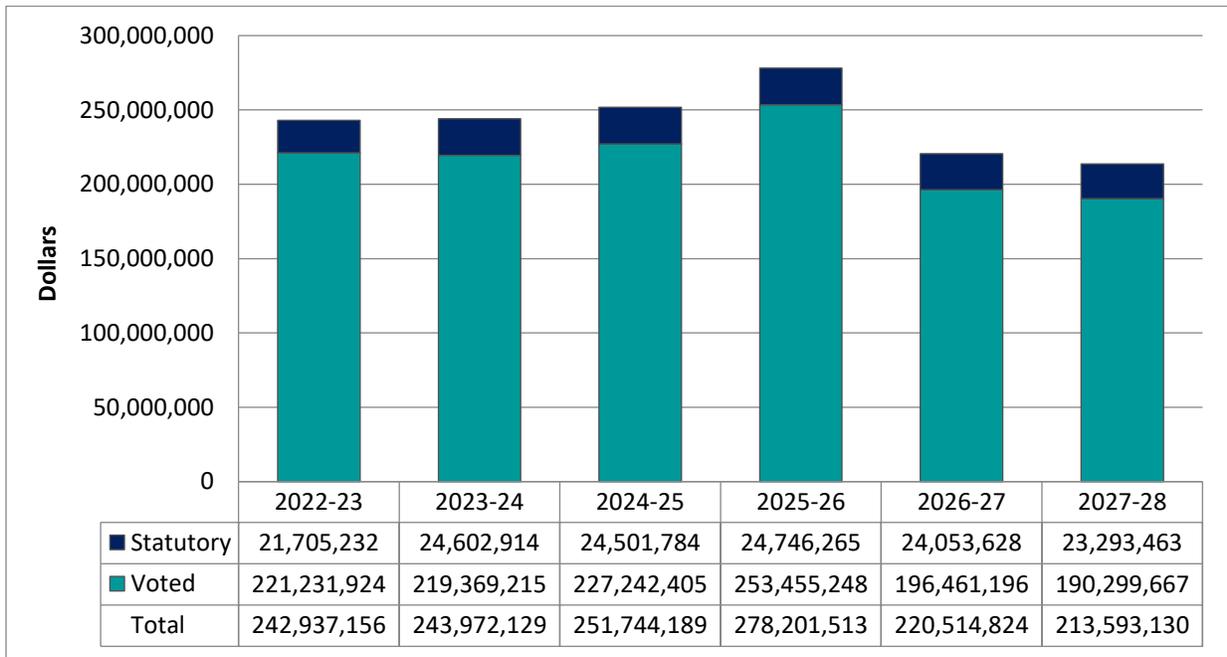
The [Finances section of the Infographic for PCO](#) on GC Infobase offers information on the alignment of PCO’s spending with Government of Canada’s spending and activities.

Funding

This section provides an overview of the department’s voted and statutory funding for its core responsibility and for internal services. Consult the [Government of Canada budgets and expenditures](#) for further information on funding authorities.

Graph 1: Approved funding (statutory and voted) over a six-year period

Graph 1 summarizes the department’s approved voted and statutory funding from 2022-23 to 2027-28.



Text version of graph 1

Graph 1 includes the following information in a bar graph:

| Fiscal year | Statutory | Voted | Total |
|-------------|--------------|---------------|---------------|
| 2022-23 | \$21,705,232 | \$221,231,924 | \$242,937,156 |
| 2023-24 | \$24,602,914 | \$219,369,215 | \$243,972,129 |
| 2024-25 | \$24,501,784 | \$227,242,405 | \$251,744,189 |
| 2025-26 | \$24,746,265 | \$253,455,248 | \$278,201,513 |
| 2026-27 | \$24,053,628 | \$196,461,196 | \$220,514,824 |
| 2027-28 | \$23,293,463 | \$190,299,667 | \$213,593,130 |

Analysis of statutory and voted funding over a six-year period

The departmental funding trend graph presents planned (voted and statutory spending) over a six-year period from 2022-23 to 2027-28. Fiscal years 2022-23 to 2024-25 show actual expenditures as reported in the Public Accounts, while 2025-26 to 2027-28 present planned spending.

Spending increased by \$1 million (0.4%) in 2023–24. This increase is due to compensation adjustments for employee pay rate increases, the establishment of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions, expenses related to the Independent Special Rapporteur, and additional resources to enhance departmental capacity and strengthen internal trade. This increase was mostly offset by reduced spending following the closure of operations for the Public Inquiry into the February 2022 Public Order Emergency on March 31, 2023, and the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy on May 15, 2023.

Spending increased by \$7.8 million (3%) in 2024-25. This is mainly attributable to increased spending on the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions, and to enhance PCO’s physical and IT security posture. The increase was slightly offset by reduced spending following employee retroactive payments made in 2023-24 related to pay rate increases, the completion of the work of the Independent Special Rapporteur in 2023-24, and incremental spending reductions announced in Budget 2023.

Planned spending in 2025-26 is higher than 2024-25 spending by \$26.5 million (11%), primarily due to funding allocated for the Candidate Security Program during the federal electoral process and for election- or post-election related costs. This is partially offset by lower planned spending in 2025-26, due to the completion of the core mandate of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions on February 11, 2025, reduced investments in IT infrastructure, and incremental spending reductions announced in Budget 2023.

Spending is expected to decrease by \$57.7 million (21%) in 2026-27, which can be mainly attributed to the conclusion of funding for the Candidate Security Program during the federal electoral process and for election- or post-election related costs, the full implementation of the spending reductions announced in Budget 2023, and sunsetting funding for close-out costs related to the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions after 2025-26.

In 2027-28, spending is expected to further decrease by \$6.9 million (3%) primarily due to the conclusion of funding for the Federal Action Plan to Strengthen Internal Trade, the Clean Growth Office, and enhanced departmental capacity for urgent priorities.

Consult the [Public Accounts of Canada](#) for further information on PCO’s departmental voted and statutory expenditures.

Financial statement highlights

Please see [PCO’s Financial Statements](#) (unaudited) for the fiscal year ended March 31, 2025.

Table 11: Condensed Statement of Operations (unaudited) for the year ended March 31, 2025 (dollars)

Table 11 summarizes the expenses and revenues for 2024–25, which net to the cost of operations before government funding and transfers.

| Financial information | 2024–25 Actual results | 2023–24 Actual results | Difference (actual results minus planned) |
|-----------------------|------------------------|------------------------|---|
| Total expenses | 301,097,715 | 285,906,824 | 15,190,891 |
| Total revenues | 8,308,431 | 8,603,639 | (295,208) |

| | | | |
|--|-------------|-------------|------------|
| Net cost of operations before government funding and transfers | 292,789,284 | 277,303,185 | 15,486,099 |
|--|-------------|-------------|------------|

Difference between 2024-25 actual results and 2024-25 planned results

The department's actual results exceeded planned results for the 2024-25 fiscal year by \$15,486,099 due to investments in IT infrastructure, spending to enhance PCO's physical and IT security posture, and transition-related costs associated with Cabinet changes. Additional unplanned costs arose from higher accrued amounts for services provided without charge, vacation pay, and employee future benefits. These increases were partially offset by efficiencies identified over the course of fulfilling the core mandate of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions.

The 2024-25 planned results information is provided in PCO's [Future-Oriented Statement of Operations and Notes 2024-25](#).

Table 12: Condensed Statement of Operations (unaudited) for 2023-24 and 2024-25 (dollars)

Table 12 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

| Financial information | 2024-25 Actual results | 2023-24 Actual results | Difference (2024-25 minus 2023-24) |
|--|------------------------|------------------------|------------------------------------|
| Total expenses | 301,097,715 | 292,724,288 | 8,373,427 |
| Total revenues | 8,308,431 | 7,580,073 | 728,358 |
| Net cost of operations before government funding and transfers | 292,789,284 | 285,144,215 | 7,645,069 |

Difference between 2023-24 actual results and 2024-25 actual results

The department's actual net cost of operations before government funding and transfers for 2024-25 increased by \$7,645,069 compared to 2023-24. This increase is primarily due to higher spending on the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions and to enhance PCO's physical and IT security posture. The increase was slightly offset by reduced spending following employee retroactive payments made in 2023-24 related to pay rate increases, the completion of the work of the Independent Special Rapporteur in 2023-24, and incremental spending reductions announced in Budget 2023.

Table 13: Condensed Statement of Financial Position (unaudited) at March 31, 2025 (in dollars)

Table 13 provides a brief snapshot of the amounts the department owes or must spend (liabilities) and its available resources (assets), which helps to indicate its ability to carry out programs and services.

| Financial information | Actual fiscal year (2024-25) | Previous fiscal year (2023-24) | Difference (2024-25 minus 2023-24) |
|----------------------------|------------------------------|--------------------------------|------------------------------------|
| Total net liabilities | 54,620,646 | 49,819,766 | 4,800,880 |
| Total net financial assets | 36,320,258 | 32,851,200 | 3,469,058 |

| Financial information | Actual fiscal year (2024–25) | Previous fiscal year (2023–24) | Difference (2024–25 minus 2023–24) |
|-------------------------------------|------------------------------|--------------------------------|------------------------------------|
| Departmental net debt | 18,300,388 | 16,968,566 | 1,331,822 |
| Total non-financial assets | 26,298,876 | 27,356,912 | (1,058,036) |
| Departmental net financial position | 7,998,488 | 10,388,346 | (2,380,858) |

Analysis of department’s liabilities and assets since last fiscal year

In 2024-25, the department's net liabilities increased by \$4,800,880. This increase is primarily driven by higher accrued liabilities, arising from a timing difference in the processing of transition-related costs associated with Cabinet changes. Total net financial and non-financial assets in 2024-25 amounted to \$62,619,134, reflecting an increase of \$2,411,022 compared to 2023-24. This variance is attributed to a decrease in tangible capital asset acquisitions, accounts receivable, and prepaid expenditures, partially offset by an increase in amounts due from the Consolidated Revenue Fund.

Human resources

This section presents an overview of the department’s actual and planned human resources from 2022–23 to 2027–28.

Table 14: Actual human resources for core responsibility and internal services

Table 14 shows a summary in full-time equivalents of human resources for PCO’s core responsibility and for its internal services for the previous three fiscal years.

| Core responsibility and internal services | 2022–23 Actual full-time equivalents | 2023–24 Actual full-time equivalents | 2024–25 Actual full-time equivalents |
|---|--------------------------------------|--------------------------------------|--------------------------------------|
| Serve the Prime Minister and Cabinet | 673 | 682 | 748 |
| Subtotal | 673 | 682 | 748 |
| Internal services | 662 | 664 | 585 |
| Total | 1,335 | 1,346 | 1,333 |

Analysis of human resources for the last three years

Core responsibility

The increase in full-time equivalents (FTEs) under core responsibility from 2022-23 to 2024-25 is associated with the establishment of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions and the Clean Growth Office, as well as increased resources to strengthen internal trade, support the National Security Council, and deliver on work related to anti-racism, diversity, equity and inclusion.

This increase was partially offset by a decrease in FTEs due to the closure of operations for the Public Inquiry into the February 2022 Public Order Emergency on March 31, 2023, and the Joint Public Inquiry into the Nova Scotia April 2020 Tragedy on May 15, 2023, as well as spending reductions announced in Budget 2023.

Internal services

The decrease of FTEs in internal services from 2022–23 to 2024–25 is associated with spending reductions announced in Budget 2023, which was partially offset by an increase in FTEs to provide

administrative support to the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions.

In 2024–25, there was also a reclassification of certain programs unique to PCO’s core mandate from ‘internal services’ to ‘core responsibility’ to better reflect the nature of these programs, which was the main reason for the variance between internal services and core responsibility from 2022-23 to 2024-25.

Table 15: Human resources planning summary for core responsibility and internal services

Table 15 shows the planned full-time equivalents for each of PCO’s core responsibility and for its internal services for the next three years. Human resources for the current fiscal year are forecast based on year to date.

| Core responsibility and internal services | 2025–26 Planned full-time equivalents | 2026–27 Planned full-time equivalents | 2027–28 Planned full-time equivalents |
|---|---------------------------------------|---------------------------------------|---------------------------------------|
| Serve the Prime Minister and Cabinet | 760 | 730 | 704 |
| Subtotal | 760 | 730 | 704 |
| Internal services | 576 | 576 | 576 |
| Total | 1,336 | 1,306 | 1,280 |

Analysis of human resources for the next three years

Core responsibility

The overall decrease of 56 planned FTEs from 2025-26 to 2027-28 for ‘core responsibility’ is due to the sunset of funding for the Candidate Security Program during the Canadian federal electoral process and for election- or post-election related costs, enhancing departmental capacity to deal with urgent priorities, strengthening internal trade, supporting the Clean Growth Office, and delivering on work related to anti-racism, diversity, equity and inclusion, along with spending reductions announced in Budget 2023. Additionally, in 2025-26, there is a planned reduction in FTEs for the completion of the core mandate of the Public Inquiry into Foreign Interference in Federal Electoral Processes and Democratic Institutions.

Internal services

Planned FTEs for internal services are expected to remain stable from 2025–26 to 2027–28.

Supplementary information tables

The following supplementary information table is available on PCO’s website:

- [Gender-based Analysis Plus](#)

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](#). 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.

Corporate information

Departmental profile

Appropriate Ministers:

The Right Honourable Mark Carney, Prime Minister of Canada

The Honourable Dominic LeBlanc, President of the King's Privy Council for Canada and Minister responsible for Canada-U.S. Trade, Intergovernmental Affairs, Internal Trade and One Canadian Economy

The Honourable Steven MacKinnon, Minister of Transport and Leader of the Government in the House of Commons

Institutional head: Michael Sabia, 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

Departmental 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

Website(s):

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

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

X (Twitter) Account: Clerk of the Privy Council – <https://x.com/PrivyCouncilCA>

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, departments, or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role of a department. The departmental results listed for a core responsibility reflect the outcomes that the department seeks to influence or achieve.

Departmental Plan (plan ministériel)

A report that outlines the anticipated activities and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament in the spring.

departmental priority (priorité)

A plan, project, or activity that a department focuses and reports on during a specific planning period. Priorities represent the most important things to be done or those to be addressed first to help achieve the desired departmental results.

departmental result (résultat ministériel)

A high-level outcome related to the core responsibilities of a department.

departmental result indicator (indicateur de résultat ministériel)

A quantitative or qualitative measure that assesses progress toward 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 outlining a department's accomplishments against the plans, priorities, and expected results set out in the corresponding Departmental Plan.

Full-time equivalent (équivalent temps plein)

Measures the person years in a departmental budget. An employee's scheduled hours per week divided by the employer's hours for a full-time workweek calculates a full-time equivalent. For example, an employee who works 20 hours in a 40-hour standard workweek represents a 0.5 full-time equivalent.

Gender-based Analysis Plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool that helps to understand the ways diverse individuals experience policies, programs and other initiatives. Applying GBA Plus to policies, programs, and other initiatives helps to identify the different needs of the people affected, the ways to be more responsive and inclusive, and the methods to anticipate and mitigate potential barriers to accessing or benefitting from the initiative. GBA Plus goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

government priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Results Report, government priorities are the high-level themes outlining the Government’s agenda as announced in the [2025 Speech from the Throne](#).

horizontal initiative (initiative horizontale)

A program, project, or other initiative where two or more federal departments receive funding to work collaboratively on a shared outcome, usually linked to a government priority, and where the Ministers involved agree to designate it as horizontal. Specific reporting requirements apply, including that the lead department must report on combined expenditures and results.

Indigenous business (entreprise autochtones)

For the purposes of a Departmental Result Report, this includes any entity that meets Indigenous Services Canada’s criteria of being owned and operated by Elders, band, and tribal councils registered in the [Indigenous Business Directory](#), or registered on a modern treaty beneficiary business list.

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

performance indicator (indicateur de rendement)

A qualitative or quantitative measure that assesses progress toward a departmental-level or program-level result, or the expected outputs or outcomes of a program, policy, or initiative.

plan (plan)

The articulation of strategic choices, which provides information on how a department intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tends 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 the amounts presented in Main Estimates. Departments must determine their planned spending and be able to defend the financial numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

An individual, group, or combination of services and activities managed together within a department and focused on a specific set of outputs, outcomes, or service levels.

program inventory (répertoire des programmes)

A listing that identifies all the department's programs and the resources that contribute to delivering on the department's core responsibilities and achieving its results.

result (résultat)

An outcome or output related to the activities of a department, policy, program, or initiative.

statutory expenditures (dépenses législatives)

Spending approved through legislation passed in Parliament, other than appropriation acts. The legislation sets out the purpose and the terms and conditions of the expenditures.

target (cible)

A quantitative or qualitative measurable goal that a department, program, or initiative plans to achieve within a specified time period.

voted expenditures (dépenses votées)

Spending approved annually through an appropriation act passed in Parliament. The vote also outlines the conditions that govern the spending.