



Canada Information Office

Performance Report

For the period ending
March 31, 1999

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Présentation améliorée des rapports au Parlement

Document pilote

Le Budget des dépenses du gouvernement du Canada est divisé en plusieurs parties. Commençant par un aperçu des dépenses totales du gouvernement dans la Partie I, les documents deviennent de plus en plus détaillés. Dans la Partie II, les dépenses sont décrites selon les ministères, les organismes et les programmes. Cette partie renferme aussi le libellé proposé des conditions qui s'appliquent aux pouvoirs de dépenser qu'on demande au Parlement d'accorder.

Le *Rapport sur les plans et les priorités* fournit des détails supplémentaires sur chacun des ministères ainsi que sur leurs programmes qui sont principalement axés sur une planification plus stratégique et les renseignements sur les résultats escomptés.

Le *Rapport sur le rendement* met l'accent sur la responsabilisation basée sur les résultats en indiquant les réalisations en fonction des prévisions de rendement et les engagements à l'endroit des résultats qui sont exposés dans le *Rapport sur les plans et les priorités*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

This year, the Fall Performance Package is comprised of 82 Departmental Performance Reports and the government's report *Managing for Results - Volumes 1 and 2*.

This *Departmental Performance Report*, covering the period ending March 31, 1999, provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's pilot *Report on Plans and Priorities* for 1998-99. The key result commitments for all departments and agencies are also included in Volume 2 of *Managing for Results*.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine and develop both managing for and reporting of results. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

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

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

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Canada Information Office

Performance Report

**for the
period ending
March 31, 1999**

Alfonso Gagliano
Minister responsible for the Canada Information Office

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Section I: Message

Minister's Message

As the Minister responsible for the Canada Information Office (CIO), I am pleased to present the Departmental Performance Report for the period ending March 31, 1999. This year, following the creation of the ad hoc Cabinet Committee on Government Communications, the CIO mandate has been redefined and consolidated. In its role of supporting and advising the Committee, the CIO has committed to improve communications between the government and its citizens.

The CIO has conducted research to identify the information needs and expectations of Canadians, putting what has been learned from these studies into practice in real-life applications in initiatives and projects. The results have enabled the CIO to adapt its citizen-focused information and communication initiatives more effectively, as well as to better inform the public about the programs and services provided by the Government of Canada.

The CIO has cooperated with federal departments and agencies, both in the National Capital Region and throughout the country, to ensure greater joint effort is made in communication within the Government of Canada. The CIO has worked to develop and introduce effective communication practices that meet the expectations and needs of Canadians.

In improving communication, the CIO's major challenge is to promote the coordination of communication within the federal government. The development and implementation of a horizontal approach better adapted to the real needs of the public is one of the organization's long-term objectives.

I am proud of the CIO's successes and contribution, and I would like to take this opportunity to thank all the individuals, associations, organizations and departments who have contributed, from near and far, to the accomplishment of our objectives for the year 1998-99. By working in partnership and cooperation, we will be able to maximize the results of our collective efforts to communicate better with the citizens of Canada.

Alfonso Gagliano

Chart of Key Results Commitments

Canada Information Office (CIO)		
to provide Canadians with information on Canada		
Key results:	Demonstrated by:	Achievement reported in:
Information on Canada and the role of the Government of Canada	<ul style="list-style-type: none"> • Reach and impact of CIO activities on participants and specific audiences • Accessibility of information about the Government of Canada's programs and services 	Section III - Departmental Performance (p.7)
Opportunities to be actively involved in learning about and strengthening Canada	<ul style="list-style-type: none"> • Partnerships that promote cooperation, trust, respect and mutual understanding among Canadians • Participation of Canadians in nation-building activities 	Section III - Departmental Performance (p.7)

Executive Summary

The Canada Information Office (CIO) was created in 1996 with the mandate to inform Canadians about their country, their fellow citizens, the evolving role of the federation, and the programs and services of the Government of Canada. The CIO's mandate was renewed in December 1997, as part of a commitment in the 1997 Speech from the Throne to build a stronger Canada.

In April 1998, the Government of Canada created the ad hoc Cabinet Committee on Government Communications (the Committee), under the chairmanship of the Minister of Public Works and Government Services, the Honourable Alfonso Gagliano. The Committee's role is to oversee government communications to ensure that they are more effectively coordinated and respond to the needs and interests of citizens.

Given its role as a communications office, responsibility for the CIO was transferred to Minister Gagliano, and its mandate updated to reflect its new role in providing strategic and operational support to the Committee.

The CIO has spent much of the period under review developing projects and initiatives in support of the Committee's work. Emphasis was placed on learning more about Canadians' interests and preferences regarding government communications, on developing a more profound understanding of regional communications challenges, on developing effective communications tools and techniques that could be used throughout government, as well as on undertaking pilot projects with government partners to demonstrate the effectiveness of horizontal (that is, not department-specific), citizen-focused communications.

The period under review has been a year of evolution and transition. To guide its progress, the CIO has developed a new set of strategic objectives:

- to promote excellence in citizen-focused government communications,
- to enhance the regional responsiveness of Government of Canada communications,
- to contribute to the revitalization of the government's communications community, and
- to provide operational communications support to the government.

These objectives, in line with the updated mandate, will be built into new results indicators for the purposes of future reporting exercises.

Section II: Departmental Overview

Mandate, Mission and Vision

The Canada Information Office (CIO) was created July 9, 1996, by the Government of Canada by Order-in-Council 1996-1066. Currently funded until March 31, 2000, the department appears in Schedule I.1 of the *Financial Administration Act*.

At its creation, the Government of Canada assigned the CIO the mandate to inform Canadians about their country, about each other, about the renewal of the federation and about the role of the Government of Canada in meeting the needs of Canadians through the delivery of programs and services. Its mission at that time was to contribute to Canadians learning more about their country in order to build a stronger Canada.

Following the establishment of the ad hoc Cabinet Committee on Government Communications, the CIO was given the additional role of contributing to the improvement of communications between the government and Canadians. The CIO's new mandate is to provide support and advice to the ad hoc Cabinet Committee, while still providing information on programs and services provided by the Government of Canada. The new CIO mission also includes the development and accomplishment of projects ultimately intended to improve communication between the Government of Canada and its citizens.

The organization's vision is to "promote excellence in citizen-focused communications."

Operating Environment

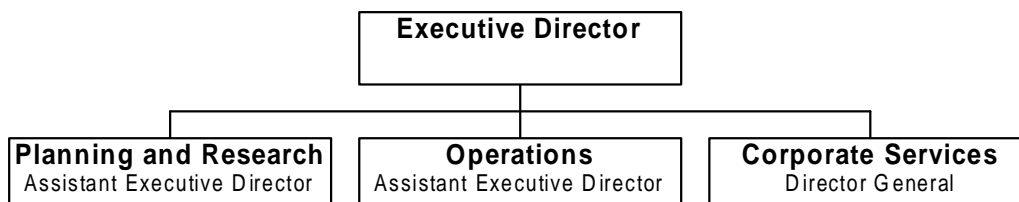
The CIO was created with one business line, *Information on Canada to Canadians*, and three service lines:

- Outreach
- Communications
- Operations

At the time of the CIO's creation, these service lines reflected the organization's mandate and were aligned with its organizational structure. Given the updated mandate, and a subsequent reorganization, the service lines have changed and will be readjusted for future reports. For the purposes of this report, however, the information has been organized along the original service lines.

Departmental Organization

As mentioned above, in 1998-99, the CIO underwent a reorganization to enable it to more effectively fulfil its new mandate. From an original four sectors (Outreach, Communications, Operations and Information Services), the CIO now has three (Planning and Research, Operations and Corporate Services). The Executive Director reports to the Chair of the ad hoc Cabinet Committee on Government Communications and is supported by two Assistant Executive Directors and a Director General, as illustrated in the chart below.



In the past year, two additional functions were temporarily added to the organization structure to assist in the accomplishment of new CIO objectives, functions that involve the establishment of regional capability and the renewal of the communications community.

Organization's Values

In this period, values were identified and are now promoted in the organization to provide CIO clients and partners with superior quality service. These values also guide employees in their daily activities, supporting continuous service improvement.

Organizational Values

- Integrity
- Professionalism
- Respect
- Transparency

Section III: Departmental Performance

Performance Expectations

During the period under review, the CIO expected to help the government improve how it communicates with Canadians, by providing to the public, information that is useful to them and has relevance in their daily lives. The CIO also tried to actively involve Canadians in ways that have real meaning for them and bring them closer to each other and their country.

Key CIO Performance Challenges

- Many Canadians lack an awareness of Government of Canada programs and services.
- Many Canadians desire more information about Canada, feel that the government has an important role to play in ensuring an ongoing flow of information and express a desire to be more directly involved in government activities.
- Communicating the government's agenda as well as its programs and services in a comprehensive manner can be difficult in the absence of an individual organization charged with the coordination of all horizontal communications activities. Attributing the results of these activities to any one department or agency can also be difficult.

Performance Accomplishments

Departmental Accomplishments

<u>Canada Information Office</u>	
Planned Spending	\$20,000,000
<i>Total Authorities</i>	\$20,041,000
1998-99 Actual Spending	\$19,267,893

Note: The variance of \$773,107 between Total Authorities and the 1998-99 Actual Spending is primarily due to below- estimate staff costs.

For the purpose of the current year, the CIO has compiled the results of initiatives undertaken in each of its service lines. The summary table below shows some of the CIO's accomplishments.

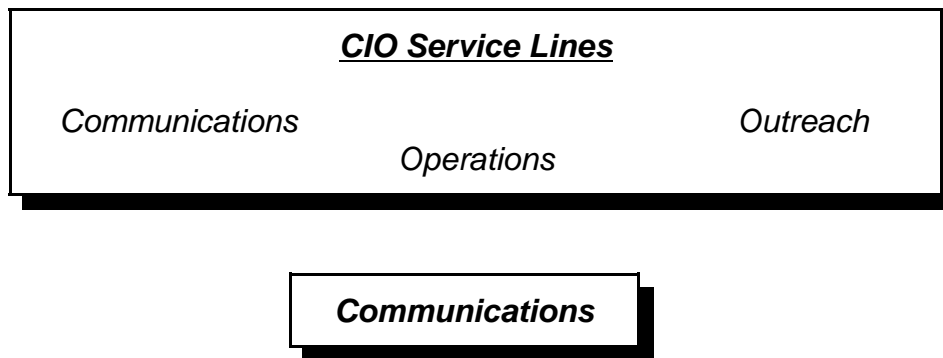
Summary Table of Accomplishments

Overall Accomplishments	Contribution
Participation in the development of a horizontal approach in government communications.	The approach contributes to improved awareness and understanding of the government program through better coordinated, more consistent and targeted initiatives.
Public opinion surveys and follow-up studies on citizen-focused communication.	The identification of needs and expectations of Canadians allows increased effectiveness and relevance of government communications.
Pilot communications projects on issues of importance to Canadians using various tools: <ul style="list-style-type: none">• direct mail advertising• community newspaper advertising• exhibits and events.	Targeted dissemination of information on issues of interest helps improve communication with Canadians.

Overall Accomplishments	Contribution
<p>Planning Ministerial visits (pilot project):</p> <ul style="list-style-type: none"> • seven Ministers • forty days • twelve administrative regions. 	<p>The planning and support of regional Ministerial visits contributes to reinforce the communications capacity of the Government of Canada at the regional and local levels, notably by being more responsive to the concerns of citizens, allowing the government to communicate and explain in a more targeted and adapted manner, its priorities as well as the programs and services it offers to citizens.</p>
<p>Development of a regional communications approach in consultation with federal regional councils and government partners, including the Treasury Board Secretariat and Privy Council Office.</p>	<p>Strengthened regional communications capacity enables the government to develop communications initiatives that are more responsive to the needs of Canada's regions.</p>
<p>Assistance to some federal departments and organizations in coordinating events and communications in the regions:</p> <ul style="list-style-type: none"> • calendars of key events • distribution of documentation and analysis of information communicated by the media. 	<p>The assistance enables federal partners to plan and coordinate events and communications in the regions more effectively.</p>
<p>Support and funding for partnership projects in communications.</p>	<p>The projects fostered the establishment of communications networks between the government and the public, the private sector and non-government organizations. In addition, the projects encourage innovative communication and information-sharing to better inform Canadians.</p>

Overall Accomplishments	Contribution
<p>Cooperation with key partners in initiatives for access to information for Canadians:</p> <ul style="list-style-type: none"> • Canada Web site (www.canada.gc.ca) • Government of Canada representation at fairs and exhibitions • 1-800 O-Canada (1-800-622-6232). 	<p>Cooperation with key partners in accomplishing various initiatives allows the CIO to make a contribution to the improvement of public access to information about the government.</p>
<p>Cooperation with key partners on various projects to establish best practices in communications within the government with the assistance of:</p> <ul style="list-style-type: none"> • citizen-oriented publicity guidelines • training and recruitment recommendations in the communications sector. 	<p>The guidelines, tools, techniques and training modules will lead to a better equipped communications community, better able to develop citizen-focused communications.</p>

Service Line Accomplishments



The Communications service line produces and disseminates information about Canada and the Government of Canada's programs and services. Based on the results of its research, the CIO designs and coordinates citizen-oriented marketing and communication initiatives. These initiatives reflect citizens' needs and interest for information about their country as well as the programs and services available from their national government.

Specific accomplishments in 1998-99 include a large nationwide tracking survey, which has helped better understand the overall public environment affecting communications and Canadians' attitudes towards government communications. The CIO also relied on other surveys, both internal and those conducted by other researchers, to learn more about Canadians' information needs.

The research has demonstrated that Canadians want to know what the Government of Canada is doing, and that they want to be informed in a way which reflects their values, is clear and simple, and is timely and relevant. The research points to a need for government departments to work together in providing Canadians with cohesive and coordinated communications.

Building on the results of its research, the CIO worked closely with several government departments to develop projects to help the government communicate more effectively and collaboratively about programs and services. The projects completed during the period under review include:

Advertising - The CIO supported other government departments to develop Internet banner ads (a form of advertising on the Internet) and to develop national bilingual community newspaper ads on Healthy Life Styles, Youth and Learning, and the Year 2000 Bug.

Rural Guide - The CIO worked with Agriculture and Agri-Food Canada to develop the strategy for the *Rural Guide*, an information guide on Government of Canada programs and services, which was delivered to 2.3 million Canadians living in rural areas.

Year 2000 Mail-out - The CIO assisted Industry Canada in the development and implementation of the Millennium Bug mail-out project.

International Year of Older Persons (IYOP) Cheque Insert - The CIO developed the IYOP cheque insert project with Human Resources Development Canada.

Public Access to the Government of Canada - The CIO assisted Public Works and Government Services Canada in establishing the framework for the 1-800 O-Canada (1-800-622-6232) toll-free information service line and the Canada Internet site (www.canada.gc.ca) as the main access points to the Government of Canada.

Studies to date reveal that there is a high satisfaction rate among Canadians with these projects. Furthermore, following the implementation of these activities, there has been a noticeable increase in calls to the 1-800 O-Canada (1-800-622-6232) line and hits on the Canada Internet site (www.canada.gc.ca), both of which were featured prominently in all of the above-mentioned projects.

To respond to Canadians' interest in more information about their country, the CIO maintains *Facts on Canada*, a series of fact sheets on different aspects of Canada. During the period under review, the CIO designed 18 new fact sheets. *Facts on Canada* is the most frequently requested item on the CIO Internet site, and thousands of copies have been sent to schools across the country for incorporation into public school curricula.

The CIO also helped provide information to Canadians about their country by supporting key events, such as:

- *Canada Conference '99* (a conference to celebrate the 50th anniversary of Newfoundland joining Canada) - The CIO worked with a number of federal government organizations to sponsor and assist in the organization of *Canada Conference '99*, which helped create cross-Canada awareness of this historic anniversary; and

- *Veteran's Week* - In collaboration with Veterans Affairs Canada, the CIO developed a *Veteran's Week* media promotion campaign to develop greater awareness of the contribution of Canada and its veterans to the World War I. Media coverage of *Veteran's Week* in 1998 increased by 57% over the previous year.

During the period under review, the CIO's efforts also focused on two government-wide initiatives: regional communications and revitalization of the government communications community.

With respect to revitalization of the government communications community, the CIO worked with other departments and private-sector partners to develop training programs for junior - and senior - level communications officers and communications managers to improve their understanding of citizen-focused communications.

On the regional communications initiatives, the CIO worked closely with regional councils and other departments to assess Government of Canada communications in the regions. The assessment indicated a need for government communications which are more reflective of regional realities and respond to regional information needs.

As a result of these findings, the CIO has developed a variety of information products and coordinated events to support regional communications. For example, the CIO coordinated Ministerial visits to provide a means by which the Government of Canada can, on a regular basis, take stock of the needs and concerns of local and regional groups and organizations, allowing it to better adapt its communications in order to better communicate and explain more effectively its priorities and the services and programs it offers to citizens. To assist other departments in planning and coordinating regional events and communications, the CIO provided calendars of key communications opportunities and implemented *MediaNet*, a state-of-the-art and fully computerized media monitoring, research and information dissemination system, which allows the CIO to provide other departments with timely analysis of media coverage and public response. The positive feedback received to date from other departments is an early indication that these products are effective tools.

Outreach

The Outreach service line was originally conceived to engage Canadians in strengthening Canada. For much of the period under review, the CIO identified and developed partnerships between individuals and groups from the public, private and voluntary sectors aimed at promoting cooperation, trust, respect and mutual understanding among Canadians. However, the Outreach service line was modified to reflect the CIO's new responsibilities. Therefore, during the later part of the period, the Outreach service line encouraged Canadians to work with the government and other partners to help improve communications between citizens and the Government of Canada.

To meet this new objective, the CIO identifies the most effective liaison programs and techniques with which to provide information to the public on the initiatives, programs and services of the Government of Canada. Specifically, the CIO establishes and maintains a liaison-consultation program with citizens, national, regional and local groups and associations. The choice of activities undertaken by the CIO is reinforced by the findings of its research and analysis and its practical experience.

The Outreach service line is supported by two programs: the *Partnership Initiative* and the *Civic Engagement* program.

For the period under review, the *Partnership Initiative* reflected the original objective of the Outreach service line. It was the main vehicle through which partnerships were developed. The *Partnership Initiative* has recently been modified to support the new objective of the Outreach service line. It now supports innovative communications and information-sharing initiatives in cooperation with public and private-sector partners. The *Partnership Initiative* helps Canadians share information, helps inform Canadians, and demonstrates the relevance of Government of Canada priorities, programs and services. It is too early to report on the results of the modified *Partnership Initiative*, but feedback on the original version of the program was positive.

EXAMPLES OF PARTNERSHIP INITIATIVE PROJECTS

South Carleton High School - Unity Peak Web Site - This Canadian school was the first to be granted the right to name a peak in the Lake Louise region of Alberta. Outreach contributed to the development of a Web site which allowed the students to share the experience of their journey to the peak with Canadians from coast to coast.

Chez Nous 98 - A television series with a spotlight on Francophone culture, activities and lifestyles in Canada, the series featured Canadian history, news and sports, as well as performances by up-and-coming Francophone musicians. Episodes reached on an average of 170,000 Canadian viewers.

In 1998-99, the *Civic Engagement* program was created as a vehicle to support the CIO's new responsibilities. The program's objective is to communicate the scope and relevance of the programs and services of the Government of Canada at the regional and local levels. To support this objective, the CIO coordinates pilot projects in cooperation with other government departments and leaders within local communities. Much of the year was devoted to designing and implementing the pilot project structure and validating the approach.

Through *Civic Engagement*, five community-based pilot projects were completed during the period under review. For example, with its partners, the CIO developed and presented workshops to small businesses and condominium managers on the Millennium Bug. Feedback from these workshops indicates that 95% of participants found the tools and information pertinent and of excellent quality.

Evaluations of all pilot projects indicate that, through the *Civic Engagement* program, the CIO contributes positively to: supporting the communication leadership of other departments at the local level; encouraging the participation of private sector and community partners in the development of pilot projects; and bringing together different departments to work together in the development of pilot projects.

Through the *Civic Engagement* program, the CIO has also developed a better understanding of local challenges and improved its regional networks. These results will be used to support the regional communications efforts under the Communications service line.

Operations

The Operations service line provides the internal infrastructure necessary for functions involving finance, administration, human resources, access to information and protection of privacy, Parliamentary relations, information technologies, information management and services for senior management.

The CIO continues to develop quality administrative tools, as well as sound and transparent management practices. As such, management practices including the application of regulations governing human, financial, contractual and other resources, are being actively updated, allowing the organization to operate in compliance with departmental regulations and policies and to make sound decisions based on reliable information.

In addition, development has begun on a performance framework which will be used to measure organizational effectiveness using sectoral and corporate indicators. Consequently, a plan including studies and evaluations will be elaborated to guide performance assessments along key information sectors of the organization.

Through the Operations service line, the CIO contributes to a government-wide project:

Universal Classification System (UCS) - This government-wide project aims to provide a more equitable basis for salary determination. The CIO has met all Treasury Board requirements for the implementation of UCS, including the preparation of revised work descriptions for all its staff.

Section IV: Consolidating Reporting

Year 2000 (Y2K) Readiness

Conscious of the various critical issues raised by the year 2000 bug, the CIO is ready for the transition to the year 2000. Compliance of its practices and systems ensures that the CIO is in a position to manage and control potential risks.

Section V: Financial Performance

Financial Performance Overview

During the year 1998-99, the CIO came under the responsibility of the Chair of the ad hoc Cabinet Committee on Government Communications and was given responsibility for supporting the Committee in its efforts to make government communications more effective. The situation has changed the expectations for the expertise which should be provided by the CIO, requiring a review of its organizational capability. The resulting adjustments have slowed down the staffing process, causing a temporary under-utilization of human resources equivalent to the surplus observed. The variance of \$773,107 between Total Authorities and Actual Spending is primarily due to below-estimate staff costs.

Financial Summary Tables

The following tables are applicable to the Canada Information Office:

Table 1

Summary of Voted Appropriations

Financial Requirements by Authority (thousands of dollars)

Vote	1998-1999		
	Planned Spending	Total Authorities	Actual Spending
Canada Information Office			
35 Program expenditures	19,181	19,181	18,408
(S) Contributions to employee benefit plans	819	860	860
Total Department	20,000	20,041	19,268

Table 2**Comparison of Total Planned Spending to Actual Spending****Departmental Planned versus Actual Spending (thousands of dollars)**

Canada Information Office	1998-1999		
	Planned Spending	<i>Total Authorities</i>	Actual Spending
Full Time Equivalents (FTEs)	60	<i>60</i>	49
Operating	19,750	<i>19,691</i>	18,964
Capital	250	<i>350</i>	304
Voted Grants & Contributions	---	---	---
Subtotal: Gross Voted Expenditures	20,000	<i>20,041</i>	19,268
Statutory Grants & Contributions	---	---	---
Total Gross Expenditures	20,000	<i>20,041</i>	19,268
Less:			
Respendable Revenues (1)	---	---	---
Total Net Expenditures	20,000	<i>20,041</i>	19,268
Other Revenues and Expenditures			
Non-Respendable Revenues (2)	---	---	---
Cost of Services Provided by Other Departments	780	<i>780</i>	811
Net Cost of the Program	20,780	<i>20,821</i>	20,079

Nota : Figures for “Planned Spending” appear in normal font*Figures for “Total Authorities” are in italic***Figures for “Actual Spending” are bolded****(1)** Formerly called “Revenues Credited to the Vote”**(2)** Formerly called “Revenues Credited to the Consolidated Revenue Fund”

Table 3

Historical Comparison of Total Planned Spending to Actual Spending

Departmental Planned versus Actual Spending (thousands of dollars)

	Actual	Actual	1998-1999		
	1996-1997	1997-1998	Planned Spending	<i>Total Authorities</i>	Actual Spending
Canada Information Office (1)	17,709	18,854	20,000	<i>20,041</i>	19,268
Total	17,709	18,854	20,000	<i>20,041</i>	19,268

(1) The Canada Information Office was created in 1996-1997.

Section VI: Other Information

<p>The Canada Information Office is located at:</p> <p>155 Queen Street, 5th Floor Ottawa, Ontario K1P 6L1 Phone: (613) 992-1692 Fax: (613) 991-1952</p>	
<p>For information on CIO publications and initiatives, please contact us through:</p>	
<p>Internet</p> <p>Please visit our Web site at:</p> <p>http://www.infocan.gc.ca</p> <p>The site is updated regularly with information and special features.</p>	<p>Toll-free Service 1-800 O-Canada (1-800-622-6232)</p> <p>To obtain information on Canada, fact sheets or details on other Canada Information Office activities, please call 1-800 O-Canada (1-800-622-6232).</p>
<p>Access to Information/Federal Privacy Act (ATIP)</p> <p>ATIP inquiries should be directed to the:</p> <p>ATIP Coordinator Canada Information Office 155 Queen Street, 5th Floor Ottawa, Ontario K1P 6L1</p>	