



Government
of Canada

Gouvernement
du Canada



A Year of Renewal

03/04
ANNUAL REPORT

on the
Government of Canada's
Advertising
2003-2004

Canada 



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Message from the Minister

I am pleased to present this annual report on the Government of Canada's advertising activities for 2003-2004. As the report's title indicates, this was a year of renewal for government advertising.

In 2003-2004, the government embarked on the advertising renewal initiative, undertaking a comprehensive review, engaging in consultations with stakeholders, and laying the foundation for a better system. Beginning with the announcement in April 2003 of the new Government of Canada advertising framework, we have continued to build on that foundation. We have introduced a broad set of changes to upgrade our performance and strengthen the procurement, management and coordination of our advertising activities.

This second annual report delivers on our commitment to Canadians to ensure accountability and transparency. It outlines the changes we have introduced, and describes how they have helped to accomplish a number of goals: increase the Government of Canada's capacity in managing its advertising efforts; strengthen advertising procurement practices; obtain better value for money; and achieve better transparency and accountability. This report also identifies a number of measures taken by various government organizations to address the issues related to advertising activities that were raised in the November 2003 *Report of the Auditor General of Canada to the House of Commons*.



Above all, the changes being implemented are aimed at meeting Canadians' expectations of their government, by providing sound stewardship, quality services and enhanced management. This report demonstrates how we are moving ahead to ensure that Canadians get the most benefit possible from Government of Canada advertising.

The Honourable Scott Brison

Minister of Public Works and Government Services

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Executive Summary



Advertising is a communication tool that helps the Government of Canada inform Canadians of its policies, programs, services or initiatives, or of dangers or risks to public health, safety or the environment. As part of its commitment to openness and transparency, the government announced in April 2003 that it would publish an annual report on advertising. *A Year of Renewal: Annual Report on the Government of Canada's Advertising 2003-2004* is the second such annual report on the Government of Canada's advertising practices.

The report highlights some of the many changes introduced in 2003-2004 as a result of in-depth reviews of the government's advertising processes and practices. It also provides background on the advertising renewal initiative and decisions that affected government advertising in 2003-2004, and it details where the resulting changes will take government advertising in the future.

Chapter 1 of the report provides background information on many of the changes to government advertising introduced in the past year. It outlines organizational changes within the Government of Canada in 2003-2004. It goes on to explain the focus of the November 2003 *Report of the Auditor General of Canada to the House of Commons*, and to describe the mandates of the Commission of Inquiry into the Sponsorship Program and Advertising Activities.

Chapter 2 highlights key accomplishments and initiatives of advertising renewal in 2003-2004, including:

- Building capacity (through publication of the Advertising Orientation Guide and toolkit; introduction of the Advertising Community of Practice; presentation of 16 training sessions on the revised advertising process; and delivery of an information session on radio advertising).

- Procuring advertising from firms that provide services with at least 80 percent Canadian-content; introducing a new, three-tiered system of advertising-service procurement options, involving standing offers (for projects under \$75,000), supply arrangements (for projects between \$75,000 and \$750,000) and request for proposals (for projects more than \$750,000); developing a Statement of Work Template; and the solicitation process for the Agency of Record contract.
- Increasing value for money (through the introduction of changes to advertising agency remuneration methods to reflect standard industry practices, such as using a labour-based remuneration model with hourly rates in most types of advertising contracts).
- Increasing transparency and accountability (through the development of a new electronic information management system, and production of an annual report).

The chapter wraps up with a description of some of the advertising-related measures taken by government organizations in response to the findings of the November 2003 Auditor General of Canada's report.

Chapter 3 provides summaries of four major advertising campaigns for 2003-2004:

- University of Life;
- Canadian Forces Recruitment;
- Smoking Cessation 2003-2004; and
- Services for Children (National Child Benefit).

The chapter also offers information on advertising expenditures, categorized by organization; a list of suppliers used by the Government of Canada; the Government of Canada's investments, by media type and by month; and information on the number of advertising contracts and ADV (advertising) numbers issued to departments and agencies for 2003-2004.

Chapter 4, "The Road Ahead," looks at the benefits and status of the advertising renewal initiative, and discusses the steps being taken to strengthen the management of government advertising including measures to strengthen compliance with the *Official Languages Act*. In particular, it provides information on the advertising moratorium announced on March 15, 2004, and the 15 percent reduction in the government's media placement spending over the next three years.

The chapter concludes with a description of the advertising renewal initiatives that will continue to be implemented in the 2004-2005 fiscal year:

- Cossette Media, a Toronto-based division of Cossette Communication Group, was awarded the Agency of Record contract.
- The Government of Canada, through a competitive process, awarded standing offers and supply arrangements for advertising services.
- To reflect the changing advertising management framework, the Treasury Board of Canada Secretariat has updated the Communications Policy of the Government of Canada, and its associated advertising procedures.

- A new electronic system is being developed. The system, Advertising Management Information System (AdMIS), will track and document advertising projects for government organizations, including a project's ADV (advertising) numbers, actual cost, scope of work, media plans and evaluation reports.
- In response to the November 2003 report of the Auditor General of Canada, a new, consistent, government-wide *Advertising Documentation Standard for Project Files* was published to help organizations keep proper records, manage their advertising files and maintain proper audit trails.
- Public Works and Government Services Canada has been working toward launching a new Government of Canada advertising intranet site.
- Training sessions are being developed. The sessions will provide public servants with an orientation on the new advertising management process.

Finally, the report's **Appendix** includes:

- A chronology of Government of Canada events related to the advertising renewal initiative;
- A list of measures taken in response to the November 2003 *Report of the Auditor General of Canada to the House of Commons*;
- The highlights and results of the campaigns summarized in Chapter 3; and
- A list of the suppliers for the standing offers and supply arrangements for advertising services.



Background



Chapter 1

Overview

Advertising is one of many tools the Government of Canada uses to communicate with the public. To be efficient, advertising must be anchored to a broader communications strategy and be based on sound research. It is an important element in helping the government fulfill its duty to inform its citizens, in the official language of their choice, of government policies, programs, services or initiatives, or of dangers or risks to public health, safety or the environment.

In order to ensure the effectiveness and efficiency of its advertising programs, the Government of Canada evaluates its major campaigns. For reporting purposes, the evaluation of government advertising is part of public opinion research activities and includes advertising pre-testing and post-campaign research, including recall surveys that measure the effectiveness of a campaign in reaching its target audience and desired objectives.

The Communications Policy of the Government of Canada, produced by the Treasury Board of Canada Secretariat, requires that organizations¹ listed in Schedules I, I.1 and II of the *Financial Administration Act* coordinate advertising planning and implementation with the Privy Council Office and Public Works and Government Services Canada (PWGSC) in accordance with established procedures. Organizations must also contract for advertising services through PWGSC, and adhere strictly to the requirements of Treasury Board's Contracting Policy and Common Services Policy in all advertising procurement. In order to ensure transparency, organizations must also electronically document their advertising activities with PWGSC and account for expenditures in Public Accounts line 0103.

¹ For the purposes of this report, the term *organization(s)* shall mean all departments and agencies listed in Schedules I, I.1 and II of the *Financial Administration Act*.

Accordingly, each organization is responsible and accountable for compliance with the *Official Languages Act*, as well as its own management of advertising contracts, proper administration and financial documentation, payments, file management and the quality control of its advertising products.

Advertising Renewal

Over the past two years, PWGSC, the Treasury Board of Canada Secretariat, the Privy Council Office and the former Communication Canada worked together to develop a more transparent, accountable advertising framework for the Government of Canada. In particular, the government has strengthened the procurement, management and coordination of its advertising activities.

In May 2002, the Prime Minister asked the President of the Treasury Board to recommend how specific communications activities, including advertising, could be better managed. The review focused on value for money, stewardship, flexibility and transparency.

In December 2002, the Government of Canada announced it would change how its advertising was managed, by increasing competition and getting better value for its investments in advertising. At the same time, the Minister of Public Works and Government Services began a consultation process with industry stakeholders and officials on how to implement these changes. In February 2003, a discussion paper was released that became the basis for consultations, beginning in March 2003, with stakeholders across Canada.

Following the review of the President of Treasury Board, the new government advertising framework was formally announced on April 28, 2003. A chronology of advertising renewal events is available in the Appendix.

The advertising framework is based on the objectives of the advertising renewal initiative, which are to:

- Increase value for money in the spending of Government of Canada advertising dollars;
- Ensure that the procurement of advertising services is open, transparent and fair;
- Encourage competition by a wide variety of qualified suppliers;
- Provide government departments with a range of procurement options to meet their needs;
- Clearly define roles and accountability;
- Build capacity within the Government of Canada to better manage advertising functions; and
- Introduce specific measures to increase transparency and accountability, such as the annual report on advertising, to keep parliamentarians and Canadians informed of government advertising activities.

The Government of Canada introduced a number of initiatives throughout the 2003-2004 fiscal year to follow through on these advertising renewal objectives. Chapter 2 provides an overview of these initiatives.

Organizational Changes within the Government of Canada

On December 12, 2003, Prime Minister Paul Martin announced the reorganization of several Government of Canada departments, agencies and functions, along with changes to Cabinet committees.

In addition, on December 13, 2003, Prime Minister Martin announced that Communication Canada would be disbanded by March 31, 2004. As a result, the Advertising Coordination Directorate became part of PWGSC on April 1, 2004. The Directorate remains responsible for providing advertising-related planning, coordination, advisory and training services to Government of Canada organizations. PWGSC's Communication Procurement Directorate, on the other hand, remains the Government of Canada's contracting authority for advertising.

November 2003 Report of the Auditor General of Canada to the House of Commons

The November 2003 *Report of the Auditor General of Canada to the House of Commons*, released February 10, 2004, focused on several Government of Canada programs and initiatives, including issues related to the government's advertising activities. Chapter 2 of this advertising annual report identifies a number of measures taken by organizations to address these issues. A list of measures is provided in the Appendix of this report.

Commission of Inquiry into the Sponsorship Program and Advertising Activities

On February 19, 2004, an Order in Council was issued defining the terms of reference for the Commission of Inquiry into the Sponsorship Program and Advertising Activities. The Commission was given a double mandate. The first requires the Commission to investigate and report on questions raised, directly or indirectly, by chapters 3 and 4 ("The Sponsorship Program" and "Advertising Activities," respectively) of the November 2003 *Report of the Auditor General of Canada to the House of Commons*. The second mandate calls on the Commission to make recommendations to the Government of Canada, based on its factual findings, that would prevent mismanagement of sponsorship programs and advertising activities in the future.

In the months following the Order in Council, Government of Canada organizations have been working steadily to provide the Commission with information related to government advertising.



Key Results

Chapter 2

With transitions occurring during the 2003-2004 fiscal year, the Government of Canada continued to implement a range of initiatives as part of advertising renewal. Highlights of the year's key accomplishments are provided throughout this chapter.

Building Capacity

Following its review of Government of Canada advertising practices, the Treasury Board of Canada Secretariat concluded that efforts to strengthen internal capacity were key to ensuring value for money. As a result, a number of initiatives were put in place, including the following.

Orientation Guide and Toolkit on Government Advertising

The *Advertising in the Government of Canada: An Orientation Guide* and toolkit, released in May 2003, provide an overview of the advertising process. The toolkit is a CD containing guides and templates to facilitate the consistent application of the advertising process. More than 500 public servants working in communications received the reference tools, and many communicators accessed them on line from the Government of Canada's advertising intranet site.

Advertising Community of Practice

In 2003-2004, the Government of Canada introduced the Advertising Community of Practice. The initiative brings together public servants working with advertising projects.

The first of several meetings for the Advertising Community of Practice were held in fall 2003. Government advertising representatives from a range of departments gathered together to discuss the advertising renewal initiative and topics for future meetings, as well as to network with their colleagues in order to share advertising best practices and lessons learned.

Training Sessions

Sixteen training sessions on the revised advertising process were organized and delivered to more than 400 participants across the country in 2003-2004. The goal of the sessions was to introduce public servants to the revised advertising process and to inform them of the Acts and policies affecting advertising in the government.

Information Session

More than 50 public servants attended an information session on radio advertising in Ottawa in October 2003. Presentations by Pirate Radio, the Radio Marketing Bureau of Toronto and the *Bureau de commercialisation de la radio du Québec* provided information on the creativity and delivery of radio advertising.

Procurement of Advertising Services

Following the Treasury Board of Canada Secretariat's review, the Government of Canada announced in December 2002 that advertising agencies competing for government contracts must be at least 80 percent Canadian in content, meaning that 80 percent of the labour, goods and services used by the supplier must be Canadian. The change increases the number and range of advertising firms that can compete for government contracts. This replaces the previous 100 percent Canadian ownership rule.

In addition to the elimination of the 100 percent Canadian ownership requirement, government organizations are no longer assigned one advertising agency for a determined number of years.

Range of Procurement Options

Each advertising campaign now requires a separate procurement process. A range of options has been developed for government organizations to access the services of an advertising agency.

The following procurement tools, which include provisions requiring compliance with the *Official Languages Act*, have been established for government advertising requirements:

- **Standing Offers**
For advertising projects under \$75,000 (not including the media buy) organizations have access to various standing offers.
- **Supply Arrangements**
For projects valued between \$75,000 and \$750,000 (not including the media buy) organizations have access to pre-qualified suppliers.
- **Request for Proposals**
For projects valued at more than \$750,000 (not including the media buy), contracts are awarded following a request for proposals. The request for proposals document is posted on MERX, the electronic tendering system.

In February 2004, draft copies of the request for standing offers and request for supply arrangements were posted on MERX for public consultation. Feedback was received from the advertising industry and taken into consideration. The finalized request for standing offers and request for supply arrangements were posted on MERX in March 2004.

In 2003-2004, three organizations used the request for proposals process to solicit advertising bids. They were: the National Research Council Canada and the Department of National Defence, for their recruiting campaigns; and Natural Resources Canada, for its climate change and "One-Tonne Challenge" campaign.

Statement of Work Template

The Statement of Work Template was developed in June 2003 to help public servants in providing detailed and relevant information about their organization's advertising campaigns. The template is available on the Government of Canada

advertising intranet site. Once completed, the statement of work is included in the request for proposals document.

Agency of Record

In April 2003, the Government of Canada announced that, as a business decision, it would retain the services of one Agency of Record. It uses the services of an Agency of Record to place media space and time for government advertising. The primary functions of the Agency of Record are to negotiate prices, book time and space, and verify that the time and space have been provided as agreed. The Agency of Record also provides the Government of Canada with reports on the placement of government advertising.

On April 24, 2003, the statement of work for the Agency of Record requirement was released for public consultation. Feedback was received from the advertising industry and taken into consideration along with a study commissioned from the Association of Canadian Advertisers. Provisions requiring compliance with the *Official Languages Act* were included in the statement of work.

The first request for proposals solicitation for the Agency of Record was released on MERX in September 2003 and received one response. After the bid was deemed non-responsive, a consultation period was held along with a questions and answers session in December 2003. About 45 participants from the advertising industry took part in the session. The revised request for proposals solicitation was posted in December 2003.

Increased Value for Money

Following its review of the Government of Canada's advertising practices, the Treasury Board of Canada Secretariat recommended that the government use better methods of payment.

Agency Remuneration

In keeping with standard industry practices, the Government of Canada now uses a labour-based remuneration model with hourly rates for most types of advertising contracts, instead of the commission-based remuneration used in the past.

For contracted work, agencies' out-of-pocket costs will be paid at net cost (with no commissions). In special circumstances, such as high-dollar value and/or multi-year campaigns, other options, such

as retainer fees, blended hourly rates, fixed fees, incentive bonuses or payment based on results, may be considered.

The Canada Revenue Agency (formerly Canada Customs and Revenue Agency) was the first Government of Canada organization to use labour-based remuneration. Advertising agency personnel were paid at per diem rates and direct expenses were paid for the Spring 2004 Tax Filing campaign.

Increased Transparency and Accountability

As part of its commitment to strengthen transparency and accountability, the Government of Canada undertook a number of initiatives in 2003-2004.

Advertising Management Information System Analysis

To enhance the development of a new electronic management system, the Government of Canada's Advertising and Public Opinion Research (APOR) reporting system went through an in-depth review during the 2003-2004 fiscal year. A client needs analysis study was commissioned in July 2003 to determine what changes should be implemented to make the APOR reporting system more comprehensive, and to better respond to the business requirements of Government of Canada organizations. Results from the study led to the early development of the Advertising Management Information System (AdMIS) in 2004.

Annual Report on the Government of Canada's Advertising

As part of the advertising renewal announcement in April 2003, the Government of Canada committed to issuing a formal annual report on its advertising activities. The first annual report was released in December 2003. The 2002-2003 Government of Canada advertising annual report, *A Year of Review*, reflected on the year in which the framework for the renewal of government advertising was established.

The report was distributed to parliamentarians, industry members, associations, heads of communication within the Government of Canada, the Office of the Auditor General, and public servants involved in the advertising renewal consultation process.

Measures Taken in Response to the November 2003 Report of the Auditor General of Canada to the House of Commons

In response to the Auditor General of Canada's report, many individual organizations reviewed their advertising procedures and took their own preventative measures in addition to those of advertising renewal and other government-wide changes. Some of the internal measures included:

- The development and distribution of departmental advertising guidelines and procedures.
- The development of a departmental guide explaining the contract process, and a contract-initiative document that included a checklist.
- The development of a verification checklist for all invoices.
- The training of staff in advertising practices, file management, and administrative and contracting processes.
- The introduction of an obligation for all project managers to verify that all contract requirements—including subcontracting clauses and the *Financial Administration Act* and Treasury Board of Canada Secretariat project requirements—are met before invoices are approved.
- Participation in the Advertising Community of Practice, with two organizations having volunteered to chair the meetings.
- The establishment of an advertising coordination unit.

In addition, some government organizations assessed their existing departmental advertising procedures and determined that these procedures were in accordance with what the Auditor General of Canada stated in her November 2003 report.

A list of measures taken by the government in response to the November 2003 *Report of the Auditor General of Canada to the House of Commons* is available in the Appendix of this report.

Advertising Activity



Chapter 3

Summary of Campaigns

In fiscal year 2003-2004, the Government of Canada invested \$69.8 million to inform Canadians of programs, services and initiatives. Following are highlights from four major government campaigns of 2003-2004. For more in-depth information about these campaigns, please see the Appendix of this report.

University of Life

In March 2004, the Department of Foreign Affairs and International Trade (Foreign Affairs Canada) undertook a campaign entitled "University of Life." The campaign was designed to promote the Department's International Youth Programs, a series of programs to provide Canadian youth aged 18 to 30 with opportunities to work and travel abroad. The specific objectives of the campaign were to raise awareness of the program and its opportunities, and to encourage Canadian youth in the target age group to visit the Web site, learn more about the programs and to participate in them.

The organization developed two bilingual advertisements, one with the English text leading and the other with the French text leading. The advertisements were produced in four sizes, according to the intended area of placement: subways in metropolitan areas (20" X 28"); transit shelters (4' X 6'); inside buses and streetcars (35" X 11") and in restaurants and bars (13" X 17").

As a result of the campaign, traffic to the International Youth Programs Web site increased almost threefold, from 13,398 visits in January 2004 to 32,724 visits in March 2004. In addition, after the campaign ended, traffic to the Web site remained high, with 20,000 visits recorded in April 2004.

Canadian Forces Recruitment

From April 2003 to March 2004, the Department of National Defence undertook an advertising campaign to help recruit close to 10,000 personnel for the Regular Force and Reserve Force. The campaign primarily targeted Canadian youth between the ages of 16 and 34, as well as those who influence youth in their career choices, such as parents and career counselors in colleges and universities. It aimed to convey two key messages:

- The Canadian Forces is a unique employer with many possibilities to offer youth who are looking for a (new) career.
- The Canadian Forces is hiring for full- and part-time openings in more than 100 different occupations.

The campaign involved a mix of print, radio, out-of-home, television and cinema advertising at the national and regional levels. The advertisements were created to build on previous advertisements and more accurately reflect a particular Canadian Forces occupation (such as pilot), or target a specific audience (such as engineers studying at university). In fall 2003, a 60-second spot ran on movie theatre screens across Canada, reaching an estimated audience of 9.9 million people. A 30-second spot also ran at movie theatres and reached an audience of about 1.6 million people. In early 2004, the 30-second spots were aired on television in French and English during prime time on conventional networks and on specialty, Aboriginal and multi-lingual channels. The national campaign also used a combination of print media, such as campus newsletters, student handbooks and directories,

and daily and community newspapers. The regional campaign involved black and white print advertisements in community and daily papers, 30-second radio advertisements for recruiting events, and advertisements placed on rink boards, in transit shelters, inside buses and on the Internet. To support the campaign, more than one million recruiting information aids were produced and distributed.

Pre-testing was one part of the campaign evaluation. New advertisements were tested with focus groups to assess their effectiveness, and this testing achieved positive results. All advertising was also based on a 2000-2001 baseline survey and subsequent tracking surveys. In the final analysis, advertising proved to be an effective tool to help achieve recruitment goals. The target of recruiting 5,423 individuals into the Regular Force was exceeded, with an intake of 5,488 recruits. More than 3,500 new Primary Reserve recruits were also enrolled.

Smoking Cessation 2003-2004

During the 2003-2004 fiscal year, Health Canada continued its smoking cessation social marketing campaign begun in January 2003, to encourage smokers to quit. The campaign, which ran the duration of the 2003-2004 fiscal year, primarily targeted adult smokers aged 40 to 54, in both urban and rural areas across Canada, and was slightly skewed to those of a lower socio-economic status.

The campaign had the following objectives:

- To increase the number of ex-smokers aged 40-54 over a three-year period.
- To increase the average number of quit attempts made by smokers aged 40-54.
- To increase the number of smokers accessing Health Canada's smoking cessation resources.

The media strategy included the use of television, print and on-line media. Television spots aired during key periods for quit attempts, on both conventional and specialty networks. A partnership with the Canadian Broadcasting Corporation (CBC) and its French counterpart, Société Radio-Canada (SRC), also produced two 15-second spots for a three-week national campaign blitz around the New Year period. During this time, banner advertisements also appeared on the CBC and SRC Web sites. As part of a partnership with *Reader's Digest / Sélection du Reader's Digest*, which included a double-page spread in both magazines, a banner advertisement was also placed on the *Reader's Digest / Sélection* Web sites.

To evaluate the campaign, four recall surveys were conducted, each with 800 smokers from the target group. The results of the evaluation indicated that, among those who remembered seeing one of the advertisements in the previous 12 months, 75 percent felt that the advertisements were effective, and 84 percent said that they were believable. Also among these respondents, 67 percent said that the advertisements made them think about quitting. These results were further supported by the large number of orders placed for smoking cessation resources, as well as the number of visits to the www.gosmokefree.ca Web site (691,512 hits between February 2003 and January 2004).

Services for Children (National Child Benefit)

In May 2003, Human Resources Development Canada (Social Development Canada) launched a Government of Canada campaign to inform Canadians about the government's programs and services for children and their families. The campaign, aimed at the general public, ran for four months, until the end of August 2003. The campaign highlighted the National Child Benefit as one of the Government of Canada's services for children and families. The advertising included an offer for a guide entitled *Services for Children: Guide to Government of Canada Services for Children and their Families*.

A mix of television, radio, print and Web campaign components was designed to create broad awareness. Thirty-second spots aired on television and radio, targeted to French, English, Aboriginal and ethno-cultural audiences. Black and white print advertisements ran in daily newspapers, as well as in community, official language minority, multilingual and Aboriginal print, and a full-colour advertisement ran for one placement in targeted English and French magazines. The Web part of the campaign involved a banner, text or button advertisement with a link to the children's portal on the Canada Site.

The campaign evaluation was based on a national, random telephone survey of 1,000 members of the Canadian general public to measure awareness, recall and the impact of the advertisements. Unaided recall of the advertisements indicated that the audience had generally understood and retained the main messages of the campaign. Moreover, in response to the advertising, the number of public inquiries per month about Government of Canada services for children increased, and the Services

for Children icon was the most popular icon on the Canada Site home page for the period between May 20 and July 8, 2003. Perhaps most significant was the volume of Internet traffic to the children's section on the Canada Site. During the campaign, a total of 77,444 hits were registered, for an average of 25,814 hits per month (compared with 7,337 hits in the month before the campaign).

Public Notices are announcements, including those placed in the *Canada Gazette*, that deal with tenders, recruitment, public hearings, business hours, addresses and contact information. Such notices may be placed with the media directly by organizations.

EXPENDITURES BY ORGANIZATION

| Department/Agency | Thousands of Dollars | Department/Agency | Thousands of Dollars |
|--|----------------------|--|----------------------|
| Health Canada | \$15,818 * | Environment Canada | \$232 |
| Department of Finance Canada (including Canada Savings Bonds) | \$9,661 | Canada Economic Development for Quebec Regions | \$206 |
| National Defence | \$7,290 | Fisheries and Oceans | \$183 |
| Social Development Canada | \$6,461 | National Battlefields Commission | \$179 |
| Human Resources and Skills Development Canada | \$4,885 * | Library and Archives Canada | \$162 |
| Canada Revenue Agency | \$4,813 | Canadian Nuclear Safety Commission | \$157 * |
| Natural Resources Canada | \$4,655 | Royal Canadian Mounted Police | \$129 |
| Communication Canada | \$3,925 | Canadian Space Agency | \$128 |
| Canadian Heritage | \$2,491 | Public Service Human Resources Management Agency of Canada | \$107 |
| Agriculture and Agri-Food Canada | \$1,630 * | Canadian Environmental Assessment Agency | \$85 * |
| Indian and Northern Affairs Canada | \$886 | Canadian Centre for Occupational Health and Safety | \$83 |
| Transport Canada | \$576 | Canadian Institutes for Health Research | \$51 * |
| Western Economic Diversification Canada | \$530 | Office of the Commissioner for Federal Judicial Affairs | \$34 * |
| Department of Foreign Affairs and International Trade (Foreign Affairs Canada) (International Trade Canada) | \$487 | Canadian Transportation Agency | \$33 |
| Industry Canada | \$481 | Public Service Commission of Canada | \$32 * |
| Atlantic Canada Opportunities Agency | \$477 * | Canadian Grain Commission | \$31 * |
| Public Works and Government Services Canada | \$445 * | Statistics Canada | \$30 |
| Parks Canada | \$358 | National Round Table on the Environment and the Economy | \$26 |
| Canadian Radio-Television Telecommunications Commission | \$330 * | Canadian Artists and Producers Professional Relations Tribunal | \$25 * |
| National Research Council Canada | \$298 | Financial Consumer Agency of Canada | \$16 |
| Office of the Governor General's Secretary | \$297 * | Infrastructure Canada | \$13 |
| Natural Sciences and Engineering Research Council of Canada | \$288 | Law Commission of Canada | \$9 |
| Canadian Food Inspection Agency | \$261 * | Indian Residential Schools Resolution of Canada | \$7 |
| Social Sciences and Humanities Research Council of Canada | \$240 | Citizenship and Immigration Canada | \$2 |
| National Film Board of Canada | \$237 | Total | \$69,780 ** |

Organizational expenditures for Government of Canada advertising include planning, creative, production, and media placement of advertisements. These expenditures are for April 1, 2003, to March 31, 2004.

For purposes of this report, in cases of multi-departmental advertising campaigns, expenditures have been associated to the campaign lead-organizations, rather than individual contributing government organizations.

* A portion, or, all of the expenditure represents public notices.

** Figures do not add up due to rounding.

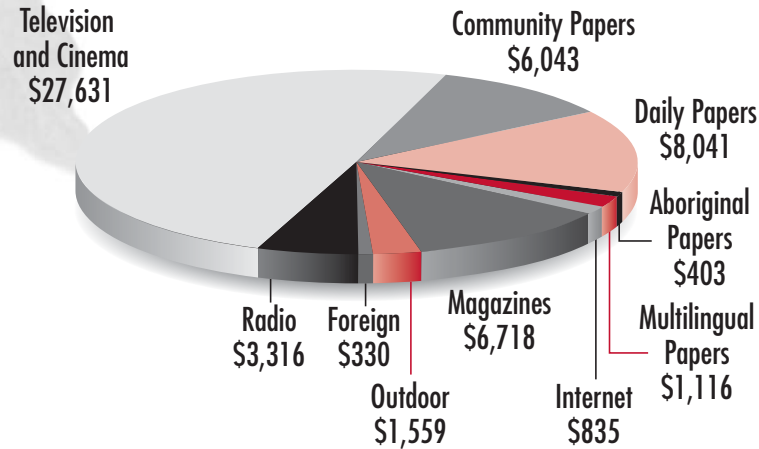
SUPPLIERS USED BY THE GOVERNMENT OF CANADA

These suppliers were used during the 2003-2004 fiscal year.

| | |
|--|--|
| 24/7 Real Media Canada | Mediaplus Advertising |
| Acart Communications Inc. | Metro Media Plus |
| ACR Communications Inc. | Nation Media + Design Ltd. |
| Accurate Design & Communication Inc. | Origami |
| Allard-Johnson Communications Inc. | Pattison Outdoor Advertising |
| Apropos Marketing Communications Inc. | Pierre Normand-Communication |
| Armada Inc. | Platine |
| BCP Ltd. | Poirier Communications Ltd. |
| Bristol Group Inc. | Publications BLD inc. |
| Brown Communications Group Inc. | Publicis Canada Inc. |
| Charabia Interactif Inc. | Publicité Day Inc. |
| Communications Voir Inc. | Publicité Fuel Inc. |
| Cooper, Spearing and Stone Advertising | Robert Design Group |
| Côté-Larouche | Scott Thornley + Company Inc. |
| Delta Média Inc. | Séguin Labelle Communication |
| Les Dompteurs de Souris | Spirit Creative Advertising & Promotion Inc. |
| Focus Strategies and Communications Inc. | Sputnik |
| Genex Communications inc. | TMP Worldwide |
| Gilles Fréchette | Top Advertising Inc. |
| Gordongroup | Triamedia |
| Graphissimo | Tribute.ca |
| Groupe Everest | TQS |
| Le Groupe PBQ inc. | Vector Media |
| HR MacMillan | Viacom Outdoor Canada |
| Hudson Design Group | Vickers & Benson Companies Inc. |
| Imagik Design Communications | Vision4 |
| Manon Tissot | Vox Communication |
| Mario Godbout Design Inc. | |
| McKim Communications Limited | |
| Média/I.D.A. Vision Inc. * | |

* During the 2003-2004 fiscal year, Média/I.D.A. Vision Inc. was the Government of Canada's Agency of Record.

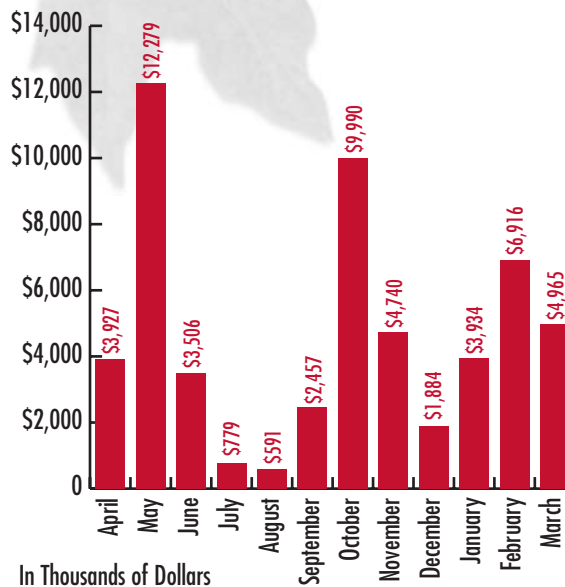
MEDIA PLACEMENT BY TYPE



In Thousands of Dollars

Figures represent media placed through the Government of Canada's Agency of Record (Média/I.D.A. Vision). Effective June 1, 2004, new processes were put into place to enable the tracking and reporting of placements in minority official language media. Future reports will therefore indicate specific amounts of official language minority media placements.

MEDIA PLACEMENT BY MONTH 2003-2004



In Thousands of Dollars

Figures represent media placed through the Government of Canada's Agency of Record (Média/I.D.A. Vision).

Contracts and ADV Numbers

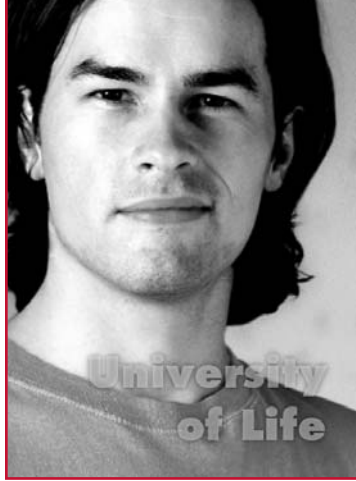
During the 2003-04 fiscal year:

- 356 advertising contracts were awarded by PWGSC; and
- 976 ADV (advertising) numbers were issued.

An ADV (advertising) number is a number issued by PWGSC to a Government of Canada organization once (an) advertisement(s) has been reviewed for its compliance with Acts of Parliament and government standards and policies. The number, in conjunction with the awarding of a contract, authorizes the government's Agency of Record to purchase the advertising time or space on behalf of a government organization for that specific advertisement.

The following took place:

- May 2003, the Child Benefit and Smoking Cessation campaigns.
- October 2003, the Canada Savings Bond campaign.
- March 2004, moratorium on Government of Canada advertising.



The Road Ahead



Chapter 4

At the end of the 2003-2004 fiscal year, Government of Canada advertising was in transition to full implementation of the advertising renewal initiative. A significant amount of work has already been done since the advertising renewal initiative was announced in April 2003. Changes already in effect and those under way will help:

- Implement an overall approach to advertising that is transparent, open and accountable, and that provides value to Canadians;
- Ensure that better targeted campaigns focused on Canadians' priorities and on the programs and services that are important to them are delivered in a more cost-effective way; and
- Address and go beyond the Auditor General's concerns.

Strengthening the Management of Government of Canada Advertising

On March 15, 2004, the Minister of Public Works and Government Services announced a moratorium² on new Government of Canada advertising to allow time to more fully address the concerns raised by the Auditor General of Canada in her November 2003 report, including the implementation of new measures to strengthen the management of the government's advertising activities, and to put new procurement tools in place.

The moratorium, which was originally scheduled to end in June 2004, was superseded by the *Canada Elections Act* and the Communications Policy of the Government of Canada, which imposed a postponement of government advertising during the election period until July 20, 2004, the day on which the government was sworn into office.

At the same time, the Minister of Public Works and Government Services also announced new measures to improve government advertising. These measures have been put in place to achieve the following objectives:

- To strengthen the management of advertising by:
 - Reducing spending (including through a 15 percent reduction in the amount spent on media placement, representing a savings of \$36 million over three years);
 - Implementing new procurement mechanisms that are fully competitive and transparent; and
 - Changing agency remuneration to move it from commissions to hourly rates.
- To better coordinate planning and decision-making to better achieve strategic communication objectives by:
 - Reallocating advertising resources from lower to higher priorities;
 - Producing fewer and more effective campaigns;
 - Focussing primarily on programs and services; and
 - Ongoing monitoring of results.

² Note that Crown corporations under Schedule III of the *Financial Administration Act* (e.g., the Canadian Tourism Commission and the Business Development Bank of Canada) were not subject to the moratorium.

- To better adapt campaigns to regional audiences; and
- To improve transparency of advertising activities by:
 - Continuing to produce an annual report detailing government advertising activities;
 - Posting all advertising contracts awarded by the Communication Procurement Directorate of PWGSC on Contracts Canada Web site and all those above \$10,000 on departmental Web sites; and
 - Posting all approved advertising funding on Treasury Board of Canada Secretariat's Web site.
- AdMIS was developed to track and electronically document and manage advertising projects for government organizations, including a project's ADV (advertising) numbers, actual cost, scope of work, media plans and evaluation reports, which helps government to address some of the observations of the Auditor General.
- In response to the November 2003 *Report of the Auditor General of Canada to the House of Commons*, a new, consistent, government-wide *Advertising Documentation Standard for Project Files* was published to help government organizations keep proper records, manage their advertising files and maintain proper audit trails. The Standard is a best-practice guide with a checklist, and shows organizations how to accurately handle advertising files and records.

Implementing Advertising Renewal

The following initiatives will continue in 2004-2005.

- Through a competitive process and a more clearly defined scope of work, Cossette Media, a Toronto-based division of Cossette Communication Group, was awarded the Agency of Record contract. The contract is for three years, with two one-year extension options. The Agency of Record is now responsible for maintaining a list of media, including official languages minority media across Canada.
- The Government of Canada, through a competitive process, introduced a new, three-tiered system for awarding advertising contracts. Provisions requiring compliance with the *Official Languages Act* have been included in this system. Suppliers have been identified under the new system and are listed in the "Advertising Standing Offers and Supply Arrangements" section of the Appendix of this report.
- To reflect the new approach to advertising management and the government's continuing commitment to linguistic duality, the Treasury Board of Canada Secretariat has updated the Communications Policy of the Government of Canada and its associated advertising procedures.
- As part of its work to strengthen government advertising, PWGSC is working toward launching a new Government of Canada advertising intranet site.
- Training sessions are being developed. The first sessions will provide public servants with orientation on the new advertising management process. Others will strengthen internal capacity in advertising management, and provide information on the requirements of the *Official Languages Act* and the official languages minority media available across Canada.

An Invitation to Readers (Feedback)

This report makes every effort to inform Canadians about the advertising processes and procedures that apply to Government of Canada advertising, and of events in the 2003-2004 fiscal year affecting or related to Government of Canada advertising.

Please tell us what you think of this report. Did it provide you with new information? Did it answer your questions about Government of Canada advertising?



You can send your comments to:

Advertising Coordination

Government Information Services Branch
Public Works and Government Services Canada
Ottawa, ON K1A 0S5

Telephone: (613) 943-2595
Fax: (613) 947-1818
E-mail: adv-pub@pwgsc.gc.ca

Appendix

Chronology of Government of Canada Advertising Renewal

May 2002 The Prime Minister asks the President of the Treasury Board to initiate a complete review of government advertising and make recommendations on how it can be better managed to ensure value for money.

Fall 2002 Consistent with these recommendations, the Minister of Public Works and Government Services (the Minister) initiates roundtable discussions with the advertising industry to seek their views on how the government could better manage its advertising activities and ensure value for money. Meetings are held in Toronto, Vancouver and Montreal.

December 17, 2002 The Minister and the President of Treasury Board announce that the Government of Canada will be making policy changes to the way it manages advertising. The Minister also announces that the industry will be consulted on proposed changes.

February 26, 2003 The Minister releases a discussion paper that sets out a series of proposals for making improvements to the management of Government of Canada advertising activities. Interested parties are invited to provide comments as part of this consultation.

April 28, 2003 The Minister announces key changes to the way the Government of Canada manages its advertising activities. These changes will be phased in over the next 12 to 18 months.

December 19, 2003 The 2002-2003 annual report on Government of Canada advertising is released.

March 15, 2004 The Minister announces a moratorium on government advertising pending the implementation on June 1, 2004 of new measures aimed at strengthening the management of the government's new advertising activities. The Minister also announces that the government will reduce its purchase of media placement by 15% for the next three years for a total savings of \$36 million.

April 1, 2004 The advertising coordination responsibilities of the former Communication Canada are transferred to PWGSC.

May 21, 2004 PWGSC awards a contract to Cossette Media of Toronto, a division of Cossette Communication Group, to act as the Agency of Record for the government's advertising media placement requirements. PWGSC also awards standing offers and supply arrangements for advertising services to a number of suppliers. PWGSC introduces a new remuneration system for advertising (creative) agencies, moving from commissions to hourly rates.

June 1, 2004 As per the Minister's commitment to building government capacity in advertising management, PWGSC completes the following initiatives: an *Advertising Documentation Standard for Project Files* for advertising record keeping and project file management and an advertising *E-Handbook* for public servants. PWGSC also begins to develop an electronic Advertising Management Information System (AdMIS) for tracking and managing government-wide advertising projects.

List of Measures Taken in Response to the November 2003 Report of the Auditor General of Canada to the House of Commons

The following chart lists the measures taken by the government in response to the observations provided in the November 2003 *Report of the Auditor General of Canada to the House of Commons*.

| OBSERVATIONS | MEASURES TAKEN |
|---|---|
| <p>Competitive process was not used in the selection of several advertising agencies. (4.20 – 4.22)</p> <p>A competitive process that was used broke the contracting rules. (4.23 – 4.31)</p> | <ul style="list-style-type: none"> • A new competitive procurement process was implemented. On May 21, 2004, standing offers were awarded for projects up to \$75,000 that are national and provincial in scope. For work between \$75,000 and \$750,000, supply arrangements have been put in place. Contracts for advertising (creative) agencies are now awarded on a project basis. • For requirements over \$750,000 a Request for Proposal (RFP) is issued and published on MERX. • The number of firms eligible to compete was increased by replacing the former 100% Canadian ownership requirement with an 80% Canadian content requirement. • A RFP for an Agency of Record was issued and published on the electronic tendering system (MERX), which resulted in the selection of a new Agency of Record. • Also under the new contracting process, there is a requirement for disclosure of specific information, mandatory and rated criteria, selection process and passing score in the solicitation. The period for which the services are required is part of the RFPs. • All advertising contracts issued since July 2004 have undergone a post-contract award quality assurance review. The review has resulted in a 100% compliance rating with respect to PWGSC contracting rules, regulations and policies. |
| <p>Failure to fulfill contractual obligations and ensure proper oversight of the Agency of Record. (4.32 – 4.37)</p> | <ul style="list-style-type: none"> • The requirements and scope of work for the RFPs for an Agency of Record were developed with the assistance of the Association of Canadian Advertisers that represents the public and private sectors. • PWGSC has completed the selection process for a new Agency of Record for media placement, and a new firm is now under contract. • The new contract includes detailed provisions on roles, responsibilities, services and deliverables. It provides for an evaluation of the performance of the Agency of Record 18 months into the contract and a formal audit after two years. • All invoices from the Agency of Record are reviewed by PWGSC to verify compliance to contract terms and conditions. |
| <p>Unwritten contracts exposed the Crown to undue risk. (4.38 – 4.43)</p> | <ul style="list-style-type: none"> • The new contracting process requires that there is a signed contract issued by PWGSC prior to work being done. In exceptional situations, such as health and safety emergencies, a formal written contract will be prepared shortly after verbal instructions are provided to the contractor. |

OBSERVATIONS

MEASURES TAKEN

Departments did not ensure that contract terms and conditions were respected. (4.44 – 4.46)

No challenge of commissions on work subcontracted to affiliated companies. (4.47 – 4.48)

Subcontracted work was not tendered competitively. (4.49 – 4.51)

Departments approved payment of invoices with incomplete or no supporting documentation. (4.52 – 4.55)

Estimates were not always approved by departments before work started. (4.56 – 4.59)

Obligations under the *Financial Administration Act* were not always met. (4.60 – 4.61)

Some good practices and some problems corrected. (4.62 – 4.78)

Review of major campaigns lacked transparency. (4.75)

Communication Canada authorized ads without the required documentation. (4.76 – 4.78)

Lack of up-to-date information on the extent of advertising activities. (4.80)

- All invoices from the Agency of Record and advertising (creative) agencies are reviewed by PWGSC to verify compliance to contract terms and conditions.
- Commission-based remuneration is no longer used for advertising (creative) agencies. Remuneration is now based on hourly rates, fees and reimbursable costs. (This action applies specifically to observations 4.47 – 4.48)
- For each subcontracted service over \$25,000 inclusive of GST or HST, the Contractor will obtain competitive bids from no less than three outside suppliers. Proof of competition and justification of selection must be provided to PWGSC and departments. (This action applies specifically to observations 4.49 – 4.51.)
- PWGSC reviews estimates sent by contractors to departments and agencies to verify compliance to contract terms and conditions.
- Departments and agencies attest receipt of the services, ensuring that Section 34 of the *Financial Administration Act* is addressed.
- PWGSC offered training sessions to government advertising practitioners across Canada.
- Some departments and agencies offered training in advertising practices, administrative and contracting processes and specifically on section 34 of the *Financial Administration Act*.

- PWGSC offered training sessions to government advertising practitioners across Canada.
- PWGSC developed an *E-Handbook* to assist organizations with the government advertising process. Posted on the Government of Canada's new Advertising intranet site, *E-Handbook* contains a variety of advertising documents, templates and reference tools.
- The Advertising Community of Practice was introduced to share best practices.

- As of 2004/2005, advertising proposals are reviewed by Privy Council Office (PCO) and/or the Government Advertising Committee and/or ADM led working groups for presentation to a committee of Ministers.
- PCO and/or the Government Advertising Committee monitors campaign development and campaign results.
- Departments and agencies seek Treasury Board approval of resources for campaigns.

- Treasury Board Secretariat (TBS) developed new procedures for planning, contracting and evaluating advertising.
- The *Advertising Documentation Standard for Project Files* is available to assist organizations in documenting necessary records for each phase of an advertising campaign.
- Departments and agencies are required to enter the campaign information and documentation into AdMIS prior to issuance of registration and ADV numbers.

- Information on advertising-related contracts is posted on Contracts Canada, a PWGSC Web site.
- Departments and agencies post all advertising contracts over \$10,000 on their Web sites.
- Advertising allocations, as approved by the appropriate committee of Ministers and Treasury Board, are posted on a quarterly basis on the TBS Web site.
- Advertising projects, including financial information, are tracked through AdMIS.
- An annual report on advertising is published.

Campaign **Highlights and Results**

| | |
|---------------------------|--|
| Title | University of Life |
| Department | Department of Foreign Affairs and International Trade (DFAIT) (Foreign Affairs Canada) |
| Campaign Dates | March 2004 |
| Advertising Agency | McKim Communications Limited |
| Objectives | <ul style="list-style-type: none">• To raise awareness among youth aged 18-30 about DFAIT's International Youth Programs, and about opportunities to work and travel abroad.• To encourage the target group to visit the International Youth Programs Web site, to learn more about the program and, ultimately, to participate in it. |
| Target Audience | Youth aged 18 to 30 |
| Media Placement | <p>Bilingual posters, one version with English leading and one with French leading, placed in the following locations:</p> <ul style="list-style-type: none">• Subways in metropolitan areas for four weeks (20" X 28" vertical interior posters) in Tier 1 markets.• Transit shelters for four weeks (4' X 6' transit posters, 50% of which were placed in the interior of the transit shelters, and 50% on the exterior)—for 25 gross rating points (GRPs) in Tier 1 and Tier 2 markets.• Interior transit cards (35" X 11" standard posters inside buses and streetcars) in Tier 1 and Tier 2 markets, at 1/4 showing.• Restaurants/bars (13" X 17" mini-boards with postcard boxes) in Tier 1 markets. |
| Evaluation | <ul style="list-style-type: none">• A total of six focus groups tested the poster. The testing, which occurred in Vancouver, Toronto and Montreal, indicated that the creative had low impact. This resulted in the development of a new creative. A second round of focus testing indicated that the creative elements were successful. Four focus test groups were conducted in Toronto and Montreal for the second set of testing.• A survey was commissioned about youth attitudes and work abroad programs. The survey, which involved 1,200 telephone interviews with young Canadians aged between 18 and 35, confirmed the approach to drive the target audience to a Web site. Results of the survey indicated that over nine in ten young Canadians (93%) say they have access to the Internet and 79% say that have used the Internet for career and job information. Among university educated and high-income respondents, Internet access reaches 98%.• As a result of the campaign, traffic to the International Youth Programs Web site increased almost threefold, from 13,398 visits in January 2004 to 32,724 visits in March 2004.• After the campaign ended, traffic to the Web site remained high, at 20,000 visits in April 2004. |

Campaign Costs


| | |
|---------------------|-----------|
| Production | \$78,801 |
| Media placement | \$313,971 |
| Evaluative research | \$136,553 |

University of Life

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 Department of Foreign Affairs and International Trade / Ministère des Affaires étrangères et du Commerce international

Canada

Department of
Foreign Affairs and
International Trade
(Foreign Affairs Canada)

Title**Canadian Forces Recruitment****Department**

Department of National Defence

Campaign Dates

April 2003 to March 2004

Advertising Agency

Acart Communications Inc. (April to November 2003)
Publicis Canada Inc. (December 2003 to March 2004)

Objectives

- To assist the Canadian Forces (CF) in hiring close to 10,000 Regular Force and Reserve Force personnel. To achieve this objective, at least 100,000 people would have to be enticed to contact the CF for more information.

Key Messages

- The CF is a unique employer with many opportunities to offer youth who are looking for a (new) career.
- The CF is hiring for full- and part-time openings in more than 100 different occupations.

Target Audience

- Canadian youth aged 16-34, specifically the sub-group of 18- to 24-year old.
- Youths' influencers—their parents, teachers, guidance counsellors, friends, community leaders and so on.
- For some of the occupations, advertisements were targeted to youth who study specific programs at colleges and universities across Canada, or who already possess some of the skill set required for that occupation.

Media Placement

- Several new print and radio advertisements were created to build upon pre-existing advertisements. They were created either to reflect more accurately a particular occupation (e.g., pilot) or to target a specifically defined audience (e.g., engineers studying at university).

National

Television

- The 30-second "New Defenders—Generic" spot ran 1,165 times during prime time from January 12 to February 22, 2004, on English and French conventional networks, specialty channels, and Aboriginal and multilingual stations geared to the target audience.

Cinema

- The 60-second "New Defenders—Generic" spot ran across Canada on 467 movie theatre screens from September 26 to October 2, 2003, and on 2,573 movie theatre screens from October 3 to 30, 2003, reaching an estimated audience of 9,971,544.
- The 30-second spot ran on 349 monitors at 57 theatres over the same four-week period in October 2003, reaching an audience of about 1,643,453.

Print

- A combination of print media was used from September to December 2003 to reach the target audience at the high school, college, university and/or professional levels on a national scale. Media included Web sites for job postings, trade/association publications, campus newspapers, student handbooks/directories, student magazines, engineering handbooks, yellow pages, campus signage, youth/influencer publications, and daily/community newspapers.
- In addition, targeted advertisements ran that were aimed at attracting candidates to particular distressed occupations (11 non-commissioned-member trades and 8 officer trades), as did advertisements aimed at highlighting subsidized education programs.

Regional

Navy Rural Recruitment Campaign

- In April/May, black and white advertisements were placed in 82 community and daily papers across Ontario, and a 30-second, program-specific spot ran on 66 radio stations, to entice high school students to attend Navy recruiting events at their schools.
- Local and regional advertisements were placed for 42 recruiting centres and 283 Reserve Force units across the country.
 - Recruiting centres and detachments: Print, radio, and out-of-home (outdoor) advertisements promoted local attraction events and hours of operation, and filled in the national campaign on an as-needed basis. In total, 225 local and regional requests for advertising were placed, including:
 - 300 print placements;
 - 800 radio spots;
 - 2 rink boards;
 - 3 baseball murals; and
 - 155 Internet spots.
 - Reserves (part-time employment): Local print, radio, out-of-home (outdoor) and Internet advertisements promoted Reserve employment opportunities, attraction events and hours of operation. In total, 820 requests for local and regional advertising were placed, including:
 - more than 1,000 print placements;
 - 870 radio spots;
 - 2,400 interior bus cards;
 - 29 transit shelters;
 - 3 rink boards;
 - 77 posters; and
 - 2,200 direct mail pieces.
- To support the campaign, more than 1 million individual recruiting information aids were produced and distributed. These included:
 - 72 new military occupation fact sheets with 1,400,000 copies produced;
 - A Royal Military College brochure, with 65,000 copies distributed;
 - 65,000 distributed copies of the applicant kit folder; and
 - 5,500 distributed copies of the pilot poster.

Evaluation

Pre-testing

- As new advertisements were developed, they were focus-tested to assess their effectiveness. Results from the focus groups held in the 2003-2004 fiscal year that took place in Winnipeg and Quebec City, were positive, and led to the production of several new advertisements.
- All advertising was based on a baseline survey, conducted in 2000-2001, and its subsequent tracking surveys. In 2003-2004, the tracking survey was not conducted, as no significant changes had been observed over the course of the past three years. However, it will be picked up again. The baseline and tracking surveys were used primarily to find out what the target audience thought of the CF, what they were looking for in a career, and what perceptions they already had about a career in the CF. Some of the information gathered from the surveys used to develop advertising, included the following:
 - General impressions of the CF are positive, in that eight out of ten respondents respect the CF.
 - It is currently an employee's market. In terms of recruiting for the CF, the Department of National Defence needs to look at what the target audience values as career drivers, and at what they believe about a career in the CF.
 - The target audience's views on careers in general include a large amount of confidence in finding full-time employment. However, they still have strong concerns about debt load after completing their post-secondary education. Most importantly, they have a strong, shared value: quality time spent with family and friends.
 - Deterrents to a career in the CF were also tracked. The two major deterrents are fear of combat/death, and the perceived notion of the "commitment trap."

Results

- As one of the tools used to support CF recruiting, advertising helped to achieve the Department's recruitment goals.
- Last year, the Regular Force's recruitment target of 5,423 was exceeded, with an intake of 5,488 recruits.
- More than 3,500 new Primary Reserve recruits were enrolled.

Campaign Costs

| | |
|----------------------|-------------|
| Production: | \$990,000 |
| Media placement: | \$6,300,000 |
| Evaluative research: | \$37,600 |

Canadian Forces Recruitment



Department of
National Defence

PART-TIME CAREER OPPORTUNITIES

Be part of our team and take pride in your career. In the Canadian Forces Reserves, we:

- Are dedicated to serving Canada at home and abroad
- Work in a challenging environment
- Learn leadership skills

Take up the challenge of working in today's Reserves. Just look at what we offer you!

- A wide range of career opportunities
- Practical hands-on experience
- Help with paying for your education
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Faites partie de l'équipe de la Réserve des Forces canadiennes. C'est avec dignité et fierté que nous sommes :

- au service des Canadiens, autant au pays qu'à l'étranger
- appelés à relever des défis passionnants
- engagés à développer nos compétences en leadership

Une carrière au sein de la Réserve, c'est bien plus qu'un simple emploi. Nous vous offrons :

- de nombreuses possibilités de carrières
- l'occasion d'apprendre en travaillant
- de vous aider à payer vos études
- de participer à titre volontaire à des missions à l'étranger

**DÉCOUVREZ VOS FORCES
DANS LES FORCES CANADIENNES.**

Title**Smoking Cessation 2003-2004
("Bob/Martin" Campaign)****Department**

Health Canada

Campaign Dates

January 2003 to March 2004

Advertising Agency

BCP Ltd.

Objectives

- To increase the number of ex-smokers aged 40-54, over a three-year period.
- To increase the average number of quit attempts made by smokers aged 40-54.
- To increase the number of smokers accessing Health Canada's smoking cessation resources.

Key Messages

- Quitting is possible. It will often take more than one attempt, but it is possible.
- Health and lifestyle will improve upon a person quitting smoking, and the benefits make it worth the effort.
- Help to quit smoking is available. Getting help makes quitting easier and increases the chance of success.

Target Audience

Primary

- Adult smokers aged 40-54, urban and rural, across Canada, slightly skewed to those of low socio-economic status, with women and men targeted equally.

Secondary

- Recent quitters aged 40-54 who want to remain smoke-free, including those of low socio-economic status.
- Adult smokers aged 25-39.
- Media.
- Health care professionals.

Media Placement

Television

- Eight 30-second television spots aired sequentially in bursts related to key periods for quit attempts, from January 2003 until March 31, 2004. The spots aired nationally on both conventional and specialty networks. Airtime was split 50/50 between prime time and off-prime time. (Additional regional air time was purchased in Atlantic Canada, Manitoba and Saskatchewan to support the helpline pilot projects in those provinces.) While on air, the average gross rating points (GRP) level was 100 GRPs/week. Six of these advertisements aired during the 2003-2004 fiscal year.
- Television network partnership with the Canadian Broadcasting Corporation (CBC) and Société Radio-Canada (SRC): Two 15-second spots were produced for a three-week national campaign blitz that took advantage of the peak period for quit attempts surrounding the New Year, and drove smokers toward taking action. On CBC, the approximate number of GRPs came to 290 over the three-week period. On SRC, the number totalled 700 GRPs.

Web

- In addition, banner advertisements were placed on the CBC and SRC Web sites during the partnership.
- A Google keyword buy was negotiated to promote the campaign micro-site from its launch on November 15, 2003, through the holiday season to January 15, 2004.
- A banner was placed on the *Reader's Digest* and *Sélection du Reader's Digest* Web sites (February and March 2004).

Print

- Partnership with *Reader's Digest / Sélection du Reader's Digest* included a double-page spread in February 2004 and March 2004 issues.

Other Activities

The *Reader's Digest* partnership also included the following.

- Health Canada's self-help guide to quitting smoking was distributed along with a letter to members of the target audience who had requested smoking cessation information (*Reader's Digest / Sélection* database: 49,649 English, 14,242 French).
- A letter was delivered, poly-bagged with the *Reader's Digest* magazine, to doctors informing them of Health Canada's cessation resources and encouraging them to use/distribute them to patients (Canadian Medical Association distribution database: 32,000 English and 8,000 French).

Evaluation

Method

- Four recall surveys were conducted; each of the samples contained 800 smokers aged 40-54 and was split roughly 50/50 in terms of male and female participants.

Results

- Aided recall varied from 24% to 60%, and averaged 42% for all eight ads.
- Among those who remember seeing one of the advertisements in the preceding 12 months, a significant majority considered the advertisements to be both effective (75%) and believable (84%).
- Among those who remember seeing one of the advertisements in the preceding 12 months, 67% said that the advertisements made them think about quitting smoking.
- The campaign led adult smokers to use the access channels suggested in the advertisements (the www.gosmokefree.ca Web site, 1 800 O-Canada, the smokers' help line or the booklet).
- Thoughts about quitting increased throughout the campaign, particularly with the latter advertisements.
- The survey indicated that the campaign messages were communicated to, and understood by, the target audience.

Tracking

Calls to 1 800 O-Canada, orders for cessation resources, and visits to the www.gosmokefree.ca Web site were directly correlated to campaign activity:

- 21,200 tobacco cessation-related calls were received at 1 800 O-Canada;
- 25,427 On the Road to Quitting self-help booklets were ordered; and
- During the first year of the campaign, the www.gosmokefree.ca Web site received the following numbers of hits (February 2003 to January 2004):
 - 691,512 to the home page;
 - 312,985 to the quitting page;
 - 90,000 to the Bob/Martin campaign Web site; and
 - 81,000 to the E-quit and 72,000 to the On the Road to Quitting Web-based cessation resources.

Campaign Costs

| | |
|-----------------|-------------|
| Production | \$193,730 |
| Media placement | \$6,359,513 |
| Research | \$236,777 |

Smoking Cessation 2003-2004

**BOB
EX-SMOKER**



Health Canada

Title

Services for Children (National Child Benefit)

Department

Government of Canada campaign with the participation of many government organizations, led by Human Resources Development Canada (Social Development Canada)

Campaign Dates

May to August 2003

Advertising Agency

Vickers & Benson Companies Inc.

Objectives

- To inform Canadians about the Government of Canada's programs and services for children and families, including the National Child Benefit.

The fulfilment piece for the campaign was the first edition of *Services for Children: Guide to Government of Canada Services for Children and their Families*.

Key Messages

- There are a variety of programs to support children and families.
- The Government of Canada helps ensure that children are healthy, safe, secure and ready to participate in society.

Target Audience

General public

Media Placement

The media mix of television, radio, print and Internet advertisements was designed to create broad awareness, and delivered 95% reach³ of all Canadians over 18 years of age.

Television

- The 30-second television spot aired from May 1 to June 15, 2003, on English and French networks (50% prime time, 1,000 GRPs), specialty channels (200 GRPs), and Aboriginal and multilingual television (20-30 spots per week).

Radio

- The 30-second radio spot aired from May 1 to May 25, 2003, in measured French and English national markets (600 GRPs). In addition, 25 spots per week aired in non-measured English and French, Aboriginal and official language minority markets.

Print

- Black and white 1/4- or 1/3-page print advertisements were placed in English and French dailies, and weekly and monthly community, official language minority, multilingual and Aboriginal newspapers. The advertisements ran on three Saturdays in the dailies, and once in the other newspapers, between May 10 and June 30, 2003.
- The four-color, full-page print advertisement ran for one placement in targeted English and French magazines (July issues).

³ Reach is defined as the percentage of a target audience reached once by a media vehicle or media schedule.

Web

- Internet banner/button/text advertisements (five in English and five in French) were placed on 10 relevant Web sites, such as *Today's Parent*, and provided a direct link to the children's portal on the Canada Site (canada.gc.ca). These advertisements ran from May 20, 2003, until the end of August 2003.
- An icon on the home page of the Canada Site also provided a direct link to the children's cluster. The icon was present from May 20 to July 8, 2003.

Evaluation

Method

- Pre-testing included four two-hour focus groups. Two sessions were held in Winnipeg and two in Montreal. Demographic groups interviewed were: lower income with kids; middle/upper income (1/2 with kids and 1/2 without).
- The campaign was evaluated using the Government of Canada's common quantitative evaluation tool, and was based on a national, random, telephone survey with 1,000 members of the Canadian general public. The objective was to measure awareness, recall and impact of the advertisements.

Results

- 32% saw or heard at least one advertisement.
- 56% of those who saw the advertisement recalled seeing the advertisement on television, 31% recalled seeing it in a newspaper, and 13% recalled hearing it on the radio.
- Unaided recall of the main messages of the advertisements tended to revolve around the ideas that children/families need help, that information is available about services for children and their families, and that the Government of Canada is helping low-income families.

Response Rate

- During the campaign, public inquiries about Government of Canada services for children averaged 2,610 per month. (Before the start of the campaign, enquiries averaged 1,685 per month.)
- The children's cluster received 77,444 hits during the campaign, for an average of 25,814 hits per month (compared with 7,337 hits in the month before the campaign).
- Between May 20, 2003, and the end of August 2003, the banner/button/text advertisements were viewed by 1.3 million Canadians, of whom 17,000 clicked on the advertisement to view the children's cluster.
- Between May 20 and July 8, 2003, the Services for Children icon was the most popular icon on the Canada Site home page, receiving 8,504 hits.

Campaign Costs

| | | |
|-----------------------|-------------|-------------|
| Production | \$500,000 | (2002-2003) |
| | \$157,878 | (2003-2004) |
| Media placement | \$6,303,036 | |
| Evaluative research | | |
| Testing concepts | \$42,589 | |
| Testing rough-cut ads | \$19,003 | |
| Post-testing | \$26,349 | |

Services for Children



National Child Benefit

For our children to be happy and healthy, they need many things. Some are free, but many are not. The National Child Benefit (NCB) gives financial support to low-income families. This helps parents work towards a brighter future for their children. And it also helps to reduce child poverty in Canada.



To find out more about all our services for children and their families and to receive your guide:

☎ 1 800 O-Canada (1 800 622-6232)
TTY: 1 800 465-7735

🌐 canada.gc.ca

📍 Service Canada Access Centres



Canada

Government of Canada
campaign with
the participation of
many government
organizations, led
by Human Resources
Development Canada
(Social Development
Canada)

Advertising Standing Offers and Supply Arrangements

On May 21, 2004, PWGSC awarded standing offers and supply arrangements to the following suppliers.

Standing Offers Suppliers

A standing offer is an offer from a potential supplier to provide advertising services at pre-arranged prices, under set terms and conditions, when and if required. No contract exists until a call-up against the standing offer is issued. Standing offers are used for advertising campaigns that cost up to \$75,000, excluding the media buy component. They could also be given for such specific services as strategic planning and production-only requests.

Following is a list of the advertising services suppliers for standing offers that are national in scope:

- Hewson Bridge and Smith Ltd
- Corporate Communications Limited
- Acart Communications Inc.
- Target Communications operating as Compass Communications Inc.
- OSL-Martin Inc.
- Quiller & Blake Advertising Limited
- Academic-Ogilvy Communications Inc.
- TMP Worldwide
- Brown Communications Group Inc.
- Omnicom Canada Inc., operating as DDB Canada

Following is a list of the advertising services suppliers for standing offers that are provincial and territorial in scope:

Alberta:

- TMP Worldwide (primary)
- Brown Communications Group Inc. (back-up).

British Columbia:

- Omnicom Canada Inc., operating as DDB Canada (primary)
- Wasserman & Partners Advertising Inc. (back-up).

Manitoba:

- McKim Communications Limited (primary)
- Brown Communications Group Inc. (back-up).

New Brunswick:

- Corporate Communications Limited (primary)
- SGCI Communications (back-up).

Newfoundland and Labrador:

- Corporate Communications Limited (primary)
- Target Communications, operating as Compass Communications Inc. (back-up).

Northwest Territories:

- TMP Worldwide (primary)
- Brown Communications Group Inc. (back-up).

Nova Scotia:

- Corporate Communications Limited (primary)
- Target Communications, operating as Compass Communications Inc. (back-up).

Nunavut:

- McKim Communications Limited (primary)
- Brown Communications Group Inc. (back-up).

Ontario:

- Hewson Bridge and Smith Ltd (primary)
- Acart Communications Inc. (back-up).

Prince Edward Island:

- Corporate Communications Limited (primary)
- SGCI Communications (back-up).

Quebec:

- OSL-Martin Inc. (primary)
- Academie-Ogilvy Communications Inc. (back-up).

Saskatchewan:

- Brown Communications Group Inc. (primary)
- McKim Communications Limited (back-up).

Yukon:

- Omnicom Canada Inc., operating as DDB Canada (primary)
- Wasserman & Partners Advertising Inc. (back-up).

Supply Arrangements Suppliers

Supply arrangements are non-binding agreements between PWGSC and suppliers to provide a range of services on an as-required basis. A supply arrangement should be used for campaigns worth between \$75,000 and \$750,000, excluding the media buy component.

Following are the advertising services suppliers for the supply arrangements:

- Academie-Ogilvy Communications Inc.
- Ambrose Carr Linton Carroll Inc.
- Allard-Johnson Communications Inc.
- Axmith McIntyre Wicht, A Communications Partnership
- BBDO Canada Inc.
- BCP Ltd.
- FORCE (Acart Communications Inc., OSL-Martin Inc., Corporate Communications Limited [operating as The CCL Group] and Omnicom Canada Inc., operating as DDB Canada)
- J. Walter Thompson Company Ltd.
- Johnson, Adams, Nicholson Inc., Kelley Advertising Inc.
- Manifest Communications Inc.
- Marketel/McCann-Erickson Ltd.
- McKim Communications Limited
- WPP Group Canada Communication Limited, operating as Ogilvy Mather (Canada)
- PALM Publicité Marketing Inc.
- Scott Thornley + Company Inc.
- The Young and Rubicam Groups of Companies Ltd.

Set-Aside Program for Aboriginal Business

Poirier Communications Limited of Ottawa, Ontario, has been awarded a supply arrangement and a standing offer that is national in scope.

A contract that is "set-aside for Aboriginal Business" means that only Aboriginal businesses are acceptable bidders. If a procurement is estimated to cost \$5,000 or more, and the goods or services or construction to be procured are destined for a population that is primarily Aboriginal, the department or agency must set it aside for competition among Aboriginal suppliers only. Where a department or agency is procuring for a population that is primarily Aboriginal but the estimated cost is less than \$5,000, the contract may be set aside but it is not mandatory to do so. Department and agencies are also authorized to set aside any procurement for competition by Aboriginal suppliers where they consider it appropriate to do so. Set-aside procurements are subject to the normal competitive principles of contracting policy.