

# **Privy Council Office**

**2004-2005**

## **Departmental Performance Report**

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The Right Honourable Paul Martin  
Prime Minister of Canada



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# **Section I**

## **Overview**



# Message from the Prime Minister

I am pleased to present the *2004-05 Departmental Performance Report* for the Privy Council Office. This document summarizes the achievements of the Privy Council Office in meeting the objectives set by the organization, as outlined in the *2004-05 Report on Plans and Priorities*.

Over the past year, the Privy Council Office provided critical and effective support to Government transition following the federal election of June 28, 2004, and played a key role in helping to advance the Government's policy agenda, presented in the October 2004 Speech from the Throne.



Through its indispensable work in coordinating and supporting the Cabinet and Cabinet committee decision-making structures, the Privy Council Office enabled the Government to respond efficiently and effectively to the needs of Canadians while successfully meeting the challenges of the new minority government context.

The Privy Council Office also helped move the Government's commitments through to the implementation stage. For example, PCO led the planning and facilitation of the September 2004 First Ministers' Meeting, which resulted in the *10-Year Plan to Strengthen Health Care in Canada*, the Canada-Aboriginal Roundtable and subsequent policy discussions aimed at improving health, economic, social and educational outcomes for Aboriginal Canadians.

The Privy Council Office provided strategic advice, recommended approaches, and coordinated the Government's signature issues. These included bilateral agreements with several provinces in the area of Early Learning and Child Care, the New Deal for Cities and Communities, a new Provincial and Territorial Equalization Financing Formula, Project Green and the Climate Change Action Plan, and a comprehensive statement of National Security Policy for Canada.

The Privy Council Office assisted me in more than 30 international visits and summits, initiated and developed a government-wide agenda that resulted in the Security and Prosperity Partnership of North America, and provided comprehensive policy advice in advancing the International Policy Statement, the G-8 Africa Action Plan, aid for tsunami relief and reconstruction, Canada's role in NATO, peacekeeping and peace-building operations, and other dimensions of our international policy.

The Privy Council Office continued its support of four Commissions of Inquiry: the Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar, the Commission of Inquiry into the Sponsorship Program and Advertising Activities, the Indian Specific Claims Commission and the Miramichi and Acadie-Bathurst Electoral Boundaries Commission.

In summary, as this *Report* for 2004-05 attests, the Privy Council Office, with its high levels of expertise and professionalism, has made a strong and substantial contribution in the service of Canada and Canadians.



# Management Representation Statement

I submit, for tabling in Parliament, the *2004-2005 Departmental Performance Report* (DPR) for the Privy Council Office.

This document has been prepared based on the reporting principles contained in the Treasury Board Secretariat's *Guide for the Preparation of 2004-2005 Departmental Performance Reports*:

- it adheres to the specific reporting requirements;
- it uses an approved Program Activity Architecture;
- it presents consistent, comprehensive, balanced and accurate information;
- it provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it;
- it reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

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Alex Himelfarb  
Clerk of the Privy Council and Secretary to the Cabinet  
September 2005



# Summary Information

## Raison d'être

The mandate of the Privy Council Office (PCO) is as follows:

To serve Canada and Canadians by providing the best non-partisan advice and support to the Prime Minister, the Ministers within the Prime Minister's portfolio, and the Cabinet.

PCO contributes significantly to the development of a clearly articulated agenda of Government policy, coordinates timely responses to issues facing the Government and the country, and supports the effective operation of the Cabinet and the Government. PCO works to maintain the highest professional and ethical standards in the federal Public Service and to ensure that the Prime Minister and others it serves receive the best quality, consistent and appropriate policy advice and objective recommendations.

The main roles of PCO are to:

- Provide professional, non-partisan advice to the Prime Minister and other Ministers in the Prime Minister's portfolio, and to Cabinet, on questions of national and international importance.
- Manage the Cabinet's decision-making system by challenging and coordinating departmental policy proposals, conducting policy analysis, and providing secretariat services to the Cabinet and Cabinet committees.
- Articulate and support the development of the Government's agenda and collaborate with other federal departments, other governments and external stakeholders to help implement this agenda.
- Provide advice on the appropriate structure and organization of the Government and its entities.
- Help foster a strong Public Service for the 21<sup>st</sup> century—one that is values-based, high performing and accountable.
- Conduct research on medium-term policy issues of importance to Canada—a particular focus of the Policy Research Initiative (PRI).
- Provide administrative support to commissions of inquiry, task forces and other independent bodies considering matters associated with good governance in Canada.

The Privy Council Office (PCO) reports directly to the Prime Minister and is headed by the Clerk of the Privy Council and Secretary to the Cabinet. It is both the Cabinet's secretariat and the Prime Minister's source of public service advice across the entire spectrum of policy questions and operational issues facing the Government, including matters relating to the management of the federation and constitutional development.

## Resource Summary

PCO is funded through appropriation and statutory votes. Therefore, at year end, any unspent funding lapses and, since PCO does not have authority to spend revenues, all its revenues are reported under the Consolidated Revenue Fund.

### *Financial Resources for the Department (thousands of dollars)*

<b>Planned Spending</b>	<b>Total Authorities</b>	<b>Actual Spending</b>
\$181,692	\$178,356	\$164,534

### *Total Human Resources for the Department (Full-Time Equivalents – FTEs)*

<b>Planned</b>	<b>Actual</b>	<b>Difference</b>
1,128	1,026	102

## Overall Departmental Performance

PCO has two strategic outcomes:

- The policy and program agenda of the Government of Canada is well coordinated and the Government is well structured to respond efficiently to the needs of Canadians.
- Subjects that need investigation or further study are handled independently from the Government.<sup>1</sup>

PCO successfully met many of its priorities and commitments that were spelled out in its planned results identified in the *2004-05 Report on Plans and Priorities* (RPP). Fiscal year 2004-05 was challenging for PCO, as the organization continued to adjust to the requirement of a new government and to the realities of a minority Parliament. Through continuous learning and improvement, PCO was able to adapt and support the Government in the delivery of an ambitious agenda. However, given the complexity of the issues tackled and the broad nature of the reforms undertaken, it is understandable that not all expectations were fully met, that some delays occurred and that strategies and plans were modified along the way.

The performance summary, presented in Table 1, lists PCO's major priorities and results achieved, together with the resources associated with each priority.

The information on PCO performance, resources and results in this DPR is organized based on the Program Activity Architecture (PAA) that was developed in 2004-05 in response to the government-wide initiative led by Treasury Board Secretariat. The PAA replaces the former reporting structure that was based on business lines. With the PAA structure, the linkages between activities, resources and results are more easily identified compared with the previous structure, which was used in the *2004-05 Report on Plans*

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<sup>1</sup> The wording of Strategic Outcome #2 has been changed from the *2004-05 Report on Plans and Priorities* to better reflect the role of PCO with respect to commissions of inquiry. PCO does not itself conduct commissions of inquiry.

*and Priorities* (RPP). To assist in making a comparison between priorities listed in the 2004-05 RPP and this DPR, a crosswalk between the current PAA and previous structure is provided in Section IV - Other Items of Interest. A revised PAA has been recently approved by the TBS and will be used in the 2006-07 RPP.

**Table 1 -- Summary of Performance in Relationship to Departmental Strategic Outcomes, Priorities and Commitments<sup>2</sup> (thousands of dollars)**

Strategic Outcome	2004-2005 Priorities	Type	Planned Spending <sup>3</sup>	Total Authority <sup>4</sup>	Actual Spending <sup>5</sup>	Expected Results and Current Status
#1: The policy and program agenda of the Government of Canada is well coordinated and the Government is well structured to respond efficiently to the needs of Canadians <sup>6</sup>	a) Focus on key policy areas	Ongoing	\$71,610	\$36,877	\$35,406	The Prime Minister and Ministers receive sound advice for decision-making. <b>Successfully met expectations.</b>
	b) Effective management of government	Ongoing	\$31,470	\$29,259	\$27,035	Cabinet decision-making and the legislative agenda are well supported. The Prime Minister and Ministers receive sound advice for decision-making. The overall development of the Public Service is fostered. <b>Largely met expectations.</b>
	c) Foster horizontal collaboration	Ongoing	\$19,896	\$18,562	\$17,314	Foster horizontal collaboration. <b>Not yet met expectations.</b>
	d) Conduct medium-term policy planning	Ongoing	\$8,722	\$12,130	\$11,330	Cabinet receives sound advice on the development and implementation of the policy agenda. <b>Successfully met expectations.</b>
	e) Strengthen internal management practices	Ongoing	\$1,271	\$354	\$315	Strengthen internal management practices. <b>Not yet met expectations.</b>
#2: Subjects that need investigation or further study are handled independently from the Government	f) Support independent commissions of inquiry on major issues <sup>7</sup>	Ongoing	\$7,585	\$37,867	\$29,537	<b>Successfully met expectations.</b>

<sup>2</sup> This *Departmental Performance Report 2004-2005* uses the approved Program Activity Architecture (PAA) of PCO's departmental Management, Resources and Results Structure (MRRS). Further details are available in Section IV of this document.

<sup>3</sup> The amounts shown in this summary do not equal the total departmental spending because only key priorities are included here. Other costs include, for example, the Prime Minister's Office, Ministers' Offices, and ongoing responsibilities such as the provision of legal advice and internal security operations.

<sup>4</sup> As above.

<sup>5</sup> As above.

<sup>6</sup> A wording change has been applied to Strategic Outcome #1 to reflect the intent of the organization more accurately.

<sup>7</sup> As noted earlier, the wording of this priority has been changed from the *2004-05 RPP* to reflect PCO's support. PCO does not, itself, conduct inquiries.

Over the course of the year, PCO continued to **focus on key policy areas** by conducting policy analysis and coordinating the development of Government solutions to the major policy issues facing Canada. The variance of resources is due mainly to the transfer of all Aboriginal Affairs Secretariat programs to Indian and Northern Affairs Canada.

PCO was able to **support effective management in Government** through its contribution to a smooth Government transition and was involved in initiatives related to Democratic Reform, ministerial/deputy ministerial accountability and Public Service modernization. In light of the ambitious policy and legislative agenda, PCO faced some early challenges in ensuring consistent coordination of the Cabinet process. As a result, the burden on departments may have been higher than needed. PCO later implemented changes to the functioning of Cabinet committee processes to improve the coordination and communication between Cabinet committees, within PCO and among other government departments

Innovative strategies were pursued to **foster horizontal collaboration** within PCO, with federal departments and agencies and with other governments and external stakeholders. PCO also improved the coordination of federal communications.

PCO strengthened its overall **policy development** capacity by better integrating the medium-term policy work of the Policy Research Initiative and implementing succession planning to ensure continuity of policy expertise. The variance in resources is due to the fact that the Policy Research Development Program funding was not approved in time to be included in the Planned Spending, but is reflected in the Total Authority.

As well, to **strengthen internal management practices**, PCO streamlined its structure and processes as part of its support to Cabinet, continued to emphasize learning and development and improved openness and transparency by regularly posting some expenditures proactively on its website. Work remains to be done in order for PCO to adopt the most modern management strategies and tools. It will work with the Treasury Board Secretariat and the Public Service Human Resources Management Agency of Canada to assess its strengths and weaknesses using the Management Accountability Framework and to put in place improvement plans, as required.

In terms of **support of major commissions of inquiry**, PCO provided support to four different commissions over the course of the year. The decrease in planned spending relates to the Indian Specific Claims Commission, which was transferred to Indian and Northern Affairs Canada effective July 20, 2004. The funding in support of the Arar and Sponsorship Commissions was approved during the fiscal year.

## **Working Environment and Context**

PCO's priorities depend in large part on the Government agenda and are subject to a variety of external and internal influences, which are outlined below.

### ***Increasing interdependence and horizontality of issues***

The Government's policy agenda, outlined in the 2004 Speech from the Throne<sup>8</sup> and developed through the course of the year, was comprehensive and complex. It embraced

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<sup>8</sup> The Speech from the Throne is available online at <http://pm.gc.ca/eng/sft-ddt.asp>

a diversity of issues that included the economy, health care for Canadians, climate change, early learning and child care, post-secondary education, a new deal for cities and communities, linguistic duality, national security, defence, international policy, and strengthening of the Canadian federation. What is characteristic of these issues is that effective responses require a coordinated effort across jurisdictions and often between the private and public sectors. They also share a need for a high degree of integration across diverse policy areas and of cooperation between Parliamentarians in order to meet the needs and expectations of Canadians in a minority government context.

### ***Constantly changing environment***

The constantly changing and unpredictable policy environment in which PCO must function places considerable pressure on the organization to be attuned to a wide variety of trends and events around the world. The sudden emergence of new issues requires prompt access to the appropriate policy expertise within the federal system and the ability to mobilize this expertise quickly to provide rapid and high-level professional analysis and advice to the Prime Minister and the Cabinet.

PCO must have a strong internal capability to identify emerging issues and establish networks with all major stakeholders to meet these challenges and provide effective support to the Prime Minister and the Cabinet. Following the June 2004 election of a minority government, the formulation of advice for advancing the Government's legislative agenda had to be responsive to a new parliamentary environment so as to remain committed to the principles of responsible government. PCO must also be able to adapt its organizational structure and respond quickly to changes in Cabinet committees and in the overall government structure.

The tsunami disaster in Asia and the closing of the US border to Canadian beef due to Bovine Spongiform Encephalopathy (BSE) are two examples of unpredictable events having an impact on Canadians and requiring PCO to provide timely, expert policy advice.

### ***Public expectations for increased government accountability***

PCO is expected to take a leadership role in improving the overall functioning of the federal government. The Canadian public is demanding increased accountability from its public officials, with more efficient use of public resources, greater transparency, and more ethical decision-making. Resource allocations need to be closely linked to changing government policy priorities. The increasingly complex accountability relationships of government, due to factors such as new partnerships with private sector and third-party organizations and the increasing need for inter-governmental collaboration, present key risks and challenges.

Public opinion research continues to indicate that citizens are deeply concerned about integrity in government. The overall rise in citizens' expectations of government is fuelled in part by increased public and media scrutiny made possible through greater government transparency and availability of information.



### ***Maintaining the credibility of PCO as a non-partisan advisor***

Given its role within government, PCO must ensure that its policy advice remains accurate, reliable, relevant and comprehensive. During the past year, PCO played a major role in supporting the new Government through the transition period after the election and working towards a new Speech from the Throne and a new Budget, all of which were important occasions for the provision of non-partisan and professional advice.

### ***Maintaining continuity of policy expertise and analytical capability***

To fulfill its role to provide policy advice to the Prime Minister and the Cabinet, PCO continues to develop ways of accessing the best available information and research within the federal government and elsewhere.

PCO must be able to obtain the latest thinking on the policy issues of the day and to attract respected and credible policy experts with specific subject-matter expertise. Although PCO has little difficulty in attracting staff with extensive policy expertise and experience in specific subject-matter areas, there tends to be frequent movement of staff into and out of the organization. While it brings fresh new ideas to PCO, this movement of staff presents a certain risk for PCO in terms of maintaining and retaining corporate memory and maintaining continuity in the policy development process.

Continuity of policy expertise requires that the organization ensure it has a process in place for succession planning. PCO also needs strong capabilities in information, records and library management to provide easy access to the necessary corporate records and information resources throughout PCO and beyond.

### ***Challenges of internal management of PCO***

Maintaining work-life balance in a high-pressure and fast-paced environment is an ongoing struggle for all PCO employees. A particular challenge for managers is to allocate sufficient time to attend to their ongoing managerial responsibilities (for example: managing their budgets, developing their staff, and finding time for their own learning and development) while focusing on day-to-day exigencies. In addition, within its own organization, PCO must undertake the commitments of the Clerk to government-wide initiatives, as stated in his *Corporate Priorities of the Public Service of Canada*, such as the Management Accountability Framework and Human Resources Modernization.

In its ongoing efforts to implement the Modern Management agenda, PCO put in place the essential mechanisms for implementation of the new *Labour Relations Act* on April 1, 2005, and other mechanisms are being developed or adapted with an eye to implementation of the *Public Service Employment Act* in December 2005.

### ***Facilitating stakeholder input into the Government agenda***

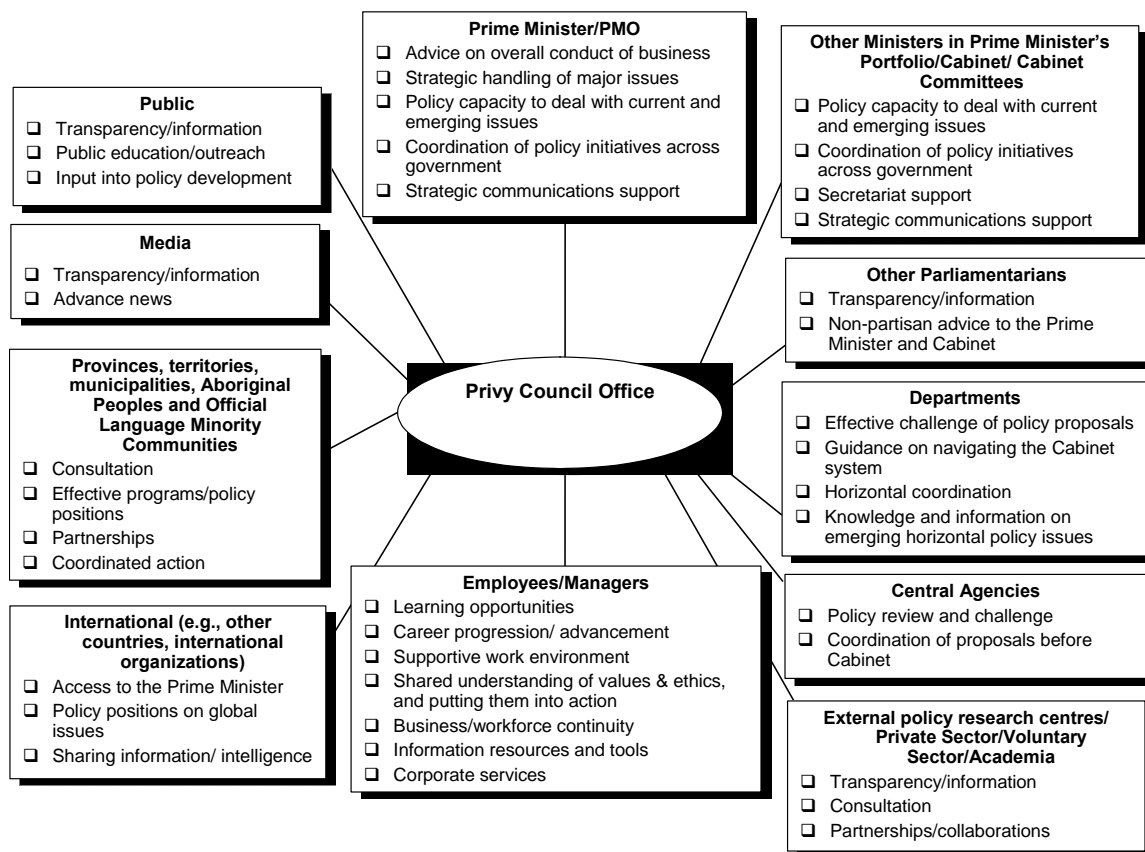
In developing the Government's agenda, it is important to reflect the diverse needs of all stakeholders, the changing face of Canada in terms of shifting demographic trends, increased diversity, aging and urbanization, and shifts in the values and priorities of Canadians. The Government's agenda also needs to be sensitive to the particular challenges faced by all minority groups within Canadian society, including Aboriginal peoples and official language minority communities. To do so, PCO must maintain open

communications with the stakeholders. This is being accomplished by sharing information, establishing networks and other consultative mechanisms, and providing stakeholders with the opportunity to contribute to the development and implementation of the Government's evolving agenda.

As the complexity and inter-connectivity of policy issues continues to grow, partnerships with other levels of government, voluntary organizations and the private sector have become more necessary than ever to aid the development of good advice. This shift requires new instruments and management (for example: spending instruments, accountability regimes and evaluation tools) to effectively mobilize multiple participants in setting and achieving national objectives.

Our stakeholders are listed in Figure 1, which also identifies their expectations vis-à-vis PCO.

**Figure 1- - Stakeholders and Their Expectations Vis-à-vis PCO**



## PCO and Canada's Performance Report

*Canada's Performance Report*, prepared annually by the Treasury Board Secretariat, provides Canadians with information on the progress made in achieving the Government of Canada's outcomes.<sup>9</sup> The 2005 Government of Canada outcome framework consists of thirteen outcomes grouped under three themes (international, economic and social). It also includes an annex, "Supporting Outcomes and Government Services," which provides context on how central agencies like PCO contribute to the quality of life of Canadians.

PCO has effectively supported the full government agenda as described in *Canada's Performance Report* through its work in supporting the key international, economic and social pillars. For example, under the social theme, PCO supports the Minister responsible for Official Languages in his work to coordinate the implementation of the Action Plan for Official Languages. PCO also supports such special cross-cutting themes as Aboriginal issues.

In its support of the Cabinet, PCO has facilitated the effectiveness of decision-making by producing the highest quality analysis of policy proposals. In the area of policy development, PCO has served as a professional source of non-partisan advice and has helped to integrate perspectives and views from across governments, subject experts and other stakeholders.

As a central agency of the federal government, PCO contributes to the Government priority of strengthening and modernizing public sector management, which is also described in *Canada's Performance Report*. The Clerk of the Privy Council, as Head of the Public Service, has sought to improve service quality and efficiency, reinforce the capacity of the Public Service; strengthen governance and accountability, and ensure sound stewardship of public resources.

In summary, the key benefits for Canadians of the work of the PCO are the following:

- a clearly articulated Government agenda;
- a coordinated response to emerging issues, provided in a timely manner;
- effective and efficient operation of the Government;
- high quality and consistent policy advice;
- high professional and ethical standards in the federal Public Service;
- increased knowledge and information on emerging horizontal policy issues, and the effective transfer of this knowledge to policy-makers;
- recommendations on subjects of concern to Canadians provided to the Government by independent commissions.

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<sup>9</sup> Available at the Treasury Board of Canada Secretariat website:  
[http://www.tbs-sct.gc.ca/index\\_e.asp](http://www.tbs-sct.gc.ca/index_e.asp).



## **Section II**

# **Analysis of Performance by Strategic Outcome**



# Strategic Outcome #1 - - Coherent Policy Agenda

*The policy and program agenda of the Government of Canada is well coordinated and the Government is well structured to respond efficiently to the needs of Canadians.*

## Introduction

The focus of the discussion is on PCO's core business activity, Secretariats and Advisors. PCO also provides administrative support to the Office of the Prime Minister, Ministers' Offices and to Commissions of Inquiry, Task Forces and Others.

Since reporting on performance is based on the newly approved PAA, a crosswalk between the Strategic Objectives, Activities, Priorities and Results can be found in Section IV.

A project to develop PCO's performance measurement framework commenced in the past fiscal year and will be completed in 2005-06. It should be noted that the subject of performance measurement is complex and challenging for a policy-oriented organization such as PCO. To a large extent, PCO outputs are not repetitive and quantifiable. Much of the work is facilitative and supportive in nature, and PCO works closely with many stakeholders in order to achieve its intended results and strategic outcomes. When the Government announces a major policy, it is typically the result of the efforts of multiple government organizations, including PCO. Nonetheless, PCO believes it is important for the organization to demonstrate to Parliament and to Canadians the value brought by achieving its strategic outcomes and intended results.

Two of PCO's priorities for the last year were to foster horizontal collaboration and strengthen internal management practices. Progress made in these areas helped contribute to the attainment of results for both of PCO's strategic outcomes.

## Foster Horizontal Collaboration

In today's society, it is recognized that making significant progress in dealing with the emerging issues requires a high degree of horizontal collaboration. Canadians are best served when their governments combine their efforts in addressing national challenges. Yet our institutions are structured in such a way that often favours vertical accountability and individual action.

PCO continued to pursue innovative strategies to strengthen horizontal collaboration within PCO, with federal departments and agencies and with other governments, external stakeholders, and subject experts, as well as strategies for the coordination of federal communications. Effective approaches for collaboration were essential to establish needed partnerships with provinces, territories and other stakeholders on issues that transcend jurisdictions and sectors. Although PCO has made several efforts to promote horizontal collaboration, the increasing complexity and rapidly changing nature of public policy issues make it an ongoing challenge. Because of its importance, more work is required to ensure that horizontal collaboration is the standard practice in the development of all future policy proposals. Accomplishments during 2004-05 included

the following activities.

***Within PCO***

PCO regularly pulled together policy teams made up of members from across the organization in order to maximize its ability to respond quickly and effectively to complex policy issues. For example, various secretariats collaborated during 2004-05 to provide input into the October 2004 Speech from the Throne and to work on cross cutting areas like Aboriginal policy.

***With federal departments and agencies***

PCO continued to help bring together departments in managing key cross-cutting issues. This coordination is essential to the successful design and implementation of government policy, and also helps ensure that new proposals complement existing policies and are consistent with the Government's overall objectives.

Given the importance and complexity of the issue and the number of federal departments and agencies involved, national security is an area where effective horizontal management is crucial to meeting the policy objective of protecting Canada and Canadians and contributing to a safer world. In 2004-05, PCO played a key role in bringing together several departments and agencies to implement the National Security Policy and to develop and advance Canada's interests under the Security and Prosperity Partnership of North America.

While progress has been made in implementing the National Security Policy, much work remains to be done. PCO plans to increase its efforts to promote more integrated policy discussions for issues that cut across organizational boundaries in order to further strengthen Canada's national security system.

PCO implemented a new process for developing and consolidating advice at the deputy ministerial (DM) level with the establishment of a new committee structure. This will strengthen the capacity to develop medium-term strategic policy advice to the Government.

PCO created a new Parliamentary Affairs coordination group of senior departmental Parliamentary Affairs Officers to support the effective government coordination of information as it relates to Government Bills, Standing Committees, Private Members' Bills and Motions, Order Paper Questions, Petitions and requests for the production of documents.

In response to the Auditor General's Report in November 2004, PCO took immediate action to implement a number of initiatives to improve government responses to questions tabled by Members of Parliament and Senators. For example PCO ensured that aggregated data were compiled by the designated lead department to respond to complex questions, and that explanatory notes were included to provide greater context to the response. Implementation of other initiatives and additional reforms to strengthen the



process for preparing responses to order paper questions is planned for 2005-06. PCO has continued to coordinate meetings of:

- Departmental Policy Assistant Deputy Ministers (ADMs), to provide a forum for ADMs to discuss policy initiatives their departments are developing and be informed of policy developments and to foster a dialogue regarding the Government's priorities and key upcoming issues;
- Cabinet Liaison, a forum of Senior Departmental Cabinet and Parliamentary officers who meet to discuss broad issues related to the functioning and deliberative mechanisms of the committee process; its goal is to foster interdepartmental collaboration and sharing of information regarding the Government's policy and legislative agenda;
- Central agencies in order to review departmental bottom lines as they pertain to Government policy and legislation and ensure that the interdepartmental process and its related consultations are reflected in proposals for consideration before Cabinet and its related committees.

PCO played an important role in the development of policies that advance linguistic duality and directly affect minority official language communities, including early childhood development, literacy, second and minority language education, language industries and community economic development, as well as access to justice and health services. These policies demonstrate the importance of PCO's continued coordination to implement the Action Plan for Official Languages<sup>10</sup> in federal departments and respect the obligations and commitments of the *Official Languages Act*.

#### ***With the federal government communications community***

In 2004-05, PCO prepared speeches and messages for the Prime Minister, coordinated the release of Government announcements and major speeches, and worked with departments and agencies to foster public awareness and understanding of key elements of the Government's overall agenda, in particular health care, the New Deal for Cities and Communities, a comprehensive statement of National Security Policy, Project Green and the International Policy Statement.

In 2004-05, PCO led the implementation of a new government-wide approval and funding process for advertising, as part of the plan announced by the Government in March 2004, which set out the following objectives: to strengthen management practices in the area of government advertising; to improve effectiveness of advertising activities; and to enhance transparency of decision-making. While increased administrative requirements have slowed the pace at which the government can implement its advertising program, significant progress has been made in putting in place the systems required to achieve these goals.

In cooperation with Public Works and Government Services Canada, PCO continued to lead the development of the Consulting with Canadians portal to foster and facilitate the

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<sup>10</sup> Available online at <http://www.pco-bcp.gc.ca/aia/default.asp?Language=E&Page=ActionPlan>

participation of Canadians in government consultation initiatives.<sup>11</sup>

***With other governments, external stakeholders and experts***

To develop policies on the basis of the most up-to-date thinking and research, PCO continued to tap into various sources of external expertise, including academia, think-tank research organizations, community leaders and other orders of government.

In particular, the Policy Research Institute (PRI) has been conducting a series of roundtables, workshops and conferences as part of its medium-term research activities to harness knowledge from outside expertise. Continued efforts are required to ensure that this research translates into applied policy advice.

## **Strengthen Internal Management Practices**

A priority for all government departments, including PCO, is strengthening internal management practices so that government organizations have the required internal capabilities to deliver on their strategic objectives. A review of PCO management practices in 2003 provided a baseline assessment.

Much remains to be done in order for PCO to adopt the most modern management strategies and tools. It will work with the Treasury Board Secretariat and the Public Service Human Resources Management Agency of Canada to assess its strengths and weaknesses using the Management Accountability Framework and to put in place improvement plans, as required. Particular challenges are to maintain continuity of expertise and corporate memory, and to enable managers to focus on internal management given the high pressure policy work environment in PCO.

***Streamlining PCO structure and processes***

In order to adapt efficiently to the Prime Minister's announcements of December 2003, PCO underwent a complete restructuring of its organization. For instance, the following new secretariats were added to PCO's organizational structure: Aboriginal Affairs, Canada-US, Global Affairs, the National Science Advisor, and Expenditure Review. Implementing such a complex restructuring while immediately responding to the needs of the new Government presented significant challenges. For example, many employees were asked to take on new responsibilities with very short notice, new staff had to be recruited in the most expeditious manner possible and, in general, PCO employees had to cope with higher than usual workloads and stress levels. In 2004-05, PCO managed to absorb these pressures within its existing budgets through several measures such as a thorough resource allocation, a re-alignment of priorities and staffing measures. This caused a great deal of uncertainty in financial planning and reporting during the year and ultimately led to PCO lapsing a greater than expected portion of its voted appropriation. Corrections were made late in the year and new resources were approved for 2005-06 to support the increased workload.

Through the government-wide Expenditure Review exercise, PCO also carried out a thorough analysis of its structure and processes. Potential was identified for efficiencies

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<sup>11</sup> Accessible online at <http://www.pwgsc.gc.ca/onlineconsultation/text/index-e.html>.

with regard to the provision of selected corporate support functions and a decision was made to pursue a shared services agreement with four other central agencies: Department of Finance, Treasury Board Secretariat, Public Service Human Resources Management Agency of Canada and the Canada School of Public Service.

### ***Openness and transparency***

During 2004-05, PCO supported the Prime Minister's commitment to openness and transparency in government by regularly posting some expenditures proactively on its website. Information was posted about expenditures for travel and hospitality by the Prime Minister, Ministers within his portfolio, Parliamentary Secretaries, their exempt staffs and senior-level employees. In addition, information was posted about contracts valued at over \$10,000 and about re-classifications of positions within PCO.

### ***Continuous learning and development***

During 2004-05, PCO continued to offer its employees a whole range of development and well-being programs. Unfortunately, some of these programs, such as the Learning Passport, were undersubscribed largely due to the heavy workload faced by employees.

PCO will also offer unique learning opportunities to promising members of designated employment equity groups within the Public Service in the form of secondments at PCO. The program launch is scheduled for June 2005.

### ***Provide ready access to knowledge and information***

In its plans for 2004-05, PCO committed to providing its managers and employees with quick and easy access to corporate information on policy subject matters and external knowledge and information resources. PCO generally met this commitment through the provision of records management, library, intranet, correspondence management, and media services. In two areas of its information management (IM) program, however, PCO realized that improvements were necessary in order to ensure that employees are able to make best use of the information tools and resources available to them: the Records, Documents, Information Management System (RDIMS); and the IM training and awareness program.

In 2004-05 PCO hired a consultant to examine how well it was communicating IM responsibilities and making available information resources and tools. The consultant recommended a number of measures to increase awareness of the available IM tools and resources and PCO has committed to implementing the high priority recommendations during 2005-06 with the remaining ones scheduled to be implemented in future years.

## Activity: Office of the Prime Minister

### Resource Summary

#### *Financial Resources (thousands of dollars)*

Planned Spending	Total Authorities	Actual Spending
\$17,303	\$17,385	\$17,262

#### *Human Resources (full-time equivalents)*

Planned Spending	Total Authorities	Actual Spending
163	163	146

### Results Achieved

#### *Performance Indicators for the Office of the Prime Minister Activity*

Result	Performance Indicators
<b>R-1</b> The Prime Minister's Office receives appropriate financial and administrative support. (\$17,262; 146 FTEs)	<ul style="list-style-type: none"> <li>Narrative reporting on the financial and administrative support provided to the Office of the Prime Minister, including quantitative information as appropriate.</li> </ul>

In providing financial and administrative support to the Office of the Prime Minister, funding is used for, among other purposes, hiring staff and external expertise to provide political advice, information and special services to support the Prime Minister as Head of Government and Chair of Cabinet. To be effective, the Prime Minister requires support for liaison with other Ministers, issues management, communications, planning and operations related to the international community, and certain other political responsibilities, including relations with the Government caucus.

PCO funding also covers the costs of operating the Official Residences of the Prime Minister (i.e., salaries of staff, food, staff travel between residences, etc.). The National Capital Commission is responsible for the costs associated with the structures themselves (i.e. to furnish, maintain, heat and keep in repair the Official Residences).

PCO provides the Prime Minister's Office (as well as the Ministers' Offices activity) with correspondence support that includes receiving and responding to telephone calls, e-mail and letters. As explained in Section IV - Other Items of Interest - the level of correspondence by Canadians with the Prime Minister is increasing substantially.

PCO provides the broadcast sound, lighting, and recording services to support the delivery of all speeches by the Prime Minister both in Canada and abroad. In addition, PCO provides full office and logistical support when the Prime Minister is on travel status, including secure voice and data communications, computers, printers, facsimile,

and photocopying machines, and portable radio communications. Finally, PCO is responsible for undertaking advance planning trips to prepare for scheduled visits by the Prime Minister, both in Canada and abroad. With a new Government and Prime Minister, the total number of trips and events returned to more historical levels, but the mix of events changed greatly, with a significant increase in domestic travel while the number of local events declined significantly. Again, further details are provided in Section IV.

This Activity also includes all overhead services for the Prime Minister, such as switchboard, printing, procurement, informatics and human resources.

## Activity: Ministers' Offices

### Resource Summary

#### *Financial Resources (thousands of dollars)*

Planned Spending	Total Authorities	Actual Spending
\$11,867	\$12,116	\$13,130

#### *Human Resources (full-time equivalents)*

Planned Spending	Total Authorities	Actual Spending
85	85	91

The variance between planned spending and total authorities is due mainly to the creation of the position of Deputy Leader of the Government in the House of Commons, under the responsibility of PCO.

### Results Achieved

#### *Performance Indicators for Ministers' Offices Activity*

Result	Performance Indicators
<b>R-2</b> Ministers' offices receive appropriate financial and administrative support. (\$13,130; 91 FTEs)	<ul style="list-style-type: none"> <li>Narrative reporting on the financial and administrative support provided to Ministers' offices, including quantitative information as appropriate</li> </ul>

In 2004-05, PCO provided salaries, motor car allowances and operating budgets to the following four members of Cabinet:

- the Leader of the Government in the Senate
- the President of the Queen's Privy Council for Canada and Minister of Intergovernmental Affairs
- the Leader of the Government in the House of Commons
- the Deputy Leader of the Government in the House of Commons, Minister responsible for Official Languages, Minister responsible for Democratic Reform and Associate Minister of National Defence

This portion of the funding is regulated and defined by the Treasury Board. Expenses under the operating budgets are governed by the *Guidelines for Ministers' Offices* and are mainly related to hiring staff and external services, so that Ministers' offices can receive political advice, information and support services. From time to time, the above members

of Cabinet are assigned additional responsibilities with corresponding budgets, which then become an integral part of the Ministers' Office Activity.

PCO provides financial and administrative support for the Ministers' offices. Funding is used, among other purposes, for overhead costs related to services such as: administration (procurement, printing, courier services, etc), information (including executive correspondence management as described earlier), informatics and financial and human resources.

Another portion of PCO funding serves to pay only the salaries and allowances of Ministers of State. The operating budgets for the functioning of the offices of Ministers of State are reported by their respective departments. As of June 28, 2005, Ministers of State are:

- Infrastructure and Communities
- Multiculturalism
- Federal Economic Development Initiative for Northern Ontario
- Northern Development
- Public Health
- Families and Caregivers
- Human Resources Development
- Sport

## Activity: Secretariats and Advisors

### Resource Summary

#### *Financial Resources (thousands of dollars)*

<b>Planned Spending</b>	<b>Total Authorities</b>	<b>Actual Spending</b>
\$145,643	\$112,651	\$105,798

#### *Human Resources (full-time equivalents)*

<b>Planned Spending</b>	<b>Total Authorities</b>	<b>Actual Spending</b>
839	813	746

The variance between the planned spending and total authorities is explained mainly by the transfer of the Aboriginal Affairs Secretariat to Indian and Northern Affairs Canada effective July 20, 2004

### Results Achieved

PCO provides support to the Prime Minister and Cabinet in the operation of the central policy decision-making process and provides advice and information to the Prime Minister in the discharge of his responsibilities as Head of Government and Chair of Cabinet. This also includes providing the necessary advice and support to Ministers in the Prime Minister's portfolio.

Fulfilling this objective involves working with federal departments and agencies to provide the best non-partisan advice and information. It also involves being attuned to the priorities of Canadians to offer strategic advice in the best interests of the country. PCO works with provincial and territorial governments to understand regional issues and must be knowledgeable about international developments and their implications for Canada.

Another aspect of this PCO responsibility is to ensure that the Public Service as an institution has the capacity to serve Canadians and their elected representatives in the years ahead. As the responsibilities of government are redefined, PCO must advise the Prime Minister and other Ministers on priorities for change, to enable the Public Service to adapt effectively.

Acting as the secretariat to the Cabinet, the role of the Secretariats and Advisors activity is to provide Public Service policy information and advice to the Prime Minister, Cabinet, Cabinet committees, including the Treasury Board in its capacity as Council for Governor in Council decisions, and other advisory and ad hoc committees. The Treasury Board also has the support of another department: the Treasury Board Secretariat.

For this Activity, the table below presents PCO's expected results with a corresponding set of performance indicators. As noted in the introduction, PCO is investigating suitable approaches to collecting the data and information required to support the indicators.



*Performance Indicators for Secretariats and Advisors Activity<sup>12</sup>*

<b>Results</b>	<b>Performance Indicators</b>
<p><b>R-3</b> Cabinet decision-making and the legislative agenda are well supported. (\$4,731; 40 FTEs)</p>	<ul style="list-style-type: none"> <li>• Narrative reporting on the consultation, coordination and integration mechanisms managed by the PCO in support of Cabinet decision-making and the development of legislation</li> <li>• Narrative reporting on changes made to Cabinet decision-making structures</li> <li>• Narrative reporting on legislative achievements in relation to the legislative agenda</li> </ul>
<p><b>R-4</b> The Prime Minister and Ministers receive sound advice for decision-making. (\$69,746; 468 FTEs)</p>	<ul style="list-style-type: none"> <li>• Narrative reporting on the consultation, coordination and integration mechanisms managed by the PCO in support of decision-making by the Prime Minister and Cabinet</li> <li>• Narrative reporting on issues managed by the Prime Minister and Cabinet with PCO support</li> </ul>
<p><b>R-5</b> Cabinet receives sound advice on the development and implementation of the policy agenda. (\$26,734; 199 FTEs)</p>	<ul style="list-style-type: none"> <li>• Narrative reporting on the consultation, coordination and integration mechanisms managed by the PCO in support of Cabinet policy development</li> <li>• Narrative reporting on policy achievements</li> </ul>
<p><b>R-6</b> The overall development of the Public Service is fostered. (\$4,587; 38 FTEs)</p>	<ul style="list-style-type: none"> <li>• Narrative reporting on the consultation, coordination and integration mechanisms managed by PCO in the management of the Public Service</li> <li>• Narrative reporting on achievements and activities</li> </ul>

PCO's performance in achieving each intended result is described below.

<sup>12</sup> As noted in the introduction, a project is currently underway to develop an appropriate set of performance indicators for all PCO results. This table consists of the indicators currently found in PCO's PAA.

**Result R-3: Cabinet decision-making and the legislative agenda are well supported.**

Examples where PCO provided strong support to Cabinet decision-making and the legislative agenda are as follows.

***Transition to the new Government***

PCO provided support leading up to and following the July 20, 2004, announcement of a new ministry that resulted from the June 28 election. PCO worked closely with departments to put in place these machinery changes and ensure effective implementation of changes announced during the December 2003 transition. Close attention to the coordination and management of the legislative program, including parliamentary practices and procedures, was required in order to be appropriately responsive to the new parliamentary context.

***Legislative agenda***

From April 1, 2004, to March 31, 2005, a total of 51 Government Bills were introduced in the House of Commons and the Senate, demonstrating a vigorous democracy in action.<sup>13</sup> Canada's cities and communities, workers, children and seniors were among the beneficiaries of this active legislative agenda, designed to improve the quality of life of Canadians and Canadian families, foster a strong economy in the 21st century that will promote success for Canadian businesses at home and abroad, to make improvements to national security and enhance Canada's role as an international leader.

***Cabinet process***

PCO provided advice on appropriate ministerial responsibilities and the Cabinet committee structure, and ensured smooth and efficient functioning of Cabinet decision-making processes through the coordination, integration and planning of horizontal agendas. In particular, PCO assisted in framing a coherent and forward-looking agenda for Cabinet through the integration of policy development across federal departments and through the coordination of policy, planning and logistical support to Cabinet. In light of the ambitious policy and legislative agenda, PCO faced some early challenges in ensuring consistent coordination of the Cabinet process. As a result, the burden on departments may have been higher than needed. PCO later implemented changes to the functioning of Cabinet committee processes to improve the coordination and communication between Cabinet committees, within PCO and among other government departments.

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<sup>13</sup> A complete listing of Government Bills introduced in the House is available online at: <http://www.parl.gc.ca/LEGISINFO/index.asp?Lang=E&Chamber=C&StartList=2&EndList=200&Session=13&List=list>

**Result R-4: The Prime Minister and Ministers receive sound advice for decision-making.**

PCO's achievements in providing sound advice for decision-making regarding key areas of the Government's policy agenda and for effective management of government are outlined below.

***Health***

PCO was the lead organization in planning and facilitating the September 2004 First Ministers' Meeting (FMM) on health care, and played a key role in providing advice and guidance in the development and negotiation of the proposed measures agreed to in the First Ministers' *Ten-Year Plan to Strengthen Health Care in Canada* (the Plan), with a commitment of \$41.3 billion over 10 years.

More specifically, PCO with Finance Canada supported Health Canada in developing the Plan and all of its components, including territorial financing for health services and addressing the gaps in Aboriginal health services, both in terms of policy approvals and inclusions in the budget for 2005. PCO actively participated in the development of legislation to provide federal funding of \$41.3 billion over 10 years, as committed in the Plan. This legislation received Royal Assent on March 23, 2005.

The Plan recognized that reduction of wait times will be further augmented by the commitment from all jurisdictions to address the need for an increase in health human resources. In this context, PCO provided advice and guidance to the interdepartmental community in the development of the policy recommendation to recognize internationally educated professionals, as announced in the 2005 Federal Budget, with a commitment of \$75 million over five years.

The Plan also highlighted the important connection between a strong focus on healthy living and chronic disease prevention, and sustainability of the health care system. PCO provided advice on appropriate interdepartmental coordination to develop a federal position for the federal/ provincial/territorial public health goals process, which was a key component of the Plan. As well, PCO facilitated the development and approval of a healthy living and chronic disease strategy, a key commitment in the Speech from the Throne in October 2004.

In 2004-05, the Government committed to protecting Canadians from future infectious disease outbreaks such as SARS. Reflecting this new commitment, PCO guided the policy development and approval processes that culminated in the Prime Minister announcing the creation of the Public Health Agency of Canada (PHAC) and the appointment of Canada's first-ever Chief Public Health Officer. PCO has continued to assist both the PHAC and Health Canada in maintaining portfolio-wide policy development. As well, PCO supported the development and passing of a modernized *Quarantine Act* and the negotiation and adoption of the *International Health Regulations* to better protect Canadians in future from communicable disease outbreaks.

### *Canada's economy*

PCO helped to ensure that federal departments delivered on the Government's economic priorities, and provided analysis and advice to the Prime Minister and other Ministers on a range of economic and trade policy issues. Specifically in 2004-05, PCO:

- oversaw and coordinated federal strategies on key transportation policy and transportation security issues in all modes (i.e., air, surface and marine);
- supported the advancement of federal investments in key economic sectors, such as the automotive and aerospace industries, and facilitated the ongoing development of sectoral strategies for these industries;
- reinforced the commitment of Smart Government to provide an up-to-date legislative framework for the Canadian marketplace through the reform of the *Companies' Creditor's Arrangement Act* and the *Bankruptcy and Insolvency Acts*; <sup>14</sup>
- ensured follow-up on the Government's commitment to consult on and develop a number of new proposals related to competition policy, and encouraged Industry Canada to develop a commercialization strategy within an overall competitiveness framework.

In addition, PCO coordinated the development of a framework for regional development and facilitated the devising of a comprehensive strategy for northern Canada. PCO ensured appropriate interdepartmental consultation in the re-engagement of the federal government in discussions among the provinces on lowering barriers to internal trade, and in advancing the development of strategies to address issues related to northern pipelines.

### *National security*

PCO supports the Prime Minister in his ultimate responsibility for the security of Canada and Canadians. PCO plays a lead role in coordinating Canada's integrated security system, promoting effective coordination among members of Canada's security and intelligence community, and building and maintaining solid relationships with allies. PCO also produces intelligence assessments for senior officials within the government.

After the release of *Securing an Open Society: Canada's National Security Policy*<sup>15</sup> in April 2004, PCO worked collaboratively with departments and agencies to implement the National Security Policy and to develop *Securing an Open Society: One Year Later, Progress Report on the Implementation of Canada's National Security Policy*.<sup>16</sup> This report outlines the significant actions that have been taken over the past year to implement and build on the National Security Policy in order to enhance the security of Canada and Canadians and contribute to a safer world.

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<sup>14</sup> Refer to the Industry Canada website at [www.ic.gc.ca](http://www.ic.gc.ca)

<sup>15</sup> Available at :

[http://www.pco-bcp.gc.ca/default.asp?Page=Publications&Language=E&doc=NatSecurnat/natsecurnat\\_e.htm](http://www.pco-bcp.gc.ca/default.asp?Page=Publications&Language=E&doc=NatSecurnat/natsecurnat_e.htm)

<sup>16</sup> Available at: <http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=ministers&Sub=deputypm>

The Integrated Threat Assessment Centre (ITAC) established in October 2004 is mandated to produce comprehensive threat assessments and to distribute them to key partners on a timely basis. Housed within the Canadian Security Intelligence Service, ITAC includes staff from across the security and intelligence community in Canada and works in conjunction with the National Security Advisor to the Prime Minister.

To strengthen Canada's border, progress continues to be made in implementing the Canada-U.S. Smart Border Declaration. The fifth status report was released in December 2004, illustrating significant progress on many elements of the 32-point Action Plan. For example, Canada and the United States implemented the Safe Third Country Agreement at the common land border in December 2004. A framework was also issued to put land pre-clearance in place at the Buffalo–Fort Erie Peace Bridge and at one other Canada-U.S. border crossing to be determined in 2005.

In March 2005, PCO supported the development and launch of the Security and Prosperity Partnership of North America by the leaders of Canada, the United States and Mexico. From a security standpoint, the three countries have agreed to work together to establish a common approach to protect North America from external threats, to prevent and respond to threats within North America, and to further streamline the secure and efficient movement of legitimate, low-risk traffic across our shared borders.

PCO supplies policy-makers with timely, comprehensive assessments of the foreign developments and trends that have the potential to impact on Canadian interests. PCO assessments are policy-neutral and draw on information from all possible sources, both open and highly classified. The Prime Minister, the Deputy Prime Minister, the ministers of Foreign Affairs, International Trade, National Defence and Transport, and their advisors are among the key recipients of these assessments.

PCO continued to enhance its relationships with departments and agencies within the security and intelligence community, both in Canada and abroad, to increase information sharing and augment collaborative efforts. Improvements were made to the interdepartmental experts groups/Intelligence Assessment Committee process and in the use of experts from academia and other Canadian and allied government departments. During 2004-05, PCO continued to seek input and feedback from clients and to respond to requests from stakeholders in other government departments and agencies.

As well, PCO continued to provide central support for the Canadian Association of Professional Intelligence Analysts (CAPIA), which was created to promote training and high analytical standards within the Canadian intelligence community and foster networks and information sharing.

### ***Social development***

The Government's social agenda embodies challenges associated with complex, horizontal policy issues. PCO played a key role in supporting social policy departments to manage negotiations and other discussions with provinces and territories.

PCO worked closely with Social Development Canada (SDC) to establish a strong policy foundation for the negotiation of bilateral agreements in principle with provincial and territorial governments on early learning and child care. Similarly, PCO supported SDC in advancing the Government's Speech from the Throne commitment to recognize caregivers for seniors and persons with disabilities.

By helping to harmonize the differing interests of many private and public sector parties, PCO facilitated the setting up of the Social Economy Capacity Building and Financing initiative, under which Industry Canada and the Regional Development Agencies provide financing and capacity-building assistance in support of social enterprises.

### ***Environment***

Safeguarding Canada's natural environment is an important responsibility of both governments and citizens in the 21<sup>st</sup> century, which will lead to improved quality of life and healthier Canadians. To contribute to this priority in 2004-05, PCO:

- coordinated the development of a diagnostic of the Government's approach to environmental policy;
- facilitated new initiatives, such as the development of national environmental indicators, to assist the Government in systematically integrating environmental considerations into decision-making;
- encouraged and facilitated ongoing efforts by Environment Canada and other key departments to develop a national strategy on sustainable development;
- ensured that the development of major cross-cutting Government initiatives, such as the New Deal for Cities and Communities, appropriately integrated environmental considerations;
- confirmed that new policy and program proposals properly reflected their environmental impacts through the conduct of strategic environmental assessments;
- played a major role in coordinating and managing the interdepartmental development and launch of *Project Green: Moving Forward on Climate Change, a Plan for Honouring Our Kyoto Commitment*, an updated plan for a healthy environment and competitive economy, released in April 2005;<sup>17</sup>
- supported the advancement of federal investments and legislation to protect human health from environmental impacts, improve Canada's ecosystems, strengthen conservation, and enhance economic sustainability and competitiveness.

PCO provided advice for establishing the new Ad Hoc Cabinet Committee on Sustainability and the Environment (mandated to develop a climate change plan for Canada) and secretariat support for its deliberations. This work involved participation in numerous interdepartmental meetings to ensure that appropriate analysis was undertaken, views of stakeholders were properly considered, and information was presented to the Ministers for decision.

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<sup>17</sup> Available at: <http://www.climatechange.gc.ca/english/newsroom/2005/plan05.asp>

### ***International relations***

In a rapidly changing international environment, a key challenge for PCO is to strategically advance a whole-of-government approach to global and Canada-US relations and ensure coherence and consistency between Canada's international and domestic agendas. In 2004-05, unprecedented coordination, guidance and outreach to core and supporting departments across the government was needed given the anticipated release of the International Policy Statement (IPS) and the negotiations towards the Security and Prosperity Partnership of North America (SPP).

PCO both challenged and worked closely with a number of departments to develop Canada's approach to international policy, as detailed in *A Role of Pride and Influence in the World*.<sup>18</sup> Released in April 2005, Canada's international policy statement integrates key policy objectives in the areas of international diplomacy, trade, defence and development and is now being studied by other countries as a model. Building on our experience on the IPS and SPP, PCO will strive for improved horizontal management of major international initiatives.

PCO played a leadership role in the development of the Security and Prosperity Partnership of North America (SPP), to improve the physical and economic security and well-being of Canadians in the short and long-term.<sup>19</sup> The SPP leaders' statement issued in March 2005 brought together for the first time key issues related to security, prosperity and quality of life under one framework and included a trilateral commitment to release an SPP Action Plan within 90 days.

PCO managed and coordinated key initiatives to respond to new and pressing global concerns while ensuring a distinct and independent role for Canada in international affairs. By supporting two new Cabinet Committees (the Global Affairs and Canada-US Committees) and by providing strategic policy advice to the Prime Minister prior to every international meeting, summit and visit, PCO ensured a more comprehensive and strategic approach for achieving Canada's international policy objectives. Among its achievements, PCO:

- delivered comprehensive and timely advice to support the Prime Minister on a range of important issues including the International Policy Statement, the G-8 Africa Action Plan, tsunami reconstruction and relief, the Canada Corps, and Canada's role in NATO operations (in Afghanistan, the Middle East, Bosnia, and Africa);
- provided analysis and advice on issues of global governance and multilateral cooperation in support of Canada's effort to ensure that international institutions as well as summits and other leaders' forums work more effectively in aid of greater global security, prosperity, and sustainable development;
- supported the establishment of the new Washington Advocacy Secretariat at the Canadian embassy in the U.S. capital, which offers the provinces and territories the opportunity for greater representation and higher profile in the U.S. capital. It coordinates federal and provincial activities in Washington, drawing on the

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<sup>18</sup> Available at <http://www.dfait-maeci.gc.ca/cip-pic/ips/ips-en.asp>

<sup>19</sup> Available at [www.fac-aec.gc.ca/spp/spp-menu-en.asp](http://www.fac-aec.gc.ca/spp/spp-menu-en.asp)

combined expertise, experience and contacts of the two levels of government. In so doing, the Secretariat ensures that Canadian interests speak in a unified and coherent manner in the United States. The Secretariat also supports the Canada-United States Inter-Parliamentary Group, assists individual Canadian senators and MPs in their engagement with American officials, and works closely with various committees of the Parliament of Canada;

- advised the Prime Minister on more than 30 incoming and outgoing international visits and summits to promote closer relations with key emerging powers (e.g., Brazil, China, India), advance Canadian interests and values at major international fora (e.g., G-8, Asia-Pacific Economic Cooperation (APEC), La Francophonie, United Nations General Assembly, Summit of the Americas), and to foster greater cooperation in North America (e.g., visits of Presidents Bush and Fox to launch the Canada-US New Partnership in North America and the Canada-Mexico Partnership, as well as a trilateral North American leaders' meeting to launch the Security and Prosperity Partnership).

### ***Aboriginal Canadians***

To achieve significant improvements in social, economic, health and educational outcomes for Aboriginal people, and close the gap between Aboriginal peoples and other Canadians, the Government is committed to working with Aboriginal peoples to develop a framework of policies and actions that will secure equality of social and economic opportunity, while respecting their unique place in Canadian society. Provincial and territorial governments must necessarily be engaged in this, given their role as the primary program and service providers to the 70 percent of Canada's Aboriginal people not living on reserve. In 2004-05, PCO sought to follow through on commitments made at the Canada-Aboriginal Peoples Roundtable held on April 19, 2004, by:

- coordinating and assisting sectoral discussions on health, lifelong learning (two sessions), housing, economic opportunities, negotiations and accountability for results with Aboriginal organizations, provincial and territorial government representatives and other experts – each session involved more than 100 participants, who exchanged and explored ideas on how to achieve better results in the six areas under consideration;
- utilizing the results of these sessions to develop a consensus on major priorities and actions for a Policy Retreat involving members of the Cabinet Committee on Aboriginal Affairs chaired by the Prime Minister, provinces and territories as observers and Aboriginal leaders in the spring of 2005.

PCO worked closely with other federal departments in preparing for the Meeting of First Ministers and National Aboriginal Leaders on Aboriginal health, held in September 2004. Significant new federal investments in Aboriginal health were announced and First Ministers committed to developing a Health Blueprint in collaboration with Aboriginal peoples. At the conclusion of the First Ministers meeting on health, First Ministers decided to hold a special meeting in 2005 on issues that have a determining impact on Aboriginal health. PCO has been coordinating the federal role towards that meeting and developing key elements of a national Aboriginal agenda for action with Aboriginal and



provincial/territorial partners in time for a meeting between First Ministers and Aboriginal leaders, planned for the fall of 2005.

PCO also facilitated and focused interdepartmental efforts to develop a renewed strategy for the resolution of the Indian Residential Schools legacy.

### ***Science***

Since the creation of the Office of the National Science Advisor (NSA) to the Prime Minister within PCO in April 2004, the Government has moved forward on a number of significant policy initiatives. Given the complex nature of NSA-sponsored policy initiatives with respect to the commercialization of research results, the greater integration of the federal government's scientific capacity, development of a policy capacity in emerging technologies such as nanotechnology and hydrogen technologies, and the commitment to mobilize Canada's scientific knowledge for the developing world, the completion of these initiatives have been delayed. The NSA is working closely with Industry Canada, and other Science Based Departments and Agencies within the federal government as well as with key stakeholders in business academia and other governments to ensure their success.

In October 2004, the Prime Minister announced his intention to establish the Canadian Academies of Science to carry out independent expert assessments on the state of scientific knowledge underpinning policy issues facing Canadians, and to represent the Canadian scientific community in international fora where important questions concerning scientific methods and findings are discussed.

The NSA provided guidance and advice to the Government on priorities for investment in research and development (R&D), resulting in funding commitments in the February 2005 Budget of \$1.2 billion over five years. Canada now ranks first among G-8 nations in R&D funding in the higher education sector and has seen a number of significant research discoveries in the fields of health and life sciences, information technologies, and environmental and alternative energy technologies. NSA-sponsored policy initiatives are ongoing with respect to the commercialization of research results, the greater integration of the federal government's scientific capacity, and the commitment to mobilize Canada's scientific knowledge for the developing world.

In addition, the NSA provided advice on the Government's continuing scientific investments that included renewed federal support for Genome Canada, the Tri-University Meson Facility (TRIUMF) for particle physics, and the Pre-Competitive Applied Research Network (PRECARN).

### ***Official languages***

Flowing from the Government of Canada's formal policy statement *The Next Act: New Momentum for Canada's Linguistic Duality - - The Action Plan for Official Languages*, made public in March 2003, and the announcement of \$750 million in priority initiatives, PCO is supporting the Minister responsible for Official Languages in his efforts to coordinate the implementation of the Action Plan and the Government's official languages policy. During 2004-05, PCO continued to coordinate the implementation of the five-year Action Plan by federal departments that have invested in official language programs in key areas such as early childhood development, literacy, second and

minority language education, language industries and community economic development, as well as the public's access to justice and health services.

As well, to achieve an exemplary Public Service, a renewed synergy in federal institutions and federal regional councils has emerged that has re-established official languages as a priority area for activity.

Implementation of the Action Plan required the design and development of the Horizontal Results-based Management and Accountability Framework (HRMAF) for the Official Languages Program. Implementation of the HRMAF directly involves federal institutions with major responsibilities related to official languages, as well as all other federal departments and agencies. The HRMAF process has built and strengthened relationships with various government stakeholders.

The Action Plan calls for regular consultation to identify community concerns, interests and needs. Thirteen ministers met with community leaders in the fall of 2004 to assess implementation of the Action Plan. In early spring 2005, PCO staff guided community representatives through a consensus-building exercise which in turn led to the adoption of the key concept of social capital as a measure of community vitality. As a policy tool, the concept of social capital is important, particularly in the area of official languages where minority communities are the focus. Ongoing research, done by the Policy Research Initiative and others, including the "Institut canadien de recherche sur les minorités linguistiques de l'Université de Moncton", will help to refine measurement tools and link research findings to policy development.

PCO's commitment to facilitating a horizontal approach to policy and program development has resulted in departments intensifying community consultations and outreach (e.g., justice, Francophone immigration, economic development and early childhood), as well as initiating opportunities for interdepartmental and federal-provincial-territorial fora (e.g., exemplary public service, Francophone affairs, health, education).

PCO provided secretariat support for the Group of Ministers on Official Language; the Committee of Deputy Ministers on Official Language; and the Support Committee on Official Languages, and chaired the Coordinating Committee on Official Languages Research (CCOLR). The CCOLR identifies and addresses major research needs and priorities, such as developing the Post-Censal Survey on minority official language communities and ensuring that key research results are used in the development of policies and programs.

PCO contributed directly to the development of the new Enabling Fund for community development, and now co-chairs both the Anglophone and Francophone national committees. PCO also systematically reviewed Cabinet documents to ensure that they were consistent with the direction of government, current official language policies, and the existing legal framework.

### ***Canadian federation***

PCO provided high-quality strategic policy advice to the Prime Minister and the Minister of Intergovernmental Affairs on the management of intergovernmental relations with provinces and territories, including the management of several complex issues such as

fiscal arrangements, official languages and Aboriginal affairs. PCO provided advice and support to the Minister of Intergovernmental Affairs for meetings with provincial and territorial Intergovernmental Affairs Ministers or First Ministers who hold that portfolio and liaised with the Council of the Federation. PCO provided advice to other government departments in the conduct of their intergovernmental agenda in order to promote policy coherence and federal objectives. PCO also organized two successful First Ministers' Meetings, one on health (described above) and the other on equalization, as well as a Special Meeting between First Ministers and Aboriginal Leaders on Aboriginal Health.

During the October 2004 First Ministers' Meeting (FMM), an agreement was reached to increase the support provided to provinces and territories under the Equalization and Territorial Financing Formula programs by \$33 billion over 10 years. Increased funding will assist Canada's less prosperous provinces and the three territories in meeting their commitments to citizens on public services. The new framework for fiscal arrangements is intended to bring stability, predictability and growth to the overall funding levels for key federal programs by establishing fixed payment levels beginning with \$10.9 billion for Equalization and \$2 billion for Territorial Formula Financing in 2005-06, and an annual escalator of 3.5 per cent.

Another important accomplishment in 2004-05 involved agreements reached with the Governments of Nova Scotia and Newfoundland and Labrador on the treatment of offshore resource revenues. These agreements will allow both provinces to continue to receive 100 percent of royalty revenues from their offshore oil and gas production, along with 100 percent protection from equalization reductions for eight years (with a provision for a possible further eight-year extension). The enhanced Atlantic Accords will provide Nova Scotia and Newfoundland and Labrador with greater flexibility to address their unique fiscal challenges.

### *Cities and Communities*

PCO oversaw and coordinated the development of policy frameworks and implementation strategies for the New Deal for Cities and Communities. Nurturing a federal horizontal policy umbrella approach, PCO assisted departments and agencies to build relationships and find solutions to integrate coherent and cohesive approaches with all partners. PCO also provided advice on the integration of federal policies related to the needs of cities and municipalities.

PCO supported the development of the negotiating and funding parameters that allowed Infrastructure Canada to begin negotiations on the sharing of gas tax revenues with the provinces, territories and First Nations.

PCO also facilitated policy development on public-private partnerships related to infrastructure. As an example, PCO supported the development of the Government's position in negotiations with the province, and local public transport authorities and partners concerning the Richmond-Airport Vancouver public transit project.

Until its transfer to the Office of Infrastructure Canada (July 20, 2004), the Cities Secretariat was housed within PCO and was responsible for the policy analysis related to the advancement of the New Deal for the Cities and Communities.

### ***Governance and accountability***

Both inside and outside the context of transition, PCO ensured that the principles guiding our Westminster style of government, ministerial responsibility and the roles and responsibilities of Deputy Ministers informed PCO's advice regarding the following matters: the Prime Minister's prerogative pertaining to the July 20, 2004 transition; legislation with machinery implications; revisions to the *Guide for Ministers and Ministers of State*; revisions to the *Conflict of Interest Code for Members of the House of Commons* and the *Conflict of Interest and Post-Employment Code for Public Office Holders*. PCO also supported the preparation of responses to reports of the Auditor General in instances where the subject matter related to PCO activities. This is clearly an area that will require continued efforts in order for the Government to meet the high standards expected by Canadians.

### ***Governor in Council appointments***

PCO developed appointment and compensation policies and provided ongoing support to facilitate the Government's recruitment of qualified people for Governor in Council appointments.

In March 2004, the Government announced interim changes to how the appointments of CEOs, chairs and directors of Crown corporations would be made, by placing greater responsibility in the hands of the boards themselves to propose candidates for these positions. Further changes were announced in February 2005 which confirmed the boards' leading role in relation to CEO selection. PCO assisted with the implementation of the new approach, including coordinating and reviewing the development of selection criteria for CEOs, and providing direct support to Crown corporations and the Prime Minister's Office for individual appointments using the new process.

### ***Commissions of inquiry***

Documents from government departments and agencies and relevant Cabinet confidences were produced in an unprecedented volume for the Commission of Inquiry into the Sponsorship Program and Advertising Activities. The Commission also received organized, efficient and meaningful support from government organizations, coordinated by PCO, to execute their mandate properly and completely. Consequently, commission counsel received ready access to government information, expertise, witnesses, and assistance.

### ***Democratic reform***

Following the release of the *Action Plan for Democratic Reform*<sup>20</sup> in February 2004, PCO worked to advance the Government's plan for renewal of the democratic process. As part of the first phase of parliamentary-based reforms, comprehensive ethics codes were adopted by Parliament, a new Ethics Commissioner was established, the roles of parliamentary committees and individual MPs in shaping legislation were expanded, and preparations were made to implement a more accountable and transparent appointment process for senior officers of Crown corporations and justices of the Supreme Court of

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<sup>20</sup> Available at :

[http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=Publications&doc=dr-rd/dr-rd\\_e.htm](http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=Publications&doc=dr-rd/dr-rd_e.htm)

Canada. As well, PCO supported the implementation of parliamentary review of proposed key appointments to ensure that citizens have confidence that well qualified people are being appointed to public institutions.

In addition, PCO undertook a series of initiatives as part of a diagnostic exercise to examine broader aspects of the "democratic deficit" and to gain a better understanding of the root causes, completing four roundtable consultation sessions across the country, planning for a fifth session in June 2005, and researching specific democratic reform issues such as civic literacy, the role of constituency offices and political party foundations. The first *Annual Report on Democratic Reform*, which describes the accomplishments in the area of parliamentary and democratic reform, was submitted to Parliament in June 2005.

### ***Smart Regulation***

The External Advisory Committee on Smart Regulation was created in May 2003 as a commitment from the 2002 Speech from the Throne, to provide an external perspective and expert advice on current regulatory issues concerning the health and safety of Canadians and the environment, as well as on a Canadian regulatory strategy for the 21st century. PCO provided secretariat support to the Committee, which conducted extensive research, consultations and meetings on the state of Canada's regulatory system over a 15-month period. In September 2004, the Committee released its recommendations in a report entitled *Smart Regulation: A Regulatory Strategy for Canada*.<sup>21</sup> Together with other public and stakeholder input, the Committee's Report is helping the Government to develop a coordinated and coherent approach to implementing Smart Regulation in Canada.

In March 2005, PCO released the *Smart Regulation: Report on Actions and Plans*, the first in a series of regular updates on Smart Regulation initiatives currently underway or planned.<sup>22</sup> This Report is designed to provide an overview of what Smart Regulation is, what regulatory renewal will mean to Canadians, and how the Government plans to implement such renewal. It also highlights specific regulatory initiatives undertaken by various departments that support the Government's regulatory renewal goals. Government is also strengthening regulatory management in the areas of policies, tools and processes, and the regulatory community required to sustain high quality regulation as well as improving coordination and cooperation within the federal government and other governments on regulatory matters. Future editions of this report will describe new initiatives and progress on existing ones. While progress has been made, much work is required to devise and implement reforms that will position Canada to better protect the health and safety of Canadians and the environment, as well as improve Canada's competitiveness within the world markets.

### ***Government expenditure review***

In tandem with Budget 2004 measures, the Government announced the creation of the Expenditure Review Committee (ERC) of Cabinet. Its mandate was to commence a

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<sup>21</sup> Available at: <http://www.pco-bcp.gc.ca/smartreg-regint/en/index.html> .

<sup>22</sup> Available at the consolidated website on regulation at:  
<http://www.regulation.gc.ca/default.asp?Language=e&Page=Home>

rigorous review of federal spending, testing for relevance, efficiency and excellence, and to submit recommendations to the Prime Minister prior to Budget 2005. Support and advice to the Committee was provided by PCO.

Over a four-month period, the Committee undertook a detailed, bottom-up review of federal spending, both horizontally (government-wide activities) and by individual department. The process resulted in Ministers putting together a package of measures that will begin to transform the way the Government operates and provide almost \$11 billion in savings over 5 years. Budget 2005 incorporates this ERC review of federal spending.

Specifically, according to the 2005 Budget:

- Government purchasing will be streamlined, consolidated and made more efficient.
- Property management within the public service will increasingly follow modern management principles.
- The delivery of federal services and programs to Canadians will be improved with “one-stop shopping” via the implementation of the Service Canada initiative.
- Departments will ensure that their programs are as efficient as possible and the overhead costs minimized to the extent possible, consistent with improved quantity or quality of service where feasible. Programs that do not work will be eliminated.
- Investments that need to be made to achieve this transformation will be undertaken, and are included in determining the savings to be delivered.
- The expenditure review package will be implemented by Treasury Board.

<p><b>Result R-5: Cabinet receives sound advice on the development and implementation of the policy agenda.</b></p>
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PCO’s contributions towards the development and coordination of the Government policy agenda are summarized below.

***Research on medium-term policy issues***

In 2004-05, the Policy Research Initiative (PRI) progressed substantively on all five of its interdepartmental projects on medium-term policy issues:<sup>23</sup>

- *Population Aging and Life-course Flexibility*—In July 2004, a report was released on the views of Canadians regarding life-course flexibility and population aging

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<sup>23</sup> The resources associated with the Policy Research Initiative fell under Strategic Outcome #2 in 2004-05, but are being reported here under Strategic Outcome #1 to reflect the new PAA structure. For further details, see Section IV—Other Items of Interest.

based upon focus group discussions.<sup>24</sup> A ground-breaking discussion paper on a life-course framework for social policy analysis was presented by the PRI at the annual Queen's University International Institute for Social Policy in August 2004 and at the PRI policy research conference in December 2004.

- *New Approaches for Addressing Poverty and Exclusion*—A diagnosis of the risks and opportunities in the medium term and their implications for policies at the federal level, as well as a schematic on the intersections between poverty and exclusion was completed. Three issues were examined: the role of social economy in bringing excluded individuals into the mainstream, factors associated with precarious work and the working poor, and housing affordability and homelessness.
- *Social Capital as a Public Policy Tool*—In 2004-05, in addition to working on measurement tools used in social capital research, eight thematic policy studies were developed to document how a social capital perspective may be usefully applied in certain policy areas.
- *North American Linkages*—A symposium on Canada-US regulatory co-operation was held in October 2004. Following the release of the report of the External Advisory Committee on Smart Regulation and consequent initiatives by the Government of Canada to follow through on recommendations from the Committee, the PRI undertook additional research to inform the process leading to the new Regulatory Development and Implementation System (RDIS) and to help identify priority areas for Canada-US regulatory co-operation. In *Moving Toward a Customs Union*, the project examines the issues related to, and the implications of, the harmonization of external tariffs between Canada and the United States and the elimination of the NAFTA rules of origin.
- *Sustainable Development: A Fresh Look at Freshwater*—An expert symposium held in June 2004 resulted in a clearer understanding of the roles and limitations of economic instruments, such as pricing and water markets, for managing water demand.

A key aspect of policy research projects is harnessing knowledge within the federal government and from external experts through partnerships and networks. Departmental partners engaged in these projects use the knowledge generated to feed good policy advice to decision-makers. To promote the sharing of information and knowledge transfer, the following initiatives were undertaken in 2004-05:

- *Policy Research Conference* —In December 2004, PRI held a highly successful policy research conference, *Exploring New Approaches to Social Policy*. The conference showcased findings from three of PRI's policy research projects touching on social policy issues.

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<sup>24</sup> This report along with all other reports and conference proceedings prepared by PRI are available at the PRI Web site:

<http://policyresearch.gc.ca/page.asp?pagenm=root>

- Policy Research Roundtables—The PRI-Social Sciences and Humanities Research Council (SSHRC) roundtable remains a key vehicle for harnessing knowledge from external expertise and transferring it to senior policy officials.
- Symposia—Three symposia were held in 2004-05 on the social, economic and legal challenges of genomic technology, Canada-US regulatory co-operation, and the use of economic instruments for water demand management.

The PRI uses several means to share information with other concerned policy analysts across government and elsewhere, to allow them to integrate the knowledge gained into their own policy initiatives. These include the periodical *Horizons* and a variety of thematic conferences, workshops and roundtables.

### ***Medium-term planning***

Following the federal election of June 24, 2004, PCO played a key role in helping to advance the Government's policy agenda, presented in the October 2004 Speech from the Throne. This agenda embraced a diversity of issues that have been described throughout this DPR. What is characteristic of these issues is that effective responses require a coordinated effort across jurisdictions and often between the private and public sectors. They also share a need for a high degree of integration across diverse policy areas.

A new set of Deputy Minister-level policy committees was established to strengthen and develop policy capacity across the federal government. The new structure consists of a Coordinating Committee of Deputy Ministers (CCDM) and six new DM-level committees: Official Languages; Environment and Sustainability; Economic Prosperity; Security, Justice and Human Rights; Social Inclusion; and Global Affairs.

This consultative mechanism at the Deputy Minister level assists Cabinet and Cabinet Committees to effectively manage the government's agenda. In this regard, PCO's support of the Operations Committee to effectively manage the day-to-day coordination and implementation of the Government's agenda, which includes policy, House planning and management of urgent issues and communications has been an important factor in balancing the operations and horizontal coordination of policy work within the Committee structure and PCO.

The Policy Research Initiative described above was better integrated into PCO's priorities and planning process during the past year and it continues to work towards better policy research capacity in the federal government through such mechanisms as the Policy Research Data Group.

<p><b>Result R-6: The overall development of the Public Service is fostered.</b></p>
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PCO's major achievements regarding this result are summarized below.

### ***Leadership development***

In order to further develop and sustain leadership excellence, PCO established leadership



services to support the personal and professional well-being of deputy ministers and associate deputy ministers. In addition, an orientation program which includes a mentoring component was established to foster leadership development and the integration of newly appointed deputy ministers and heads of agencies.

As well, PCO has strengthened the Performance Management Program to allow for more effective measurement of the performance of individual Governor in Council appointees in achieving their objectives in support of the Government's agenda.

The Government announced the creation of the Prime Minister's Fellows Program to encourage the exchange between senior executives in the Public Service and those in other sectors of our society in order to build mutual understanding and allow the sharing of talents and ideas. Although PCO was slow initially in making progress on developing this initiative, it has since strengthened its capacity to successfully deliver the program.

Under the overall direction of the Clerk, as Head of the Public Service, PCO also worked with other government departments and agencies to advance the Government's Public Service management agenda. This included working towards the implementation of the Public Service Modernization Act and the promotion of the Management Accountability Framework.

## **Strategic Outcome #2 - - Support to Commissions of Inquiry**

*Subjects that need investigation or further study are handled independently from the Government.*

### **Introduction**

As mentioned and described in the introduction to Strategic Outcome #1, progress made in the priority areas of fostering horizontal collaboration and improving internal management practices also contributed to the attainment of the result for this Strategic Outcome.

## Activity: Commissions of Inquiry, Task Forces and Others

### Resource Summary

#### *Financial Resources (thousands of dollars)*

Planned Spending	Total Authorities	Actual Spending
\$6,879	\$36,384	\$28,344

#### *Human Resources (full-time equivalents)*

Planned Spending	Total Authorities	Actual Spending
41	38	43

The variance from the planned spending to total authorities is due to the creation of the Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar (\$5.9 million) and the Commission of Inquiry into the Sponsorship Program and Advertising Activities (\$20.8 million).

### Results Achieved

#### *Performance Indicators for Commissions of Inquiry, Task Forces and Others Activity*

Result Achieved	Performance Indicators
<b>R-7</b> Independent bodies receive appropriate administrative support. (\$28,344; 43 FTEs)	<ul style="list-style-type: none"> <li>Narrative reporting on the support provided to independent bodies, including narrative reporting as appropriate.</li> </ul>

It should be noted that this document focuses strictly on PCO's support role for commissions of inquiry, task forces and others. Because these entities are independent, this DPR does not provide any information relating to their mandate work, priorities or performance. Please find this type of information at the individual commission websites, as indicated below.

Where the Prime Minister has been designated the appropriate Minister, commissions of inquiry, task forces and others receive administrative support from PCO. When created, PCO is responsible for initiating arrangements for accommodation, furnishings and equipment to ensure the work of a commission, task force or inquiry proceeds efficiently.

PCO also ensures that administrative advice and support are provided to each commission, task force or inquiry on an ongoing basis, on matters such as: the hiring of staff, acquisition services, contracting, financial services, access to funding, records management, payroll support, posting of transcripts on the Internet, translation, security and systems support.

Each commission, task force or other inquiry gathers information and reports under specific terms of reference or undertakes independent projects or studies. During 2004-05, four commissions were active:

***Indian Specific Claims Commission***

Created in 1991, the continuing role of this Commission is to assist the First Nations and the Government of Canada settle specific claims. The Commission plays a quasi-judicial role, providing a means of appeal to review Government decisions on claims made by First Nations. Effective July 20, 2004, the Minister of Indian Affairs and Northern Development was designated as the appropriate Minister with respect to the Indian Specific Claims Commission; therefore, funding was transferred. For additional information, please refer to the Commission's website, at [www.indianclaims.ca](http://www.indianclaims.ca).

***Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar***

This Commission is investigating and will report on the actions of Canadian officials concerning Maher Arar, and is mandated to make recommendations considered advisable on an independent, arm's-length review mechanism for the activities of the Royal Canadian Mounted Police with respect to national security. The Commission has no fixed time frame for reporting to the Governor in Council. Due to national security confidentiality concerns, most of the Commission's hearings have been conducted in camera, with only eight sessions being open to the public in 2004-05. For additional information, please refer to the Commission's website, at [www.Ararcommission.ca](http://www.Ararcommission.ca).

***Commission of Inquiry into the Sponsorship Program and Advertising Activities***

This Commission is investigating and will report on questions raised, directly or indirectly, in the November 2003 *Report of the Auditor General of Canada* regarding the sponsorship program and advertising activities of the Government of Canada, and will make recommendations to prevent mismanagement of federal government sponsorship or advertising activities in the future. The Commission has no fixed time frame for reporting to the Governor in Council. In 2004-05, the Commission held 91 public hearings. For additional information, please refer to the Commission's website, at [www.gomery.ca](http://www.gomery.ca).

***Miramichi and Acadie-Bathurst Electoral Boundaries Commission***

This Commission was established by Order in Council (PC 2004-1196, dated October 19, 2004) pursuant to Part I of the *Inquiries Act*. The Commission's mandate was to consider the boundaries of the electoral districts of Miramichi and Acadie-Bathurst in the province of New Brunswick, and to make recommendations concerning appropriate amendments to the 2003 Representation Order relating to the Parishes of Allardville and Bathurst. The final report of the Commission was submitted to Her Excellency the Governor General on December 9, 2004 (PC 2004-1516), and is available on the Privy Council Office's website, at [www.pco-bcp.gc.ca](http://www.pco-bcp.gc.ca) (see "Commissions of Inquiry").

## **Section III**

# **Supplementary Information**



# Organizational Information

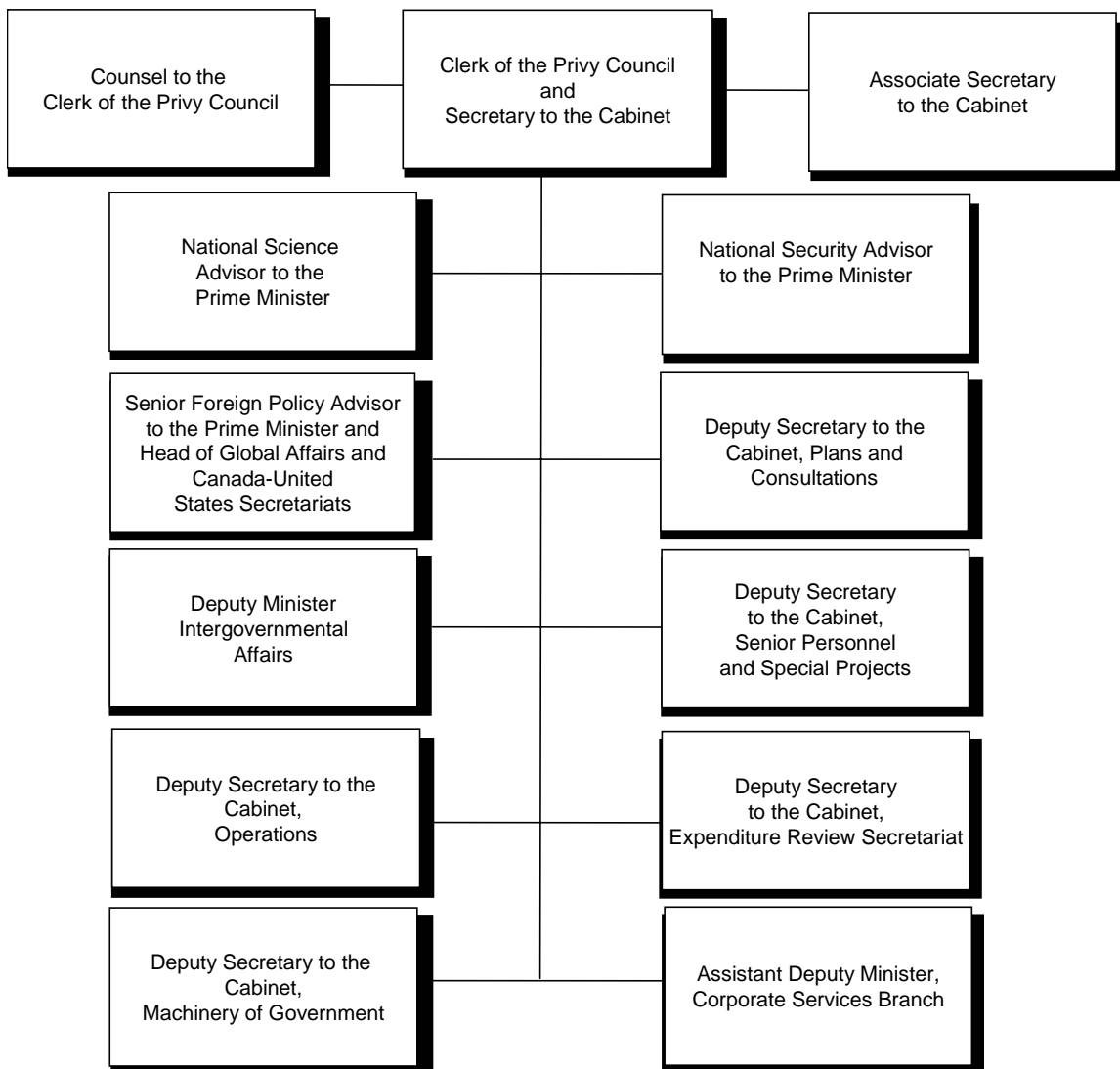
The following paragraphs and charts describe an overview of the departmental governance structure of the Privy Council Office.

## The Department

The Privy Council Office (PCO) reports directly to the Prime Minister and is headed by the Clerk of the Privy Council and Secretary to the Cabinet. It is both the Cabinet’s secretariat and the Prime Minister’s source of public service advice across the entire spectrum of policy questions and operational issues facing the Government, including matters relating to the management of the federation and constitutional development.

The PCO organization chart is shown in Figure 2. Further information on the roles and functions of PCO are available on the PCO website at [www.pco-bcp.gc.ca](http://www.pco-bcp.gc.ca).

*Figure 2 – PCO Organization Chart*



## Strategic Outcomes

The Clerk of the Privy Council and Secretary to the Cabinet, as the head of the Department, is ultimately responsible for the achievement of the first Strategic Outcome - - The policy and program agenda of the Government of Canada is well coordinated and the Government is well structured to respond efficiently to the needs of Canadians. A Senior Management Committee supports the Clerk in this regard and is considered the decision-making body within PCO. The Assistant Deputy Minister, Corporate Services, as the Senior Financial Officer, and the Director of Financial Services, as the Senior Full-time Financial Officer, provide support, advice and recommendations on all aspects of financial administration within the Department.

The second Strategic Outcome - - Subjects that need investigation or further study are handled independently from the Government<sup>25</sup> - - consists of funding, as required, for commissions of inquiry appointed to make recommendations on specific issues and for the task forces that need to operate independently from PCO, while still receiving the appropriate level of administrative services and support from the Department.

Due to their independent nature and for administrative purposes, commissions of inquiry established under the *Inquiries Act* appear under PCO. However, the spending of each commission is directly and solely the responsibility of the respective commissioner. The *Financial Administration Act* provides for the designation of commissions of inquiry as departments for purposes of the Act, which requires that financial administration of commissions of inquiry be carried out under the same controls as government departments. Further, while commissioners have authority to engage the services of persons whom they deem necessary to assist with their inquiry, including legal counsel, the rates of remuneration paid to such persons are subject to Treasury Board approval. A chairperson is usually designated to manage a task force and is accountable for the work of the task force. Treasury Board policies and guidelines apply in the management of task forces or other such entities.

## Activities

### *Office of the Prime Minister*

The Prime Minister is responsible and accountable for expenditures charged to his Office whether by him directly or on his behalf. The Prime Minister has a Chief of Staff to assist him in the administration of the Office budget.

### *Ministers' Offices*

Ministers are individually responsible and accountable for expenditures charged to their offices whether by them directly or on their behalf. Often the Minister will seek the assistance of his or her Chief of Staff with the administration of the office budget.

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<sup>25</sup> The wording of Strategic Outcome #2 from the 2004-05 RPP has been modified in order to better reflect the intent of the organization.



### ***Secretariats and Advisors***

The Clerk is responsible and accountable for expenditures charged to this program activity. A senior management team assists with the management of this program activity.

### ***Commissions of Inquiry, Task Forces and Others***

Commissioners appointed to each commission are fully accountable for the management of the Inquiry. A Commissioner will seek the assistance of his or her Executive Director or equivalent with the administration of the Commission's budget.

A Chairperson is usually designated to manage a task force or other such entity and is accountable for the work of that entity. A Chairperson will seek the assistance of his or her Executive Director or equivalent with the administration of the task force's budget.

In 2004-05, this activity comprised the following:

- Indian Specific Claims Commission<sup>26</sup>
- Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar
- Commission of Inquiry into the Sponsorship Program and Advertising Activities
- Miramichi and Acadie-Bathurst Electoral Boundaries Commission.

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<sup>26</sup> All responsibilities for the support of this Commission were transferred to the Minister of Indian Affairs and Northern Development, effective July 20 2004.

## Tables

PCO's departmental performance and resource utilization tables are presented using its strategic outcomes and new Program Activity Architecture (PAA) developed in 2004-05 to respond to the government-wide initiative led by the Treasury Board Secretariat. Crosswalks can be found in Section IV.

In 2004-05, the following financial tables were applicable to PCO's operations:

Table 2	Voted and Statutory Items
Table 3	Comparison of Planned to Actual Spending
Table 4	Net Cost of Department
Table 5	Use of Resources by Activity
Table 6	Resource Requirements by Branch
Table 7	Sources of Respendable and Non-Respendable Revenue
Table 8	Details on Transfer Payments Programs
Table 9	User Fees
Table 10	Horizontal Initiatives
Table 11	Response to Parliamentary Committees, Audits and Evaluations

## Table 2—Voted and Statutory Items

This table explains the way Parliament votes resources to PCO. The Total Authorities include the Main Estimates, Supplementary Estimates as well as other adjustments.

(thousands of dollars)

Vote	2004-2005				
	Total Main Estimates	Total Planned Spending	Total Authorities	Total Actual Spending	
<b>Privy Council Office</b>					
1	Program expenditures	111,230.8	135,261.9	158,430.0	<b>145,963.5</b>
5	Grants and contributions	15,597.0	29,459.5	6,123.9	<b>4,605.7</b>
(S)	The Prime Minister's salary and motor car allowance	143.0	143.0	143.1	<b>143.1</b>
(S)	President of the Privy Council -- Salary and motor car allowance	70.0	70.0	69.7	<b>69.7</b>
(S)	Leader of the Government in the Senate -- Salary and motor car allowance	70.0	70.0	69.8	<b>69.8</b>
(S)	Ministers without Portfolio or Ministers of State -- Motor car allowance	28.0	28.0	18.9	<b>18.9</b>
(S)	Contributions to employee benefit plans	14,595.0	16,659.4	13,636.0	<b>13,636.0</b>
(S)	Spending of proceeds from the disposal of surplus Crown assets	0.0	0.0	42.8	<b>25.0</b>
(S)	Refunds of previous years revenue	0.0	0.0	1.8	<b>1.8</b>
<b>Total Department</b>		<b>141,733.8</b>	<b>181,691.8</b>	<b>178,536.0</b>	<b>164,533.5</b>

### *Variation between the Total Main Estimates and the Total Authorities:*

The increase of \$36.8 million is explained as follows:

- Creation of the Commission of Inquiry into the Sponsorship Program and Advertising Activities (\$26.6 million);
- Creation of the Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar (\$9.4 million);
- Transfer of responsibilities from Communication Canada (\$10.6 million);
- Operating Budget Carry Forward (\$5.0 million);
- Resources received in support of the Policy Research Initiative and the Policy Research Development program (\$2.9 million);
- Public Security and Anti-Terrorism (PSAT) initiatives following September 11, 2001 events (\$1.9 million); and
- Democratic Reform Secretariat (\$0.8 million).

Offset by:

- The transfer of the Aboriginal Affairs Secretariat (\$14.7 million) and the Indian Specific Claims Commissions (\$5.1 million) to Indian Affairs and Northern Development; and
- The transfer of the Cities Secretariat to Office of Infrastructure Canada (\$0.6 million).

***Variation between the Total Planned Spending and the Total Authorities:***

The increase of \$23.2 million in Vote 1 is mainly explained by:

- Increase of resources in support of the Commission of Inquiry into the Sponsorship Program and advertising Activities (\$25.8 million); and
- Increase of resources in support of the Commission of Inquiry into the Actions of Canadians Officials in Relation to Maher Arar (\$7.9 million).

Offset by:

- Transfer of resources for the Aboriginal Secretariat to Indian and Northern Affairs Canada (\$3.7 million);
- Transfer of Indian Specific Claims Commissions to Indian and Northern Affairs Canada (\$5.1 million); and
- Transfer of the Cities Secretariat to Infrastructure Canada (\$0.6 million).

The decrease of \$23.3 million in Vote 5 is explained by:

- Transfer of resources for the Aboriginal Secretariat (\$25.3 million).

Offset by:

- Increase of resources for Intervenor funding for the Commission of Inquiry into the Sponsorship Program and advertising Activities (\$0.8 million); and
- Increase of resources for Intervenor funding for the Commission of Inquiry into the Actions of Canadians Officials in Relation to Maher Arar (\$1.2 million).

## Table 3—Comparison of Planned to Actual Spending (including FTEs)

This table offers a comparison of the Main Estimates, Planned Spending, Total Authorities and Actual Spending for 2004-05, as well as historical figures for Actual Spending.

(thousands of dollars)

Activities	Actual 2002-2003	Actual 2003-2004	2004-2005			
			Total Main Estimates	Total Planned Spending	Total Authorities	Total Actual Spending
Office of the Prime Minister	13,790.2	14,003.8	16,964.7	17,302.6	17,384.6	17,261.8
Ministers' Offices	11,100.1	11,573.4	11,585.8	11,867.0	12,116.1	13,129.7
Secretariats and Advisors						
<i>Privy Council Office</i>	94,065.0	100,703.2	103,202.3	142,541.2	106,314.5	99,908.4
<i>Policy Research Initiative</i>	5,798.6	5,522.2	3,102.3	3,102.3	6,336.6	5,889.9
	99,863.6	106,225.4	106,304.6	145,643.5	112,651.1	105,798.3
Commissions of Inquiry, Task Forces and Others	13,202.8	6,414.6	6,878.7	6,878.7	36,384.2	28,343.7
<b>Total Planned Spending</b>	<b>137,956.7</b>	<b>138,217.2</b>	<b>141,733.8</b>	<b>181,691.8</b>	<b>178,536.0</b>	<b>164,533.5</b>
Less: Non-Respendable revenue	(972.6)	(532.0)	-	(532.0)	(922.6)	(922.6)
Plus: Cost of services received without charge	17,061.8	12,552.3	-	18,595.0	19,924.8	19,924.8
<b>Net Cost of Department</b>	<b>154,045.9</b>	<b>150,237.5</b>	<b>141,733.8</b>	<b>199,754.8</b>	<b>197,538.2</b>	<b>183,535.7</b>
<b>Full Time Equivalents</b>	<b>938</b>	<b>938</b>	<b>977</b>	<b>1,128</b>	<b>1,099</b>	<b>1,026</b>

### *Explanation of major variance between Planned Spending and Actual Spending*

The variance from planned spending in the Ministers' Offices is mainly due to the creation of the Deputy Leader of the Government in the House of Commons under the responsibility of PCO.

The variance from planned spending in the Secretariats and Advisors Activity reflects the transfers of the Cities Secretariat (\$0.6 million) and the Aboriginal Affairs Secretariat (\$29.0 million). An amount of \$6.0 million was also included in the planned spending for National Security Policy - Integrated Threat Assessment Centre (ITAC). To facilitate the administration of these funds, PCO transferred the funds for the operation of ITAC to Canadian Security Intelligence Service (CSIS).

Additional resources for the Policy Research Initiative (\$1.6 million) were not approved at the time of the 2004-2005 RPP. Subsequently, these resources were received in order to continue the normal operations of the Policy Research Initiative, and to phase out the Policy Research Development Program (PRDP).

The Commissions of Inquiry into the Sponsorship Program and Advertising activities as well as the Commission of Inquiry into the Actions of Canadians Officials in Relation to Maher Arar were created subsequently to the 2004-2005 RPP and as a result were not included in Total Planned Spending. The variance in actual expenditures is mainly due to:

- Commission of Inquiry into the Sponsorship Program and Advertising Activities (\$20.8 million); and
- The Commission of Inquiry into the Actions of Canadians Officials in Relation to Maher Arar (\$5.9 million).

***Explanation of major variance between Total Authorities and Actual Spending***

Major variance between Total Authorities and Actual Spending during 2004-05 is mainly related to surpluses in the Commissions of Inquiry (Arar - \$3.3 million and Sponsorship - \$5.0 million). This lapse is explained by hearing delays and difficulties in estimating the translation, litigation/legal costs and other operating costs due to operational complexity of Commissions.

## Table 4—Net Cost of Department

This table represents the net cost of PCO by adding the costs of services received without charge from other government departments and by subtracting non-respendable revenue.

	(thousands of dollars)
	<b>2004-2005</b>
<b>Total Actual Spending</b>	<b>164,533.5</b>
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	12,183.4
Contributions covering employees' share of employees' insurance premiums and expenditures paid by TBS	6,513.7
Workers compensation coverage provided by Social Development Canada	10.7
Salary and associated expenditures of legal services provided by Justice Canada	1,217.0
	<b>19,924.8</b>
<i>Less: Non-respendable Revenue</i>	(922.6)
<b>2004-2005 Net cost of Department</b>	<b>183,535.7</b>

## Table 5—Use of Resources by Activity

The following table provides information on how resources are used by Activity.

(thousands of dollars)

Activities	Operating	Grants & Contributions	Total Gross Expenditures	Total Net Expenditures
<b>Office of the Prime Minister (Main Estimates)</b>				
(Planned Spending)	16,964.7	-	16,964.7	16,964.7
<i>(total authorities)</i>	17,302.6	-	17,302.6	17,302.6
<b>(Total Actual Spending)</b>	<b>17,261.8</b>	-	<b>17,261.8</b>	<b>17,261.8</b>
<b>Ministers' Offices (Main Estimates)</b>				
(Planned Spending)	11,585.8	-	11,585.8	11,585.8
<i>(total authorities)</i>	11,867.0	-	11,867.0	11,867.0
<b>(Total Actual Spending)</b>	<b>12,116.1</b>	-	<b>12,116.1</b>	<b>12,116.1</b>
<b>Secretariats and Advisors (Main Estimates)</b>				
(Planned Spending)	90,707.6	15,597.0	106,304.6	106,304.6
<i>(total authorities)</i>	116,184.0	29,459.5	145,643.5	145,643.5
<b>(Total Actual Spending)</b>	<b>108,501.6</b>	<b>4,149.5</b>	<b>112,651.1</b>	<b>112,651.1</b>
<b>Commissions of Inquiry, Task Forces and Others (Main Estimates)</b>				
(Planned Spending)	6,878.7	0.0	6,878.7	6,878.7
<i>(total authorities)</i>	6,878.7	0.0	6,878.7	6,878.7
<b>(Total Actual Spending)</b>	<b>34,409.8</b>	<b>1,974.4</b>	<b>36,384.2</b>	<b>36,384.2</b>
<b>Total (Main Estimates)</b>				
(Planned Spending)	126,136.8	15,597.0	141,733.8	141,733.8
<i>(total authorities)</i>	152,232.3	29,459.5	181,691.8	181,691.8
<b>(Total Actual Spending)</b>	<b>172,412.1</b>	<b>6,123.9</b>	<b>178,536.0</b>	<b>178,536.0</b>
<b>Other Revenues and Expenditures</b>				
<b>Non-responsible Revenues (Planned Spending)</b>				(532.0)
<i>(total authorities)</i>				(922.6)
<b>(Actuals)</b>				<b>(922.6)</b>
<b>Cost of services provided by other departments (Planned Spending)</b>				18,595.0
<i>(total authorities)</i>				19,924.8
<b>(Actuals)</b>				<b>19,924.8</b>
<b>Net Cost of the Program (Planned Spending)</b>				199,754.8
<i>(total authorities)</i>				197,538.2
<b>(Actuals)</b>				<b>183,535.7</b>



**Table 6—Resource Requirements by Branch**

(in thousands of dollars)

Organization	2004-2005				
	Office of the Prime Minister	Ministers' Offices	Secretariat and Advisors	Commissions, Task Forces and Others	Total
<b>Office of the Prime Minister</b>					
Main Estimates	16,964.7				16,964.7
Planned Spending	17,302.6				17,302.6
<i>Total Authorities</i>	<i>17,384.6</i>				<i>17,384.6</i>
Actual Spending	17,261.8				17,261.8
<b>Ministers' Offices</b>					
<b>President of the Queen's Privy Council for Canada</b>					
Main Estimates		3,609.2			3,609.2
Planned Spending		3,703.9			3,703.9
<i>Total Authorities</i>		<i>3,791.9</i>			<i>3,791.9</i>
Actual Spending		3,611.8			3,611.8
<b>Leader of the Government in the House of Commons</b>					
Main Estimates		3,495.0			3,495.0
Planned Spending		3,586.8			3,586.8
<i>Total Authorities</i>		<i>3,671.9</i>			<i>3,671.9</i>
Actual Spending		3,958.0			3,958.0
<b>Leader of the Government in the Senate</b>					
Main Estimates		3,609.2			3,609.2
Planned Spending		3,703.9			3,703.9
<i>Total Authorities</i>		<i>3,792.0</i>			<i>3,792.0</i>
Actual Spending		3,164.9			3,164.9
<b>Deputy Leader of the Government in the House of Commons</b>					
Main Estimates		-			-
Planned Spending		-			-
<i>Total Authorities</i>		-			-
Actual Spending		1,658.4			1,658.4
<b>Ministers of State</b>					
Main Estimates		872.4			872.4
Planned Spending		872.4			872.4
<i>Total Authorities</i>		<i>860.3</i>			<i>860.3</i>
Actual Spending		736.6			736.6
<b>Secretariats and Advisors</b>					
<b>Clerk &amp; Secretary to the Cabinet</b>					
Main Estimates			2,952.7		2,952.7
Planned Spending			3,021.6		3,021.6
<i>Total Authorities</i>			<i>3,334.2</i>		<i>3,334.2</i>
Actual Spending			3,170.5		3,170.5
<b>National Security Advisor to the Prime Minister</b>					
Main Estimates			14,780.3		14,780.3
Planned Spending			23,233.9		23,233.9
<i>Total Authorities</i>			<i>16,618.8</i>		<i>16,618.8</i>
Actual Spending			15,999.5		15,999.5
<b>Operations Branch</b>					
Main Estimates			14,756.3		14,756.3
Planned Spending			15,120.5		15,120.5
<i>Total Authorities</i>			<i>16,555.4</i>		<i>16,555.4</i>
Actual Spending			15,668.5		15,668.5
<b>Plans &amp; Consultation Secretariat*</b>					
Main Estimates			17,108.3		17,108.3
Planned Spending			26,894.4		26,894.4
<i>Total Authorities</i>			<i>26,327.9</i>		<i>26,327.9</i>
Actual Spending			25,074.0		25,074.0
<b>Counsel to the Clerk of the Privy Council</b>					
Main Estimates			3,380.8		3,380.8
Planned Spending			3,473.2		3,473.2
<i>Total Authorities</i>			<i>4,542.8</i>		<i>4,542.8</i>
Actual Spending			3,648.7		3,648.7
<b>Senior Personnel &amp; Special Projects Secretariat</b>					
Main Estimates			4,112.6		4,112.6
Planned Spending			4,205.5		4,205.5
<i>Total Authorities</i>			<i>4,214.3</i>		<i>4,214.3</i>
Actual Spending			3,934.4		3,934.4
<b>Machinery of Government Branch</b>					
Main Estimates			5,949.5		5,949.5
Planned Spending			6,913.5		6,913.5
<i>Total Authorities</i>			<i>7,609.8</i>		<i>7,609.8</i>
Actual Spending			6,628.8		6,628.8

\* The Policy Research Initiative is reported under Secretariats and Advisors/Plans and Consultation Secretariat

## Table 6—Resource Requirements by Branch (continued)

(in thousands of dollars)

2004-2005					
Organization	Office of the Prime Minister	Ministers' Offices	Secretariat and Advisors	Commissions, Task Forces and Others	Total
<b>Global Affairs and Canada-US Secretariats</b>					
Main Estimates			4,184.5		4,184.5
Planned Spending			4,274.4		4,274.4
<i>Total Authorities</i>			3,934.6		3,934.6
Actual Spending			3,885.9		3,885.9
<b>National Science Advisor</b>					
Main Estimates			1,755.3		1,755.3
Planned Spending			1,799.4		1,799.4
<i>Total Authorities</i>			1,942.4		1,942.4
Actual Spending			1,807.7		1,807.7
<b>Expenditure Review Secretariat</b>					
Main Estimates			347.5		347.5
Planned Spending			371.8		371.8
<i>Total Authorities</i>			1,078.2		1,078.2
Actual Spending			909.0		909.0
<b>Intergovernmental Affairs</b>					
Main Estimates			36,976.8		36,976.8
Planned Spending			56,335.3		56,335.3
<i>Total Authorities</i>			26,492.7		26,492.7
Actual Spending			25,071.3		25,071.3
<b>Commissions of Inquiry and Task Forces</b>					
<b>Indian Specific Claims Commission</b>					
Main Estimates				6,878.7	6,878.7
Planned Spending				6,878.7	6,878.7
<i>Total Authorities</i>				1,292.3	1,292.3
Actual Spending*				1,483.0	1,483.0
<b>Commission of Inquiry into the Actions Canadian Officials in Relation to Maher Arar</b>					
Main Estimates				-	-
Planned Spending				-	-
<i>Total Authorities</i>				9,227.1	9,227.1
Actual Spending**				5,946.8	5,946.8
<b>Commission of Inquiry into the Sponsorship Program and Advertising Activities</b>					
Main Estimates				-	-
Planned Spending				-	-
<i>Total Authorities</i>				25,864.8	25,864.8
Actual Spending***				20,839.7	20,839.7
<b>Miramichi and Acadie-Bathurst Electoral Boundaries Commission</b>					
Main Estimates				-	-
Planned Spending				-	-
<i>Total Authorities</i>				-	-
Actual Spending*				74.2	74.2
<b>TOTAL</b>					
Main Estimates	16,964.7	11,585.8	106,304.6	6,878.7	141,733.8
Planned Spending	17,302.6	11,867.0	145,643.5	6,878.7	181,691.8
<i>Total Authorities</i>	17,384.6	12,116.1	112,651.1	36,384.2	178,536.0
Actual Spending	17,261.8	13,129.7	105,798.3	28,343.7	164,533.5

\* Actual spending differs from the 2004-2005 Public Account due to Employee Benefit Plan adjustments (\$0.3M)

\*\* -Does not include costs related to Legal Operations and Cabinet Confidences (\$0.1M)

-Actual spending differs from the 2004-2005 Public Account due to Employee Benefit Plan adjustments (\$0.1M) and translation costs (\$0.1M)

\*\*\* -Does not include costs related to Sponsorship Co-ordination Matters (\$0.7M), Legal Operations (\$0.2) and Cabinet Confidences (\$0.4)

-Actual spending differs from the 2004-2005 Public Account due to small Employee Benefit Plan adjustments (\$0.1M), Legal Indemnification Costs (\$0.9M) and translation costs (\$1.2M)

## Table 7—Sources of Respendable and Non-Respendable Revenue

This table summarizes PCO's non-respendable revenue by Program Activity and by source.

(thousands of dollars)

	Actual 2002-2003	Actual 2003-2004	2004-2005		
			Planned Revenues	Total Authorities	Actual
<b>Respendable Revenues</b>					
Office of the Prime Minister	-	-	-	-	-
Ministers' Offices	-	-	-	-	-
Secretariats and Advisors	-	-	-	-	-
Commissions of Inquiry, Task Forces and Others	-	-	-	-	-
<b>Total Respendable Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Respendable Revenues</b>					
Tax Revenues	-	-	-	-	-
Non-Tax Revenues	972.6	532.0	532.0	922.6	922.6
<b>Total Non-respendable Revenues</b>	<b>972.6</b>	<b>532.0</b>	<b>532.0</b>	<b>922.6</b>	<b>922.6</b>
<b>Total Revenues</b>	<b>972.6</b>	<b>532.0</b>	<b>532.0</b>	<b>922.6</b>	<b>922.6</b>

Non-Respendable Revenue	Actual 2002-2003	Actual 2003-2004	2004-2005		
			Planned Revenues	Total Authorities	Actual
<b>Office of the Prime Minister</b>					
Refunds of previous year's expenditures	10.9	-	35.7	19.5	19.5
Proceeds from sales	15.7	12.1	1.4	0.7	0.7
	26.6	12.1	37.1	20.2	20.2
<b>Secretariat and Advisors</b>					
Refunds of previous year's expenditures	248.2	340.5	304.3	166.6	166.6
Adjustments to prior year's payables	238.4	131.5	132.0	590.8	590.8
Proceeds from the disposal of surplus Crown assets	6.6	36.0	36.0	17.8	17.8
Sale of statutory instruments pursuant to the <i>Statutory Instruments Act</i>	0.9	1.0	1.0	0.9	0.9
Proceeds from sales	7.5	4.0	14.6	7.3	7.3
Revenues pursuant to the <i>Access to Information Act</i> and <i>Privacy Act</i>	2.4	3.3	3.0	2.2	2.2
Policy Research Initiative (PRI) conference	440.9		-	116.2	116.2
Sundries	1.1	3.6	4.0	0.6	0.6
	946.0	519.9	494.9	902.4	902.4
<b>Total Non-respendable Revenues</b>	<b>972.6</b>	<b>532.0</b>	<b>532.0</b>	<b>922.6</b>	<b>922.6</b>

## Table 8—Details on Transfer Payments Programs

This table identifies the different monies that were distributed, by PCO, as grants and contributions. All contributions under the Secretariats and Advisors Activity were transferred to Indian and Northern Affairs Canada as of July 20, 2004.

(thousands of dollars)

Activities	Actual 2002-2003	Actual 2003-2004	2004-2005		Actual (b)	Variances (a)-(b)
			Planned Spending (a)	Total Authorities		
<b>GRANTS</b>						
Office of the Prime Minister	-	-	-	-	-	-
Ministers' Offices	-	-	-	-	-	-
Secretariats and Advisors						
Institute of Intergovernmental Affairs, Queen's University	53.0	53.0	53.0	53.0	53.0	0.0
Commissions of Inquiry, Task Forces and Others	-	-	-	-	-	-
<b>Total Grants</b>	<b>53.0</b>	<b>53.0</b>	<b>53.0</b>	<b>53.0</b>	<b>53.0</b>	<b>0.0</b>
<b>CONTRIBUTIONS</b>						
Office of the Prime Minister	-	-	-	-	-	-
Ministers' Offices	-	-	-	-	-	-
Secretariats and Advisors						
Aboriginal Self-Government Negotiations	1,578.3	-	-	-	-	-
Gathering Strength : Canada's Aboriginal Action Plan	2,865.6	-	-	-	-	-
Federal Interlocutor's Contribution program	-	5,597.7	5,494.0	1,093.0	1,093.0	4,401.0
Urban Aboriginal Strategy	-	2,134.7	13,563.0	3,003.5	3,003.5	10,559.5
Powley's Interim Response from Supreme Court Decision	-	-	10,350.0	-	-	10,350.0
Commissions of Inquiry, Task Forces and Others						
Commission of Inquiry into the Actions of Canadian Officials in relation to Maher Arar	-	-	-	1,200.0	326.6	(326.6)
Commission of Inquiry into the Sponsorship Program and Advertising Activities	-	-	-	774.4	129.6	(129.6)
<b>Total Contributions</b>	<b>4,443.9</b>	<b>7,732.4</b>	<b>29,407.0</b>	<b>6,070.9</b>	<b>4,552.7</b>	<b>24,854.3</b>
<b>Total Transfer Payments</b>	<b>4,496.9</b>	<b>7,785.4</b>	<b>29,460.0</b>	<b>6,123.9</b>	<b>4,605.7</b>	<b>24,854.3</b>

**Table 9—Details on User Fees**

( thousands of dollars)

A. User Fee	Fee Type	Fee Setting Authority	Date Last Modified	2004-2005					Planning Years		
				Forecast Revenue (\$000)	Actual Revenue (\$000)	Full Cost (\$000)	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue (\$000)	Estimated Full Cost (\$000)
Fees charged for inspection and obtaining of copies of Statutory instruments in accordance with the <i>Statutory Instruments Act</i>	O	Statutory Instruments Regulatory		\$1.0	\$0.9	\$3.1	N/A	N/A	2005-06 2006-07 2007-08	\$1.0 \$1.0 \$1.0	\$3.3 \$3.4 \$3.4
Fees charged for the processing of access requests filed under the <i>Access to Information Act</i>	O	Access to Information Act	1992	\$3.0	\$2.2	Framework under development by TBS	65% of requests completed on time	66.3% of requests were completed on time	2005-06 2006-07 2007-08	\$2.2 \$2.2 \$2.2	Framework under development by TBS
			Total (O):	\$4.0	\$3.1	\$3.1			Sub-Total: Sub-Total: Sub-Total: Total	2005-06: \$3.2 2006-07: \$3.2 2007-08: \$3.2 \$9.6	2005-06: \$3.3 2006-07: \$3.4 2007-08: \$3.4 \$10.1

## **Table 10—Horizontal Initiatives**

During 2004-05, the Privy Council Office led the following horizontal initiative:

- Action Plan for Official Languages (lead department).

Further information on this initiative is available from Treasury Board Secretariat at:  
<http://www.tbs-sct.gc.ca/est-pre/estime.asp>

## **Table 11—Response to Parliamentary Committees, Audits and Evaluations**

### **Response to the Auditor General**

#### **November 2004 Report**

#### **Chapter 7: *Process for Responding to Parliamentary Order Paper Questions***

In February 2004 the Governor in Council requested the Auditor General of Canada to conduct an audit under Section 11 of the *Auditor General Act* to inquire into and report on the following three questions:

Was the answer provided to Order Paper Question 37 on 28 January 2004 a satisfactory response based on the information that the government possessed?

Are the reforms proposed by the Leader of the Government in the House of Commons to handle order paper questions sufficient to ensure adequate information is provided to parliamentarians?

If the reforms are not sufficient, what other steps should be undertaken, including, but not limited to, reforms to the government's information systems?

The government was in agreement with the recommendations of the Auditor General and its response can be found at:

[www.oag-bvg.gc.ca/domino/reports.nsf/html/20041107ce.html](http://www.oag-bvg.gc.ca/domino/reports.nsf/html/20041107ce.html)

PCO took immediate action to implement a number of initiatives to improve government responses to Members of Parliament and Senators. For example, the Office is ensuring that aggregated data are compiled by the designated lead department to respond to complex questions, and that explanatory notes are included to provide greater context to the response. These activities are consistent with PCO's priority to foster horizontal collaboration. Implementation of other initiatives and additional reforms to strengthen the process for preparing responses to order paper questions is planned for 2005-06.





## **Section IV**

### **Other Items of Interest**



## Introduction

The information on PCO performance, resources and results in this DPR is organized based on the Program Activity Architecture (PAA) that was developed in 2004-05 in response to the government-wide initiative led by Treasury Board Secretariat. The PAA replaces the former reporting structure that was based on business lines. With the PAA structure, the linkages between activities, resources and results are more easily identified compared with the previous structure, which was used in the *2004-05 Report on Plans and Priorities* (RPP). A revised PAA has been recently approved by the TBS and will be used in the 2006-07 RPP.

In order to clearly demonstrate the changes in the reporting structure and to ensure consistency in the financial tables with amounts displayed in the 2004-05 Estimates and Public Accounts, this section provides the following crosswalks:

- Crosswalk between 2004-05 RPP and 2004-05 DPR
- Crosswalk between key priorities and corresponding accomplishments
- Crosswalk from RPP to DPR—2004-05 Planned Spending
- Crosswalk from Estimates to DPR—2004-05 Main Estimates
- Crosswalk from Public Accounts to DPR—2004-05 Actual Spending

As well, this section provides additional information as follows:

- Support to the Prime Minister and Ministers
- Listing of Statutory Reports
- Further information

## Crosswalk Between 2004-05 RPP and 2004-05 DPR

2004-05 RPP (based on Planning, Reporting and Accountability Structure)		2004-05 DPR (based on Program Activity Architecture)		Changes
Strategic Outcome #1	Strategic Outcome #2	Strategic Outcome #1	Strategic Outcome #2	
Efficient operation and appropriate support of the central decision-making mechanisms of the Government.	Subjects that need investigation or further study are handled independently from the Government.	The policy and program agenda of the Government of Canada is well coordinated and the Government is well structured to respond efficiently to the needs of Canadians.	Subjects that need investigation or further study are handled independently from the Government.	<ul style="list-style-type: none"> <li>• A wording change has been applied to Strategic Outcome #1 to reflect the intent of the organization more accurately.</li> </ul>
<p style="text-align: center;"><b>Business Lines</b></p> <ul style="list-style-type: none"> <li>- Office of the Prime Minister</li> <li>- Ministers' Offices</li> <li>- Privy Council Office</li> <li>- Corporate Services</li> </ul>	<p style="text-align: center;"><b>Business Lines</b></p> <ul style="list-style-type: none"> <li>- Commissions of Inquiry, Task Forces and Others (including the Policy Research Initiative)</li> </ul>	<p style="text-align: center;"><b>Activities</b></p> <ul style="list-style-type: none"> <li>- Office of the Prime Minister</li> <li>- Ministers' Offices</li> <li>- Secretariats and Advisors</li> </ul>	<p style="text-align: center;"><b>Activities</b></p> <ul style="list-style-type: none"> <li>- Commissions, Task Forces and Others</li> </ul>	<ul style="list-style-type: none"> <li>• Business Lines have been redefined as Activities.</li> <li>• The support provided by Corporate Services is no longer being reported as a separate item; rather, its resources have been allocated to other relevant Activities.</li> <li>• The Policy Research Initiative is no longer considered an independent entity, and is now integrated into Secretariats and Advisors.</li> </ul>
<p style="text-align: center;"><b>Results</b></p> <ul style="list-style-type: none"> <li>- Coherent Government agenda.</li> <li>- Coordinated response to emerging issues in a timely manner.</li> <li>- Effective and efficient operation of Government.</li> <li>- Ready access to information resources and corporate memory.</li> </ul>	<p style="text-align: center;"><b>Results</b></p> <ul style="list-style-type: none"> <li>- Knowledge and information on emerging horizontal policy issues.</li> <li>- Effective transfer of knowledge to policy-makers.</li> <li>- Recommendations on matters associated with the good government of Canada are provided to the Government by independent commissions.</li> </ul>	<p style="text-align: center;"><b>Results</b></p> <ul style="list-style-type: none"> <li>- The Prime Minister's Office receives appropriate financial and administrative support.</li> <li>- Ministers' Offices receive appropriate financial and administrative support.</li> <li>- Cabinet decision-making and the legislative agenda are well supported.</li> <li>- The Prime Minister and other Ministers receive sound advice for decision making.</li> <li>- Cabinet receives sound advice on the development and implementation of the policy agenda.</li> <li>- The overall development of the Public Service is fostered.</li> </ul>	<p style="text-align: center;"><b>Results</b></p> <ul style="list-style-type: none"> <li>- Independent bodies receive appropriate administrative support.</li> </ul>	<ul style="list-style-type: none"> <li>• In the PAA structure, the correlation between Activities and Results is more easily discernable than between Business Lines and Results in the previous RPP.</li> <li>• The new structure better reflects, and is more in line with, PCO's functional role.</li> </ul>

<b>2004-05 RPP</b> (based on Planning, Reporting and Accountability Structure)		<b>2004-05 DPR</b> (based on Program Activity Architecture)		
<b>Strategic Outcome #1</b>	<b>Strategic Outcome #2</b>	<b>Strategic Outcome #1</b>	<b>Strategic Outcome #2</b>	
<p><b>Priorities</b></p> <p>a) Focus on key policy areas.</p> <p>b) Effective management of government.</p> <p>c) Foster horizontal collaboration.</p> <p>d) Strengthen policy capacity.</p> <p>e) Strengthen internal management practices.</p>	<p><b>Priorities</b></p> <p>f) Lead horizontal research projects in support of medium-term policy agenda.</p> <p>g) Provide infrastructure to support horizontal research collaboration.</p> <p>h) Strengthen federal government's policy research capacity.</p> <p>i) Conduct arm's-length commissions of inquiry on matters associated with the good government of Canada.</p>	<p><b>Priorities</b></p> <p>a) Focus on key policy areas.</p> <p>b) Effective management of government.</p> <p>c) Foster horizontal collaboration.</p> <p>d) Conduct medium-term policy planning.</p> <p>e) Strengthen internal management practices.</p>	<p><b>Priorities:</b></p> <p>f) Support independent commissions of inquiry on major issues.</p>	<ul style="list-style-type: none"> <li>• 2004-05 Priorities f), g) and h) have been moved from Strategic Outcome #2 to Strategic Outcome #1, to reflect the integration of the Policy Research Initiative into the Secretariats and Advisors Activity, and consolidated to become part of Priority d).</li> <li>• 2004-05 Priority i) is now labelled Priority f) and the wording has been modified to more accurately reflect PCO's arm's-length support.</li> </ul>

# Crosswalk Between Key Priorities and Corresponding Accomplishments

This chart provides a list of key priorities and plans as outlined in the 2004-05 RPP with the DPR headers indicating where the reader can find corresponding accomplishments.

Outcome and Priority/Plan (2004-05 RPP)	Corresponding Result in Section II of 2004-05 DPR
<i>Strategic Outcome #1: The policy and program agenda of the Government of Canada is well coordinated and the Government is well structured to respond efficiently to the needs of Canadians.</i>	
<b>a) Focus on key policy areas</b>	
Health	Result #4 – The Prime Minister and ministers receive sound advice for decision-making.
Canada’s Economy	
National Security	
Social Development	
Canadian Federation	
Environment	
International Relations	
Aboriginal Canadians	
Science	
Cities and Communities	
<b>b) Effective management of government</b>	
Support transition to new government	Result #3 – Cabinet decision-making and the legislative agenda are well supported.
Cabinet process	Result #4 – The Prime Minister and ministers receive sound advice for decision-making.
Democratic reform	Result #6 – The overall development of the Public Service is fostered.
Ministerial/deputy ministerial accountability	
<b>c) Foster horizontal collaboration</b>	
Within PCO	Foster horizontal collaboration
With federal departments and agencies	
With other governments and external stakeholders	
Coordinated federal communications	
<b>d) Conduct medium-term policy making</b>	
Research on medium-term policy issues	Result #5 – Cabinet receives sound advice on the development and implementation of the policy Agenda.
Medium-term planning	

Outcome and Priority/Plan (2004-05 RPP)	Corresponding Result in Section II of 2004-05 DPR
<i>Strategic Outcome #1: The policy and program agenda of the Government of Canada is well coordinated and the Government is well structured to respond efficiently to the needs of Canadians.</i>	
<b>e) Strengthen internal management practices</b>	
Streamline PCO structure and processes	Strengthen internal management practices
Continuous learning and development	
Provide ready access to knowledge and information	
<i>Strategic Outcome #2: Subjects that need investigation or further study are handled independently from the Government.</i>	
<b>f) Support independent commissions of inquiry</b>	Result #7 – Independent bodies receive appropriate administrative support. Foster horizontal Collaboration Strengthen internal management practices

# Crosswalk from RPP to DPR—2004-05 Planned Spending

( in thousands of dollars)

2004-05 Report on Plans and Priorities  BY BUSINESS LINE		2004-05 Departmental Performance Report BY PROGRAM ACTIVITY				
		Office of the Prime Minister	Ministers' Offices	Secretariats and Advisors	Commissions of Inquiry, Task Forces and	Total
Office of the Prime Minister	7,884.4	7,884.4				7,884.4
Ministers' Offices	7,446.5		7,446.5			7,446.5
Privy Council Office	106,957.7			109,933.0 *		109,933.0
Commissions of Inquiry, Task Forces and Others	9,981.0				6,878.7 *	6,878.7
Corporate Services	49,549.0	9,418.2	4,420.5	35,710.5	-	49,549.2
<b>Total</b>	<b>181,818.6</b>	<b>17,302.6</b>	<b>11,867.0</b>	<b>145,643.5</b>	<b>6,878.7</b>	<b>181,691.8 **</b>

\* The Policy Research Initiative (\$3,102.3) was transferred from Commissions of Inquiry to Secretariats and Advisors.

\*\* The 2004-05 Main Estimates were adjusted by \$127.0 to reflect a reduction as voted by Parliament.



# Crosswalk from Main Estimates to DPR—2004-05 Main Estimates

( in thousands of dollars)

2004-05 Main Estimates BY BUSINESS LINE		2004-05 Departmental Performance Report BY PROGRAM ACTIVITY				
		Office of the Prime Minister	Ministers' Offices	Secretariats and Advisors	Commissions of Inquiry, Task Forces and	Total
Office of the Prime Minister	7,884.4	7,884.4				7,884.4
Ministers' Offices	7,446.5		7,446.5			7,446.5
Privy Council Office	69,947.9			72,923.2 *		72,923.2
Commissions of Inquiry, Task Forces and Others	9,981.0				6,878.7 *	6,878.7
Corporate Services	46,601.0	9,080.3	4,139.3	33,381.4	-	46,601.0
<b>Total</b>	<b>141,860.8</b>	<b>16,964.7</b>	<b>11,585.8</b>	<b>106,304.6</b>	<b>6,878.7</b>	<b>141,733.8 **</b>

\* The Policy Research Initiative (\$3,102.3) was transferred from Commissions of Inquiry to Secretariats and Advisors.

\*\* The 2004-05 Main Estimates were adjusted by \$127.0 to reflect a reduction as voted by Parliament.

# Crosswalk from Public Accounts to DPR—2004-05 Actual Spending

( in thousands of dollars)

2004-05 Public Accounts BY BUSINESS LINE		2004-05 Departmental Performance Report BY PROGRAM ACTIVITY				
		Office of the Prime Minister	Ministers' Offices	Secretariats and Advisors	Commissions of Inquiry, Task Forces and	Total
Office of the Prime Minister	7,032.2	7,032.2				7,032.2
Ministers' Offices	7,305.7		7,305.7			7,305.7
Privy Council Office	69,629.0			69,629.0 *		69,629.0
Commissions of Inquiry, Task Forces and Others	25,970.4				25,970.4 *	25,970.4
Corporate Services	54,596.2	10,229.6	5,824.0	36,169.3	2,373.3	54,596.2
<b>Total</b>	<b>164,533.5</b>	<b>17,261.8</b>	<b>13,129.7</b>	<b>105,798.3</b>	<b>28,343.7</b>	<b>164,533.5</b>

\* The Policy Research Initiative (\$4,893.4) was transferred from Commissions of Inquiry to Secretariats and Advisors.

## Support to the Prime Minister and Ministers

The following information provides further details about the level of support provided to the Prime Minister and Ministers in the area of Executive Correspondence. It also details the level of support and services provided to the Prime Minister related to travel and events.

### *Executive Correspondence*

The following table illustrates the volume of executive correspondence and year-over-year increase in the demands of Canadians.

Canadians are increasing their use of e-mail in order to communicate with the Prime Minister. To process this growing number of messages within existing resource levels, PCO has undertaken several technical improvements for processing electronic correspondence and requests for special messages from the Prime Minister (for example, congratulatory letters and certificates to Canadians celebrating significant birthdays or wedding anniversaries). PCO adheres to its service standards for routing and response times. VIP mail (mail from heads of state or government, ambassadors, and provincial premiers, for example) is routed to other offices within PCO or PMO within 24 hours. Replies to VIP mail are made within 14 calendar days, responses to mail from the general public are made within 6 weeks, Prime Ministerial greetings are issued 6 weeks before the date of the event being celebrated, and e-mail is answered within 48 hours. These standards are being consistently met or exceeded, except when extremely high volumes prevent this, particularly for e-mail, where volumes may reach 5,000 messages or more in a single day. Not all correspondence requires or receives a reply, including such items as junk mail, spam e-mail messages, and post-card write-in campaigns.

**Volumes of Executive Correspondence, 2000-01 to 2004-05**

<b>Fiscal Year</b>	<b>2000-01</b>	<b>2001-02</b>	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>
<b><u>Correspondence Received *</u></b>					
<b>Prime Minister</b>	<b>589,219</b>	<b>1,096,277</b>	<b>1,649,839</b>	<b>1,189,896</b>	<b>1,567,747</b>
Postal mail	345,454	862,015	1,254,621	724,650	739,512
E-mail	207,806	218,677	371,165	437,551	807,243
Telephone calls **	35,959	15,585	24,053	27,695	20,992
<b>Ministers' Offices</b>	<b>4,806</b>	<b>9,257</b>	<b>24,102</b>	<b>29,295</b>	<b>80,327</b>
<b>Grand Total</b>	<b>594,025</b>	<b>1,105,534</b>	<b>1,673,941</b>	<b>1,219,191</b>	<b>1,648,074</b>
<b><u>Correspondence Sent *</u></b>					
<b>Prime Minister</b>	<b>96,198</b>	<b>98,942</b>	<b>148,592</b>	<b>163,435</b>	<b>104,818</b>
Postal replies	83,948	72,499	90,871	107,512	37,220
E-mail replies	12,250	26,443	57,721	55,923	67,598
<b>Ministers' Offices</b>	<b>2,642</b>	<b>3,709</b>	<b>3,899</b>	<b>5,695</b>	<b>4,056</b>
<b>Grand Total **</b>	<b>98,840</b>	<b>102,651</b>	<b>152,491</b>	<b>169,130</b>	<b>108,874</b>

\* There is a variance between the correspondence received and the correspondence sent because of the nature of the correspondence (for example, petitions, thank you letters and other messages that do not require a response).

\*\* Total values reported in previous performance reports for prior years vary because telephone calls were counted as being both 'received' and 'sent'. Adjustments have been made here to count telephone calls only once.

### **Tour Support**

With a new Government and Prime Minister, 2004-2005 was a year of transition, both in terms of the type of support and services provided and in the nature and mix of travel and events by the Prime Minister. The frequency of travel and total number of events has returned to more historical levels, but the mix of events has changed greatly, with a significant increase in domestic travel while local (National Capital Region) events have fallen off significantly and international trips have remained fairly consistent since 2003.

Changes in the type of services provided to the PMO in support of travel and events deal primarily with secure and mobile connectivity and mobile and fully functional offices for staff while on the road. Additional support for the media covering PMO events and tours has been identified as a new requirement.

Despite the busy pace in the first half of 2004-05, a number of initiatives were completed:

- TACLANE secure modems were procured but have not yet been deployed.
- An increase in the number of internet-enabled computers from three (3) to six (6) provided greater internet access while the Prime Minister is on tour.

- A network drive was set up for storage of audio files of the Prime Minister’s speeches (for internal use of PMO only). This has also meant that the digital recorders purchased in the 2003-04 were upgraded to include MP3 functionality that allows digital recording of events and speeches while on tour.
- A LAN solution was deployed to support a “portable office,” to provide enhanced networking when the Prime Minister is on the road. Secure e-mail access on the road is still a challenge but RASP-enabled laptops have been provided as a temporary measure.

***Tour Support for the Prime Minister***

	<b>2002-03</b>	<b>2003-04</b>	<b>2004-05</b>
Domestic trips	52	64	86
International trips	27	22	24
Local Events (National Capital Region)	87	92	56
Advance Planning trips (Canada and abroad)	52	57	52
<b>Totals</b>	<b>218</b>	<b>235</b>	<b>218</b>

# Listing of Statutory Reports

## ***Annual Report to the Prime Minister on the Public Service***

Pursuant to Section 47.1 of the *Public Service Employment Act*, the Clerk of the Privy Council, as Head of the Public Service, shall submit a report on the state of the Public Service each fiscal year to the Prime Minister. This Report is then tabled in the House of Commons by the Prime Minister.

The Clerk's current *Annual Report to the Prime Minister on the Public Service* is available on-line at <http://www.pco-bcp.gc.ca/default.asp?Language=E&Page=report>.

## ***Annual Report to Parliament on the Access to Information Act***

PCO submitted the 22<sup>nd</sup> annual report to Parliament on the administration of the *Access to Information Act* in the Privy Council Office. This report is required by section 72(1) of the Act.

## ***Annual Report to Parliament on the Privacy Act***

PCO submitted the 22<sup>nd</sup> annual report to Parliament on the administration of the *Privacy Act* in the Privy Council Office. This report is required by section 72(1) of the Act.

# Legislation Administered

## *Prime Minister*

<i>Constitution Acts</i>	
<i>Governor General's Act</i>	R.S. 1985, c.G-9, as amended
<i>Inquiries Act</i>	R.S. 1985, c.I-11, as amended
<i>Ministries and Ministers of State Act</i>	R.S. 1985, c.M-8
<i>National Round Table on the Environment and the Economy Act</i>	1993, c.31
<i>Public Service Rearrangement and Transfer of Duties Act</i>	R.S. 1985, c.P-34
<i>Royal Style and Titles Act</i>	R.S. 1985, c.R-12
<i>Royal Style and Titles (Canada) Act</i>	1947, c.72 (see also R.S.C. 1970, c.12)
<i>Salaries Act</i>	R.S. 1985, c.S-3, as amended

## *President of the Queen's Privy Council for Canada*

<i>Canadian Transportation Accident Investigation and Safety Board Act</i>	1989, c.3, as amended
<i>Oaths of Allegiance Act</i>	R.S. 1985, c.O-1
<i>Representation Act, 1974</i>	1974-75-76, c.13, as amended
<i>Representation Act, 1985</i>	1986, c.8, as amended
<i>Royal Assent Act</i>	2002, c.15

## *Leader of the Government in the House of Commons*

<i>Parliament of Canada Act</i>	R.S., 1985, c.P-1, as amended
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## *Deputy Leader of the Government in the House of Commons*

<i>Electoral Boundaries Readjustment Act</i>	R.S. 1985, c.E-3, as amended
<i>Electoral Boundaries Readjustment Suspension Act, 1994</i>	1994, c.19
<i>Referendum-Act</i>	1992, c.30, as amended
<i>Canada Elections Act</i>	2000, c.9, as amended

## *Leader of the Government in the Senate*

<i>Federal Law-Civil Law Harmonization Act No. 2</i>	2004, c.21
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## For Further Information

General Inquiries & Publications:	(613) 957-5153
Telecommunication Device for the Deaf:	(613) 957-5741
Prime Minister	<a href="http://www.pm.gc.ca">www.pm.gc.ca</a>
Deputy Prime Minister	<a href="http://www.pco-bcp.gc.ca/default.asp?Language=E&amp;Page=ministers">http://www.pco-bcp.gc.ca/default.asp?Language=E&amp;Page=ministers</a>
Leader of the Government in the House of Commons	<a href="http://www.pco-bcp.gc.ca/default.asp?Language=E&amp;Page=ministers">http://www.pco-bcp.gc.ca/default.asp?Language=E&amp;Page=ministers</a>
President of the Queen's Privy Council and Minister of Intergovernmental Affairs	<a href="http://www.pco-bcp.gc.ca/default.asp?Language=E&amp;Page=ministers">http://www.pco-bcp.gc.ca/default.asp?Language=E&amp;Page=ministers</a>
Leader of the Government in the Senate	<a href="http://www.pco-bcp.gc.ca/default.asp?Language=E&amp;Page=ministers">http://www.pco-bcp.gc.ca/default.asp?Language=E&amp;Page=ministers</a>
Privy Council Office	<a href="http://www.pco-bcp.gc.ca">www.pco-bcp.gc.ca</a>
Speech from the Throne	<a href="http://pm.gc.ca/eng/sft-ddt.asp">http://pm.gc.ca/eng/sft-ddt.asp</a>
Democratic Reform	<a href="http://www.democraticreform.gc.ca">www.democraticreform.gc.ca</a>
Official Languages	<a href="http://www.pco-bcp.gc.ca/olo">www.pco-bcp.gc.ca/olo</a>
Orders in Council	<a href="http://www.pco-bcp.gc.ca/oic-ddc">www.pco-bcp.gc.ca/oic-ddc</a>
Regulatory Affairs and Orders in Council	<a href="http://www.pco-bcp.gc.ca/raoics-srdc">www.pco-bcp.gc.ca/raoics-srdc</a>
Smart Regulation	<a href="http://www.smartregulation.gc.ca">www.smartregulation.gc.ca</a>
Policy Research Initiative	<a href="http://www.policyresearch.gc.ca">www.policyresearch.gc.ca</a>
Commission of Inquiry into the Actions of Canadian Officials in Relation to Maher Arar	<a href="http://www.Ararcommission.ca">www.Ararcommission.ca</a>
Commission of Inquiry into the Sponsorship Program and Advertising Activities	<a href="http://www.gomery.ca">www.gomery.ca</a>
Indian Specific Claims Commission	<a href="http://www.indianclaims.ca">www.indianclaims.ca</a>
Miramichi and Acadie-Bathurst Electoral Boundaries Commission	<a href="http://www.pco-bcp.gc.ca/default.asp?Language=E&amp;Page=commissions">http://www.pco-bcp.gc.ca/default.asp?Language=E&amp;Page=commissions</a>
International Policy Statement	<a href="http://www.dfait-maeci.gc.ca/cip-pic/ips/ips-en.asp">www.dfait-maeci.gc.ca/cip-pic/ips/ips-en.asp</a>
National Security Policy	<a href="http://www.pco-bcp.gc.ca/docs/Publications/NatSecurnat/natsecurnat_e.pdf">http://www.pco-bcp.gc.ca/docs/Publications/NatSecurnat/natsecurnat_e.pdf</a>
Security and Prosperity Partnership of North America	<a href="http://www.fac-aec.gc.ca/spp/spp-menu-en.asp">www.fac-aec.gc.ca/spp/spp-menu-en.asp</a>
Government of Canada Regulation Site	<a href="http://www.regulation.gc.ca">www.regulation.gc.ca</a>
National Science Advisor	<a href="http://science.pco-bcp.gc.ca/">http://science.pco-bcp.gc.ca/</a>