



Statistics Canada

2002-2003
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are tabled in the spring and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

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Statistics
Canada

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2002-2003 Estimates

A Report on Plans and Priorities

Allan Rock
Minister of Industry

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SECTION I: MESSAGES

Minister's Portfolio Message

Today, our people, our universities and our industries are successfully competing around the globe. At the same time, we have a democratic society and way of life that continues to be judged one of the best in the world. To continue our economic growth and social development, indeed, to continue our success as a nation, we must strive to be among the best in creating and commercializing new knowledge. We are committed to building a world-leading, knowledge-based economy and we need to be more innovative to stay competitive.

To support a nation of innovators, we are investing in the skills and abilities of all Canadians so that they can actively contribute to and participate in today's knowledge-based economy. By harnessing our human potential and talent, we can continue our economic success.

The Government of Canada is investing in research and development to improve the capability of our universities and private sector firms to compete internationally. To foster a culture of innovation, we are creating an environment that is favourable to innovation, an environment of trust and confidence, where the public and private interests are protected and there are marketplace incentives for innovation.

The Industry Portfolio organizations are:

- Atlantic Canada Opportunities Agency
- Business Development Bank of Canada*
- Canada Economic Development for Quebec Regions
- Canadian Space Agency
- Canadian Tourism Commission*
- Competition Tribunal
- Copyright Board Canada
- Enterprise Cape Breton Corporation*
- Industry Canada
- National Research Council Canada
- Natural Sciences and Engineering Research Council of Canada
- Social Sciences and Humanities Research Council of Canada
- Standards Council of Canada*
- Statistics Canada
- Western Economic Diversification Canada

* Not required to submit Reports on Plans and Priorities.

Whether stimulating the creation and use of knowledge, supporting the creation and development of businesses and industries, promoting inclusive economic growth, or ensuring a fair and equitable marketplace, each of the fifteen member organizations of the Industry Portfolio is contributing to Canada's innovation strategy. Their work with public and private sector partners across the country is key to Canada's success.

I am pleased to present the Report on Plans and Priorities for Statistics Canada which describes their expected achievements and results over the next three years. Statistics Canada's plans illustrate how the Agency contributes to a better understanding and measuring of Canada's dynamic economy and emerging social trends. It provides Canadians with relevant, timely, high-quality statistical information on a broad spectrum

of topical issues--the country's economic performance--its growth and productivity; the knowledge-based economy; global challenges; and social cohesion and human development. It achieves this through continuous enhancements of statistical programs and information quality, exploring ways to reduce respondent burden, as well as through emphasis on using electronic data reporting and offering, in support of the Government On-Line initiative, its services and information on-line to the public.

To secure Canada's continued success in the 21st century, we are committed to nurturing and developing the potential of all our citizens in every community across our nation. By investing in organizations like Statistics Canada, we will continue building an innovative economy and society for the benefit of all Canadians.

The Honourable Allan Rock

Management Representation

Report on Plans and Priorities 2002-2003

I submit, for tabling in Parliament, the 2002-2003 Report on Plans and Priorities for
Statistics Canada

To the best of my knowledge the information:

- Accurately portrays the organization's plans and priorities
- Is consistent with the reporting principles contained in the *Guide to the preparation of the 2002-2003 Report on Plans and Priorities*
- Is comprehensive and accurate
- Is based on sound underlying departmental information and management systems

I am satisfied as to the quality assurance processes and procedures used for the RPP production.

The Planning, Reporting and Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for results achieved with the resources and authorities provided

Name: _____

Date: _____

SECTION II: STATISTICS CANADA OVERVIEW

2.1 Raison d'être

In a changed, and rapidly changing, world, more difficult to understand and describe, statistical information provides clear reference points by which to clarify key facts and to shed illumination on emerging social and economic trends in society.

Official statistics are an indispensable element in the information system of a democratic society. Statistics Canada is at the core of an integrated and efficient statistical system, serving all sectors of Canadian society.

- Raison d'être***
- ***The timely production and provision of relevant, high-quality information needed by a changing society***

Relevant, timely, high-quality statistical information is needed, and used, by governments, institutions, businesses, media, universities, as well as by policy-makers, scholars, and private individuals. Its uses are many and varied – to form policy and evaluate its outcomes; to conduct research and shed empirical light on evolving issues; to aid in public understanding and decision-making; and to foster informed debate on events shaping and touching all who live and work in society.

Statistics Canada's raison d'être is to produce and to provide relevant, timely, high-quality statistical information to serve the changing needs of society -- its decision-makers and its populace. An activity that is especially important in an open, democratic society, because it provides objective information to Canadians and their elected representatives on the evolution of its society and economy.

To do this, Statistics Canada's official statistics must be:

- relevant and timely
- objective and impartial
- accurate
- comprehensive and comparable
- methodologically sound
- easily accessed and understood

And they must meet the test of practical use to its users, stakeholders, and the general public.

2.2 Aims

Statistics Canada aims to produce and to provide relevant, timely, high-quality statistics and analyses on social and economic occurrences for use in:

- **keeping** the public informed, and **aiding** in its understanding
- **generating** informed public debate, discussions, and exchanges
- **supporting** policy debates and advocacy with impartial information
- **monitoring** the country's economic and social condition, nature, and state
- **planning and evaluating** policies, programs, and investments of governments and private sector
- **conducting** research and **interpreting** its findings to others
- **developing** performance information

Agency data are also required for statutory and regulatory purposes. Uses include:

- **distribute** federal funds to provinces (*Federal-Provincial Fiscal Arrangements Act*)
- **apportion** federal-provincial tax revenues (*Harmonized Sales Tax*)
- **index** various types of federal payments to beneficiaries and income tax credits (*Income Tax Act*)
- **determine** areas of eligibility for supplementary benefits (*Employment Insurance Act*)
- **determine** distribution of parliamentary seats among provinces and define federal electoral districts (*Electoral Boundaries Readjustment Act*)
- **designate** federal bilingual services areas (*Official Languages Act*)
- **measure** prevalence of sub-populations which are the focus of the federal employment equity program (*Employment Equity Act*).

Other federal legislation also requires Statistics Canada to produce data for specific purposes. (See Section VI-A for a complete list of legislated requirements.)

2.3 Mandate

Statistics Canada's official mandate, derived from the *Statistics Act*, is to collect, compile, analyze and publish statistical information on the economic, social, and general conditions of the country and its citizens.

This Act also requires it to provide for coordination and leadership of the country's statistical system. This requirement has led it to form many partnerships at the federal and provincial levels.

Mandate

- *To collect, compile, analyze and publish statistical information on the economic, social, and general conditions of the country and its citizens*

These partnerships have benefited Canadians in many ways. Improved data quality, through more comparable survey methods, reduced response burden, through the use of administrative records and data sharing, and the exchange of best practices, among all participants, are a few examples.

2.4 Values

Statistics Canada's values, the guiding principles behind the work of all its employees and the decisions of the Chief Statistician, are:

- **continuing** vigilance to relevance and service
- **protecting** confidentiality
- **ensuring** objectivity
- **sustaining** professionalism and reliability
- **focussing** on analysis
- **reducing** response burden.

2.5 Objectives

The Agency's strategic long-term objectives, in line with its mandate, are to:

- provide statistical information and analysis of the economic and social structure, and the functioning of Canadian society as a basis for the development, operation, and evaluation of public policies and programs, for public and private decision-making, and for the benefit of all Canadians
- promote the quality, coherence, and international comparability of Canada's statistics through collaboration with other federal departments and agencies, with the provinces and territories, and in accordance with sound scientific standards and practices.

SECTION III: PLANS AND PRIORITIES BY STRATEGIC OUTCOME(S)

3.1 Challenges and Risks

Statistics Canada's main challenge lies in its continuing capability to produce high-quality statistical information. Its effectiveness, in doing this, depends on the:

- relevance of its information
- perception held of its credibility
- quality of its products and services
- ease of access to its products and services
- attainment of its high professional standards
- control of its reporting burden on Canadians.

The gathering of information involves a partnership with all Canadians. In this partnership, Canadians both contribute and benefit. Information is provided to Statistics Canada, through surveys and access to administrative records; Statistics Canada, after compiling and analyzing this information, provides, and makes available to all valued-added information products using various media.

Statistics Canada's statistical program and system was structured to provide information on the macro-economy, the micro-economy, and the socio-demographic makeup of Canada, as well as on its public institutions and their programs.

This kind of information continues to constitute the Agency's "core" program, and to be relevant. The Agency must, however, ensure it is responsive to the changing, and often complex, information requirements of continually emerging issues.

Some emerging areas requiring more information and analysis to assist public and private decision-makers in understanding the issues they face and in helping them to deal with them are:

- new federal-provincial fiscal arrangements
- the health of Canadians and supporting systems
- factors affecting economic performance in a new knowledge-based economy
- micro-economic factors affecting economic growth and competitiveness
- social cohesion and human development
- global opportunities and challenges

In this dynamic environment, maintaining the relevance of Statistics Canada's contribution to meet information needs such as these, while safeguarding the integrity of its "core" program, continues to be the Agency's main challenge, as stated, over the planning horizon under review.

The Agency continues, and has been able, to manage its capacity to respond to a rapid growth in demand for its information products and analysis.

This growing demand for its statistical products and analysis results from a number of factors. The most important is an increasing reliance on evidence-based decision-making in policy formulation and program evaluation. Balancing these demands with its infrastructure capacities requires very close management of the Agency's operations and resources. The challenge will be to ensure these capacities continue to provide for optimum performance in, and response to, meeting new information demands.

Without doubt, the recognition of the importance of sound information on which to formulate policy and make decisions has become widespread in a regime of "getting government right" and "managing for results", since this kind of information and analysis underpins measures of intended policy outcomes.

The strategies chosen to direct the Agency's operating activities over the planning period under review will be key in contributing to its future success. To the extent it can, the Agency will take steps to nurture and protect its professional and operational capacities underlying the national statistical system – the knowledge infrastructure. The features of which are the foundation of the Agency's current and future statistical relevance, organizational flexibility, and professional strength.

Statistical Program and Analytic Challenges

Some of the more daunting program-driven work initiatives, and the issues related to them, to which the Agency must pay close management attention over the planning review period are:

2001 Census of Population

- The 2001 Census has been completed.
Challenge: will be to provide the broadest possible array of information to Canadians on its results.

Post-censal surveys

- The full range of post-censal surveys will be carried out in 2002-03: Participation and Activities Limitation; Aboriginal Peoples; and Ethnic Diversity.
Challenge: will be processing these surveys' information, and developing an effective release strategy for the large volume of information, resulting from these unique data sets.

2006 Census of Population

- Fundamental changes in methodology are planned for the 2006 Census.
Challenge: will be the large number of logistical and system changes which will have to be carefully planned and managed.

Health information

- The Health Information Roadmap initiative, including the Canadian Community Health Survey (CCHS), was initiated in February 1999 for a four-year period.

Challenge: will be to disseminate its results in ways which are timely and effective, as the survey's first cycle is nearly complete.

Research data centres for social statistics

- Nine of the Agency's research data centres, to foster the use of Canadian data for social science research, are now open and operating.

Challenge: will be the production of meaningful analysis and analytical products, with the opening of the Agency's research data centres.

Monthly and quarterly business surveys on-line

- Statistics Canada is gradually implementing the use of electronic data reporting (EDR) for these surveys and, within this approach, it has taken measures to ensure respondents' confidentiality and privacy are protected.

Challenge: will be to implement plans to offer many of these sub-annual surveys on-line by 2004.

3.2 Key Partnerships

Partnerships and cost-sharing arrangements with other departments, and with other jurisdictions and external organizations, are intrinsic aspects of program delivery. These relationships are key to the development of effective plans. Statistics Canada will continue to foster these kinds of arrangements over the planning period, as they have proven to serve not only the needs of the stakeholders, but also those of the national statistical system and the Canadian research community.

3.3 Performance Monitoring

The Agency's fundamental raison d'être is the production of statistical information. Its effectiveness in doing this depends on its objectivity and credibility, and its ability to produce relevant, timely, accessible and accurate information, to attain high professional standards, and to control the burden on survey respondents.

The Agency is committed to monitoring its performance on four major dimensions; these dimensions and the major stakeholders for each are:

- the **quality** of information, where quality is broadly defined as fitness for use, is of major interest to users of Statistics Canada's information products

- the **financial performance** of the Agency, including efficiency, good management, and proper use of taxpayers money, is of concern to our funders: the government and citizens of Canada
- the **response burden** we impose on respondents, how we interact with them, and the care with which we protect their information is of primary concern to them
- our **human resource management** is of primary concern to our employees.

Statistics Canada's Quality Assurance Framework comprises six fundamental indicators, each with a number of sub-indicators to measure performance: Program Relevance; Accuracy of Information; Timeliness of Information; Accessibility of Information; Interpretability of Information; and Coherence of Information.

The quality dimension of information is fundamental to the operation of the Agency and is monitored through the Quality Assurance Framework. Quality in this framework is defined as fitness for use.

The Agency, by the nature of its mandate, as a national statistical information system, commits itself to the Maintenance of a National Statistical Knowledge Infrastructure, so essential to its continuing capability to produce and provide relevant statistics, which becomes a seventh indicator. It is important to understand that, because these elements are horizontal in nature, cutting across the Agency, and its organizational functions, within a professional matrix structure, resources associated to each one can not be easily discussed.

The following table sets out the measures and indicators used within the Agency to measure aspects of its performance:

Table 1: Performance Monitoring Measures and Indicators

Performance Measures:	Performance Indicators:
<p>Relevance: Use of statistics in policy formulation and decision making The production of new statistical information in areas required to formulate policy and to make decisions The production of knowledge that contributes to an understanding of Canada's economic and social history, trends and issues The extent to which statistical information serves to address the purposes for which it was produced and fills the needs of users</p> <p>Information Quality: The timely release of high quality statistical information. Statistics which adhere to recognised national and international standards Availability of quality descriptors and technical notes Statistics which are accessible to Canadians</p> <p>Maintenance of a national statistical knowledge infrastructure: Controlled Respondent Burden Maximum use of administrative data Use of modern methods and technologies Skilled and responsive staff</p>	<p>Program Relevance Support to policy decision making The production of new statistical information Program improvements resulting from user feedback</p> <p>Accuracy of Information Survey coverage (mission critical surveys*) Sampling error (mission critical surveys) Response rates (mission critical surveys) Statistical revision patterns</p> <p>Timeliness of Information Measures of elapsed time between reference period and release dates.</p> <p>Accessibility of Information Access to information products and services including: Media citations Internet connections Web site services Client contacts with Regional Offices Sales Partnerships Client satisfaction measurements.</p> <p>Interpretability of Information Availability of quality descriptors and technical notes. The availability of meta data</p> <p>Coherence of Information Use of Classification Standards (mission critical surveys)</p> <p>Maintenance of a National Statistical Knowledge Infrastructure Calculated respondent burden Use of administrative data in lieu of surveys Alternative means of reporting and collecting data Employee Opinion Survey Employee turnover rates Investments in employee training</p>

* Mission critical surveys: The Agency has identified as “departmental mission critical programs” those that provide key current socio-economic indicators. These are: the Labour Force Survey, the Consumer Price Index, the Monthly Survey of Manufacturers, International Trade Statistics, Monthly Wholesale/Retail Trade Survey, the Quarterly Gross Domestic Product, the Survey of Employment, Payrolls and Hours (income component), the Quarterly Financial Survey and the Industrial Product Price Index.

Financial Performance is monitored at a broad level through financial management information systems to provide information on expenditure and program efficiency, and on costs by program, organizational unit, and function. Underlying these systems is a framework of financial policies and procedures, cost recording systems, and internal financial performance measures.

Respondent burden and respondent relations more generally are monitored in a variety of ways, including direct measurement of the number of respondent hours required to complete Statistics Canada surveys, identifying and exploiting alternative information sources, developing alternative means of reporting and collecting information and through feedback obtained from respondents.

Human Resource Management is monitored through regular employee feedback from internal, and public service-wide, surveys, exit and turnover rates, knowledge transfer, exit interviews, as well as through Biennial, every second year, and Quadrennial, every fourth year, Program Reports.

3.4 Strategic Outcome(s), Plans, Priorities, and Resources

The Agency, by the nature of its mandate, does not play a direct role in policy development. The Agency does, however, play a central role in enlightening, and contributing to, public policy discussion. Many of the current domestic issues of the day are discussed and assessed using Statistics Canada data and analyses. The 2001 *Speech from the Throne* identified issues, such as health, skills and learning, Aboriginal children, environment – every one of which has been, and continues to be, illuminated by the Agency's information products.

The planning activities highlighted in the following table under the heading "Plans and Related Activities" will be subject to review and reporting using Statistics Canada's Quality Assurance Framework.

Strategic Outcomes, Planning Priorities, Plans and Related Activities, and Resources

Strategic Outcomes	Planning Priorities	Plans and Related Activities	Resources 2002-03 (\$000)
<p>Inform Canadian citizens, governments, and businesses on various aspects of Canada's evolving economy and society, with objective and impartial statistics and products, services, and insightful analyses which are:</p> <ul style="list-style-type: none"> • relevant to policy formulation and decision-making • responsive to emerging issues • of high quality <p>and which contribute to:</p> <ul style="list-style-type: none"> • meeting Canada's information needs • honoring its citizens' right to open, easily accessed, understood information • fulfilling legal requirements • keeping Canadians informed on, and of, current and emerging economic and social issues affecting their lives and well-being 	<p>Relevance</p> <p>A. Produce information needed to support informed policy formulation, decision-making, research, and discussion</p> <p>B. Produce information required to meet emerging issues and new challenges</p> <p>Information Quality</p> <p>C. Ensure information is timely, reliable, objective, accurate, and of high quality</p> <p>National knowledge infrastructure</p> <p>D. Preserve an innovative, adaptive national statistical knowledge infrastructure, sound data collection systems, and a professional, flexible work force</p>	<ul style="list-style-type: none"> • Redirect ongoing programs in response to policy needs • Collect, tabulate, analyze, and disseminate results of the 2001 Censuses of Population and Agriculture • Conduct initial planning to prepare for 2006 Censuses of Population and Agriculture • Develop the Survey Research Program in response to information needs to meet emerging issues • Develop the Health Roadmap Initiative • Release timely statistical information • Adhere to accepted national and international statistical standards, and professional ethics • Control response burden • Support the federal government's "Results for Canadians" Initiative 	<p align="center">20.0</p> <p align="center">6.7</p>

A. Information to support informed policy formulation and decision-making

Relevant and insightful statistical information is one of Canada's most important commodities. Statistics Canada is at the core of an integrated and efficient statistical system, serving all sectors of Canadian society. For the planning horizon, Statistics Canada will undertake a number of activities to reinforce its core program in the following areas which continue to be important to key stakeholders in policy formulation and decision making.

1. 2001 Census of Population

The federal government will distribute approximately \$47 billion dollars of funds in 2002-2003, based on the 2001 Census results. The key components of the distributions are the Canadian health and social transfers, territorial formula financing, as well as equalization payments. The 2001 Census, conducted basically in the same manner as in previous censuses, was held on May 15, 2001. The census collects a wide range of information on every man, woman and child living in Canada.

Population counts and estimates are required to determine electoral boundaries, the distribution of federal transfer payments, and the transfer and allocation of funds among regional and municipal governments, school boards and other local agencies within provinces.

Population Counts to determine:

- ***electoral boundaries***
- ***transfer payments***
- ***municipal allocation of funds***

For the upcoming years, activities for the 2001 Census of Population will focus mainly on the following activities:

- process census information scheduled for completion in fall 2002
- release population and dwelling counts scheduled for March 2002. Other results from the 2001 Census will be released starting in the summer of 2002, using various media, such as the Internet, CD-ROMs, press releases and publications
- release preliminary estimates of the 2001 Census coverage studies scheduled for spring 2003
- final release coverage studies scheduled for fall 2003, when population estimates will be recalculated using these estimates and the 2001 Census results.

2. 2006 Census of Population

The 2006 Census cannot be a “status quo” census. External and internal pressures have made it necessary for Statistics Canada to change its collection methodology and its means of data capture. Issues such as privacy, diminished keying capacity, the Agency’s obligation under the Government on Line initiative, the public expectation for an Internet application, the increased challenges associated with hiring and retaining a very large decentralized staff, and the increased timeliness pressures all necessitate a major change to the current way in which the Agency collects and processes census data.

In order to respond to these challenges and capitalize on the opportunities presented by proven collection and processing technologies, Statistics Canada plans to introduce a number of changes. First, the Agency plans to enhance and increase the scope and quality of their existing Address Register to cover areas accounting for over 80% of the dwellings in Canada and subsequently allowing them to mail-out questionnaires to about two-thirds of the dwellings. The other one-third would be handled much in the same way as is done today. Second, in addition to completing the paper questionnaire, there are plans to introduce an integrated Internet option, with the appropriate security and built-in edits. The planning assumptions are that 20-25% of households will choose this method of response. Third, the Agency plans to have all responses (questionnaires and electronic) channelled to one central data capture facility, where there are plans to use scanning (Intelligent Character Recognition - ICR) to virtually eliminate intensive data entry. There are also plans to automate response completeness checks from regional computer-assisted telephone interviewing sites. These measures are intended to address privacy issues, reduce the number of field staff, and the need for a large keying operation. ICR also holds the prospects of reducing processing timeframes substantially.

As the 2006 Census entails significant methodological changes, plans call for a complete Dress Rehearsal to be conducted in 2004. Over the next few years, the focus will be on the following activities:

- part of the 2006 Census strategy is to consider outsourcing various census activities and this is being reviewed
- work on questionnaire design/development is underway. A number of questionnaires have been designed and are presently undergoing focus group testing
- planning for the 2006 Census consultation process has begun. Preliminary meetings with inter-departmental committees, advisory committees, etc, will begin during the winter of 2002 and the consultation process will be conducted in the spring of 2002 (consultation materials are presently being developed).

3. 2001 Census of Agriculture

The first set of data on farm counts and totals from the 2001 Census of Agriculture will be released on May 15, 2002, exactly one year after Census Day. The first release will profile farm attributes including crop areas, livestock and poultry numbers, capital values, expenses and sales, computer usage and organic farming. The second release, on November 20th, 2002, will provide information on farm operators including age and sex of operators, amount of on- and off-farm work, and farm-related injuries. All data will be available at the Canada, provincial, agriculture region, county or census division, and municipality or census sub-division geographic levels.

Work on the final two major initiatives of the 2001 Census of Agriculture also begins in 2002. The Agriculture-Population Linkage Database, which links data from the two censuses to profile the socio-economic characteristics of farm operators, their families and households, will be released in the fall of 2003. Development of the last of the 2001 product line, the flagship publication *Canadian Agriculture at a Glance*, starts in 2002 as well. This compendium of analytical articles, graphs and maps draws from Census of Agriculture and other data sources and will be released in the spring of 2004.

4. 2006 Census of Agriculture

The Census of Agriculture has traditionally been collected at the same time as the Census of Population, using a common collection methodology. The current methodology has been in use since 1971, but it must now be redeveloped to address various issues expressed by Canadians, such as concerns for privacy and the use of local enumerators, and to add a full Internet response option. The successful partnership between the two censuses will continue in 2006, using the new methodologies developed and tested by Statistics Canada, to modernize collection procedures. Development work on these procedures will begin in 2002 to prepare for the complete census collection “dress rehearsal” in May 2004.

5. Post-Censal Surveys

- **2001 Aboriginal Peoples’ Survey**

This initiative is to provide comprehensive data focussed on the specific interests of Aboriginal groups. It is complemented by a concurrent initiative to develop a statistical capacity among the Aboriginal people.

In December 1997, the federal government’s response to the final *Report of the Royal Commission on Aboriginal Peoples: Canada’s National Aboriginal Strategy*, was approved. Statistics Canada received incremental funding in its 1998 budget to act as a partner in this initiative. Its contribution to it was to conduct an Aboriginal Peoples’ Survey, and create a statistical training program for 30 to 40 Aboriginal persons a year.

In accomplishing this, the Agency’s focus has been on establishing a working relationship with National Aboriginal groups. The survey design takes into

account the need for “core” national data, as well as for data specific to various Aboriginal groups. In 2001-02, the first phase of data collection took place. The second phase, targeting only the population reporting Aboriginal ancestry, will take place from April to June 2002. Dissemination plans will be developed in consultation with Aboriginal groups, and with other stakeholders, over the next year. Data are scheduled to be available in summer 2003. Work in future years will focus on analysis and dissemination activities.

- **2001 Participation and Activities Limitation Survey**

This initiative was to produce information on adults and children with disabilities in Canada, on their social support needs, and on the degree to which persons with disabilities are involved in school, work, and everyday activities. At the request of the sponsor, Human Resource Development Canada, a new approach was developed to identify persons with disabilities, with the intention of being able to use the questions in other surveys.

Data collection for this survey was carried out from September 2001 to January 2002. Dissemination plans are being developed. The release of the initial data is planned for winter 2003. Funding ends in March 2003. Because disability is a fluid concept, analysis and evaluation of the applicability of this approach is needed to assess the comparability of data with other sources.

- **Ethnic Diversity Survey**

The survey’s objectives are: first, to produce information to understand better how Canadians of different ethnic backgrounds interpret and report their ethnicity by exploring various dimensions and measures of ethnicity, such as ethnic ancestry, and ethnic identity; and, second, to produce information on ethnic diversity in Canada, as well as on the interaction of ethno-cultural characteristics and socio-economic outcomes.

Data will be collected for this survey from April to June 2002. Content modules include ethnic self-definition, respondent and family background, social networks, family interaction, interactions with society, civic participation, and knowledge of languages and language use. The data release is planned for summer 2003.

6. North American Transportation in Figures

Statistics Canada, in partnership with statistical agencies and policy departments in the United States, Mexico, and Canada, completed a new report, *North American Transportation in Figures*. The report, available on the Internet, provides a comprehensive set of statistical indicators on the use of, performance for, and impact of transportation in North America. It also covers a wide variety of transportation subjects among the three countries. Included in them are transportation and the economy; safety; merchandise trade; freight activity; passenger travel; infrastructure; and energy and environment. Joint work by the three countries was postponed in 2001-02, due to the September 11th, 2001 events. In 2002-03, the three countries will continue their work on

continental harmonisation and integration of transportation, and related statistics, by creating a database on the Internet, where the data series in the publication can be updated independently by each country.

7. Customs Blueprint

Canada Customs and Revenue Agency (CCRA) officially launched the Customs Self-Assessment Program in early December 2001. It is expected that, over the next few years, the majority of the larger Canadian enterprises will be reporting their trade statistics using the information that resides in their own business accounting systems.

The Customs Blueprint Project (International Trade Division, Statistics Canada) has completed the phase one analysis of the current processing of CCRA imports data. During the fiscal year 2002-2003, the completion of this project will involve the production of detailed specification outlining the system changes required of the current applications, and the designing and building of a new application.

One significant result of this project will be the change in focus of the traditional aggregate analysis of trade statistics on Country of Origin, Province of Clearance, Harmonized Classification. Emphasis will be to include the economic agent, the importer.

The modifications to the systems and procedures will encompass all aspects of the treatment of the import trade statistics, resulting in the ability to more thoroughly analyze the data, and become more efficient in identifying and either correcting or verifying anomalies.

The implementation of the new process and procedures is scheduled for early in the fiscal year 2003-2004.

B. Information needed to meet emerging issues and new challenges

The dynamic nature of Canadian society requires the Agency to be continually responsive to new information requirements in order to be in a position to provide Canadians, and their policy institutions, with information to understand better changes taking place, and their magnitude and underlying causalities. The Agency will pursue a number of initiatives to respond to new information needs in the following areas.

1. Develop the Survey Research Program in response to information needs to meet emerging and new policy challenges – Data Gaps II

Issues identified by the Policy Research Initiative will continue to be a key focus of Statistics Canada over the next year. Under the Policy Research Initiative, the program of surveys currently being conducted will be reviewed in 2002-03. For 2002-03, the Agency will complete a number of data gap initiatives in response to the information demands in the areas of the *knowledge-based economy, economic growth, social cohesion, human development, and global challenges and opportunities*.

Knowledge-based economy

Economic growth

Social cohesion

Human development

Global challenges and opportunities

Activities in support of the Knowledge-Based Economy and Society information needs

In response to new information needs on the effects of knowledge and higher-level skills in the labour market and among firms, the following programs have been initiated:

- **Access to, and Use of, Information Communication Technology**

The project's objective is to measure the extent to which Canadians have access to these technologies, how often they are used, and the purpose of their use. The survey will provide information on such topics as the:

- equipment and communications services to which people currently have access
- use made of equipment/services
- time spent on these activities
- demographics of users/non-users
- factors influencing people's decision not to use this equipment/these services
- history/flow of access to computers
- affect of technology on people's lives
- adequacy of Canadian content in on-line services.

Planned activities:

The topic on one of the latest General Social Surveys was “Access to and Use of Information Communication Technology”. Initial findings for this survey were released on 26th March 2001. A public use data file was released, and a number of analytic studies have been conducted. Special tabulations are currently being produced. The project is to be completed in 2002-2003. Continuation of this initiative will be subject to a priority-setting review to occur in 2002.

• **An Index of Total Labour Compensation**

The project is to develop a new labour cost index (LCI) to assist policy-makers in assessing current labour market developments – an essential ingredient to implementing stabilization policies. The new series will also permit new or better research on topics such as the:

- role of labour-cost pressures in inflation process and business cycle
- way particular labour markets adjust to changes in labour demand and supply
- role of non-wage benefits and pay ‘at risk’ in overall compensation and in promoting wage flexibility
- relationship between wage flexibility and employment adjustment.

Planned activities:

Work is continuing with the objective of producing an experimental labour cost index for 2001 and 2002 by the fall of 2003. An assessment of the LCI data in terms of meeting client needs will subsequently be conducted.

• **Workplace and Employee Survey**

Policy research on workers and the workplace has been incomplete, because two elements are missing:

- basic information on demand for labour
- inability to link demand side information to the supply side of the labour market; i.e., the inability to link the results of company decisions for workers.

The aim of the Workplace and Employee Survey (WES) is to eliminate this data gap by collecting information on the workplace and on how it is changing, and the its effects on workers.

Planned activities:

A conference of policy analysts, academic labour economists and industrial relations researchers, highlighting WES-based research is scheduled for 2002. The project will be completed in 2002-2003. Further developments are subject to a Policy Research Data Group (PRDG) priority-setting exercise in February 2002.

Activities in support of Economic Growth information needs

Economic growth is central to wealth and job creation. Yet many aspects of it are not clearly understood, particularly in the areas of the determinants of productivity growth and slowdown, both factors in the United States', but not in Canada's, economic performance in the 1990s, and the relationship between productivity growth and the environment.

Projects planned to fill data gaps in this will be:

- **The Information System for Science and Technology Project**

Science and technology activities are central to creating jobs and economic growth, to improving quality of life, and to advancing knowledge. Although effective exploitation of science and technology is fundamental to individual and societal well being, many questions on this issue can not be answered with the statistical information available a number of years ago.

An information system for science and technology was launched in April 1996 to address the information gaps in this area. The project provides integrated information on three aspects of science and technology in Canada: basic performance of science and technology, including research, development and innovation, in all sectors of the economy; economic and social impacts of technological innovation; and diffusion of technologies and ideas in a knowledge-based economy.

The project aims at developing three sets of measurements under the headings of science and technology, innovation, and diffusion and appropriation. These measurements will serve to provide a coherent picture of the Canadian system of innovation and its relation to the knowledge-based economy.

Planned activities:

For the coming fiscal year, new results on biotechnology activities and firms will be released and new analysis based on the General Social Survey will examine the use of information and communication technologies by people. The project is to be completed in 2002-2003. Further developments are subject to a PRDG priority-setting exercise in 2002.

- **Socio-Economic Indicators of “Connectedness”**

This project will provide information on factors influencing Canada’s ability to achieve its objective to make the knowledge infrastructure accessible to all Canadians. It will also serve to determine the use, or planned use, of information and communication technologies by households and other sectors of the economy, as well as on their readiness to engage in electronic commerce. Measuring electronic commerce is a key part of the project.

Planned activities:

For the coming year, questions added to the Household Internet Use Survey for the cross-economy surveys of electronic commerce, and of the use of information and communication technologies, and electronic commerce questions, will be analysed to gain new insight into the use of electronic commerce in Canada. Also, the ‘Connectedness Series’ will be continued to provide a vehicle for the analytical products coming out of these and other surveys. At the same time, the Agency will explore ways in which data could be gathered on Canadians’ use of electronic networks. The project is to be completed in 2002-2003. Further developments are subject to a PRDG priority-setting exercise in 2002.

The Agency will continue to work internally, and closely, with Industry Canada to develop new and timely measures of electronic commerce, and other aspects of the network economy.

- **Environment Statistics Program**

The Program’s objective is to provide Canadians with consistent, comprehensive and pertinent information with which to study the relationship between the environment and human activities. The mandate is carried out through two main activities:

- integration of environmental information with Statistics Canada’s socio-economic data
- collection of data on environmental protection directly from businesses, households, and governments, through several surveys on the production and consumption of environmental goods and services.

Planned activities:

The environmental statistics program has four major elements: a set of environmental accounts and indicators; a set of environmental surveys; a spatial data infrastructure and a quinquennial reference compendium entitled Human Activity and the Environment. In 2002-03, activities are planned in the areas of environmental surveys including the next cycle of the Environment Protection Expenditure Survey, the Waste Management Industry Survey and the Environment Industry Survey. The first cycle of environmental accounts has been released, and feedback from users of these accounts will guide preparation of the next cycle.

A four-year project to produce statistics on recycling of natural resource commodities will conclude in 2002-03. Data have been collected and compiled into an organised structure to facilitate analysis, and will be released in 2002-03. Extensive consultation has taken place with data providers and potential users, and a website, to be maintained by Natural Resources Canada, will be established to disseminate these statistics. Identified refinements to the methodology will be incorporated in the next cycle of the survey.

Activities in support of Social Cohesion information needs

Among the challenges in the area of Social Cohesion are issues related to polarization and Canadian identity. A research framework has been developed and, while there is a broad range of information from existing surveys, major information gaps still exist. A multi-faceted strategy is proposed, combining specific initiatives to meet short-term data needs, and to develop flexible data collection and analysis vehicles to address new questions that emerge from the ongoing research program. Areas to be covered by this initiative are:

- **General Social Survey (GSS)**

The aim of this project is to redesign and expand the GSS to provide data to support research initiatives, particularly in the areas of social cohesion and human development.

Planned activities:

Data collection for Cycle 16 of the GSS will be in 2002 and will cover the theme of social support for the senior population. This cycle will collect data on help provided to and received by people. As well, the survey will collect detailed information on transitions to retirement, retirement planning, as well as other topics targeted at an older population.

- **Hate Crime and Other Diversity Issues in the Justice System**

Hate-motivated crime and the perceived inequality of treatment of different groups by the justice system can polarize society along racial or ethnic lines. Hate-motivated crime has been identified as a major information gap. This project will assess existing information and seek to address gaps on experiences of various groups as victims, offenders and workers in the justice system to support the development of effective policy in response to hate-motivated activity and other diversity-related justice issues.

Planned activities:

In 2001-2002, a series of 10 profiles on minority groups interacting with the justice community were completed. The profiles present socio-economic characteristics of each group and any justice data that are available. A report is being prepared on the diversity of persons working in the justice system. The results of the first phase of a study of hate crime were released. Consultation with the Police Information Statistics Committee of the Canadian Association of the Chiefs of Police has provided general direction as to how this information can best be collected. Work in 2002-2003 and subsequent years will focus on testing data collection methods and attempting to establish ongoing data collection mechanisms to address gaps.

- **Longitudinal Survey of Immigrants to Canada**

The Longitudinal Survey of Immigrants to Canada is designed to improve our understanding of how immigrants adjust to life in Canada. The survey will interview the same respondent at three points in time, after arriving in Canada: six months (Wave 1); two years (Wave 2); and four years (Wave 3). This design will facilitate detailed analysis of the factors influencing changes in the life of the immigrants over time. The study will focus only on issues related to short-term adjustments and integration. The results of this survey will guide the determination of which services are most effective in helping newcomers settle into Canadian society and will provide information on how new immigrants use the resources available to them. The target population of the survey is permanent residents 15 years of age and older arriving from outside Canada over a specified period of time. The primary unit of analysis for the survey is the individual immigrant.

Planned activities:

Current plans call for the release of the first wave of survey data in January 2003. An analytical paper summarising the findings will be released, as well as data tables. Collection of the second wave of data collection will be undertaken in 2002.

- **Culture Trade and Investment**

The Culture Trade and Investment Project was initiated in 1996-1997 with initial funding from the Department of Canadian Heritage, Industry Canada, the Department of Foreign Affairs and International Trade, and Statistics Canada.

The primary focus for the initial years was conceptual development and data mining:

- identifying relevant concepts and methodologies for assessing the role and contribution of culture trade activities
- developing an integrated database on international trade in cultural goods and services (exploiting all available sources of data)
- identifying data gaps and appropriate strategies for enhancing culture trade data
- producing technical documentation on culture trade
- developing analytical products.

Planned activities:

Over the next year, the project will finalize an integrated database on trade in cultural goods and services, and data gaps that have been identified will be filled. The project will also produce technical documentation on trade and analytical products.

Activities in support of Human Development information needs

Human Development covers numerous aspects of the human experience: childhood, work, learning, aging, caring for others, and participation in the community. The following statistical projects will be undertaken to meet the needs identified as gaps by the Human Development Network initiative over the first several years of its research agenda.

- **Post-Secondary Transition Survey**

The Post-Secondary Transition Survey will provide information to understand better factors affecting the transition of Canada's young people in moving between post-secondary education and the world of work. This will help in the development of youth policies and programs to achieve successful transitions into the labour market. Results will also identify concerns about social integration and social disenfranchisement.

The survey will reveal if there are major inefficiencies in the early stages of post-secondary education, and if “leavers” might benefit from alternative educational pathways. Information is critically needed to assess the magnitude of persons leaving the country upon graduation to understand the factors involved and to develop policies on the issue of the “brain-drain” - a growing policy concern relating to Canada’s competitiveness in the global economy.

Planned activities:

Data collection for the National Graduate Survey and a new survey, the Post-secondary Participation Survey (PPS), a supplement to the Labour Force Survey, will occur in 2002. The PPS will provide information on post-secondary participation, post-secondary leavers, and graduates, student debt-load and repayment. PPS key content areas are:

- ***access to post-secondary education, and retention of post-secondary students***
- ***indicators of student debt and repayment to facilitate monitoring of the Canada Student Loans Program.***

- **Life Skills Survey**

As Canada’s economy and society change to become more knowledge-based, Canadians will face a new set of transition and adjustment challenges. The purpose of the International Life Skills Survey is to directly assess, via cognitive measures, the performance of adults aged 16 to 65 in the skill domains of *prose literacy, document literacy, numeracy, and problem solving*. The results will establish the level of skills among Canada’s working age population and will enable international comparisons. The project will be developed jointly with the OECD, thereby permitting the design and calibration of a series of generic tests to measure the aforementioned skills.

Planned activities:

The main field collection for this survey is expected to take place in 2002. Release of an international comparative report is scheduled for September 2004. Over the next two years, the major steps will be: linking and analyzing the national and international data; reviewing the main assessment tools; drafting the international comparative report; releasing the international microdata; and completing and publishing the International Life Skill Survey comparative report and monograph.

- **Changing Life Paths and Time Allocation**

One of the major gaps in federal policy research identified by the federal Policy Research Initiative (PRI) concerns the life path and time allocation patterns of Canadians, how these patterns have been changing and what the impacts of these changes are. In particular, the PRI noted that “The way Canadians allocate their time to key life activities affects current and future production, the quality of care provided to children, the quality of life of individuals and families, and the strength of local communities. The consequences of family ‘time crunch’ and the changing nature of the world of work need to be monitored and better understood. More needs to be known about family preferences in balancing work, learning, leisure and caring activities.” The Life Paths project is an innovative effort to integrate data from across a variety of Statistics Canada data sources. The objective is to construct a statistical picture of the way Canadians spend their time, and the activities in which they engage, over their lifetimes.

Planned activities:

With the completion of the core model in 2001, activities are now planned in three major directions. First, is the production of a stream of analytical studies. Some of these reflect the analysis that has gone into building the model. For example, one analysis has developed cohort trends in union formation and dissolution propensities by comparing/combining the 1995 General Social Survey and 1984 Family History Survey.

The second planned set of activities is further extensions to the model’s capabilities; for example, income tax and cash transfer program modules, and a module for personal saving. These are particularly important for analysis of population aging and retirement income prospects.

The third set of activities involves working with our client departments, particularly Human Resources Development Canada. One area of interest is projecting the effects of population aging.

- **Survey of Financial Security (SFS)**

The Survey of Financial Security will provide information on the net worth of Canadians, that is, the value of our assets less our debts. In particular, this project will enable a better understanding of the:

- types of assets and debts held by Canadian individuals and families
- manner in which wealth is distributed among the Canadian population
- profile of Canadians holding different types of assets and debts
- changes in asset and debt holdings over the life-cycle
- future consumption capabilities of Canadians and their potential financial vulnerability, particularly if facing unforeseen events, such as a reduction in income

- extent to which individuals' current assets will provide them with an income during retirement
- relationship between income and wealth
- extent to which assets are being, or could be, transferred from one generation to the next
- impact of student loans on students and their families.

Planned activities:

Because of the complexity and the amount of collected and derived information, data have been released in two steps. A first release of the assets and debts data occurred March 2001, with a second release in December 2001. A public-use data file will be released in 2002.

A comparison of the SFS with aggregates from the System of National Accounts was pursued and a paper reconciling the two sources of information (and explaining potential differences) was released in March 2001. Other research papers were released later in the year.

A consultation paper was issued to stakeholders explaining the proposed methodology to estimate a value of pensions. Comments from the consultation paper were received in March 2001. This methodology has been adjusted, and a pension value calculated in order to release the second part of data by the early fall.

Activities for future years include the processing of the data on pension and the creation of a public use microdata file, and support to researchers.

- **Enhanced Student Information System (ESIS)**

The project consists of establishing a national database of individual student records at all levels of education, kindergarten through post-secondary, public and private. Such information will provide for the analysis of student mobility and pathways over time, from one level of education to another, across institutions and jurisdictions, as well as more in-depth analysis of factors associated with education and labour market outcomes.

Planned activities:

ESIS has been successfully piloted and is now in its implementation phase. Data are currently being compiled from the provinces.

Once the database is fully populated, the project will address the following challenges in subsequent years:

- ***implementing the Classification of Instructional Programs, which is a much more detailed and modernised classification system of major field of study than is currently in place***
- ***overcoming privacy concerns in some jurisdictions***
- ***implementing systems changes in institutions to allow them to report data in ESIS mode***
- ***addressing conceptual coverage issues.***

- **Education and Training Services Industry**

The Education and Training Services (ETS) industry is a complex sector comprised of Small and Medium Enterprises, the training arms of companies in other industrial sectors (e.g. telecommunications, health care, multimedia), and the commercial activities of colleges, universities and school boards. The sector represents a growing component of the supply of education and training in Canada. However, existing data collection projects offer little information on ETS industries or their role in the export market.

Under the Canadian Government's Policy Research Initiative, a project entitled *Education and Training Services Industry Data* was approved in June 1999, to address these data gaps over a four-year period.

Planned activities:

Specific plans for the next two years are still being discussed with interested departments (Industry Canada, Department of Foreign Affairs, and International Trade and Department of Canadian Heritage).

Activities in support of Global Challenges and Opportunities information needs

The projects which fall under this heading are of a more global nature and thus are not readily classifiable in any of the preceding headings:

- **International Merchandise Trade Data Reconciliation and Improvement**

Two factors in the development of Canada's trade policy that require better understanding are reconciliations with major trading partners and characteristics of our exporting community. Mutually agreed trade data are a prerequisite for trade negotiations. This project will consist of reconciling, with Canada's major

trading partners, the bilateral trade flows on an annual basis. In addition, a population of exporters will be developed and maintained over time. This will allow analysis, over time, of our exporters in terms of who they are, what they export and where. Such information is a key component to monitor and focus trade promotion activities.

Planned activities:

Work will focus on:

- ***Developing a statistical methodology to quantify the magnitude and nature of data discrepancies and to be used to reconcile official trade numbers***
- ***Modernizing the current electronic export reporting system to make it easier for exporters to report online***
- ***Developing special reporting arrangements with exporters***
- ***Working with Canada Customs and Revenue Agency to implement recently legislated penalties for non-reporting.***

2. The Development of the Health Roadmap Initiative

The Health Roadmap Initiative is a collaborative effort among the Canadian Institute for Health Information, Statistics Canada, Health Canada, and a number of groups within the health community. The outcome of this initiative aims to:

- provide much better information on major current and emerging health issues
- address problems of fragmented or incomplete data
- improve the analysis of health information being captured
- more broadly disseminate health information to realize its potential for improving the health of Canadians and their health care system.

This initiative involves establishing new databases or expanding existing information to better understand emerging issues in health care. The initiative, through its various projects, will also result in better data, technical standards for gathering information and ensuring privacy, and a series of broad indicators on health and its determinants for the use of both the general public and managers in the health system.

Projects include:

- expanding the set of health-related indicators to meet the needs of the First Ministers' Health Accord of September 2000
- launching the Canadian Community Health Survey to provide cross-sectional estimates of health determinants, risk factors, health status and health system utilization not only at the national and provincial levels, but also for sub-provincial community health regions across Canada
- developing person-oriented data sets to integrate health care data with information on health status and the outcomes of medical treatment
- enhancing the Canadian Cancer Registry to accept additional data (diagnostic detail, particularly staging, medical, surgical and therapeutic interventions, as well as associated costs and outcomes) to support analysis of survival

- further developing Vital Statistics to improve the accuracy, timeliness and quality of the data and enhance the capability to use birth and mortality data in the development of health outcome information
- developing a time-series to describe important health-related measures by age, sex and geography, by category (non-medical determinants of health; health status, health system usage; demographic characteristics; and economic characteristics).

3. *Research Data Centres for Social Statistics*

The Canadian Initiative on Social Statistics (CISS) is a co-operative project of the Social Sciences and Humanities Research Council of Canada (SSHRC) and Statistics Canada.

Statistics Canada possesses comprehensive data sets providing the country with an excellent statistical base of information on critical social and socio-economic issues. These include, among others, an exploration of factors that determine child development; survey results that shed light on accumulating pension rights of Canadians; effects of competitive business practices on employees; factors that determine the health of Canadians; and the incidence of crime and its impact on victims and society.

The three key objectives of this project are to:

- promote research and training that make extensive use of social statistics
- facilitate access to Statistics Canada's detailed microdata (but where confidentiality will be maintained in accord with the *Statistics Act*) through the implementation of data centres across Canada
- maximize research and public policy interface.

Nine university-based data centres, in effect, extensions of Statistics Canada that operate under its strict security provisions, and managed by STC employees, have been opened. Researchers using the data have to apply to the SSHRC-led committee that includes a representative from Statistics Canada. If approved, the researcher is sworn in under the *Statistics Act* and can then access the data with the same security provisions established for the Agency's own employees. Any aggregate data physically removed from secure areas are carefully screened to ensure confidentiality. Over 70 research projects are currently being conducted.

The researchers will write reports based on the results of the research. The reports are subject to Statistics Canada's rigorous peer and institutional reviews. This fosters the use of Canadian data in current research initiatives and thus contributes to a better understanding of factors at play in emerging socio-economic dynamics. The first results from the research projects are anticipated by the end of March 2002.

C. Information Quality

Initiatives are taken each year, in order to address areas identified as being at risk or not up to acceptable standards, to ensure that information provided to governments, businesses, researchers, interested clients and users, and the general public remains objective, reliable, timely, complete, and accurate. Areas identified for attention this year include:

1. Improving Timeliness of Business Survey Outputs

A detailed review of annual business survey processes, seeking to improve the timeliness of data to meet a target release of no more than 15 months after the end of the calendar reference year, led to the setting of targets for all annual business surveys not now meeting this requirement. A timeliness-working group will monitor plans, and progress, to achieve this. Speeding up collection and simplifying editing processes are key to improving timeliness. This work will be a major challenge for all involved in producing these surveys, and their statistical outputs, to ensure these targets are met.

2 Program Renewals in Several Key Areas

During the period of budget cutbacks, the systems of many key series had not been renewed, as they should be periodically. The following areas have been identified as requiring investments:

- A strategic plan has been developed for the Consumer Price Index (CPI), and work on the systems, as well as improvements to the methodology, has begun and will continue for the next three years
- system redesign for the *Corporations Returns Act* is a two-year project which started this year
- the Monthly Wholesale and Retail Trade Survey redesign will enter its third year and work is proceeding towards a parallel run in 2003-04
- in the area of Transportation, work continues to modernize key survey programs (trucking and bus). In the Aviation Statistics Program consolidation, deregulation and privatization forces have affected the survey gathering process. The tragic events of September 11 will further complicate the picture as the Airline Industry faces unprecedented survival pressures. The Agency will continue to work very closely with Transport Canada, and the industries involved to refurbish its transportation statistics to better reflect the rapidly changing challenges of these industries.

3. *Coherence of Data*

Coherence is a dimension of data quality that is addressed through the common conceptual frameworks, common variables and classifications, and common methods and processes.

Expanding the policy on Standards is an important objective, and additional work is planned this year. The Integrated Meta Database (IMDB) can be used as a tool for evaluating the extent to which standard definitions are used in statistical programs, for identifying opportunities for further harmonization, and for promoting the use of departmental standards. Additional work, using the IMDB, is planned to expand the coverage of standards in subject matter areas not covered by departmental standards.

Further work is planned on industrial classifications for greater convergence of the North American Industrial Classification Standard and la Nomenclature statistique des activités économiques dans la Communauté Européenne.

4. *Changing Structure of Business Organizations*

Business organizations' structures are changing rapidly, influenced by globalized markets, increased foreign ownership of Canadian enterprises, and increased industrial concentration, deregulation, and privatization. These events have prompted Statistics Canada to look at, and question, the adequacy of its concepts and approaches underlying business statistics to ensure they are still appropriate to use for data gathering, processing, and analysis. A concepts committee is at work to review and confirm concepts and operational practices for multinational businesses in order to get a better appreciation of the size and nature of this problem. This is challenging, leading edge work and its results, and implications, will be important to the Agency's understanding of multinational businesses and its structuring of data on them.

D. The maintenance of a national statistical knowledge infrastructure

Statistics Canada must continually strive to ensure that the information it produces is timely, accurate and of high quality. Of equal importance is the need to ensure that the means by which Canadians communicate with the Agency are as practical and user friendly as possible. The Agency will continue to undertake initiatives aimed at controlling the burden it places on respondents, by exploring new ways of making use of information holdings, and by developing and testing modern methods and technologies to alleviate burdensome reporting. The Agency actively participates in “Results for Canadians”, a government initiative that seeks to attain the same goals. The following summarizes some of the Agency’s plans in this area over the next three years.

1. Controlling Response Burden

Statistics Canada is very conscious of the significant time and effort required by its survey respondents. The following initiatives are examples of the Agency’s continued efforts to control the burden it places on respondents using alternative means of data collection.

- **The development of the Unified Enterprise Survey**
Statistics Canada has redesigned its entire framework for conducting business surveys. To avoid duplication of survey activities, most annual business surveys have been integrated into a single master survey program called the Unified Enterprise Survey (UES). Moreover, the UES now collects financial and commodity detail at the provincial level for more industries than was previously possible while avoiding overlap between different survey questionnaires. Some 800,000 small businesses have been excluded from survey sample selection and their information estimated using tax data from the Canada Customs and Revenue Agency.

In the area of response burden, the Agency will continue to monitor and limit the amount of survey burden it places on businesses, especially smaller businesses, to make it as simple, flexible and low-cost as possible for businesses to provide the information required. The successful process started last year of pre-contacting smaller businesses new to the UES will continue. This pre-contact process introduces the business to the UES, confirms that the business has been identified properly and should indeed be receiving a survey, and ensures that the most appropriate person in each business will receive the survey. The process is designed to eliminate confusion and to answer questions businesses may have about the survey. In addition, a review process is being established for new and redesigned business surveys to ensure compliance with response burden management principles.

The UES for reference year 2002 will begin phasing in a number of improvements designed to reduce respondent burden. The questionnaire content for selected surveys will be greatly reduced by eliminating questions that have proved difficult for businesses to answer. Instruction guides will also be introduced to better inform respondents on data requirements and facilitate their provision of accurate data. And the mail out of questionnaires will be advanced to better coincide with fiscal year-end cycles of businesses. The latter activity will be beneficial to businesses which in the past may have lost familiarity with their previous year financial records by the time survey forms arrived.

Based on a usage analysis and respondent feedback, the previous electronic data reporting (EDR) module for the UES was discontinued with due notification to existing users of the service. Efforts have instead been channeled into working on a broader-based EDR solution associated with the Government-On-Line initiative. The Agency will continue in its efforts to consult with business respondents and their trade associations on measures to lighten the reporting burden.

- **The development of new administrative data**

Another way to ease response burden is to use administrative data that have already been compiled from other sources. Often, these data come from other federal agencies or departments, or other levels of government, who gather the information for their own program requirements.

Statistics Canada will continue to aggressively pursue the use of administrative files as a replacement for survey data and be proactive in establishing agreements to share both types of data (administrative and survey) to reduce the need to conduct more surveys. Some sources, such as the T1 and T2 tax returns for unincorporated and incorporated businesses respectively, the Goods and Services Tax (GST) file and the payroll tax deduction system have been identified, analysed and integrated at various degrees into the statistical system. These sources are compatible with Statistics Canada surveys and as such can be used to supplement survey data and enable the Agency to better comprehend the socio-economic structure of the Canadian society. In future years, Statistics Canada will not only continue to integrate these sources and many others into its statistical program, but also will search for additional administrative sources to fill its information needs.

2. Results for Canadians/Meeting Client Needs

Statistics Canada strongly supports the Government's key initiatives to strengthen understanding of and response to citizens' expectations of departments and their services: Government On-Line (GOL); and the Service Improvement Initiative (SII). The Agency is well advanced in making its services available through on-line options. The Agency also applies long-established practices that support SII's objectives of improved client satisfaction.

The Agency's involvement in and plans for on-line service transformation and client-satisfaction research ensure client needs are effectively addressed.

- **Government On-Line (GOL)**

The transformation of services on-line has been a key strategic-planning focus for Statistics Canada for a number of years. The Agency's strong and varied participation in the GOL initiative represents an important contribution to achieving the Government's objectives for GOL and to realigning and improving delivery of internal services.

Many of the benefits of on-line service delivery offers to clients also support the Agency in meeting its mandate more effectively and efficiently:

- increasing access to and use of the Agency's information
- information that is more relevant and timely
- closer relationships with clients and stakeholders.

Until on-line connectivity is universal, products and services are offered on-line as an option, and in addition to traditional formats.

The development and planning of on-line services focuses on three key client-service areas.

- **Information Dissemination and Communication:** Canadians evaluate the relevance of Statistics Canada by the timeliness, relevance and value of the information it provides. On-line publishing and dissemination have enabled the Agency to make increasingly current information available to more Canadians than had ever been possible through traditional channels. Launched in 1995 and updated daily, the Agency's web site content has been increasingly expanded, offering e-publications and electronic data, e-commerce services, as well as census and survey information. Daily visitors to the site now exceed 20,000 on average, representing Canadians from all areas.

The on-going development of statcan.ca will continue to be driven by client research, and the site is expected to include a number of additional innovations and upgrades to further improve its effectiveness as the Agency's primary dissemination channel. These plans include offering both additional and more diverse information -- including an expanded CANSIM II, the Agency's central data warehouse; mapping-interface services; and the 2001 Census data -- as well as technological upgrades to further improve the site's user-friendliness.

Statistics Canada's participation in the e-clusters around which the Government of Canada's site is organized will further expand Canadians' access to the Agency's information. Statistics Canada is currently the lead department for two e-clusters, and plans include making data available in as many as 25 of the 34 e-clusters on the Government's site.

While dissemination of Agency information on-line is well advanced in many respects, the Internet's ability to increase the access, relevance and impact of Statistics Canada's holdings will continue to be a key planning focus.

- **Collection of Statistical Information:** The availability of an on-line reporting option for Statistics Canada's respondents has long been recognized as an important and strategic opportunity. Questionnaires for some surveys have been available in electronic format since the early 1990s. The Agency's market research indicates respondents' value electronic data reporting (EDR), seeing it as a faster and more convenient reporting process, as well as one eliminating a need for sharing private information.

While EDR also promises advantages for the Agency--potentially contributing to timelier and better quality data, as well as improved response rates--, on-line options for surveys are at a much earlier stage of development. Transforming surveys on-line is and has been a key strategic-planning priority for a number of years, and a continuing deliberate and incremental approach is required to ensure the Agency's essential credibility is not compromised.

Statistics Canada administers over 400 surveys, not all of which can be offered on-line. The survey methods involved are as diverse as the survey respondents - not all of whom have the interest or aptitude to report on-line. Respondent relations dictate that traditional reporting formats continue to be offered, and the Agency must also ensure that integrating multi-channel responses does not compromise data quality. The security and privacy of the on-line reporting channel remains a key concern among respondents - and an equally serious consideration for the Agency: Statistics Canada has a legislated responsibility to protect the privacy and confidentiality of all respondents.

The Agency plans to continue to expand the number of surveys for which an on-line option is provided, and expects to meet client expectations as they emerge. Pilot projects introducing an on-line option for different groups of surveys are being completed, involving client research to determine respondent readiness and satisfaction, assessment of response rates, and evaluation of data quality.

Over the next three years, it is expected that an on-line option will be made available for 50 additional surveys, including such high-profile surveys as the Household Spending Survey. It is also planned that the 2006 Census will include an on-line option.

While the Agency is strongly committed to expanding the availability of EDR--among one of its most critical planning priorities--, the need to understand and manage effectively variables, which could potentially compromise data quality or relations with respondents, will strongly influence the scope and pace of transformations undertaken.

Statistics Canada's involvement in the GOL initiative is to expand EDR by changing over 11 business surveys to on-line. As part of this initiative, it also will provision to help finance the initial development of an Internet site specifically for larger businesses for which reporting responsibilities can be demanding. This site will streamline the reporting process for these firms, and represents an important element of plans to continue improvement of relations with key survey respondents.

- **Stakeholder Relationships:** Statistics Canada makes extensive use of the on-line channel in consulting with a variety of different stakeholders, the majority of whom are well-advanced technologically. The Agency plans to continue to expand on-line consultations, and expects to be able to fund associated investments independent of GOL funding provisions.

Statistics Canada has invested heavily in transforming services for delivery on-line and substantial commitments must continue to be made. Preservation of the Agency's key asset -- the quality and reliability of its data and information -- will be an overriding consideration in determining the pace at which transformation activities proceed.

- **Service Improvement Initiative**

The Government of Canada launched the Service Improvement Initiative as part of a concerted drive to improve Client and Citizen-Centred Service Delivery. Along with other federal organizations, Statistics Canada participated in the research and development of the Common Measurement Tool, and continues to fully support this initiative. Statistics Canada has a long history and track record of placing priority on its client services. Over the years, the Agency has incorporated into its management practices many aspects of the Service Improvement Initiative.

Clients are supported by access to the full range of Statistics Canada's resources, including all published data, expert personnel, and specialty and customized services.

Key client services include:

Research

- Research services identify which data from among all Statistics Canada's holdings are most relevant and valuable in meeting client needs

Census Consulting

- Isolating and cross-tabulating such variables as population counts, income, ethnic origin, language and education can assist clients in determining key demographic profiles, customized on national, regional, or more local geographic levels

Integrating Data

- Combining two or more different data files can highlight the relationship between them within a single context, such as common spatial or geographic variables. This service can involve integrating one or more Statistics Canada files with client-proprietary data; with other public-sector data; or with commercially published data available to the Agency. All client projects are treated in strict confidence

Business Geographics

- Incorporating and illustrating a variety of different variables, thematic mapping can profile lower-level geographic areas; overlay key customer data, including profiles and locations; and track demographic changes. Thematic mapping (of Geographic Information Systems) can help in understanding and interpreting the meaning of data

Data Analysis and Interpretation

- Working with Agency methodologists and other specialists, Statistics Canada's staff will assist clients in understanding the meaning and significance of data, including determining context, causal factors, key findings, and relationships and trends suggested by the data. These analyses can involve standard statistical techniques, as well as basic statistical modeling. Staff will also assist clients in identifying additional information or services to support their unique decision-making requirements

Forecasts and Projections

- Statistics Canada's mandate includes publishing forecasts of Agency demographic data. Staff will arrange the preparation of projections of other data, based on assumptions provided by clients and on the understanding these forecasts are not published as Statistics Canada projections

Special Services

- Statistics Canada offers courses to assist clients in defining information needs; planning, organizing, and conducting field surveys; designing questionnaires; sampling and estimating procedures; assessing data quality; analysing data; evaluating findings; and in interpreting and presenting results. As well, staff will organize seminars for clients on a variety of topics, including using and understanding Statistics Canada data, statistical methodologies, and techniques for sampling and analysis. Special conferences are also held for the benefit of clients on topics of current interest; past examples include *Professional Women: Cultivating Their Future* and *The First Nations Community*.

The Agency continuously assesses the relevance of its published information and conducts market research on individual products and services. Recently, an extensive client consultation on Census dissemination was conducted with representatives from the various levels of government, libraries, academia, private sector, non-government associations as well as licensed data distributors of Statistics Canada. Following a

thorough analysis of their feedback, changes to the 2001 Census products and services line (both content and delivery) will be made, to maximize clients' satisfaction levels.

A large, and growing, number of market research studies and market tests have been undertaken by Statistics Canada to better understand the needs of information users and the dynamics of stakeholder relationships. These include:

- a study of the impact of conversion of print publications to the Internet on clients
- a study on a new electronic publishing format
- a user evaluation of E-STAT, a product developed for use in secondary schools
- development of a Business Page to integrate Statistics Canada's business information and make navigation easier for web clients
- a study on the factors affecting response to surveys.

Statistics Canada's Web site has emerged as critically important in enabling the Agency to achieve its public access objectives, as well as in delivering commercial services. The evolution of the site and its strong public profile owes much to a number of market research projects in which user comments on site design, and content and tools available to visitors was solicited and measured. This research includes detailed web surveys conducted in 1997, 1999, 2000, and 2001; these also measured visitors' level of satisfaction with the site.

Market research will continue as service opportunities develop and expand. Moreover, the use of market research is not restricted to web application; various key products and client sectors have been studied in efforts to further enhance the Agency's performance.

In light of the growing importance and profile being given to the improvement of services to Canadians, the Agency will continue to refine its current practices in the spirit of client-centred service delivery, and will continue to pay attention to the common measurement tool for future research on web satisfaction.

SECTION V: ORGANIZATION

4.1 Organizational Structure and Relationships

The Minister of Industry is the Minister responsible to Parliament for Statistics Canada. The Agency is headed by the Chief Statistician of Canada who is supported by seven Assistant Chief Statisticians (ACSSs): four are responsible for program areas; and three for technical and management operations in support of the operational programs.

4.2 Matrix Structure

The Agency has, by design, moved to an organization/program activity matrix structure to govern the way it plans its operations, and allocates and manages its resources.

This matrix structure has enabled Statistics Canada to regroup its infrastructure functions to achieve efficiencies, to increase flexibility, and to maintain centres of technical expertise. These characteristics are vital to sustain its ability to meet new challenges and safeguard its relevance as a statistical agency in serving the needs of those it serves.

The Agency also uses ad-hoc project teams to solve technical or program challenges creatively. These project teams are multi-disciplinary and cut across functional and organizational lines. A prerequisite for the setting up of these teams is a flexible organizational structure, where management operates on a horizontal plane, as well as on a traditional vertical one. Matrix management provides this kind of flexibility.

The matrix approach ensures everyone, including managers, maintains their relevance by using “knowledge authority” rather than “hierarchical authority” to get things done. One benefit is that “knowledge authority” can flow upwards and sideways through the organization, as well as downwards.

Statistics Canada

2002-2003 Resources by Organization and Business Line

		<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;">Minister of Industry</td> </tr> <tr> <td style="text-align: center;">Chief Statistician</td> </tr> </table>							Minister of Industry	Chief Statistician	Sub-Total	Vote- Netted Revenues	Total
Minister of Industry													
Chief Statistician													
Business Line		ACS* Social, Institutions and Labour Statistics	ACS Business and Trade Statistics	ACS National Accounts and Analytical Studies	ACS Analysis and Development	ACS Communications and Operations	ACS Informatics and Methodology	ACS** Management Services					
Economic and Social Statistics	(\$ millions)	43.9	75.5	29.1	15.8	77.1	65.9	106.3	413.6	77.0	336.6		
	FTEs	485	992	363	156	897	705	740	4,338		4,338		
Census of Population Statistics	(\$ millions)	35.7	0.0	0.0	0.0	3.1	8.0	4.8	51.6	15.0	36.6		
	FTEs	494	0	0	0	34	130	27	685		685		
Total Planned Spending	(\$ millions)	79.6	75.5	29.1	15.8	80.2	73.9	111.1	465.2	92.0	373.2		
	FTEs	979	992	363	156	931	835	767	5,023		5,023		

* ACS - Assistant Chief Statistician

** ACS, Management Services includes a planned spending level of \$92 million for the generation of vote-netted revenues.

Another feature of Statistics Canada's management style and structure is decision-making is delegated to the lowest appropriate level. This means functional and program managers, in addition to their program duties, are also responsible for financial control and human resources.

Statistics Canada's corporate planning system reinforces these roles. Managers can provide input into the priorities and strategies for the Agency, because the corporate planning system, by design, starts at the bottom of the organization and works its way up to the Corporate Planning Committee and senior management.

The Agency's unique organizational and managerial structure requires administrative and management information systems specifically designed to provide financial information on its statistical programs and their operational activities, and on its functional organizational structure and units.

4.3 Statistics Canada – Planned Spending

	Forecast Spending 2001-2002 ¹	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
	(\$ millions)			
Economic and Social Statistics	404.5	413.6	373.4	371.4
Census of Population Statistics	230.7	51.6	31.0	21.2
Budgetary Main Estimates (gross)	635.2	465.2	404.4	392.6
Less: Respendable Revenue	87.9	92.0	69.2	69.2
Total Main Estimates	547.3	373.2	335.2	323.4
Adjustments ²	52.0			
Net Planned Spending	599.3	373.2	335.2	323.4
Less: Non-respendable Revenue	0.8	0.8	0.8	0.8
Plus: Cost of Services received without charge	48.4	46.3	45.1	44.6
Net Cost of Program	646.9	418.7	379.5	367.2
Full Time Equivalents	5,818	5,023	4,776	4,701

¹ Reflects best forecast of total planned spending to the end of the fiscal year.

² Adjustments are to accommodate approvals obtained since the Annual Reference Level Update (ARLU) exercise and to include Budget initiatives, Supplementary Estimates, etc..

SECTION V: FINANCIAL INFORMATION

Table 5.1:

Statistics Canada

Source of Respendable and Non-respendable Revenue

Respendable Revenue

(\$ millions)	Forecast Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005
Economic and Social Statistics	75.6	77.0	55.3	55.3
Census of Population Statistics	12.3	15.0	13.9	13.9
Total Respendable	87.9	92.0	69.2	69.2

Non-respendable Revenue

(\$ millions)	Forecast Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005
Economic and Social Statistics Special statistical services	0.8	0.8	0.8	0.8
Total Non-respendable Revenue	0.8	0.8	0.8	0.8
Total Respendable and Non-respendable Revenue	88.7	92.8	70.0	70.0

Table 5.2:**Statistics Canada****Net Cost of Program for the Estimates Year**

(\$ millions)	Planned Spending 2002-2003
Net Planned Spending	373.2
Plus: Services Received without Charge	
• Accommodation provided by Public Works and Government Services Canada (PWGSC)	24.3
• Contributions covering employers' share of insurance premiums and costs paid by Treasury Board Secretariat (TBS)	21.7
• Workman's compensation coverage provided by Human Resources Development Canada	0.2
• Salary and associated costs of legal services provided by Justice Canada	0.1
	46.3
<i>Less: Non-responsible Revenue</i>	0.8
2002-2003 Net Cost of Program	418.7

Table 5.3:**Statistics Canada****Summary of Transfer Payments**

(\$ millions)	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
GRANTS				
Economic and Social Statistics	0.0	0.0	0.0	0.0
Census of Population Statistics	0.0	0.0	0.0	0.0
Total Grants	0.0	0.0	0.0	0.0
CONTRIBUTIONS				
Economic and Social Statistics	0.6	0.6	0.6	0.6
Census of Population Statistics	0.0	0.0	0.0	0.0
Total Contributions	0.6	0.6	0.6	0.6
OTHER TRANSFER PAYMENTS				
Economic and Social Statistics	0.0	0.0	0.0	0.0
Census of Population Statistics	0.0	0.0	0.0	0.0
Total Other Transfer Payments	0.0	0.0	0.0	0.0
Total Transfer Payments	0.6	0.6	0.6	0.6

SECTION VI: OTHER INFORMATION

A. Legislated Requirements

In addition to the Statistics Act, the following Federal Acts give the Chief Statistician or Statistics Canada responsibility for the collection or provision of specific information:

Banks and Banking Law Revision Act, 1980
Canada Council Act
Canada Elections Act
Canada Pension Plan Act
Canada Student Loans Act
Children's of Deceased Veterans Education Assistance Act
Children's Special Allowances Act
Competition Act
Constitution Act
Corporations Returns Act
Electoral Boundaries Readjustment Act
Excise Tax Act
Federal-Provincial Fiscal Arrangements and Federal Post-Secondary Education and Health Contributions Act, 1977
Employment Equity Act
Income Tax Act
Judges Act
Municipal Grants Act
Official Languages Act
Old Age Security Act
Pension Act
Parliament of Canada Act
Railway Relocation and Crossing Act
Salaries Act
Supplementary Retirement Benefits Act

B. Relevance and Stakeholders

Relevance

Statistics Canada relies on many ongoing mechanisms which contribute to the assessment of the Agency's overall program. Given their nature and the breadth of their review, the impact of the advice received in the course of time affects virtually all Statistics Canada's programs. Consultation and advice is provided by the following mechanisms.

The National Statistics Council

The National Statistics Council advises the Chief Statistician of Canada on the full range of Statistics Canada's activities, particularly on overall program priorities.

Professional Advisory Committees

A network of Professional Advisory Committees in major subject areas ensures the continuous review of the Agency's statistical outputs and helps set priorities and foster program relevance.

***Ensuring
relevance
through
consultation***

Bilateral Relationships with Key Federal Departments

Statistics Canada maintains, on a continuing basis, a close bilateral relationship with key federal departments and agencies, including Industry, Health, Human Resources Development, Environment, Agriculture and Agri-Food, Transport, the Canadian Transportation Agency, Canada Customs and Revenue Agency, Indian and Northern Affairs, Heritage, Canada Mortgage and Housing Corporation, Citizenship and Immigration and Justice. These bilateral relationships foster an awareness of each department's needs and their information priorities.

Federal-Provincial-Territorial Consultative Council on Statistical Policy (and its subcommittees)

This Council and its subcommittees comprise a network of 13 provincial/territorial official representatives, who collaborate with Statistics Canada to determine data requirements, consult on current statistical activities and coordinate the dissemination of Statistics Canada products to provincial and territorial governments.

In the last instance, three special initiatives in the areas of health, education and justice statistics warrant mention.

Health: Statistics Canada priorities are developed with the assistance of the Board of Directors of the Canadian Institute for Health Information. The Board comprises senior federal, provincial and private sector representatives including the Chief Statistician.

Education: the Canadian Education Statistics Council is a joint creation of Statistics Canada and the Council of Ministers of Education, Canada. The Council, comprising the Chief Statistician and Provincial/Territorial Deputy

Ministers of Education, advises the Chief Statistician on the Education Statistics Program at Statistics Canada.

Justice: The Justice Information Council comprises federal and provincial Deputy Ministers responsible for justice policies and programs and the Chief Statistician, and provides advice to the Chief Statistician on the Justice Statistics Program at the Canadian Centre for Justice Statistics within Statistics Canada.

In addition to these consultation mechanisms, the Agency conducts special program reviews (featuring focus groups or special consultations during program re-designs) to monitor the continued relevance of its products and to enhance its understanding of client needs.