



President  
of the Treasury Board

Président  
du Conseil du Trésor

# Accounting for Results

## 1997

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## ABOUT THIS REPORT

*Accounting for Results* provides an overview of results-based management, performance and accountability issues. The federal government strategy to improve accountability to Parliament and the Canadian public has three steps:

1. identify key results commitments;
2. improve results measurement and use of findings to improve programs and policies; and
3. strengthen performance reporting on results achieved.

This is the third annual report. It builds on *Getting Government Right* and the Program Review initiatives. Previous documents were *Getting Government Right: Improving Results Measurement and Accountability* in 1996<sup>1</sup> and *Strengthening Government Review* in 1995.<sup>2</sup>

The report is prepared with departments and agencies. It is tabled in Parliament by the President of the Treasury Board with the pilot Departmental Performance Reports. The departmental reports provide more detailed information on results and performance for specific federal activities.

Comments are invited. A fax-back form is provided at the back of this report.

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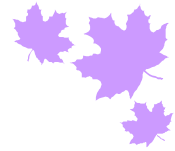
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<sup>1</sup> [http://www.info.tbs-sct.gc.ca/SIGS/html/RIN\\_5/text/files/PRR96.e.html](http://www.info.tbs-sct.gc.ca/SIGS/html/RIN_5/text/files/PRR96.e.html)

<sup>2</sup> [http://www.tbs-sct.gc.ca/SIGS/html/RIN\\_4/text/files/ORR.e.html](http://www.tbs-sct.gc.ca/SIGS/html/RIN_4/text/files/ORR.e.html)



## ACCOUNTING FOR RESULTS

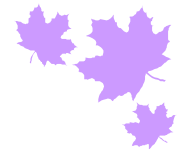
Our fellow citizens are demanding a greater transparency and accountability on the part of their institutions. *Accounting for Results*, as well as the departmental and agency performance reports that accompany it, constitutes part of the government's response to these reasonable expectations. This report describes in a straightforward and honest way what we have accomplished over the past fiscal year. Canadians have placed their trust in us, and it is our duty to provide you with accessible, improved information on how your government is performing.

Steady progress is being made in improving your government's accountability for results. For example, we have developed improved standards of service and we have made better use of audit and evaluation processes. We have become more transparent. Today, departments and agencies are publishing their commitments for the coming year, but they are also reporting on their success in meeting the objectives they set for themselves last year. We can learn a great deal from this process, which enables us to constantly improve the quality of our programs and services.

In the future, the government will work more closely with the provinces to build a stronger relationship with citizens and will also develop new approaches for measuring progress in areas of shared jurisdiction. I believe that this new way of doing things is of the utmost importance if we want to develop policies and programs that take into account the ever-changing needs and aspirations of Canadians.

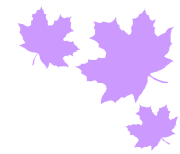
We will have met our objectives if this report provides you with sufficient information and helps strengthen the links between the government and the public.

Marcel Massé  
President of the Treasury Board



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## 1.0 INTRODUCTION: ACCOUNTING FOR RESULTS

Performance consists of delivering results while respecting values. This document and the accompanying Departmental Performance Reports set out the government's results commitments and provide information on achievements related to those commitments. This report summarizes recent progress in accounting for results across government and identifies areas for improvement and further action.

Results measurement, accountability and performance reporting to Parliament are important components of the government's broader initiative to implement results-based management, enhance policy capacity and promote continuous learning in the Public Service.

### Key objectives

By focusing on results in service delivery and policy development in this broad initiative, the federal government is aiming to

- improve services and programs by factoring what was actually achieved (the results) into planning, delivery and accountability practices and encouraging innovation and alternative service delivery;
- enhance accountability through improved reporting to Parliament, by making results commitments visible, measuring actual performance, and generally broadening accountability practices to cover information on results as well as compliance;
- increase openness and transparency by reporting to the public in a structured and disciplined way and providing better access to documents and data; and
- develop new approaches and mechanisms for co-operation that recognize the interdependence among federal departments and other jurisdictions so as to permit better alignment in initiatives and public administration.

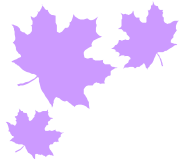
### The results accountability model

The model includes two central ideas: results and accountability.

**Results** refers to the real impact of government activities on society. Public management practices tend to focus on efficient and effective use of resources, authorities, and the delivery of programs and services in the context of policy goals. The results accountability model extends management practices to include looking at the results of programs and activities through the eyes of citizens.

Government interacts with citizens in different ways, for example, by providing services, transferring resources, regulating, taxing selectively, charging user fees, and supplying information. An analysis from the citizen's perspective needs to be horizontal, that is, it must





look at how complementary programs affect a particular client group rather than assessing only the impact of individual programs. This report contains examples where departments have identified and evaluated complementary programs (Annex A).

The results accountability model allows us to look at the many different delivery tools or instruments of public policy used to achieve a particular result, and can help us to assess whether the best mix of tools is being used. In some cases, analysis of how a program is being delivered can contribute to exploring and developing alternative service delivery organizations or arrangements.

**Accountability** in the case of a public institution requires that

- ***results commitments are visible to the public and federal employees***

For the first time, results commitments for all departments and programs are summarized in this report (see Annex B), and additional details on results commitments are available in the individual Departmental Performance Reports. The expectation is that this information will be useful to members of Parliament. The information will also be used within government to carry out policy and horizontal analyses – that is, to examine where different departments are contributing to the same result – in order to optimize policies and programs.

- ***results are credibly measured and the information is used***

Reliable performance information can help ensure program consistency among departments and that decisions on resource allocation and alternative approaches to service delivery incorporate a results focus. In addition to parliamentary reporting, such information is essential for internal management activities – generally referred to as ‘business planning’.

- ***performance is reported with easy access to related information***

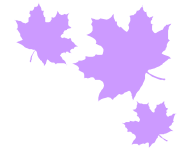
Departmental Performance Reports published each fall are intended to provide balanced and credible evidence of achievements and explain unexpected developments that have affected the achievement of particular results. These reports recount the department’s performance story in the context of longer-term commitments and refer to source information such as reviews. This performance reporting supplies members of Parliament with the most recent information available, so that they are in a better position to contribute to the spring budgeting process.

## **The policy and management framework is evolving**

Chapter 2 describes progress in results measurement and accountability and examines where improvements are needed. It focuses on management of services, programs, departments and interdepartmental matters.

This report also examines two extensions to the core model.



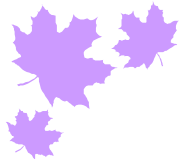


The first extension responds directly to clear calls by citizens for enhanced accountability from all levels of government. Their focus is on the actual effects of programs and services rather than on who does what. Chapter 3 identifies a number of initiatives where the provincial and federal governments are working co-operatively in a way that focuses on results, involves citizens, and provides for improved and credible measurement of actual success. Some of these initiatives were identified in the 1997 Speech from the Throne as areas where such partnerships are essential.

The second extension is inspired by several international and provincial initiatives looking at performance in terms of the health or well-being of a society. The media, a number of businesses and non-governmental organizations, as well as some provincial governments, are examining the use of societal indicators for policy analysis and planning as discussed in Chapter 4.







## 2.0 DEPARTMENTAL ACCOUNTABILITY

*With the advent of government restructuring, alternative services delivery, new partnerships...there must be established as soon as possible a framework of accountability to assure the various stakeholders, public and private, of greater access to information on performance and results of public programs and services. This is the essence of improved public transparency.<sup>3</sup>*

### 2.1 OVERVIEW

Two major steps have been taken to improve results measurement and accountability this year. All federal departments and agencies are providing Departmental Performance Reports to Parliament on a pilot basis and all have made their results commitments easily accessible to parliamentarians and the public. Both developments are part of the Improved Reporting to Parliament Project.<sup>4</sup> They provide members of Parliament and the public with better and more integrated information on how tax dollars are being spent and what Canadians receive as a result.

The Improved Reporting to Parliament Project divides the existing annual Main Estimates Part III into two distinct streams: a report on performance, setting the lessons-learned context in the fall to coincide with the onset of the planning and budgeting cycle for the up-coming planning period; and a spring report on plans and priorities that outlines specific commitments and resources for a three-year planning period. Using performance information as an input to planning and allocating resources means that the performance context will be explained and that achievements reported are linked both to past commitments and to future actions.

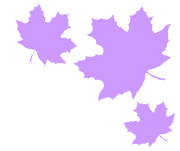
The House of Commons passed a unanimous motion on April 24, 1997, to extend the pilot of this new approach. The motion calls for the tabling of this annual report, along with departmental and agency performance reports, each fall. Continuing interest on the part of parliamentarians and the public in performance reporting and measurement is essential to implementing results-based management and accountability.

Reporting to Parliament on performance in a disciplined way has other benefits. A shared understanding among citizens, parliamentarians and managers of performance and results is essential to ensure that government activities meet the expectations of citizens. Some departments are working more closely with stakeholders, citizens and clients to confirm the relevance of results commitments and the information being provided. This also encourages a focus on results by managers who deliver programs.

<sup>3</sup> Public Service Renewal Initiatives. Third Report of the Standing Committee on Government Operations. Tony Valeri, M.P., Chair. April 1997.

<sup>4</sup> <http://www.tbs-sct.gc.ca/tb/irpp/irppe.html>





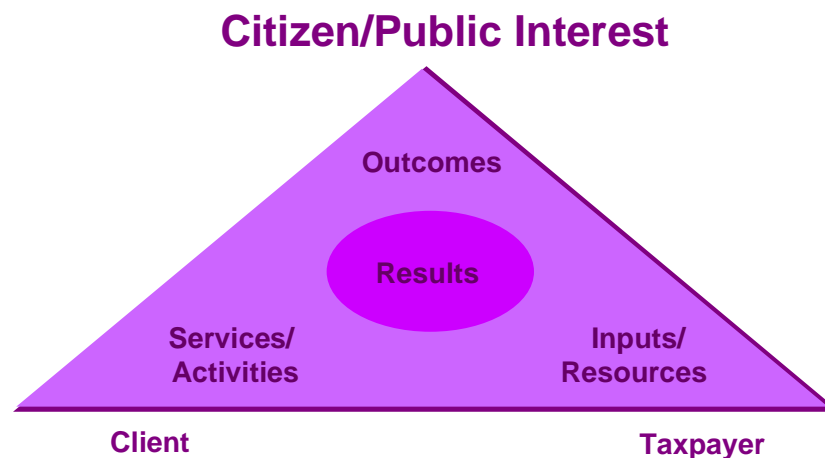
Public reporting also draws attention to the sources of the information provided and its public credibility. In general, disciplined and stable measurement of performance, information based on rigorous and objective evaluations, audits and other reviews are seen as reliable sources of results information.

Progress on the federal strategy to implement results accountability (identify results, measure and report) is described below.

## 2.2 IDENTIFYING EXPECTED RESULTS

Figure 1 below shows the three dimensions of the ‘outside-in’ perspective, looking at government activity from the perspective of Canadians, which is an important part of defining results. It emphasizes that, as taxpayers, Canadians are the source of resources and authority for all government activities. As clients of programs or services, they are directly concerned about these activities and their results. Use of the term citizens refers to the broader public interest in overall outcomes associated with programs or services.

**Figure 1: The outside-in perspective**

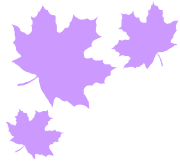


### Results commitments are visible

Annex B summarizes key results for all federal departments and agencies. For the first time, all key program results are presented in a single, easily accessible location. For some departments and agencies, this is likely the first time such a presentation of key results has been developed.

In addition to identifying key results, Annex B also describes the kinds of information departments and agencies plan to use to demonstrate achievements in the future. The charts are intended to communicate to parliamentarians and the public what the government is seeking to achieve so that they can advise the government on public policy as well as on how the government should report to Canadians on the performance of its programs.





The results commitments in Annex B are being integrated into departmental planning and control processes to assure consistency between internal management practices and external reporting.

Although the information in Annex B represents a significant step forward, the selection and articulation of results will continue to be improved and linked more closely to departmental planning, resource allocation and service delivery. Other areas for improvement are consultation on results with stakeholders and new approaches to ensure the consistency and complementarity of results within ministerial portfolios and across government. Finally, it will be important to track the use of this information, for example, in the departmental responses to questions and recommendations from parliamentary standing committees.

### **Reports on Plans and Priorities estimate expenditures and commit to specific results**

As part of the pilot project, Departmental Reports on Plans and Priorities will be tabled annually on or before March 31.<sup>5</sup> These reports will contain specific results commitments – what each department expects to achieve in the next three years – and related financial information. A department or agency's Report on Plans and Priorities might include some or all of the following elements:

- changes as a result of departmental budget consultations with citizens and announcements by the Minister of Finance;
- other decisions, such as those resulting from the ongoing Program Review;
- adjustments arising from lessons learned through reviews and other performance assessment activities.

## **2.3 IMPROVING MEASUREMENT AND USE OF FINDINGS**

*Not everything that counts can be counted;  
not everything that can be counted counts. Albert Einstein*

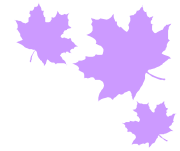
To be accountable, the government needs the capacity to measure activities (outputs) and results (often through indicators of outcomes) and to link these both to results commitments and to the resources used. This section describes results measurement practices and examines the need to assess the capacity to measure and use results information effectively.

Relative to many other jurisdictions, the federal government has excellent financial management practices as well as a growing capacity to measure results through ongoing performance measurement and through evaluations, internal audits and other reviews. Nonetheless, the

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<sup>5</sup> In March 1997, 16 pilot departments tabled Reports on Plans and Priorities. All other departments tabled revised Part IIIs that made a clear separation between planning and performance information. The process gave ministers an opportunity to convey key messages about their longer-term direction.





increasing attention to results, particularly outcomes, the need for credibility in publicly reported information, and citizen demands for information focused on results that go beyond departmental boundaries create new measurement challenges.

## Departments are managing performance measurement better

The discipline of preparing a distinct report to Parliament on performance seems to be helping departments develop a more integrated approach to performance measurement. Many departments measure results through ongoing indicators and through periodic studies. A stable framework of longer-term results commitments provides a context for more coherent planning of review and examination of alternative methods or partnerships with other jurisdictions in the delivery of services. The Departmental Performance Reports consolidate the findings of departmental reviews and performance measurement activity.

Evidence of improved measurement practices can be found in the Treasury Board of Canada Secretariat's Results and Performance Database. This database is maintained in partnership with all federal departments and agencies. Among other things, it lists completed reviews and links them to particular programs and policy areas.

Annex A in this report is another example of improved measurement. It lists interdepartmental reviews and those done co-operatively with organizations outside government. The Treasury Board of Canada Secretariat is encouraging departments to pay increasing attention to the findings of external reviews that are credible and related to their program responsibilities.

Measurement is also improving at the program level. Federal departments are required to develop and publish service standards and to report on the extent to which they have met established standards.<sup>6</sup> A recent Statistics Canada survey found that the proportion of federal programs with practices that support the use of service standards has increased slightly.<sup>7</sup> Better leadership, employee involvement, and customer-focused practices are in place, but more work is needed to develop practices to engage citizens and clients fully in improving the quality of government services.

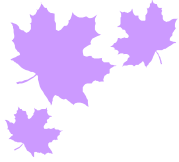
As users of Departmental Performance Reports gain experience in working with them, they will likely contribute to defining what kinds of information are useful and relevant to their needs and hence the kinds of measurement capacity departments will need to respond to information requirements.

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<sup>6</sup> The development of service standards takes place in consultation with clients. For more information on service standards see <http://www.tbs-sct.gc.ca/tb/annrepe/quality/anne.html>

<sup>7</sup> Statistics Canada. 1997 Survey of Practices in Support of Quality Services in the Federal Public Service of Canada. May 1997.





## The need for performance management

- As well as the capacity of individual departments to measure performance, there is also a need to improve the capacity to measure across all departments. The Program Review launched the government on a fundamental rethinking of governance and had significant implications for results measurement. It aimed to balance public – and private-sector roles, realign government priorities, reinvent service delivery, and build partnerships with other governments and communities.

Canadians have shown that their interest in government performance extends beyond the efficiency and effectiveness of individual programs to include the performance of government as a whole.

### *Program Review Questions*

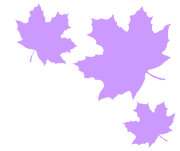
- Is the program in the public interest?
- Is its delivery a legitimate and necessary role for government?
- Is a federal role appropriate, or should the program be realigned with the provinces?
- Should it be delivered in partnership with the private or voluntary sector?
- Can it be redesigned for efficiency?
- Is it affordable?

In 1994, Program Review started to look at programs and services from a ‘whole of government’ perspective and asked questions about the results and complementarity of all federal programs and services. The initiative embodied an ‘outside-in’ approach that challenged government activities from the citizen’s perspective by asking at the very start: is the program in the public interest?

Building on the experience of the Program Review, federal performance management has come to mean more than just adding up the results of individual programs; instead, performance management involves broader assessments such as

- how complementary programs work together to achieve common ends;
- whether the government is using the most effective mix of the instruments of public policy or levers at its disposal (providing services, taxation, regulation, supplying information, financial transfers and user fees) to meet specific needs; and
- whether there is a good alignment between departmental activities and broader government priorities and policies.





## 2.4 IMPROVING REPORTING

### Performance Reports begin the decision cycle in the fall

Departments and agencies are being given some flexibility as part of efforts to reduce administrative burden and overhead costs; but this flexibility must be accompanied by effective accountability arrangements to ensure that Parliament can fulfil its role.

Departmental Performance Reports, submitted to Parliament each fall, provide information on actual achievements. The reports are tabled in the House of Commons and may be referred to the relevant standing committee for further scrutiny.<sup>8</sup> Tabling of these reports coincides with the start of public and parliamentary consultation processes related to the next budget, which is usually presented in the late winter.

This year's Departmental Performance Reports build on the experience and lessons learned from the 1996 pilot project. An evaluation of the pilot found that

- there is parliamentary support for reporting separately on performance; and
- departments need to improve their articulation of meaningful, results-oriented performance expectations early in the planning process. Clear definitions of their desired results are essential as a basis for assessing actual performance. Few of the 1996 pilot performance reports presented information that allowed a reader to judge clearly how well a department was doing.<sup>9</sup>

In response to some of the concerns expressed in the evaluation, a symposium, *Communicating Results*, was held on June 26, 1997.<sup>10</sup> Participants from the public, media, universities and government discussed lessons learned in 1996 and the future of public performance reporting. A presentation on corporate reporting showed that the private and public sectors have much to gain by sharing their experiences.

Several years of experience are needed before we can fully meet public expectations about results reporting. An evaluation of the performance reports tabled in October 1997 will be carried out from both a technical and a communications perspective. The evaluation will also explore the usefulness of the reports, in terms of structure and content, to parliamentarians, standing committees, and other readers. Based on these findings, the government will work to improve next year's reports.

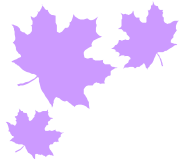
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<sup>8</sup> Information on the committees of the House of Commons [http://parl30.parl.gc.ca/cgi-bin/committees352/english\\_master.pl](http://parl30.parl.gc.ca/cgi-bin/committees352/english_master.pl)

<sup>9</sup> Evaluation Report: Improved Reporting to Parliament Project, Performance Reports. A Report of the Parliamentary Working Group. December 1996. <http://www.tbs-sct.gc.ca/tb/irpp/irppe.html#revised>

<sup>10</sup> Co-hosts of this event were the Treasury Board of Canada Secretariat and a private-sector consulting firm, Performance Management Network. The summary of the Communicating Results Symposium can be found at: <http://www.pmn.net/education/tbsymposium>





## Reports to Parliament will consolidate information

Part of the effort to improve reporting to Parliament involves consolidating information. Parliamentarians often are inundated with data. What they need to know is how various pieces of information link together to give them the full perspective on a particular department or portfolio.

Consolidating information from various reports can also reduce costs and the administrative burden on departments and agencies, as well as making it easier for parliamentarians and the public to find the information and understand it.

The Treasury Board of Canada Secretariat is encouraging departments and agencies to identify any statutory annual reports that could be eliminated if the information they now contain were included in the Departmental Performance Report or the Report on Plans and Priorities. All proposals to eliminate any such reports are subject to approval by order-in-council.<sup>11</sup>

In the spring and fall of 1998, information on regulatory plans and performance will be included for the first time in the Reports on Plans and Priorities and the Departmental Performance Reports, respectively. The aim is to improve the links between regulatory management and departmental results and accountability frameworks. Presenting this information to Parliament will also give the public another opportunity to participate in the regulatory process.

## Increasing access to performance information

This annual report, along with Departmental Performance Reports, is available on the Internet as one means of improving public access to performance and results information. Electronic versions of all the reports are posted on the Treasury Board web site simultaneously with tabling in the House of Commons, and departments are also encouraged to make their individual performance reports (and source documents, such as reviews) available on or through their web sites. Reports also continue to be available in paper form through a network of municipal and university libraries and can be purchased through bookstores across the country.

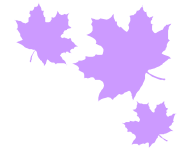
Work continues to make the more detailed information on activities and outcomes available in reviews, evaluations and audits more accessible and to overcome barriers to access that may have existed in the past. For example, the Treasury Board Review Policy requires that completed review reports be made available to the public with minimal formality. Departments are encouraged to use all means, including electronic, to facilitate access.

In this year's performance reports, most departments are publishing a list of recently completed key reviews, along with a brief discussion of the results and use of review findings. Some are posting the full report or a summary of it on a web site.

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<sup>11</sup> Section 157 of the Financial Administration Act allows a minister to discontinue the production of a separate annual report when the information contained in that report is the same or less than the information contained in Part III of the Estimates and/or Public Accounts.





Innovative communication of review findings is also emerging. Human Resources Development Canada has started to disseminate knowledge on policy and program themes from Canadian and international evaluations and other reviews through a series of user-friendly booklets and accompanying videos. The series aims to make available complex and substantially inaccessible results-based information. Some of the lessons learned to be published in the coming months are: Youth Employment Related Programs; Programs for People with Disabilities; the Innovative Work Place; Own Account Self-employment; Older Workers; and Partnerships.<sup>12</sup>

On its web site, the Treasury Board of Canada Secretariat also maintains a central consolidated list of many reviews, along with highlights or the complete report organized by department. This year, work will begin on categorizing and sorting the studies (which now number more than 700) so that reviews can be accessed by subject (program or issue).

## 2.5 NEXT STEPS

### There is a need for continuous learning

The broad initiatives in results-based management and accountability described in this chapter involve a major adjustment in management culture, skills and practices. Learning from others must be complemented by learning by doing. This is why one of the most significant changes – parliamentary performance reporting – is being pursued as a pilot project. It is important to try out different approaches, evaluate their successes and make adjustments.

A particularly important part is to get feedback from Parliament and the public about the adequacy of the indicators of the results selected and of the approaches to demonstrating performance. Consideration and reaction by members of Parliament to Annex B of this report and the pilot departmental reports would be an important step. It might be helpful to provide members of Parliament with information on the experiences of legislators in other jurisdictions where such initiatives have been in progress for some time.

### Need to link expenditure, activities and outcome information

The Main Estimates and the Public Accounts are the principal sources of information on **expenditure performance**. In addition, since fiscal year 1993/94, the Minister of Finance has tabled an *Annual Financial Report of the Government of Canada*, which gives Canadians timely access to understandable, relevant information on the government's overall financial position.

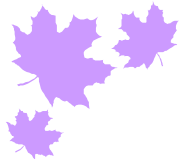
In general, however, existing sources of information do not answer questions about the costs associated with specific results. Although conclusive information linking costs and results is often difficult to obtain, improvements are being made through the government's **Financial Information Strategy**. The Strategy aims to enhance government decision making and

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<sup>12</sup> More information on this initiative can be obtained by calling 1-888-440-4080.







accountability and to improve organizational performance by providing more complete information on the costs of programs and activities.

Some departments and agencies, as well as the government as a whole, publish information about **activities** (or outputs) routinely; for example, a department might report the number of applications processed, while a government could provide information on new services or programs. Information of this type can be improved by linking activities to resources, deriving productivity measures, and reporting on the extent to which the quality and timeliness of activities meet client expectations.

Developing **outcome measures** – ways of identifying and gauging the public policy impact of inputs and activities – has been a challenge for all governments. Information on outcomes can refer to a specific program or service, an entire department (as in Departmental Performance Reports), or a portfolio (group of departments with related activities).

Results and performance can drive delivery and resource allocation decisions only if these distinct sources of information are linked. Notwithstanding the considerable measurement capacity existing in many departments and agencies, these measurement activities are not, in general, managed as an integrated package.

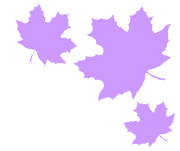
## Consistency and coherence need to be strengthened

The approach embodied in Program Review is becoming an established part of government operations. As is evident in Annex A, many reviews are now adopting a horizontal perspective, some of them interdepartmental studies and some conducted in partnership with other governments or external organizations ('partnered' reviews).

The growing number of such reviews is one indication that managers are increasingly focused on results – emphasizing what Canadians value and what results matter to citizens. Although it is important for departments to continue to understand their direct responsibilities, a focus on results leads inevitably to greater emphasis on interdepartmental and partnered reviews as well.

Building on this experience to increase the focus on horizontal review will require strengthening the government's capacity to analyze the wide range of levers contributing to specific government or even national objectives. It is often the case that direct expenditures, tax provisions, regulation and other government activity contribute to achieving a government commitment. To respond effectively in these cases, all government contributions need to be considered and examined in developing an effective approach and determining performance against expected results.





## 3.0 MONITORING SHARED PRIORITIES

### 3.1 MANY SECTORS ARE WORKING TOGETHER ON PERFORMANCE

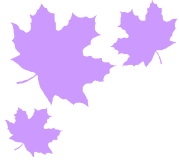
The federal government tracks trends in areas of concern to Canadians, such as jobs and education. In addition, various levels of government and other partners are working together to harmonize their programs and services and to identify common approaches to measuring progress in shared priorities. Some illustrative examples are provided below.

- In 1993, the **Canadian Council of Forest Ministers** (provincial, territorial and federal) began developing criteria and indicators for sustainable forest management. Extensive consultations were carried out with governments, industry, environmental organizations, Aboriginal groups, academics and others. The Canadian Criteria and Indicators Framework (6 criteria and 83 indicators) was approved in 1995. It describes the state of Canada's forests and measures progress in sustainable forest management.
- **The Canadian Council of Ministers of the Environment** (federal, provincial and territorial) is working towards developing standards for implementing the Canada-Wide Accord on Environmental Harmonization. These Canada-wide environmental standards will be expressed in terms of desired environmental results/outcomes, with specific timelines. Other performance measures and indicators are being established to provide additional benchmarks for monitoring and reporting. There will be clear performance information, including milestones, to ensure accountability through regular public reporting.
- Under the **Social Union** initiative, federal, provincial and territorial governments are co-operating on the reform and renewal of Canada's system of social programs. Under this initiative, which has focused to date on assistance to low-income families with children and persons with disabilities, governments are committed to enhancing the role of outcomes-based reporting.

Some examples of initiatives to strengthen and modernize Canada's social union include the following:

- The federal government is working with the provincial and territorial governments to develop a national agenda on disability issues. Work under way includes better harmonization of the administration of federal and provincial income support programs and redesign of the **Vocational Rehabilitation of Disabled Persons Program**. A key element of the disability initiative will be to develop a client-oriented approach to performance measurement and reporting.
- The federal, provincial and territorial governments are working together to develop a common **National Children's Agenda**. Engaging Canadians as partners is a key component of this strategy aimed at improving the well-being of Canadian children.





Governments are working on how to involve citizens in determining how to assess results.

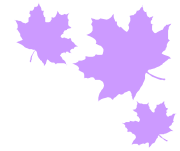
- Similarly, to maintain the transparency and accountability of the **National Child Benefit** system, all of the participating governments have recognized the need to keep citizens informed and involved.
- As part of its focus on early childhood development, the federal government has announced plans to expand the *National Longitudinal Survey of Children and Youth*. Human Resources Development Canada will work with experts, provincial and territorial officials, and representatives of non-governmental organizations to report regularly on a range of indicators. The objective is to monitor the development and well-being of Canada's children and to assess their readiness to learn as they enter school. This information will help citizens, as well as policy and program officials, evaluate the effectiveness of government policies regarding children and will promote learning and discussion on how to improve these policies.
- An example of a social union initiative led by an organization external to government follows:
  - The Canadian Policy Research Network is leading an initiative funded by a number of federal departments and provincial governments to provide opportunities for shared learning among officials, academics and representatives of non-governmental organizations. Issues being addressed include identifying desired outcomes in the social union and agreeing on what indicators would be most meaningful and useful; how citizens could become engaged in this process; and whether new mechanisms or institutions could be identified to analyze data and issue reports to citizens on the state of the social union.
- Eight **Labour Market Development Agreements** have been signed with provinces to date. The centrepiece of each agreement is a results-based accountability framework, jointly designed and agreed to by governments. These frameworks contain provisions to ensure financial probity, evaluation and public reporting of the results to the Parliament of Canada.
- In early 1997, participants from all levels of government and academics started to address how measures should be designed and how to translate the results into cost-effective services for Canadians in the area of **transportation**.<sup>13</sup>

Partnerships in outcome measurement can strengthen public confidence and trust in governments, especially if they include consultation mechanisms that focus on objectives and values that are broadly shared by citizens. Credible evidence on what governments contribute to

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<sup>13</sup> Thomas, Paul G. "Report on the Roundtables on Performance Measurement in a Multijurisdictional Environment". Toronto, Ontario. Sponsored by KPMG Centre for Government Foundation; Ministry of Transportation of the Government of Ontario; and the Institute of Public Administration of Canada.



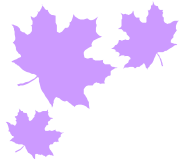


achieving particular results can encourage discussions of longer-term public policy and alternative service delivery. Co-operation in service delivery can also lead to co-operation in learning and policy development.

## **3.2 LESSONS LEARNED**

There is a need to draw together, in a more standardized and in-depth manner, lessons learned in strengthening results-based management and accountability reporting. Although it is premature to draw firm lessons from these experiences, preliminary conclusions are that these initiatives are useful in enabling alliances, partnerships and alternative delivery.





## 4.0 SOCIETAL INDICATORS SET A CONTEXT FOR DISCUSSIONS

Recognizing where citizens' interests lie, governments are devoting increased attention to how to measure broad societal trends in order to help shape policy and program decisions and as a context for assessing achievements. International organizations frequently report on the 'health of nations' using a variety of 'societal indicators'. For example:

- The United Nations publishes a yearly report on human development that includes an index aimed at measuring people's well-being as a function of health, educational opportunities and living standards.<sup>14</sup>
- The World Health Organization has developed indicators for health and publishes a yearly report on world health.<sup>15</sup>
- In 1996, the Organization for Economic Co-operation and Development put together a core set of environmental indicators as tools to evaluate countries' environmental performance, and to track the course towards sustainable development.<sup>16</sup>

In North America and elsewhere different levels of government are exploring national, provincial or state indicators of social health or well-being and are linking these indicators back to government and departmental business plans and performance reports.

In Canada, Alberta is seen as having the most successful experience in this area, having developed core measures to track progress towards provincial goals. Other provinces have similar initiatives. In the United States, Oregon, Texas, Minnesota and Florida have considerable experience with broad performance indicators.

In many of these jurisdictions, to improve citizen participation and accountability, specific indicators are selected and published after public consultation. Although strategies differ, a number of jurisdictions concentrate on a relatively small number of commitments, so as to develop a better sense of focus and priority. It appears that in all cases there is measurement of actual performance and reporting, sometimes referring to a specific target. In some cases, these processes drive business planning to enhance a government's contribution to the desired result.

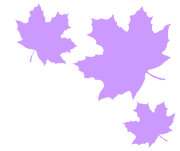
Agreement on key societal indicators, in terms of what they measure and their limitations, would contribute significantly to more effective and integrated policy and planning. Many jurisdictions have also found that engaging citizens in determining what matters and what to count can be a way of building a more meaningful relationship between government and citizens.

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<sup>14</sup> For more information please see <http://www.un.org>

<sup>15</sup> <http://www.who.ch>

<sup>16</sup> <http://oecd.org>



In last year's report, the President of the Treasury Board announced an initiative to assess the usefulness and relevance of key societal indicators for policy and planning purposes. The objectives of this continuing initiative are to achieve a deeper and shared understanding of broad societal trends to guide policy and planning, and to provide a context within which government performance can be assessed.

## 4.1 PARTNERS CONTRIBUTE TO LEARNING

Work on societal indicators must inevitably engage a wide variety of partners within and outside government. Knowledge partners can include other governments in Canada and abroad, not-for-profit, private sector or policy research organizations, and the academic community.

One example of an innovative partnership is the Metropolis study, a six-year (1996-2002) international research initiative to stimulate multi-disciplinary research partnerships (scholars, governments, international agencies, public and private institutions and organizations serving immigrants). The focus of the study is the effects of international migration in urban centres—how migrants are integrated into cities and how cities change as a result. Funding is provided by a consortium of federal departments and agencies.<sup>17</sup> The major goal is to improve public policy on immigration.

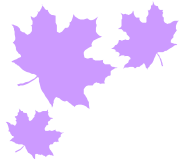
## 4.2 NEXT STEPS

Achieving agreement on key societal indicators and what they should measure is a multi-year undertaking. Before being able to do this, the government will need to link the work of interdepartmental teams on economic, social, environmental, and governance indicators to ongoing policy development work and initiatives to engage Canadians in describing and defining their public interests. In addition, it is vital to link federal work to similar initiatives of provinces and the not-for-profit sector.

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<sup>17</sup> Canada Mortgage and Housing, Canadian Heritage, Citizenship and Immigration Canada, Correctional Service Canada, Health Canada, Human Resources Development Canada, Statistics Canada and Status of Women Canada in collaboration with the Social Sciences and Humanities Research Council.





## 5.0 AN ACTION PLAN

A broad strategy of clarifying commitments, improving results measurement, and improving reporting has been described in this report along with progress to date. This action plan identifies specific initiatives to respond to changing circumstances and needs identified in each of the areas discussed.

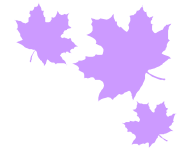
### Improving results commitments and performance reporting

1. **Tracking parliamentary responses:** A key step in improving performance reporting is gauging client response and use. Parliamentary and public reactions to results commitments and performance reports will be tracked, along with departmental responses to parliamentary committee questions and recommendations.
2. **Evaluation:** A review of the approach taken and progress achieved in the 1997 fall reporting initiative will be undertaken. As noted in this year's report, such a review is an effective way of learning lessons and encouraging improvements.
3. **Consolidating performance reporting:** Information on expenditures and resources (inputs) as well as results of activities (outputs) and services is currently available, but could be improved by better linking of outputs with resources. The government will continue to work to associate costs and results. In addition, many different reports to Parliament contain performance and costing information. Where practical, these reports will be integrated into the departmental and government performance reports.
4. **Building awareness:** First-hand discussions among members of Parliament and legislators in jurisdictions with more established results accountability practices can help in understanding the different ways performance reporting can be of value. Briefings or study sessions for members of Parliament and discussions with legislators in selected jurisdictions (such as Alberta, Nova Scotia, Oregon and Minnesota) will be undertaken to build awareness of experience and best practices.

### Improving measurement of results

5. **Horizontal analyses:** To help ensure that collective information on intentions and results is available on high-priority government initiatives, analyses bringing together information from Departmental Performance Reports and elsewhere will be prepared in areas of government priority.
6. **Co-operative results measurement:** Governments are co-operating in measuring their mutual influence and impact on results. In addition to establishing an electronic review clearing house, the federal government will work with partners to apply lessons learned on co-operative approaches to measuring results.





7. ***Study of results accountability capacity:*** The fundamental shift to a results management and accountability perspective is raising questions about the capacity of departments and in some cases third parties to provide performance information. Departmental capacity to measure and report performance will be assessed, and actions to build capacity will be initiated.

## Monitoring shared priorities

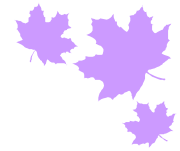
8. ***Sectoral results frameworks:*** In addition to examining lessons learned from federal-provincial initiatives, results accountability frameworks will be pursued as part of the children's initiative announced in the Speech from the Throne.
9. ***Government performance indicators: Lessons learned:*** Given the high priority the public places on accountability for the broad performance of government, as well as the several initiatives in Canada and elsewhere to respond to such interests, the federal government will track these developments closely and work with those jurisdictions, particularly Canadian provinces, to summarize key lessons learned and make this work available to all partners.

## Societal indicators

10. ***Strengthen policy research:*** The ongoing work on departmental and interdepartmental indicators of social, economic, environmental and governance performance will be linked to the government's policy research agenda.
11. ***Encourage development of societal indicators:*** Building on the expertise of Statistics Canada and some non-governmental agencies developing societal indicators, the government will co-operate with interested organizations in initiatives to define indicators and benchmarks for a healthy society, with the object of encouraging interaction and linking this work to federal policy research.







## ANNEX A KEY HORIZONTAL, INTERDEPARTMENTAL, PARTNERED AND EXTERNAL REVIEWS

Most reviews that report on the performance of federal departments and agencies are carried out by the organizations themselves. Departmental reviews are listed in the *Departmental Performance Reports* accompanying this document. The Treasury Board of Canada Secretariat's Review and Performance Database helps track review coverage of all government operations.

Two classes of special reviews are being highlighted in this annex, although some may also appear in the departmental documents. The listings below are based on departmental submissions and other sources. They are not intended to be exhaustive but give a good idea of the nature of these special reviews.

List A(1) gives examples of **horizontal** or **interdepartmental** reviews. These deal with the performance of more than one, and perhaps all, federal organizations. Sometimes departments share the administration or delivery of a program. In other cases, the issue for review is common to all or most. Note that many other horizontal reviews are performed or co-ordinated by central agencies such as the Public Service Commission of Canada and the Treasury Board of Canada Secretariat in their role as policy centres. These are listed in their departmental reports.

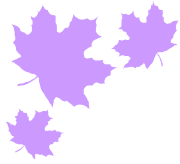
It is also important to look at government performance from the perspective of citizens. There are already numerous partnering arrangements between governments and other institutions to deliver services to Canadians. Partnering in review can also be useful in exploring issues in results-based management, performance measurement and accountability as well as providing an 'outside-in' perspective.

Reviews of federal programming done in partnership with organizations outside the federal government, or performed externally to government, can provide objective insights based on particular areas of expertise and experience, or on a detailed study of issues. Partnerships in reviews can also provide a forum for sharing results and performance information. Ensuring a diversity of information sources helps build citizen confidence in the reliability of information and the workability of options being discussed and strengthens the overall quality of public debate on government performance.

As a sampling of these types of reviews, list A(2) includes **partnered** or **external** reviews of the performance of federal programs or policies. In some cases, a program is delivered jointly with another jurisdiction or with a private sector or volunteer partner. This can lead to a review done in concert with the partnering organization. There may also be cases where an external body does its own research on performance of federal programming, perhaps to support an advocacy or lobbying effort or to compare federal programs with similar initiatives in other governments.

List A(2) includes reviews reported by departments as both relevant and external or partnered. Note that other important external reviews done by the Office of the Auditor General of Canada have already been reported to Parliament, as have those done by Parliament's own committees.



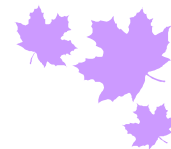


An examination of the 1996/97 publications of over 30 policy research organizations showed that a significant portion of their work could be considered as reporting on the performance of federal programs and policies. Although not included in A(2), these show that there is potential for more external partnering in review.

## A(1) HORIZONTAL AND/OR INTERDEPARTMENTAL REVIEWS

Canada Infrastructure Works – Taking Stock	
<i>Treasury Board of Canada Secretariat Atlantic Canada Opportunities Agency Federal Office of Regional Development (Quebec) Industry Canada Western Economic Diversification Canada Indian and Northern Affairs Canada</i>	<p>The evaluation found that Canada Infrastructure Works Program funds were in the main, spent wisely; the condition of municipal infrastructure was appreciably improved; jobs were created for persons who were largely unemployed; improvements in the economy are estimated to be comparable to the debt reduction alternative; no serious short- or long-term harmful effects on the economy were identified; and contributions were also made to the quality of life. The findings were useful in planning for the extension of the program.</p>
Financial Community La Relève Action Plan	
<i>Government-wide</i>	<p>The discussions documented in this report have been a productive first step in moving this process forward and in feeding into the ongoing La Relève consultation process.</p>
Evaluation of Improved Reporting to Parliament	
<i>Treasury Board of Canada Secretariat, Sixteen pilot departments</i>	<p>The evaluation concluded that the quality and utility of expenditure management information provided to Parliament have been greatly improved. The House passed a motion requiring all departments and agencies tabling estimates to table separate departmental planning and performance reports, on a pilot basis.</p>
Audit of Language of Service	
<i>Treasury Board of Canada Secretariat Several departments</i>	<p>The audit concluded that federal institutions in the Halifax and Toronto regions are, for the most part, complying with their obligations to make certain that services to the public are available in both official languages. Results were inputted to the President's annual report on the status of official languages in federal institutions.</p>
Regulatory Reform Through Regulatory Impact Analysis – The Canadian Experience	
<i>Treasury Board of Canada Secretariat Regulatory departments</i>	<p>This study dealt with: the description and assessment of the effects of Canada's Regulatory Impact Analysis Program; the purpose of the program; its historical background and features; and the identification of its weaknesses and its effectiveness. This study resulted in the introduction of regulatory process management standards.</p>





### Real Property Policy Review

*Treasury Board of Canada Secretariat All departments having custody of real property and policy departments, such as Environment Canada Canadian Heritage*

Policies were reviewed and amended: to give departments greater flexibility and authority to review and dispose of holdings made surplus as part of Program Review; to support the government's commitment to built heritage and the environment; and to better define departments' accountabilities for the administration of property within their custody. The Treasury Board of Canada Secretariat approved the policy amendments in March 1997.

### The Health Care Co-ordination Initiative Vision Care Pilot Project

*Treasury Board of Canada Secretariat Veterans Affairs Canada National Defence Health Canada Royal Canadian Mounted Police Public Works and Government Services Canada Citizenship and Immigration Canada The Health Care Co-ordination Initiative Secretariat*

A pilot project was initiated in Alberta on the co-ordinated purchase and delivery of vision care services under the Health Care Co-ordination Initiative. The study found that the interdepartmental, co-ordinated approach could lead to savings. However, planning for implementation, including the development of monitoring and communication strategies requires careful attention to ensure such savings.

### National Biotechnology Strategy (NBS) Renewal – Phase 1

*Industry Canada Environment Canada Health Canada Agriculture and Agri-Food Canada Natural Resources Canada Fisheries and Oceans*

The review primarily detailed elements of the NBS and the renewal process. It included a major interdepartmental policy session, which resulted in a preliminary discussion document for the public; a national and international scan of best practices in addressing ethical issues in biotechnology; a comparison of provincial biotechnology strategies and a major presentation by departments and agencies involved in the renewal of the NSB to the Minister's National Biotechnology Advisory Committee.

### Evaluation of the Canada-Israel Industrial Research and Development Foundation – CIIRDF

*Industry Canada Department of Foreign Affairs and International Trade*

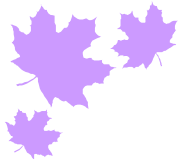
The study concluded that there is a rationale for the program; that it made effective use of third-party program delivery; and that the program has been instrumental in bringing Canadian and Israeli firms together into alliances that are leading to new technologies and products, with potential for significant project spin-offs. It suggested that diversification may be required through targeting additional sectors such as environmental technologies. The interest of provincial governments in the program was originally underestimated in structuring CIIRDF. The study supported renewal of the program for an additional term.

### White paper on Changes to the Pension Benefits Standards Act – PBSA

*Office of the Superintendent of Financial Institutions Canada Department of Finance Canada*

A White Paper concerning changes to the *Pension Benefits Standards Act, 1985 (PSBA)* was released by the Secretary of State (Financial Institutions) in July, 1996. This was followed by the introduction of amending legislation in March, 1997. Both the White Paper and the proposed legislation were developed in a working group format in close consultation with the Department of Finance Canada. The legislation was not passed prior to the end of the last session of Parliament but will be reintroduced in the new session.





### Agri-Food Specialist Abroad Initiatives

*Agriculture and Agri-Food Canada  
Department of Foreign Affairs and  
International Trade*

A joint AAFC-DFAIT review of this program concluded there is wide support for the initiative and provided recommendations for strengthening co-ordination between the activities of the specialists with related activities carried out in Canada. In keeping with review recommendations, support for the specialists abroad has been continued and strategic plans for each key foreign market have been completed.

### Joint Services Initiatives

*Agriculture and Agri-Food Canada  
Canadian Food Inspection Agency  
Revenue Canada*

The Food Production and Inspection Branch of AAFC (now CFIA) is collaborating with Revenue Canada-Customs on a new initiative to facilitate the movement of low risk agricultural shipments. A joint AAFC-Revenue Canada evaluation of this initiative, along with pilot tests at several ports of entry, found that the program had been successful, both in terms of increasing the level of compliance and in providing service to importers. The evaluation also identified ways to improve communication and awareness of functions between the two government organizations should the JSI program be implemented nationally. Subsequently, the JSI program was approved for national implementation and is expected to be in place for the fall of 1997.

### Networks of Centres of Excellence

*Natural Sciences and Engineering Research  
Council of Canada  
Medical Research Council of Canada  
Social Sciences and Humanities Research  
Council of Canada  
Industry Canada*

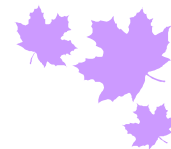
The evaluation concluded that the NCE is a very successful program. It has succeeded in all four of its objectives: to support excellent research, train and retain HQP (High Quality Personnel), manage complex interdisciplinary and multisectoral programs, and accelerate knowledge exchange and technology transfer. Further, it fills a unique niche among Canadian university research programs. A benefit/cost analysis suggests that the program will provide substantial net economic benefits to Canadians, and there are many social benefits expected as well. The overall goals and objectives of the program are appropriate, as are the general administrative and management mechanisms associated with them. Such problems as exist are generally those associated with all university-industry programs, although issues of program funding uncertainty and the nature of network-university partnerships are specific to the NCE. Following the evaluation, the NCE Program was made a permanent program.

### Management Controls in Communications and Cultural Industry, Phase II Research Project

*Canadian Heritage  
Industry Canada*

Beginning in 1993, l'École des Hautes Études Commerciales de Montréal, via Le Programme des centres d'excellence de la langue française, consulted with over 300 arts, cultural and communication enterprises and associations, and federal grant and contribution managers, on the importance of management/internal control and performance evaluation. Contrary to public perception, enterprises in the field of arts and culture consider management controls to be highly important and see them as contributing directly to the profitability of their business. The final project report recommended improvements to the management of federal grant and contribution programs, and to the structure, management systems, internal controls and performance evaluations of cultural enterprises.





### CPP Administrative Costs

Revenue Canada  
Human Resources Development Canada

The objective of this joint review with Human Resources Development Canada (HRDC) was to attest the CPP administrative costs for 1995/96. The review found that the CPP administrative costs chargeable to HRDC were in accordance with the Memorandum of Understanding between the two departments.

### Deputy Minister Task Force On Strengthening Our Policy Capacity

A healthy and well functioning horizontal policy capacity in the federal government remains crucial for the quality of government and public life in Canada. The central agencies have a vital role to play in increasing the focus on strategic and major horizontal issues. Departments must be the main locus of policy work within the Public Service. There is a need for increased rigour in the articulation of expected outcomes of policy options. The government should relate closely to the outside policy research community and should seek to promote its relevance and quality.

### Deputy Minister Task Force On Horizontal Policy Issues

The over-arching goals are policy excellence, individual accountability and collective responsibility. Three areas requiring improvement: *process* - ensuring that we get the fundamentals right; *systems* - strengthening policy systems to provide a framework for collaborative research and development; and *culture* - commitment across all parts of the federal system required to develop a collaborative culture; the most crucial element is sustained commitment from senior management. Although there are no magic bullets, leadership at the departmental and central agency levels is required. Improvements can be realized from initiatives such as: developing departmental workplans on horizontal issues; building capacity through training and mobility; and introducing teamwork as a criterion for performance evaluation and promotion.

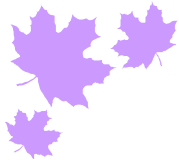
### Deputy Minister Task Force On Service Delivery Models

Improved delivery of transactions is not sufficient. Clustering service transactions around a targeted group of citizens is crucial for integrated and improved service. Citizens must be active participants in the design and delivery of service. Governments, not citizens, should integrate services; therefore, partnerships among government departments, levels of government, and other providers are fundamental. Obstacles are jurisdictional, organizational, legal and attitudinal.

### Deputy Minister Task Force On Overhead Services

The Public Service could achieve significant savings and improvements through a collaborative approach to the delivery of the overhead services reviewed. The willingness to forgo some freedom of choice is a prerequisite; optimal savings will be attained only if horizontal initiatives are applied across departments using a clustering concept. There is a need for a systematic, long-term approach for dealing with overhead issues.





### Deputy Minister Task Force: A Planning Tool for Thinking About the Future of the Public Service

Scenario thinking is a powerful new leadership skill with real potential benefits. Scenario building and scenario use are powerful tools with immediate application. The governance scenarios, built by the Task Force, have been tested and can be useful to validate policy options and business strategies, to stimulate dialogue and fresh thinking among key stakeholders and to build shared views and action plans. Tool tested and now available. Learning as well as the tool to be incorporated into Public Service learning programs.

### Deputy Minister Task Force On Values and Ethics

The most important current issues are evolving accountability practices in a parliamentary democracy, the relationship between employment and values, the dynamic tension and ongoing reconciliation between old and new values, new ethical dilemmas associated with service culture and empowerment, the challenge of leadership and people management in a time of change. Democratic, professional, ethical and people values are fundamental and should be the unifying force for the Public Service. There is a need for wide-ranging and honest dialogue about values across the Public Service.

### Review of the *Royal Canadian Mounted Police Act*

*Solicitor General Canada*  
*Royal Canadian Mounted Police*  
*RCMP Public Complaints Commission*

The review resulted in a number of amendments being proposed to Parts VI and VII of the *Royal Canadian Mounted Police Act* concerning the administration of public complaints by both the RCMP and the RCMP Public Complaints Commission. New legislation for these amendments is not anticipated until the fall 1997.

### Sentencing and Corrections Review

*Solicitor General Canada*  
*Department of Justice Canada*  
*Correctional Service Canada*  
*National Parole Board*  
*Statistics Canada - Canadian Centre for Justice Statistics*  
*Royal Canadian Mounted Police*  
*Treasury Board of Canada Secretariat*

The review, which examined methods to reduce prison populations in light of diminishing resources, led to proposals for legislative and administrative action. Bill C-45 (judicial review of parole ineligibility) was proclaimed in January 1997. Bill C-55 dealing with high-risk and low-risk offenders was passed in April 1997. Those provisions of C-55 dealing with low-risk, non violent offenders, came into force on July 3, 1997 and those pertaining to high-risk offenders came into force on August 1, 1997.

### Integrated Proceeds of Crime Initiative – IPOC

*Solicitor General Canada*  
*Royal Canadian Mounted Police*  
*Revenue Canada*  
*Department of Justice Canada*

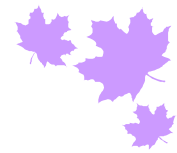
The year-one implementation status report provides information on the activities involved in the start-up phase of operation of the IPOC units that were established when the initiative was approved by Cabinet in July 1996.

### Search and Rescue Prevention Study

*National Search and Rescue Secretariat*  
*Environment Canada*  
*Transport Canada*  
*Canadian Heritage*  
*Fisheries and Oceans*  
*National Defence*

The SAR Prevention Review focuses on the non-regulatory prevention activities of education and promotion undertaken by the Interdepartmental Committee on Search and Rescue (ICSAR) departments. EC through the Atmospheric Environment Service provides aviation, land and marine weather products and services for the prevention of SAR incidents. Overall, the review revealed that there is no reliable information base by which to inform





*Royal Canadian Mounted Police*

management of the impacts and the results of prevention, specifically related to SAR activities. The review indicates that there is a need for improved interfacing of the separate prevention practices through increased information sharing. It is recommended that the future approach to SAR prevention be specific, measurable, attainable, realistic and timely.

**National Strategy on Community Safety and Crime Prevention – Mid-term**

*Department of Justice Canada  
Solicitor General Canada  
Royal Canadian Mounted Police  
Health Canada  
Human Resources Development Canada  
Citizenship and Immigration Canada  
Correctional Service Canada  
Canada Mortgage and Housing Corporation  
Canadian Heritage  
Status of Women Canada  
Indian and Northern Affairs Canada  
National Defence  
National Parole Board*

A mid-term evaluation of the Strategy completed during 1996/97 concluded that the Strategy is on track; however, concerns were raised about the lack of systematic, ongoing performance-related information. Corrective measures have since been put in place and will be assessed as part of the summative evaluation to be conducted in 1998/99.

**Child Development Initiative**

*Health Canada  
Human Resources Development Canada  
Canadian Heritage  
Department of Justice Canada  
Solicitor General Canada  
Royal Canadian Mounted Police  
Treasury Board of Canada Secretariat*

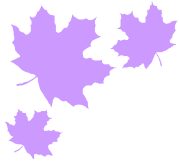
This initiative co-ordinates efforts to address conditions that put children at risk. The evaluation confirmed the continuing need for the programs supported by the \$479 million initiative. The evaluation also found evidence of success for individual departmental projects that increased knowledge of health professionals; contributed to protection from threats to children's well-being; provided intervention and services for at-risk pregnancies, babies and young children; and developed relevant partnerships. However, little evidence was found on broader societal impacts or pointing to any synergies from interdepartmental co-ordination. Improvements are needed in the administration of interdepartmental programs of this nature.

**Eco-Research Program**

*Medical Research Council of Canada  
Environment Canada  
Natural Sciences and  
Engineering Research Council of Canada  
Social Sciences and  
Humanities Research Council of Canada  
Treasury Board of Canada Secretariat*

Eco-Research is a \$27-million research and development program begun in 1992 and ending in 1997. Part of the federal Green Plan, the program aimed to strengthen Canadian capacity for research on the environment, particularly in the area of managing human impact on ecosystems. Grants, Chairs and Fellowships were provided to support cross-disciplinary research, contribute and disseminate new knowledge, train environmental research specialists and encourage the formation of alliances and partnerships. Studies indicated that the program had increased cross-disciplinary research on the environment and had provided over 475 advanced training opportunities. The review documented the lessons learned from this innovative program. Results may guide the development of future programming for cross-disciplinary research.





### Joint Monitoring Program

*Canadian Environmental Assessment Agency  
Industry Canada  
Natural Resources Canada  
Environment Canada*

Evaluation of the implementation of the *Canadian Environmental Assessment Act* during the first 15 months after it came into force. While available data were limited, no significant adverse effects on Canadian industry were revealed. The JMP provided a good basis for an expanded multi-year monitoring program to be managed by the Canadian Environmental Assessment Agency and its partners. Furthermore, it has strengthened the relationships among the participating departments and between the government and private industry.

## A(2) PARTNERED AND/OR EXTERNAL REVIEWS

### Royal Commission on Aboriginal Peoples Report

*Government-wide  
First Nations partners*

The government established the RCAP in April 1991 to examine Aboriginal issues. The objective of the RCAP was to propose specific solutions to the problems that have long plagued the relationship among Aboriginal peoples, the Canadian government and Canadian society as a whole.

The report makes 440 recommendations of which 89 come under the full purview of the federal government. The rest involve First Nations, communities, provinces and territories. The commission proposes a 20-year agenda for change to develop a new relationship between Aboriginal and non-Aboriginal people that is based on a mutual recognition, respect, sharing and responsibility.

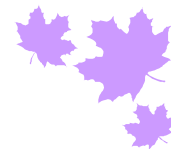
The report raises fundamental questions that will require careful consideration by all Canadians. The federal government is now undertaking an in-depth government-wide review of the commission's recommendations. It is assessing its role in responding to the needs of Aboriginal peoples, including through implementation of the RCAP recommendations. The review and assessment is being carried out under four broad themes: strengthening the partnership; strengthening aboriginal governance; building strong communities; and designing a new fiscal relationship

This cannot be done in isolation and it is necessary to work together with other partners in provincial/territorial governments, and Aboriginal and non-Aboriginal groups to ensure that the needs and concerns of all parties are appropriately considered. It is expected that the review and assessment will be completed by autumn this year.

Although this government has made considerable progress in the last three years, it recognizes there is much work ahead and will continue to consider Aboriginal issues a priority. There is every reason to believe that the commission's recommendations can contribute to government policies designed to achieve these aims.







### Technical Committee on Business Taxation

*The Technical Committee is an independent panel of legal, accounting and economics professionals with expertise in the taxation field. It was established following the 1996 federal Budget to review Canada's business taxation system with a view to promoting job creation and economic growth, facilitating compliance and administration, and enhancing fairness. The Technical Committee on Business Taxation has released a number of research studies prepared by outside experts. The Committee commissioned these studies to provide analysis of some of the issues being considered under its mandate.*

Comparison and Assessment of the Tax Treatment of Foreign-Source Income in Canada, Australia, France, Germany and the United States, Why Tax Corporations, Tax Policy and Job Creation: Specific Employment Incentive Programs, The Effects of Taxation on U.S. Multinationals and Their Canadian Affiliates, The Integration of Corporate and Personal Taxes in Europe: The Role of Minimum Taxes on Dividend Payments, International Implications of U.S. Business Tax Reform, The Economic Effects of Dividend Taxation, Capital Tax Issues, Compliance Issues: Small Business and the Corporate Income Tax System, Study on Transfer Pricing, The Interaction of Federal and Provincial Taxes on Businesses, Taxation of Inbound Investment.

### Mid-Term Evaluation of the Canadian Tourism Commission

*Industry Canada  
Canadian Tourism Commission  
Provinces  
Territories  
Cities  
Tourism Associations  
Private-sector representatives*

The mid-term evaluation is the first phase of a comprehensive evaluation on the progress of the CTC in the areas of communication, awareness, impact and results. It also provides information to help the CTC prepare for ongoing performance measurement and monitoring. The findings indicate that there is high awareness and knowledge of who and what the CTC is; the partnership approach adopted by the CTC is the correct one to meet the identified need; the objectives are understood by stakeholders; and the CTC has been successful in attracting partners and partner financial support. However, there is a continuing need to enhance the involvement of small and medium-sized enterprises in CTC programs, activities and committees and for more effective communication with the industry. Additionally, current performance information needs to expand to respond to all decision makers.

### Canadian Code of Practice for Consumer Debit Card Services

*Industry Canada  
Canadian Bankers Association  
Consumers' Association of Canada  
Department of Finance Canada*

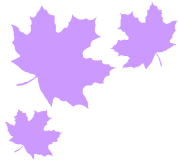
A formal independent evaluation was conducted to assess industry adherence to the Code of Practice for Debit Card Services, which formalizes the commitment of debit service providers to the protection of consumers and defines participants' shared responsibilities. Overall, the review found that debit card use is growing exponentially and that consumer concerns are low. Mystery shopping and telephone surveys confirm that most financial institutions meet or exceed the Code. The evaluation concluded that: the Code could be improved by being clearer; consumers would benefit from clear and consistent information; and improved reporting of disputed transactions would facilitate ongoing monitoring and improvements. Working groups have been formed to address these recommendations.

### Standards of Sound Business and Financial Practices

*Office of the Superintendent of Financial Institutions  
Canadian Life and Health Insurance Association*

This review of sound business practices for the life insurance industry resulted in the development of related standards and an associated self-assessment process. These standards, which are currently in place on a voluntary basis, will become official OSFI guidelines within the next year.





### Canada-Saskatchewan Partnership Agreement on Rural Development (PARD) and Water-Based Economic Development (PAWBED)

*Agriculture and Agri-Food Canada  
Saskatchewan Economic and Co-operative  
Development  
Saskatchewan Water Corporation*

AAFC and SECD/SWC conducted a joint intergovernmental study of these two initiatives. The study found that PARD and PAWBED have combined to produce a significant overall impact on rural businesses in Saskatchewan over the past four years. Examples of this impact include: triggering an increase in business/capital investment; providing a catalyst for increased sales; contributing to the development of new product lines that created greater diversification within many Saskatchewan companies; and improving participants' awareness of the importance of market research and other key business issues. This study also addressed the issue of how best to measure these programs' effects and this information will be used in the final evaluations of the programs.

### National Sport Centre – Calgary

*Canadian Heritage  
National Sports Centre – Calgary*

The evaluation of the National Sport Centre – Calgary (NSCC) is significant because it is a multi-sport development centre funded by the federal government in partnership with five provincial and non-government sector organizations. As the NSCC was nearing the end of its three-year trial period, the Department of Canadian Heritage required an evaluation, which concluded that the NSCC has enhanced the training environment for high performance athletes in the Calgary area and that the assumptions underlying the Centre remain valid. Canadian Heritage is continuing its financial support for the NSCC and has since established, with other provincial and non-government sector partners, National Sport Centres in Montreal and Winnipeg. In addition, it is working to develop similar partnerships to establish National Sport Centres in Toronto, Vancouver and the Atlantic provinces.

### Canada/British Columbia Agreement on Communications and Cultural Industries

*Canadian Heritage  
Government of British Columbia*

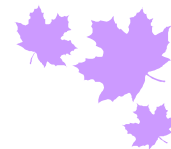
This evaluation confirmed that the concept of investing in business development for improving these companies' capabilities is solid. Industry consultants, knowledgeable about and experienced in the cultural industries, made an important contribution to the program. However, some inconsistencies in program delivery were discovered, chiefly created by the frequent changes in consulting personnel. These difficulties could be addressed by having at least one knowledgeable and stable source of business counselling available to both the clients and program administrators.

### Canada-Alberta Partnership Agreement in Culture

*Canadian Heritage  
Government of Alberta*

\$14.6 million was expended on business development in Alberta's cultural industries, including total contributions by both governments of \$5.3 million. This was matched by \$9.3 million in expenditures by companies. Notwithstanding the administrative challenges of such an innovative program, 84 per cent of companies reported some improvement in business development. The program also contributed to the development of artists and the wealth of cultural products. The study recommended contracting aspects of program administration to business specialists with experience in cultural industries, streamlining administrative processes, and locating the Agreement Office independent of either participating government.





### Corrections Population Growth

*Provincial/Territorial Deputy Ministers of Justice  
Federal/Provincial Heads of Corrections*

The report and its recommendations demonstrate the effort made by all jurisdictions to achieve results in managing prison population growth. All of the 11 recommendations are being implemented by the various jurisdictions. Both the *Corrections Population Growth* paper and the *Progress Report* reflect a consensus of views among jurisdictions and underscore the recognition by all of the importance of working together to achieve safe, just and peaceful communities.

### Strategic Initiatives – Student Work and Service Program

*Human Resources Development Canada with Newfoundland (SWASP)*

SWASP offered wage subsidies to employers who hire youth facing difficulties making the transition from school to work and tuition credits to these same youth who work in community agencies in Newfoundland. The evaluation found that social assistance recipients (SAR) are an appropriate client group for this type of intervention.

### Strategic Initiatives – Graduate Employment/Self-Employment Program

*Human Resources Development Canada with Newfoundland (GESEP)*

GESEP offered wage subsidies to employers to hire the post-secondary school graduates and provided income support to those graduates who wished to create small businesses. GESEP appears to offer considerable potential, particularly the self-employment option.

### Strategic Initiatives – Strategic Employment Opportunities Program

*Human Resources Development Canada with Newfoundland (SEOP)*

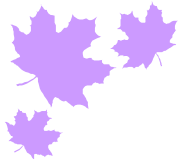
SEOP offered wage subsidies to employers in growth sectors to hire individuals who were dependent upon, or at risk of becoming dependent upon, income support. Employers and participants reported high levels of satisfaction with the intervention and many expected that employment would continue beyond the duration of the subsidy. But the evaluation highlighted two concerns: a high risk of subsidizing activities that would have otherwise taken place and a high risk of subsidizing employers receiving support from other government sources or initiatives.

### Strategic Initiatives – Nova Scotia COMPASS Program

*Human Resources Development Canada with Nova Scotia*

The COMPASS project offered financial allowances, wage subsidies or assistance to start a small business to enhance the employability of individuals receiving social assistance, especially the increasing number of youth and single parents. Preliminary results indicate that COMPASS is a valuable job placement tool for the job-ready SAR client.





### Strategic Initiatives – Success Nova Scotia 2000 – Nova Scotia Links

*Human Resources Development Canada  
with Nova Scotia*

The Success Nova Scotia Links offered wage subsidies to employers to provide work internships to post-secondary students to facilitate their entry into the labour market and to assist employers to better understand the relationships between investment in human resources, life-long learning and business success. Students rated the internship approach highly. They viewed the opportunity to practice the skills they learned in the classroom immediately on the job, alongside experienced workers, as perhaps the single most important benefit of the program. Employers responded favourably to the program.

### Strategic Initiatives – Choice and Opportunity

*Human Resources Development Canada  
with Prince Edward Island*

This pilot attempts to redesign existing programs and delivery mechanisms and to provide more opportunity for individuals with intellectual disabilities to make decisions about how they want to receive support and services. The evaluation recommended changes to improve the operations of the project; data capture; involving community partners, volunteers and the participants themselves in improving support and services.

### Strategic Initiatives – Process Evaluation *Ready-to-Learn (RTL)*

*Human Resources Development Canada  
with Prince Edward Island*

The RTL project is a four-year initiative that offers counselling, education upgrading, training and work experience to youth in Prince Edward Island who have low literacy levels and are receiving employment insurance benefits or social assistance benefits. The participants were satisfied with the RTL, the services they received, the facilitators they interacted with, and the size and cohesion of the group. Participants were less positive about work and training, but more positive about education.

### Strategic Initiatives – NB Job Corps

*Human Resources Development Canada  
with New Brunswick*

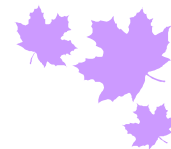
NB Job Corps is a three-year project to provide work placements to older workers aged 50 to 65 years. The project provides participants with an annual income support and a daily salary/wage for each day at work. The project is meeting the needs of both participants and employers. The potential demand for participants and work projects exceeds available resources.

### Strategic Initiatives – Integrated Training Centres for Youth

*Human Resources Development Canada  
with Alberta*

The Integrated Training Centres for Youth project was a blend of counselling, coaching, career work exposure, work experience, skills training and educational upgrading, employment preparation, and job placements and follow-up to assist high school dropouts who potentially could become dependent on income support. Partners were generally satisfied and the program had the necessary services and resources to help youth make the transition to the labour market. The evaluation noted some issues that need to be resolved, for example: consistency in the quality of employer-based training; paying incentives to those who would have otherwise attended; applicant screening procedures.





### Strategic Initiatives – Investing in People

*Human Resources Development Canada  
with Northwest Territories*

The Investing in People project was designed to address the low skills and educational levels and the high rates of unemployment that characterize many Northwest Territories residents who are at risk of long-term dependency upon social assistance. There was a high drop-out rate, yet participants expressed their satisfaction with most aspects of the work projects and the program.

### Goods and Services Tax – Financial Compensation

*Revenue Canada  
Ministère du Revenu du Québec (MRQ)*

The objective of this joint review with MRQ was to assess compliance with the financial compensation provisions of the agreement covering the administration of the GST in Quebec. The review found that the GST systems used to determine the number of registrants is reliable, while further refinements are being made to the formula used to calculate the annual amount of financial compensation.

### Goods and Services Tax – Physical and Logical Security

*Revenue Canada  
Ministère du Revenu du Québec (MRQ)*

The objective of this joint review was to ensure that Revenue Canada and the MRQ comply with security standards required for protecting computer and administrative systems including the safeguarding and transmitting of data. Action is being taken to clarify the roles and responsibilities within MRQ to protect GST data and files, equipment for processing data, and premises.

### Goods and Services Tax – Management of Funds

*Revenue Canada  
Ministère du Revenu du Québec (MRQ)*

The objective of this review was to ensure that money collected by the MRQ on behalf of the Receiver General for Canada is properly managed. The review concluded that the management of GST funds by MRQ complies with the provisions of the federal/provincial agreement regarding the administration of the GST by the province of Quebec.

### Tangled Lines, A Federal Provincial Review of the Mifflin Plan, Restructuring the Pacific Salmon Strategy

*Fisheries and Oceans  
British Columbia*

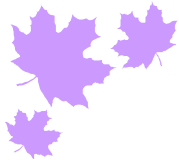
In December 1996, Canada and British Columbia established a tripartite panel composed of representatives of the provincial and federal governments and an independent agreed-upon third party to review the impact of the Pacific Salmon Revitalization Strategy. The Panel has submitted its report, including 23 recommendations. All of the recommendations are being addressed.

### Canada New-Brunswick Co-operation Agreements – Diversification, Economic Development, Urban, Entrepreneurship and Human Resource Development, Planning

*Atlantic Canada Opportunities Agency  
Government of New Brunswick*

A comprehensive evaluation was done of the five (5) Co-operation agreements being rolled over into one Regional Development Agreement. Conclusions have been factored into the design of the Canada-New Brunswick Regional Economic Development Agreement. The study concluded that the five CO-OPERATION Agreements have provided good value to the Canada and New Brunswick governments for the dollars invested in them. The Agreements were highly consistent with the needs of the two levels of government. They met their objectives within budget and without significant unintended outcomes.





**Canada – Nova Scotia Co-operation Agreements – Halifax-Dartmouth Metro Area Development**

*Atlantic Canada Opportunities Agency  
Nova Scotia Economic Renewal Agency  
NS Department of Municipal Affairs*

Provision of urban amenities is an efficient means to attract potential investors and employees.

**Canada – Nova Scotia Co-operation Agreements – Industrial Development Opportunities**

*Atlantic Canada Opportunities Agency  
Industry Canada  
NS Economic Renewal Agency  
NS Department of Finance*

Conclusions regarding program impacts and effects were considered in design of economic development programming under other Agreements, notably the Canada-Nova Scotia Economic Diversification Agreement.

**Canada – Nova Scotia Co-operation Agreements – Tourism Development**

*Atlantic Canada Opportunities Agency  
Heritage Canada  
NS Department of Education and Culture*

Findings and recommendations have contributed to development of a Nova Scotia Tourism Strategy that will guide further initiatives in this area.

**Canada – Nova Scotia Co-operation Agreements – Cultural Agreement**

*Atlantic Canada Opportunities Agency  
Environment Canada  
NS Department of the Environment  
NS Economic Development & Tourism*

Conclusions regarding program impacts and effects and ongoing needs of the cultural sector have been factored into design of economic development programming under the Canada-Nova Scotia Economic Diversification Agreement.

**Canada – Newfoundland and Labrador CO-OPERATION Agreement: Development Planning**

*Atlantic Canada Opportunities Agency  
Newfoundland Department of Industry*

Conclusions/lessons learned were used in the design of the research and planning component of the Economic Renewal Agreement.

**International Forestry Partnerships Program – IFPP**

*Natural Resources Canada  
Department of Foreign Affairs and  
International Trade  
Provincial agencies*

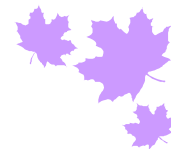
IFPP contributed to achieving its overall purpose to protect Canada's forestry products trade in Europe and promote Canada's image as an environmentally responsible forestry nation. The program is creating a network of people who are informed about Canadian forestry practices.

**Impact of National Remote Sensing Program**

*Natural Resources Canada  
Office of the Auditor General of Canada  
Treasury Board of Canada Secretariat  
Department of Finance Canada  
Canadian Space Agency  
Geomatics Industry Association of Canada*

An assessment of the effectiveness of the national Remote Sensing Program as public sector research and development showed that Natural Resources Canada's remote sensing activities contributed to: employment creation, revenue generation, commercialization, technology transfer and market development; public good in the areas of environmental monitoring and sustainable development, safety and sovereignty, defence and intelligence; and infrastructure development through regulations and education and training.





### North American Waterfowl Management Plan (NAWMP) – Joint Venture Evaluations

*International committee from Canada, the United States and Mexico, including Environment Canada*

Federal, provincial and territorial governments, non-governmental organizations, the private sector and landowners implement the NAWMP in Canada through Habitat and Species Joint Ventures (JVs). All Canadian Habitat Joint Ventures have in place an evaluation plan approved by the International Committee. The ongoing evaluations of the NAWMP program allow for continual adjustments to the JV and national implementation strategies and verification of the indicators used and the performance targeted. The overall NAWMP is kept current through periodic reviews of the results achieved at both the continental and joint venture levels. Evaluation reports are produced on an annual basis.

### National Crime Prevention Council

*Department of Justice Canada  
National Crime Prevention Council*

This review covered the first two years of the National Crime Prevention Council's activities and operations. As a result, there was limited objective information on the impact of Council activities. However, the review concluded that the Council's work was generally on track. The vast majority of NGOs interviewed felt that the NCPC's annual budget of \$525,000 represents good value for taxpayers' money.

### Canadian Breast Cancer Research Initiative

*National Cancer Institute of Canada  
Health Canada  
Medical Research Council of Canada*

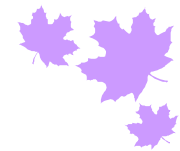
Through the Canadian Breast Cancer Research Initiative, approximately \$36 million is being invested in research related to breast cancer over the period 1993 to 1998. The Canadian Cancer Society has committed \$10 million to the initiative through its research arm, the National Cancer Institute of Canada. The federal government, through the Medical Research Council and Health Canada, contributed \$20 million. A corporate fund raised \$5.6 million of private-sector support. The committee that steered evaluation of the program included representatives of the funding organizations and breast cancer survivors. Results of the mid-term review were considered when the partners' decided to continue the initiative beyond 1998.

### MRC-PMAC Health Program

*Medical Research Council of Canada (MRC),  
Pharmaceutical Manufacturers Association of  
Canada (PMAC)*

The MRC-PMAC Health Program is a five-year, \$250 million research funding initiative to increase Canadian capacity for high-quality research related to the discovery and development of new or better products for maintaining health and treating illness. The Pharmaceutical Manufacturers Association has committed \$200 million from its member companies; the MRC will provide \$50 million and a national peer review system for ensuring the quality of research supported through the program. A mid-term review of the program, conducted by a task force with representation from both partner organizations, focused on identifying measures to ensure that funding targets and objectives would be met within the time frame of the original agreement. The review led to better understanding of the various issues faced by the two partners and pointed to useful modifications of program processes. The review was one factor leading to renewed enthusiasm for the partnership and increased confidence that its funding targets and objectives will be met.





## ANNEX B DEPARTMENTAL KEY RESULTS COMMITMENTS

Canadians want to know what they are getting for their tax dollars. Federal departments and agencies identify the results they are committed to achieving in public documents such as the *Reports on Plans and Priorities* and *Departmental Performance Reports*.

Last year's report pioneered a tabular format summarizing results commitments for 32 departments and agencies. The tables may facilitate analyses of what departments are contributing to broader government objectives and promote a better understanding of interdepartmental linkages.

This annex has now been expanded to include tables from all federal departments and agencies. Agencies that are at arm's length from the government and report directly to Parliament have been included in the second part of Annex B. The focus continues to be on identifying results commitments that are of interest to Canadians.

The tables of key results commitments use a two-column format to identify the results or outcomes that each department is committed to providing for Canadians and the methods by which they will demonstrate the extent to which they have attained these results.<sup>18</sup>

The left-hand column sets out the results commitments of the department. These statements are not commitments to achieve a specific result within the current year, but instead, declare the enduring results that departments seek to achieve.

Consultations and surveys have found that information on performance and outcomes tends to be of greatest interest to members of Parliament and the public. As a result, departments and agencies have been strongly encouraged to focus on outcomes rather than on client services and activities. In providing input to this annex, departments were also asked not to restrict themselves to outcomes over which they have complete control, but rather to identify enduring results of importance to Canadians to which government activity contributes. Co-operation among departments is necessary to achieve many of the outcomes identified.

The right-hand column identifies how departments will show progress towards the results commitments. These are stated in terms of the results that must occur to demonstrate that a department has been successful in meeting its stated outcomes. The Departmental Performance Reports are intended to provide information on the extent to which expected results are being achieved.

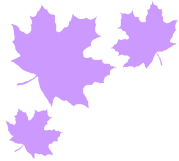
Departments and agencies have included in this annex the results commitments they believe are of greatest significance. Based on the criteria of clarity, consistency and results focus, the material in Annex B has improved since last year. The ultimate test, however, is how useful the information is to members of Parliament and the public. This annex provides a convenient way

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<sup>18</sup> The financial information for departments represents 1997/98 planned spending reported as 'Total net expenditures' in the 1997/98 Estimates, Part II (pages 1-22 to 1-29).







for parliamentarians and the public to assess results information on programs and departments against their own information needs. Readers are encouraged to comment on the usefulness of the information and its relevance to their responsibilities.<sup>19</sup>

It is hoped that with this approach, opportunities for partnerships will be identified among departments and agencies as well as with knowledge partners.

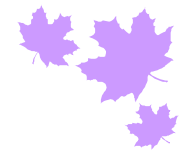
## ANNEX B(1) DEPARTMENTAL RESULTS COMMITMENTS

### Agriculture and Agri-Food Canada (AAFC)

has a budget of \$1,502,608,000	
to provide Canadians with:	to be demonstrated by:
<p><i>Expanded Markets for Canada's agriculture and agri-food sector</i></p> <p>improved market access</p> <p>contribution to increased sales of Canadian agriculture and agri-food products</p> <p>contribution to enhanced investment opportunities</p>	<ul style="list-style-type: none"> <li>▪ agreements negotiated/maintained, disputes settled and the removal/reduction of international and interprovincial trade barriers</li> <li>▪ greater industry use of AAFC trade and support services</li> <li>▪ sectoral performance indicators on exports, higher-value exports and number of firms "export-ready"</li> <li>▪ domestic and international direct investment opportunities identified/promoted</li> </ul>
<p><i>A Sustainable Future</i></p> <p>innovations in the development of agriculture and agri-food products, processes and practices</p> <p>leadership in integrated resource management</p>	<ul style="list-style-type: none"> <li>▪ increased collaborative funding for high-value research</li> <li>▪ greater numbers of communities with a high quality water supply</li> <li>▪ further development of environmentally sustainable AAFC legislation and programs</li> </ul>
<p><i>A Strong Foundation for the Sector and Rural Communities</i></p> <p>a policy framework which enables the sector to adapt to a changing economy</p> <p>the potential for a strong, rural economy</p> <p>the further development of co-operatives</p>	<ul style="list-style-type: none"> <li>▪ effective income stabilization programs in place</li> <li>▪ evolution of dairy, poultry and egg industry policies in response to market changes</li> <li>▪ new or expanded rural businesses assisted by federal programs/services</li> <li>▪ new federal legislation drafted based on input received from the Co-operative Sector (the bill is now ready for introduction in Parliament)</li> </ul>

<sup>19</sup> One way of commenting is by using the fax-back form located at the end of this report.





## Atlantic Canada Opportunities Agency (ACOA)

**has a budget of \$308,902,000**

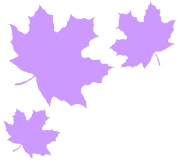
to provide Canadians with:	to be demonstrated by:
greater economic activity in the Atlantic region, generating jobs and increasing earned income	<ul style="list-style-type: none"> <li>▪ access to capital for small and medium-sized enterprises in Atlantic Canada with emphasis on young entrepreneurs</li> <li>▪ improved service delivery of government business services through a network of intermediaries such as community-based development corporations and the use of Internet</li> <li>▪ a co-ordinated federal-provincial approach to economic development activity in each of the four Atlantic provinces in areas of community development, entrepreneurship, export and strategic infrastructure</li> <li>▪ commercialization of technology, and technology diffusion through international and domestic research-private sector partnerships</li> <li>▪ new economic opportunities for Atlantic Canada as a result of advocacy</li> <li>▪ access to major contracts for Atlantic firms</li> </ul>
skills development and improved management practices of Atlantic small and medium enterprises	<ul style="list-style-type: none"> <li>▪ qualified private sector business counsellors/advisors holding a certificate from the Institute of Small Business Counsellors Incorporated</li> <li>▪ Atlantic businesses introducing better business management practices or re-engineering their management practices</li> <li>▪ start-ups, expansion and survival rate of Atlantic firms</li> <li>▪ number of exporters</li> <li>▪ entrepreneurship courses at each level of the school system in partnership with provincial departments of education</li> </ul>
economic opportunities in rural areas through community based economic development	<ul style="list-style-type: none"> <li>▪ access to small and medium enterprise business services (e.g. financing, counselling and information) in rural areas through community based economic development groups</li> <li>▪ communities' self-development and alternate employment in areas affected by the closure of the Atlantic groundfish fishery, the Canadian Forces Base closures, and the termination of the New-Brunswick and Prince Edward Island ferry service</li> </ul>

## Atomic Energy Control Board (AECB)

**has a budget of \$42,243,000**

to provide Canadians with:	to be demonstrated by:
assurance that the use of nuclear energy in Canada does not pose unreasonable risk to health, safety, security and the environment	<ul style="list-style-type: none"> <li>▪ an appropriate regulatory framework</li> <li>▪ high levels of compliance in regulated activities</li> <li>▪ low frequency of safety-significant events</li> <li>▪ low levels of radiation exposure to humans and the environment</li> <li>▪ public confidence in the AECB</li> </ul>
assurance that Canadian nuclear material, equipment and technology are not contributing to the spread of nuclear weapons	<ul style="list-style-type: none"> <li>▪ appropriate control of import and export operations</li> <li>▪ support of international efforts to develop, maintain and strengthen the nuclear non-proliferation regime</li> </ul>





## Canada Information Office (CIO)

**has a budget of \$19,916,000**

to provide Canadians with:	to be demonstrated by:
opportunities to be actively involved in learning about and strengthening Canada	<ul style="list-style-type: none"> <li>partnerships that promote co-operation, trust, respect and mutual understanding among Canadians</li> <li>participation of Canadians in nation-building activities</li> </ul>
information on Canada and the role of the federal government	<ul style="list-style-type: none"> <li>reach and impact of CIO activities on participants and specific audiences</li> <li>access to information about Canada, including the Government of Canada's programs and services</li> </ul>

## Canada Labour Relations Board (CLRB)

**has a budget of \$8,901,000**

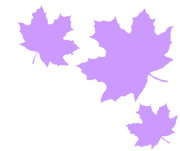
to provide Canadians with:	to be demonstrated by:
respect for their freedom of association with regard to labour relations	<ul style="list-style-type: none"> <li>the provision of a timely framework for the conduct of collective bargaining by unions and employers so as to facilitate the conclusion of collective agreements</li> </ul>
development of a body of labour law jurisprudence that will guide employees, unions and employers	<ul style="list-style-type: none"> <li>high standards with respect to the quality of Board decisions</li> </ul>
professional assistance to employees, unions and employers who allege violation of their rights under the <i>Code</i>	<ul style="list-style-type: none"> <li>the settlement of unfair labour practice complaints through alternative dispute resolution efforts</li> </ul>
preservation of industrial peace during conflicts between unions and employers	<ul style="list-style-type: none"> <li>the timely investigation and disposition of urgent labour relations conflicts, including unlawful strikes and lockouts</li> </ul>

## Canadian Artists and Producers Professional Relations Tribunal (CAPPRT)

**has a budget of \$1,726,000**

to provide Canadians with:	to be demonstrated by:
an agency that contributes to constructive professional relations between artists, as independent entrepreneurs, and producers within the federal jurisdiction	<ul style="list-style-type: none"> <li>sound, timely decisions</li> <li>successful negotiation, by the parties, of scale agreements</li> <li>a well-informed client community</li> </ul>





## Canadian Centre for Management Development (CCMD)

**has a budget of \$16,958,000**

**to provide Canadians with:**

a highly skilled, innovative and responsive Public Service executive cadre which: values service to the public both in delivery and policy making; utilizes up-to-date leadership skills and; understands and encourages working in partnership with other levels of government, the private sector and the not-for-profit sector

**to be demonstrated by:**

- commitment and alignment of Public Service executives to government priorities as articulated by the Clerk
- improved executive skill and competency levels
- increased problem-solving between and among departments by groups of executives

## Canadian Centre for Occupational Health and Safety (CCOHS)

**has a budget of \$1,356,000**

**to provide Canadians with:**

a national centre dedicated to the advancement and dissemination of unbiased information on occupational health and safety

**to be demonstrated by:**

- level of satisfaction with free inquiries service
- provision of databases in accessible formats
- growth of domestic and international sales of occupational health and safety services and products
- world-wide recognition as a leading contributor to the advancement of occupational health and safety
- level of satisfaction/confidence by labour, business and all levels of government in the quality and impartiality of the Centre

## Canadian Environmental Assessment Agency (CEAA)

**has a budget of \$9,842,000**

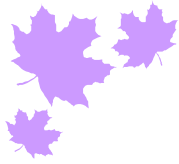
**to provide Canadians with:**

high quality federal environmental assessments that contribute to sustainable development and balanced decision making regarding the environment and society

**to be demonstrated by:**

- recommendations to decision-makers that reflect public values and the principles of sustainable development
- environmental assessment approaches that are co-ordinated across government and harmonized with other jurisdictions, through strengthened partnerships
- environmental assessment processes that are effective, efficient, consistent, predictable, and of the highest standards





## Canadian Environmental Assessment Agency (CEAA) (cont'd)

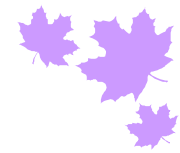
to provide Canadians with:	to be demonstrated by:
	<ul style="list-style-type: none"> <li>▪ federal authorities who have a greater understanding of, and are in compliance with, the requirements of the <i>Canadian Environmental Assessment Act</i></li> <li>▪ Aboriginal regimes that maintain or exceed the standards and principles of the <i>Canadian Environmental Assessment Act</i>, and are harmonized with the existing environmental assessment processes</li> <li>▪ consistent application of environmental considerations into federal policy and program proposals</li> <li>▪ effective representation of Canada's interests in international environmental assessment forums</li> </ul>

## Canadian Heritage (CanHer)

has a budget of \$995,045,000

to provide Canadians with:	to be demonstrated by:
Enhanced Pride in Canada	<ul style="list-style-type: none"> <li>▪ increased recognition by Canadians of key events which have shaped Canada</li> <li>▪ Canadians learning about each other and their country</li> <li>▪ viable cultural industries that create, produce, distribute and market Canadian products</li> <li>▪ Canadian appreciation of the country's linguistic duality</li> <li>▪ promotion of excellence and celebration of achievement in sport</li> <li>▪ new sources of investment to ensure more effective support of Canadian athletic excellence</li> <li>▪ excellence and innovation in the artistic community</li> </ul>
Economic Growth and Prosperity	<ul style="list-style-type: none"> <li>▪ young Canadians acquiring work experience and learning more about their country</li> <li>▪ a competitive environment able to sustain the Canadian broadcasting industries</li> <li>▪ effective liaisons with other jurisdictions and representation of Canadian interests through international expositions</li> </ul>
Protection of Canada's Heritage	<ul style="list-style-type: none"> <li>▪ new national parks and national historic sites and related protected areas</li> <li>▪ protection and presentation of nationally significant natural and cultural heritage</li> <li>▪ innovation and co-operation in the preservation, promotion and management of national collections and resources</li> </ul>





## Canadian Heritage (CanHer) (cont'd)

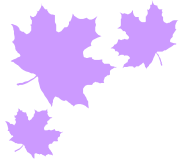
to provide Canadians with:	to be demonstrated by:
Access to Canadian Voices and Canadian Spaces	<ul style="list-style-type: none"> <li>▪ quality Canadian content and provision of Canadian choices and voices in broadcasting and the emerging information society</li> <li>▪ fair and equitable treatment of the rights of creators and the needs of users</li> <li>▪ long-term financial stability and increased autonomy of arts organizations</li> <li>▪ audiences and opportunities for Canadian arts and cultural organizations</li> <li>▪ enjoyment and use of heritage collections and areas</li> </ul>
Participation in and Contribution to Canadian Society	<ul style="list-style-type: none"> <li>▪ integrated community action, public understanding and institutional response based on identity, civic participation and social justice</li> <li>▪ enhanced capacity of official-language communities to contribute fully to Canadian society</li> <li>▪ participation in sport and sport-related activities as a key element in social development and nation-building</li> <li>▪ a broadcasting system which reinforces the social, cultural and economic goals, and reflects the needs, of Canadians</li> </ul>
A More Responsive Government	<ul style="list-style-type: none"> <li>▪ strategic management of, and effective functional direction over, information, resources, and services in support of departmental policy and government-wide objectives</li> <li>▪ delivery of effective and efficient corporate products and services in support of decision-making and program delivery</li> <li>▪ effective regional presence and representation of interests in support of policy development and program delivery</li> </ul>

## Canadian Human Rights Commission (CHRC)

**has a budget of \$14,175,000**

to provide Canadians with:	to be demonstrated by:
an increased awareness among Canadians of the principles of human rights and equal opportunity	<ul style="list-style-type: none"> <li>▪ a reduction in discriminatory practices</li> </ul>
recourse for Canadians whose rights have been violated	<ul style="list-style-type: none"> <li>▪ efficient handling of complaints of individual and systematic discrimination</li> </ul>
compliance by federal employers with the new <i>Employment Equity Act</i>	<ul style="list-style-type: none"> <li>▪ improved representation of minority groups in the workplace</li> </ul>





## Canadian Intergovernmental Conference Secretariat (CICS)

**has a budget of \$3,104,000**

### to provide Canadians with:

conference services to federal-provincial and interprovincial meetings/conferences

### to be demonstrated by:

- post-conference evaluations
- ongoing monitoring and review of services provided
- periodic surveys of our clients, senior-level consultations and gathering pertinent, statistical information on conferences

## Canadian International Development Agency (CIDA)

**has a budget of \$1,683,782,000**

### to provide Canadians with:

*Support of sustainable development in developing countries, in order to reduce poverty and to contribute to a more secure, equitable and prosperous world*

#### *Basic Human Needs:*

supports efforts to provide primary health care, basic education, family planning, nutrition, water and sanitation, and shelter

### to be demonstrated by:

- a commitment of 25 per cent of its Official Development Assistance (ODA) to basic human needs
- In selected regions and countries:*
- improved primary health care services
  - improved basic education facilities and access
  - increased awareness and prevention of sexually transmitted diseases
  - increased awareness of family planning
  - diversified agricultural production and increased food supplies
  - provision of appropriate, timely and effective emergency assistance
  - improved in-country capacities to mitigate disaster impacts
  - improved access, quality and reliability of potable water and sanitation services
  - enhanced capacity of vulnerable groups to increase their productive activities to meet their basic needs
- With the Agency's other partners:*
- enhanced capability to address basic human needs

#### *Women in Development/Gender Equity:*

supports the full participation of women as equal partners in the sustainable development of their societies

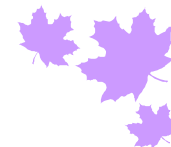
#### *In selected regions and countries:*

- better access to education for girls
- increased opportunities for women to earn income and to influence decisions
- increased effectiveness of women's organizations and groups in advocating and defending women's rights and interests
- strengthened capacity of government institutions to implement gender-equitable policies and programs
- improved capability of NGOs and women's organizations to support full participation of women in development

#### *With the Agency's other partners:*

- development of strategies for increasing women's participation



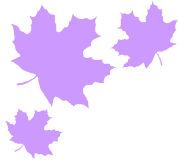


## Canadian International Development Agency (CIDA) (cont'd)

to provide Canadians with:	to be demonstrated by:
<p><i>Infrastructure Services:</i> helps developing countries to deliver environmentally-sound infrastructure services, with an emphasis on poorer groups and on capacity building</p>	<p><i>In selected regions and countries:</i></p> <ul style="list-style-type: none"> <li>▪ improved provision of energy and transportation services</li> <li>▪ upgraded infrastructure and physical capital stock to support economic development</li> <li>▪ creation of an enabling environment and development of institutional and human capacities to ensure effective and equitable distribution of infrastructure services</li> </ul> <p><i>With the Agency's other partners:</i></p> <ul style="list-style-type: none"> <li>▪ emphasis on the poor, capacity building, and the environment in infrastructure projects</li> </ul>
<p><i>Human Rights, Democracy, Good Governance:</i> increases respect for human rights, including children's rights; promotes democracy and better governance; and strengthens both civil society and the security of the individual</p>	<p><i>In selected regions and countries:</i></p> <ul style="list-style-type: none"> <li>▪ improved legal environment and promotion of democratic development through strengthened capacity of institutions</li> <li>▪ improved election processes</li> <li>▪ increased capacity of legislative, judicial and executive systems to become more transparent, accountable and open to public participation</li> <li>▪ expanded popular participation in governance by enabling NGOs, private sector organizations and community groups to promote civil society and to influence policy development</li> </ul> <p><i>With the Agency's other partners:</i></p> <ul style="list-style-type: none"> <li>▪ increased ability to address key economic and social issues in development policies and programs and to disseminate results</li> </ul>
<p><i>Private Sector Development:</i> promotes sustained and equitable economic growth by supporting private sector development in developing countries</p>	<p><i>In selected regions and countries:</i></p> <ul style="list-style-type: none"> <li>▪ improved ability of government institutions to develop and implement policies - such as deregulation, liberalization and privatization - which provide an enabling environment for private sector development</li> <li>▪ improved capacity of human resources and local private sector to engage in sustainable and equitable development</li> <li>▪ improved management and operation of credit facilities</li> <li>▪ strengthened business linkages between Canadian industry and the private sector of recipient countries</li> </ul> <p><i>With the Agency's other partners:</i></p> <ul style="list-style-type: none"> <li>▪ enhanced analysis and advocacy</li> </ul>







## Canadian International Development Agency (CIDA) (cont'd)

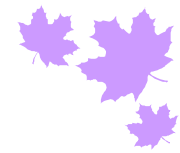
to provide Canadians with:	to be demonstrated by:
<p><i>The Environment:</i> helps developing countries to protect their environment and to contribute to addressing global and regional environmental issues</p>	<p><i>In selected regions and countries:</i></p> <ul style="list-style-type: none"> <li>▪ progress towards reversal of desertification</li> <li>▪ sound management of environmental and natural resources through increased capacity of key institutions, innovative funding solutions and environmental impact assessments</li> <li>▪ establishment of regional networks of policy researchers, and improved co-ordination among policy and regulatory bodies</li> <li>▪ enhanced regulatory capacity to curb the growth of substances contributing to global warming</li> </ul> <p><i>With the Agency's other partners:</i></p> <ul style="list-style-type: none"> <li>▪ increased ability to address linkages among environmental, economic, social and security issues</li> <li>▪ enhanced environmental programming</li> </ul>
<p><i>Countries in Transition (Central and Eastern Europe):</i></p>	<ul style="list-style-type: none"> <li>▪ increased Canadian trade and investment links with the region</li> <li>▪ progress towards democratic development</li> <li>▪ progress in the transition to market-based economies</li> <li>▪ enhanced nuclear safety</li> </ul>

## Canadian International Trade Tribunal (CITT)

**has a budget of \$7,949,000**

to provide Canadians with:	to be demonstrated by:
<p>support of a fair and open trade system</p>	<ul style="list-style-type: none"> <li>▪ upholding of the Tribunal's decisions by national and international appeal bodies</li> <li>▪ implementation of the Tribunal's recommendations by the government</li> <li>▪ publication of the Tribunal's decisions in a timely way</li> <li>▪ the Tribunal's decisions are viewed as fair and impartial by domestic and international stakeholders</li> </ul>





## Canadian Radio-television and Telecommunications Commission (CRTC)

**has a budget of \$3,769,000**

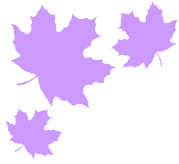
to provide Canadians with:	to be demonstrated by:
<i>Assurance that Canadian communications contribute fairly and equitably to Canada's economic, social and cultural prosperity through regulation, supervision and public dialogue</i>	
a place for Canadian voices in national and, global communications	<ul style="list-style-type: none"> <li>▪ content that reflects the linguistic duality, cultural diversity and social values of Canada</li> <li>▪ Canadian content in communications services</li> <li>▪ programming that reflects national, regional and community voices</li> <li>▪ programming that features Canadian creative talent</li> <li>▪ meaningful investment in Canadian audio and video content</li> </ul>
a broad range of communications services through competitive communications industries	<ul style="list-style-type: none"> <li>▪ competitive Canadian communications industries</li> <li>▪ availability of a broad range of Canadian communications services</li> <li>▪ reliable, high quality communications services responsive to consumer needs and social values</li> <li>▪ core communication services that are affordable</li> <li>▪ a communications infrastructure that is innovative and supports evolving communications services</li> </ul>
credibility and value in the governance process	<ul style="list-style-type: none"> <li>▪ fair and impartial decisions</li> <li>▪ collaborative processes with many players</li> <li>▪ teamwork, trust, openness, pride and respect at the Commission</li> <li>▪ effective, efficient, timely and clear actions (processes and services)</li> </ul>

## Canadian Space Agency (CdnSA)

**has a budget of \$184,537,000**

to provide Canadians with:	to be demonstrated by:
leadership in the research & development of space knowledge for the benefit of Canadians and humanity	<ul style="list-style-type: none"> <li>▪ increased understanding of space weather phenomena, avoidance of resulting terrestrial effects, improvement in atmospheric circulation models, and understanding of pollution</li> <li>▪ prevention of health hazards of space flight as well as medical improvements, e.g. diagnostics, health care</li> <li>▪ improved capabilities of small and medium-sized enterprises in using new technologies, e.g. optical document readers</li> <li>▪ completion of the Mobile Servicing System and other obligations under the International Space Station Program</li> <li>▪ economic benefits, employment and regional distribution of industrial activity resulting from investments in space robotics</li> <li>▪ enhanced Canadian R&amp;D capability through the development of application-oriented technologies</li> </ul>





## Canadian Space Agency (CdnSA) (cont'd)

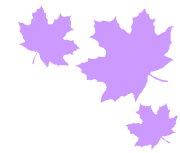
to provide Canadians with:	to be demonstrated by:
the benefits of space knowledge through its application to business development and technology transfer	<ul style="list-style-type: none"> <li>▪ improved technical capabilities and revenues throughout the Canadian high-tech industry</li> <li>▪ development of a successful Canadian remote sensing industry, exploiting data from Radarsat I, and partnership with the private sector in earth observation</li> <li>▪ improved adoption, adaptation, development and direction of technology in Canadian industry</li> <li>▪ satellite communications technologies and services to meet Canadian needs, e.g. equal, equitable access to bandwidth-on-demand services in all parts of Canada</li> </ul>
related commercial and scientific activities	<ul style="list-style-type: none"> <li>▪ the operation of David Florida Laboratory as a world-class facility for the assembly and testing of space-based hardware</li> <li>▪ several flights of Canadian astronauts with increased opportunities for research in space</li> </ul>
increased awareness and education of the importance of space	<ul style="list-style-type: none"> <li>▪ increased Canadian awareness of space science and technology and their applications to industry and society</li> <li>▪ research opportunities for training of students in space science and technology</li> </ul>
effective management of the Long Term Space Plan II	<ul style="list-style-type: none"> <li>▪ the development and application of space science and technology to meet Canadian needs</li> <li>▪ the development of an internationally competitive space industry</li> </ul>

## Canadian Transportation Agency (CTA)

**has a budget of \$21,744,000**

to provide Canadians with:	to be demonstrated by:
an administrative tribunal that helps achieve an efficient and accessible Canadian transportation system in all modes under federal jurisdiction	<ul style="list-style-type: none"> <li>▪ sound, timely and effective quasi-judicial adjudication and regulation</li> <li>▪ the protection of consumers and carriers through the administration of an air carrier licensing system, rail certificates of fitness, international air agreements, international air tariffs and a regulatory compliance program</li> <li>▪ a fair regime for the settlement of rail and marine transportation and rail infrastructure disputes</li> <li>▪ increased use of alternative dispute resolution mechanisms</li> <li>▪ the timely determination of the maximum annual rate scale for western grain movements</li> <li>▪ the removal of undue obstacles, from federally regulated transportation services, to the mobility of persons with disabilities</li> <li>▪ the provision of advice to government on its assessment of the operation and any difficulties observed in the administration of the <i>Canada Transportation Act</i></li> </ul>



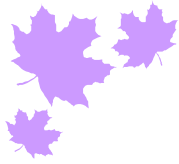


## Citizenship and Immigration Canada (CIC)

has a budget of \$575,169,000

to provide Canadians with:	to be demonstrated by:
maximum economic and social benefit from the global movement of people	<ul style="list-style-type: none"> <li>▪ achievement of targeted immigration levels</li> <li>▪ family reunification of immigrants with Canadian sponsors</li> <li>▪ investments in Canada by business immigrants</li> <li>▪ selection of immigrants capable of adapting to the Canadian labour market</li> <li>▪ visitors, foreign students and temporary workers whose presence in Canada stimulates demand for goods and services</li> </ul>
enhanced protection of refugees and of others in need of resettlement	<ul style="list-style-type: none"> <li>▪ achievement of the target for government assisted and privately sponsored refugees</li> <li>▪ negotiation of sponsorship agreements between the government of Canada and private organizations for resettlement of refugees in Canada</li> <li>▪ Canada's influence on international initiatives aimed at protecting refugees</li> <li>▪ effective and efficient working arrangements between the Immigration and Refugee Board and Citizenship and Immigration Canada</li> </ul>
support for the adaptation, settlement and integration of newcomers into Canadian society	<ul style="list-style-type: none"> <li>▪ the successful integration of newcomers into Canadian society</li> <li>▪ advancement of arrangements designed to improve the delivery of settlement services</li> <li>▪ accordance of full participation in Canadian society to eligible permanent residents through the granting of citizenship</li> <li>▪ effective promotion and understanding of citizenship and integration issues</li> </ul>
management of access to Canada with a fair and effective enforcement strategy	<ul style="list-style-type: none"> <li>▪ departmental activities which contribute to the protection and safety of Canadian society</li> <li>▪ interdiction of persons seeking to travel to Canada with improper documentation</li> <li>▪ reports on and, if necessary, detention of persons in contravention of the <i>Immigration Act</i></li> <li>▪ removal of persons inadmissible to Canada, especially those who pose a threat to Canadian society</li> </ul>





## Civil Aviation Tribunal of Canada (CAT)

**has a budget of \$901,000**

**to provide Canadians with:**

independent review of enforcement and licensing decisions taken by the Minister of Transport under the *Aeronautics Act*

**to be demonstrated by:**

- a system within which hearings can be held expeditiously and informally
- the conduct of review and appeal hearings in response to requests from the aviation community within 60-90 days of filing of request for all cases by 1998
- hearings conducted in accordance with the rules of fairness and natural justice
- the use of pre-hearing conferences to reduce the length of hearings
- issuance of written reasons for all determinations
- a trained membership to ensure quality and consistency of decision making

## Competition Tribunal (CT)

**has a budget of \$1,258,000**

**to provide Canadians with:**

a court of record to hear and determine all applications under Part VIII of the Competition Act as informally and expeditiously as circumstances and considerations of fairness permit

**to be demonstrated by:**

- rules of practice and procedure to effect timely disposition of applications
- pre-hearing procedures and hearings marked by no unwarranted delay
- client satisfaction with registry services provided to litigants on practice and procedure
- public access to information on the Tribunal, case records and decisions

## Copyright Board Canada (CB)

**has a budget of \$841,000**

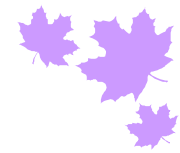
**to provide Canadians with:**

royalties which are fair and reasonable to both copyright owners and the users of copyright-protected works, and issuance of non-exclusive licences authorizing the use of works when the copyright owner cannot be located

**to be demonstrated by:**

- fair and reasonable royalties:
  - user satisfaction with tariff structures
  - frequency of objections to tariffs
  - judicial reviews which support the findings of the Board
- timely examination of disputed tariffs
- assessment of the impact that technological developments in the use of copyrighted material will have in non-traditional media
- provision of advice and guidance in the area of intellectual property
- public and client awareness of the activities and mandate of the Board
- licences granted for use of published works for which the copyright owners cannot be located





## Correctional Service Canada (CSC)

**has a budget of \$1,153,018,000**

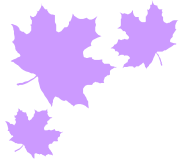
to provide Canadians with:	to be demonstrated by:
a contribution to the protection of society by actively encouraging offenders to become law abiding citizens	<ul style="list-style-type: none"> <li>▪ assessments of the potential for individual offenders to reintegrate</li> <li>▪ programs that address criminal behaviour</li> <li>▪ quality preparation of offenders for release</li> <li>▪ reintegration of offenders as law-abiding citizens</li> </ul>
reasonable, safe, secure and humane control of offenders	<ul style="list-style-type: none"> <li>▪ secure custody of offenders, using the least restrictive level of incarceration</li> <li>▪ care that ensures health, safety and security of offenders</li> <li>▪ extensive use of community-based corrections</li> <li>▪ effective population management</li> </ul>
respect for the rule of law in corrections	<ul style="list-style-type: none"> <li>▪ compliance with the law, policy and procedure</li> </ul>
a Correctional Service which is an active partner in the criminal justice system	<ul style="list-style-type: none"> <li>▪ leadership in Canadian and international corrections</li> <li>▪ effective public consultation and participation</li> <li>▪ communication and sharing of correctional results with other jurisdictions and the public</li> <li>▪ a Service that is open and accountable for the principles and results as stated by the Solicitor General</li> </ul>

## Department of Finance Canada (Fin)

**has a budget of \$65,977,574,000**

to provide Canadians with:	to be demonstrated by:
a secure financial future	<ul style="list-style-type: none"> <li>▪ budgets which implement the government's expenditure and deficit goals</li> <li>▪ appropriate tax changes</li> <li>▪ implementation of announced spending reductions</li> <li>▪ a debt management strategy to reduce debt service costs and minimize risks</li> <li>▪ effective management of relations with international financial institutions</li> <li>▪ development and implementation of appropriate import policy measures</li> </ul>
contributions to <i>Getting Government Right</i>	<ul style="list-style-type: none"> <li>▪ implementation of announced shifts to agency status, privatizations and commercializations</li> <li>▪ appropriate transfer arrangements with other jurisdictions</li> </ul>
secure social programs	<ul style="list-style-type: none"> <li>▪ implementation of new programs (e.g. Seniors Benefit)</li> <li>▪ improvements to existing social programs</li> </ul>



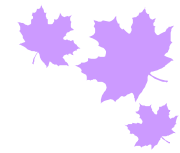


## Department of Foreign Affairs and International Trade (DFAIT)

**has a budget of \$1,299,301,000**

to provide Canadians with:	to be demonstrated by:
Canadian firms able to take full advantage of opportunities abroad	<ul style="list-style-type: none"> <li>▪ double the number of 'active' exporters to 10,000 by the year 2000</li> <li>▪ increased exports to priority markets and diversification of export markets in key regions: Latin America and South East Asia</li> <li>▪ Team Canada trade missions under leadership of the Prime Minister</li> </ul>
attraction and retention of job-creating, foreign direct investment	<ul style="list-style-type: none"> <li>▪ reversal of Canada's declining share of global foreign direct investment</li> </ul>
<i>Trade and Economic Policy</i>	
an open, rules-based international trading system	<ul style="list-style-type: none"> <li>▪ further work to open markets and improve trade rules in countries such as China and Taiwan, a Free Trade Area of the Americas agreement, and trade liberalization under APEC</li> </ul>
effective management of the trade relationship with the United States	<ul style="list-style-type: none"> <li>▪ reduced irritants, protected and improved access to the U.S. market under NAFTA and the WTO; minimized effects of the Helms-Burton legislation</li> </ul>
<i>International Security and Cooperation</i>	
control of conventional weapons	<ul style="list-style-type: none"> <li>▪ successful negotiations for a treaty to ban anti-personnel landmines</li> </ul>
a renewed United Nations	<ul style="list-style-type: none"> <li>▪ defusing of the UN's financial crisis</li> </ul>
leadership in international institutions	<ul style="list-style-type: none"> <li>▪ hosting summit meetings in Canada (APEC, OAS); election to the UN Security Council in 1999-2000</li> </ul>
sustainable development and improved protection of the environment	<ul style="list-style-type: none"> <li>▪ an international agreement that protects Canada's forest interests; agreement on measures to reduce climate change; agreement on actions against organic pollutants, especially in the North; settlement of Pacific salmon conservation and equity issues</li> </ul>
improved international co-operation in combating terrorism and crime	<ul style="list-style-type: none"> <li>▪ signing of a convention on terrorist bombing; international implementation of P8 recommendations on fighting terrorism and transnational organized crime</li> </ul>
strengthened protection of children's rights	<ul style="list-style-type: none"> <li>▪ proposal in the International Labour Organization to develop an new convention on child labour by 1999</li> <li>▪ special UN debates on child labour (1997) and rights of adolescent children (1998)</li> </ul>
<ul style="list-style-type: none"> <li>▪ peacekeeping in Bosnia and Haiti</li> </ul>	<ul style="list-style-type: none"> <li>▪ restoration of peace and security; eventual withdrawal of Canadian troops</li> </ul>
peacebuilding	<ul style="list-style-type: none"> <li>▪ building institutions in regions at risk (Bosnia, Haiti, African Great Lakes Region, Guatemala, Middle East)</li> </ul>
prosecution of war criminals	<ul style="list-style-type: none"> <li>▪ support of United Nations war crimes tribunals for the former Yugoslavia and Rwanda</li> </ul>
democracy and human rights in Nigeria, China and Cuba	<ul style="list-style-type: none"> <li>▪ no re-admittance of Nigeria to the active Commonwealth membership without genuine progress toward democracy; human rights dialogues with China and Cuba</li> </ul>
<i>Assistance to Canadians Abroad</i>	
greater protection for Canadians travelling or residing abroad	<ul style="list-style-type: none"> <li>▪ a better informed and prepared travelling public; faster response to Canadians in difficulty at lower cost; better quality of service in complex cases, e.g. child abduction</li> </ul>





## Department of Foreign Affairs and International Trade (DFAIT) (cont'd)

to provide Canadians with:	to be demonstrated by:
<i>Public Diplomacy</i>	
strengthened international public understanding of Canada	<ul style="list-style-type: none"> <li>implementation of the Canadian International Information Strategy</li> </ul>
<i>Corporate Services/Services to Other Government Departments</i>	
cost-effective administrative support to the conduct of Canada's international relations	<ul style="list-style-type: none"> <li>implementation of significant projects in property and information technology</li> <li>completion and implementation of the corporate human resources strategy</li> </ul>
<i>Passport Services</i>	
high quality, cost-effective passport service	<ul style="list-style-type: none"> <li>reduced burden on clients; eventual productivity gains and cost savings; security and integrity of Canadian passports</li> </ul>

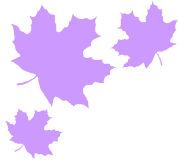
## Department of Justice Canada (Jus)

**has a budget of \$433,926,000**

to provide Canadians with:	to be demonstrated by:
quality, timely and cost-effective legal services to the Government of Canada and its departments and agencies	<ul style="list-style-type: none"> <li>responsiveness to client priorities and other needs</li> <li>optimal use of available resources</li> <li>client satisfaction with the quality, nature, cost and level of services provided</li> </ul>
a fair, effective, affordable and well-functioning justice system that responds to public concerns about safety and security, meets the needs of a modern pluralistic society and reflects the values of Canadians	<ul style="list-style-type: none"> <li>justice policies contributing to comprehensive, integrated federal policy responses with respect to families, children and youth, aboriginal people and the information society</li> <li>a justice system that is integrated, cost-effective, citizen-centred and linked to the community</li> <li>a balanced approach to criminal justice</li> <li>an equitable and accessible justice system that is responsive to the needs of an evolving and diverse population</li> <li>confidence and trust in the justice system</li> <li>leadership in international justice issues through proactive and coherent policy and operations approaches</li> </ul>







## Environment Canada (EC)

has a budget of \$507,511,000

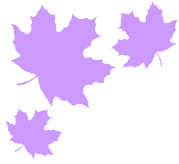
to provide Canadians with:	to be demonstrated by:
<p><i>A Healthy Environment</i></p> <p>a reduction of the negative impacts on the atmosphere and to help Canadians better understand and adapt to these consequences</p>	<ul style="list-style-type: none"> <li>▪ concentrations of greenhouse gases limited through global actions to levels which avoid serious disruption to climatic systems</li> <li>▪ recovery of the ozone layer to a level that minimizes the harmful effects to human health and natural ecosystems</li> <li>▪ clean air to breathe in Canada and existing Canadian clean airsheds protected from deterioration</li> <li>▪ minimizing negative effects from sulphur dioxide (SO<sub>2</sub>) and nitrogen oxides (NO<sub>x</sub>) emissions on aquatic and terrestrial ecosystems, human health and materials</li> <li>▪ minimizing negative effects of inhalable particulates on human health and visibility</li> <li>▪ consideration of sustainability in all Canadian energy decisions increased</li> <li>▪ environmental stress caused by transportation reduced</li> </ul>
<p>elimination of the threat posed by toxics</p>	<ul style="list-style-type: none"> <li>▪ sources and quantities of toxic substances, effluents, emissions and wastes requiring management identified (in a timely manner based on sound scientific research and assessment)</li> <li>▪ management actions toward virtual elimination of existing persistent, bioaccumulative toxics (PBTs) resulting from human activity implemented</li> <li>▪ management actions to prevent, reduce or eliminate risks posed by toxics and other substances of concern that do not meet all the Toxic Substances Management Policy Track 1 criteria implemented</li> </ul>
<p>fairly and effectively enforced environmental laws and regulations</p>	<ul style="list-style-type: none"> <li>▪ a high level of compliance with laws and regulations</li> <li>▪ improved enforcement capacity</li> <li>▪ Canadians understand the law, know what is expected of them, and believe the law to be effectively enforced</li> <li>▪ federal government departments and agencies understand the law, know what is expected of them, and act accordingly</li> </ul>
<p>conservation and enhancement of Canadian and global biodiversity</p>	<ul style="list-style-type: none"> <li>▪ positive recovery trends for threatened or endangered species achieved through federal endangered species initiatives</li> <li>▪ targeted wildlife populations under federal jurisdiction, sustained at or increased to healthy levels</li> <li>▪ significant wildlife habitat and ecosystems protected/enhanced</li> <li>▪ international biodiversity agenda advanced through Canada's leadership and expertise</li> <li>▪ national framework in place to guide effective conservation of Canadian biodiversity</li> </ul>



## Environment Canada (EC) (cont'd)

to provide Canadians with:	to be demonstrated by:
conservation and restoration of ecosystems	<ul style="list-style-type: none"> <li>▪ ecosystem science undertaken, scientific tools created and information transferred in support of ecosystem management initiatives</li> <li>▪ a modern, affordable management capacity and infrastructure to ensure effective delivery of quality ecosystem science programming</li> <li>▪ vulnerable ecosystems of priority identified and conserved through the development of ecosystem, regional, sectoral and other strategies/initiatives</li> <li>▪ federal leadership to conserve and protect Canada's water resources</li> <li>▪ health and sustainability of targeted ecosystem across Canada improved through ecosystems initiatives of national priority</li> </ul>
<i>Safety from Environmental Hazards</i>	
weather and environmental predictions as well as timely and accurate warnings of severe weather events	<ul style="list-style-type: none"> <li>▪ timely and accurate weather and environmental information for Canadians</li> <li>▪ effective decisions by Canadians related to the social and economic impacts of changing weather, climate and hydrology</li> <li>▪ scientific capacity to assess the impacts of social and economic decisions on future states of environment</li> </ul>
prevention or reduction in the frequency, severity and environmental consequences of emergencies which affect Canada	<ul style="list-style-type: none"> <li>▪ prevention of accidental releases</li> <li>▪ preparations made to handle accidental releases</li> <li>▪ advice and specialized support provided to lead responders</li> </ul>
<i>A Greener Society</i>	
promotion of responsible environmental citizenship by helping Canadians to effectively use timely environmental information and advice	<ul style="list-style-type: none"> <li>▪ products and services from Environment Canada that meet the needs of Canadians</li> <li>▪ products and services developed that help Canadians to make environmentally responsible decisions</li> <li>▪ broad public support for services provided by Environment Canada</li> </ul>
tools to prevent pollution and develop green technologies and capacity that create social, economic, and environmental benefits	<ul style="list-style-type: none"> <li>▪ environmental technologies and techniques developed and promoted domestically and internationally to address environmental problems and contribute to jobs and economic growth</li> <li>▪ pollution prevention that protects the environment while contributing to jobs and economic growth</li> <li>▪ more competitive industrial sectors through clean production/pollution prevention technologies and techniques</li> <li>▪ management skills, capacity and activity in communities to address environmental priorities</li> <li>▪ Environment Canada compliance with the <i>Canadian Environmental Assessment Act (CEAA)</i> and Cabinet directives on environmental assessment of policies and programs</li> </ul>
mobilization of effective partnerships nationally and provide a strong international voice to build a sustainable development agenda	<ul style="list-style-type: none"> <li>▪ the environmental, economic and social agendas integrated in government policies and operations in the context of sustainable development</li> <li>▪ partnerships with all sectors of society established to mobilize action on sustainable development</li> <li>▪ Canada's domestic interests related to sustainable development reflected in international forums and mechanisms</li> </ul>



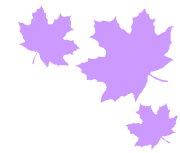


## Federal Office of Regional Development (Quebec) (FORDQ)

has a budget of \$296,407,000

to provide Canadians with:	to be demonstrated by:
<p>assistance to small and medium enterprises (SMEs) to help them strengthen their competitive position and increase commercialization, innovation and R&amp;D support activities</p>	<ul style="list-style-type: none"> <li>▪ increasing the number of commercialization and innovation files processed by FORD(Q), primarily under Innovation Development Entrepreneurship and Access Program – Small and Medium Enterprises</li> <li>▪ contributing to the startup of new businesses in technological incubators</li> <li>▪ offering internships within enterprises to university graduates</li> <li>▪ promoting, by the year 2000, the startup of new enterprises of a technological nature in the Quebec–Chaudière–Appalaches region</li> <li>▪ encouraging new companies to depend on funds made available through partnerships with financial institutions for their commercialization and innovation activities</li> </ul>
<p>support for the development of entrepreneurship, particularly among young people</p>	<ul style="list-style-type: none"> <li>▪ increasing the number of university apprenticeship centres and clubs for student entrepreneurs</li> <li>▪ consolidating the network of technological and sectoral incubators</li> <li>▪ creating auxiliary diffusion services to Info entrepreneurs, in partnership with the public and private sectors</li> </ul>
<p>access to the entire set of services and programs offered by the Canadian government</p>	<ul style="list-style-type: none"> <li>▪ preparing new enterprises for exports under the partnership agreement of the NEXPRO program</li> <li>▪ setting up export preparation sessions for enterprises operating within the same activity sector</li> <li>▪ establishing a pilot project of in-house training programs within enterprises – or groups of enterprises – on the Asian market</li> <li>▪ increasing the number of development files for the markets covered by FORD(Q), under IDEA-SME and the Program for the Export Market Development (PEMD)</li> </ul>
<p>assistance to local economic development</p>	<ul style="list-style-type: none"> <li>▪ overall benefits from the 54 Community Futures Development Corporations in numerous new projects each year</li> <li>▪ financing the activities of the 8 Community Economic Development Corporations, in co-operation with other levels of government, to promote the creation and maintenance of numerous jobs every year in the most devitalized neighbourhoods of Montreal and Quebec City</li> </ul>
<p>contribution toward achieving development opportunities in every region of Quebec</p>	<ul style="list-style-type: none"> <li>▪ regional strategic initiatives contributing to the achievement of economic development opportunities in order to stimulate the investment and job creation in all Quebec regions, to ensure the coherence of government action, and to provide effective horizontal management</li> </ul>
<p>quality client services</p>	<ul style="list-style-type: none"> <li>▪ generalizing the implementation of the quality system in all of FORD(Q) regional offices and obtaining ISO 9002 certification for each one of its IDEA-SME programs</li> <li>▪ increasing client satisfaction through a system of measuring changing client perceptions</li> <li>▪ regionalizing an integrated information system designed to support FORD(Q) counsellors in order to support complete, relevant and strategic information to companies and to ensure personalized follow-up with clients</li> </ul>



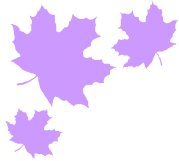


## Fisheries and Oceans (F&O)

has a budget of \$1,076,749,000

to provide Canadians with:	to be demonstrated by:
aids to navigation which assist mariners in determining their position in relation to land and hidden dangers	<ul style="list-style-type: none"> <li>▪ efficient and effective marine access to Canadian waters</li> <li>▪ reduced vessel transit times</li> <li>▪ trends in safety, marine accidents, marine pollution and threats to the environment, and property and economic losses</li> <li>▪ a safe and environmentally sound national transportation system</li> </ul>
marine communication and traffic services	<ul style="list-style-type: none"> <li>▪ a comprehensive, efficient, timely and responsive marine communications and traffic services network</li> <li>▪ trends in safety, marine accidents, marine pollution and threats to the environment, and property and economic losses</li> <li>▪ efficient shipping</li> <li>▪ economic and operational benefits to industry and government</li> <li>▪ a safe and environmentally sound national transportation system</li> </ul>
safe and efficient movement of marine traffic through ice-covered waters	<ul style="list-style-type: none"> <li>▪ marine access through ice-covered Canadian waters</li> <li>▪ minimized obstacles to safe navigation through ice-covered Canadian waters</li> <li>▪ trends in safety, marine accidents, marine pollution and threats to the environment, and property and economic losses due to ice</li> <li>▪ reduced risk of flooding as a result of ice build-up</li> <li>▪ assured annual deliveries by ship to northern settlements and military sites</li> <li>▪ a safe and environmentally sound national transportation system</li> </ul>
life saving and the protection of the marine environment	<ul style="list-style-type: none"> <li>▪ timely, efficient and effective response to marine search and rescue incidents</li> <li>▪ timely, efficient and effective response to marine oil and chemical emergencies</li> <li>▪ preparedness for a national emergency</li> <li>▪ safe recreational boating</li> <li>▪ trends in safety, marine accidents, marine pollution and threats to the environment, and property and economic losses</li> <li>▪ a safe and environmentally sound national transportation system</li> </ul>
fisheries and oceans science	<ul style="list-style-type: none"> <li>▪ a reliable scientific basis for fisheries resource conservation and sustainable development of aquaculture</li> <li>▪ scientific understanding of ocean and coastal waters and of aquatic ecosystems</li> <li>▪ technology transfer from aquaculture research projects to the industry</li> </ul>





## Fisheries and Oceans (F&O) (cont'd)

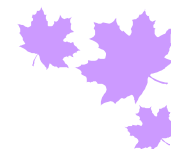
to provide Canadians with:	to be demonstrated by:
hydrographic information	<ul style="list-style-type: none"> <li>scientific understanding of water depths, tides, currents, water levels, and geographic relationship between Canadian waters, adjacent waters, and the Canadian landmass</li> <li>improved access to hydrographic information</li> </ul>
marine environmental and fish habitat protection and conservation	<ul style="list-style-type: none"> <li>healthy and productive aquatic ecosystems</li> <li>improved scientific understanding of aquatic habitats</li> <li>effective integrated habitat management</li> </ul>
conservation and protection of Canada's fishery resource and, in partnership with stakeholders, assurance of its sustainable utilization	<ul style="list-style-type: none"> <li>conservation and biological sustainability of fish stocks through an integrated approach to resource management</li> <li>sustainable harvesting capacity within the industry</li> <li>professional industry participants who share responsibility and accountability with government for co-managing the resource</li> <li>integrated monitoring and enforcement programs</li> </ul>
harbours	<ul style="list-style-type: none"> <li>harbours critical to the fishing industry open and in good repair</li> <li>number of harbours in the inventory</li> <li>industry sharing responsibility with government for administering and maintaining harbours</li> <li>safety of users</li> </ul>

## Hazardous Materials Information Review Commission Canada (HMIRC)

has a budget of \$1,163,000

to provide Canadians with:	to be demonstrated by:
an independent, adjudicative means by which the Workplace Hazardous Materials Information System (WHMIS) balances the right of a supplier or employer to withhold trade secret information with the right of a worker to know about the health and safety hazards of chemicals	<ul style="list-style-type: none"> <li>exemptions from the full disclosure requirements of WHMIS granted when industry claims are valid</li> <li>consistent application of the prescribed regulatory criteria agreed to by governments, industry and labour</li> <li>compliance of claim-related labels and material safety data sheets with the WHMIS disclosure requirements</li> <li>changes to related labels and material safety data sheets made as a result of orders issued to correct deficiencies</li> <li>independent, tripartite, quasi-judicial boards to hear appeals from claimants or affected parties on decisions and orders issued by the Commission</li> </ul>



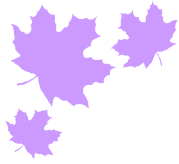


## Health Canada (HCan)

**has a budget of \$1,534,058,000**

to provide Canadians with:	to be demonstrated by:
<i>Health System Support and Renewal</i>	
a long-term, sustainable health system with significant national character	<ul style="list-style-type: none"> <li>▪ access to health services consistent with the principles of the Canada Health Act: universality, portability, accessibility, public administration, and comprehensiveness</li> <li>▪ innovations to improve the national Medicare system</li> <li>▪ national collaboration on health system issues</li> </ul>
<i>Management of Risks to Health - Products and Disease Control</i>	
health surveillance that anticipates, prevents and responds to health risks posed by diseases, food, water, drugs, pesticides, medical devices, environmental hazards, consumer goods and other socio-economic determinants of health	<ul style="list-style-type: none"> <li>▪ reduced illness, injury and death from identified health risks</li> <li>▪ scientific knowledge on risks and benefits to human health and the environment</li> <li>▪ a public informed about specific risks and benefits to their health</li> <li>▪ modern surveillance systems, laws, and regulations responsive to risks and benefits to human health and the environment, which also take into account globalization, the economy, and sustainable development</li> </ul>
<i>Aboriginal Health</i>	
a level of health in Aboriginal communities comparable to that of other Canadians	<ul style="list-style-type: none"> <li>▪ life expectancy for First Nations to match Canadian levels</li> <li>▪ rate of infant mortality to match Canadian levels</li> <li>▪ rates of communicable disease, chronic disease, injury and suicide not exceeding Canadian levels</li> <li>▪ effective and sustainable Aboriginally-managed health services</li> </ul>
<i>Promotion of Population Health</i>	
an approach to health which takes into account, and acts on, social, behavioural and economic determinants of health	<ul style="list-style-type: none"> <li>▪ information about what determines health and on the actions necessary to maintain and improve health</li> <li>▪ improvements in the health status of the population or of specific groups targeted by the Promotion of Population Health</li> <li>▪ tools and mechanisms, developed in collaboration with other federal departments, to assess the health impacts of federal government policies and programs</li> </ul>
<i>Health Policy, Planning and Information</i>	
evidence-based health-related decision making that promotes health as part of a knowledge-based society and economy	<ul style="list-style-type: none"> <li>▪ a Health Canada decision making system that uses the best available knowledge and relevant health information</li> <li>▪ a well-functioning national health information and health research infrastructure</li> </ul>



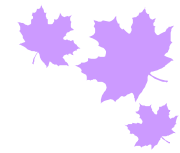


## Human Resources Development Canada (HRDC)

has a budget of \$24,893,732,000

to provide Canadians with:	to be demonstrated by:
Temporary income support to eligible unemployed workers	<ul style="list-style-type: none"> <li>▪ effective claims management               <ul style="list-style-type: none"> <li>– number or proportion of claims for Employment Insurance benefits and claimant appeals processed within service delivery standards</li> </ul> </li> <li>▪ maintaining the financial stability and integrity of the Employment Insurance Account               <ul style="list-style-type: none"> <li>– level of incidence of Employment Insurance fraud and abuse direct and indirect savings to the Employment Insurance Account as a result of investigation and control activities</li> <li>– level of incidence of incorrect payments – quality of claims decisions as measured through the Comprehensive Tracking System</li> </ul> </li> </ul>
Effective and efficient labour markets	<ul style="list-style-type: none"> <li>▪ access to employment by all Canadians               <ul style="list-style-type: none"> <li>– number or proportion of clients obtaining employment or self employment as a result of an employment intervention</li> </ul> </li> <li>▪ reduced dependency on Employment Insurance benefits               <ul style="list-style-type: none"> <li>– savings to the Employment Insurance Account (Part I) resulting from Employment Insurance clients returning to work earlier than expected after participating in an Employment Insurance funded employment intervention</li> </ul> </li> </ul>
Safe, fair and productive workplaces	<ul style="list-style-type: none"> <li>▪ a safe, healthy and equitable environment               <ul style="list-style-type: none"> <li>– percentage of unjust dismissal complaints under Part III of the <i>Canada Labour Code</i> settled by inspectors</li> <li>– percentage of complaints under Part III of the <i>Canada Labour Code</i> (other than unjust dismissals) resolved within 120 days</li> <li>– percentage of non-compliance situations under Part II of the <i>Canada Labour Code</i> (excluding situations of danger) voluntarily resolved through the acceptance of assurance of voluntary compliance (AVC)</li> </ul> </li> </ul>
Secure Income Security Programs for seniors, persons with disabilities, survivors, families with children and migrants	<ul style="list-style-type: none"> <li>▪ sustainable and efficient Canada Pension Plan and Old Age Security programs               <ul style="list-style-type: none"> <li>– level of client service: percentage of Income Security Programs telephone client demand answered</li> <li>– speed of service: processing of Canada Pension Plan applications within established standards of timeliness</li> <li>– speed of service: processing of Old Age Security applications within established standards of timeliness</li> <li>– level of client satisfaction: percentage of clients satisfied with the services related to Canada Pension Plan and Old Age Security</li> </ul> </li> </ul>





## Human Rights Tribunal Panel (HRT)

**has a budget of \$1,927,000**

to provide Canadians with:	to be demonstrated by:
<p>an impartial and efficient public inquiry process for enforcement and application of the <i>Canadian Human Rights Act</i> and <i>Employment Equity Act</i></p>	<ul style="list-style-type: none"> <li>▪ timeliness of the hearing and decision process</li> <li>▪ well-reasoned decisions, consistent with the evidence and the law</li> <li>▪ increased use of Alternate Dispute Resolution processes</li> <li>▪ service that is satisfactory to the members, the parties involved, and the public</li> <li>▪ access to the Tribunal's public documents</li> </ul>

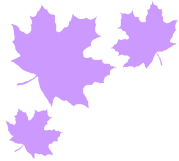
## Immigration and Refugee Board (IRB)

**has a budget of \$77,027,000**

to provide Canadians with:	to be demonstrated by:
<p>well-reasoned decisions on immigration and refugee matters which are efficient, fair and in accordance with the law</p>	<ul style="list-style-type: none"> <li>▪ increasing the number of decisions rendered per year</li> <li>▪ reducing the cost per decision rendered</li> <li>▪ reducing case processing times</li> <li>▪ consistency in approach to decision-making</li> <li>▪ percentage of IRB decisions overturned by the Federal Court</li> </ul>
<p>a leading-edge administrative tribunal</p>	<ul style="list-style-type: none"> <li>▪ innovative and optimal use of technology</li> <li>▪ improvements to case management</li> <li>▪ use of alternate dispute resolution mechanisms</li> <li>▪ providing a comprehensive professional development program</li> <li>▪ cost recovery</li> <li>▪ recognition from other organizations and jurisdictions</li> </ul>
<p>a creative partner in the Canadian immigration system</p>	<ul style="list-style-type: none"> <li>▪ responsiveness to emerging issues</li> <li>▪ contributing to policy development and portfolio management</li> <li>▪ effective relationships with stakeholders (Citizenship and Immigration Canada, non-governmental organizations and other administrative tribunals)</li> </ul>







## Indian and Northern Affairs Canada and Canadian Polar Commission (INAC)

has a budget of \$4,307,113,000

to provide Canadians with:	to be demonstrated by:
negotiated self-government agreements	<ul style="list-style-type: none"> <li>▪ final self-government agreements in the Yukon under the inherent right of self-government policy</li> <li>▪ implementation of sectoral agreements in education</li> <li>▪ five comprehensive self-government agreements-in-principle</li> <li>▪ agreement-in-principle on education, policing, and land management with Kahnawake and umbrella agreements on Canada-Kahnawake Relations</li> <li>▪ devolution of functions in land administration, Indian registration, and band membership</li> <li>▪ First Nations control over oil and gas resources</li> </ul>
improved conditions on reserve	<ul style="list-style-type: none"> <li>▪ integrated, equitable, and culturally appropriate services including: elementary/secondary education; social and economic development; employability support; and community facilities and band governance</li> <li>▪ support for First Nations in their effort to:               <ul style="list-style-type: none"> <li>– increase school completion rates of on-reserve Status Indians</li> <li>– devote a greater percentage of social development budget to employability transition activities leading to sustainable employment opportunities for social assistance recipients</li> <li>– address issues facing Aboriginal children through a National Children's Agenda and new National Child Benefit</li> <li>– provide more and better quality housing on reserve through a combination of new starts, renovations and extending the life span of existing homes</li> <li>– provide adequate water supply and sewage disposal services on reserve</li> <li>– provide additional school space</li> <li>– promote economic opportunities and jobs through new approaches to economic development, the Youth Strategy, and the innovative use of social funding</li> <li>– remedy environmental problems</li> </ul> </li> <li>▪ sustainable Development Strategy</li> <li>▪ Davis Inlet relocation</li> <li>▪ response to the Royal Commission on Aboriginal Peoples Report</li> </ul>
strengthened accountability	<ul style="list-style-type: none"> <li>▪ assessments of management and accountability systems of First Nations</li> <li>▪ stronger First Nation financial management capacity through training</li> <li>▪ increased number of Financial Transfer Arrangement (FTA) pilot projects with First Nations</li> <li>▪ use, where appropriate, of remedial management plans</li> <li>▪ national library of First Nation best practices in the area of accountability and governance</li> <li>▪ improved timeliness and quality of First Nation audits</li> <li>▪ strengthened accountability of First Nation governments to their constituents</li> <li>▪ Compliance and Monitoring Initiative</li> </ul>

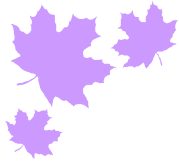




## Indian and Northern Affairs Canada and Canadian Polar Commission (INAC) (cont'd)

to provide Canadians with:	to be demonstrated by:
political and resource development in the north	<ul style="list-style-type: none"><li>▪ implementation of Nunavut</li><li>▪ full devolution to Yukon during 1998</li><li>▪ modernized resource management to facilitate mineral development in the North</li><li>▪ protection of Arctic environment through environmental management and remediation, including hazardous waste clean-up, subject to federal resource availability</li><li>▪ implementation of land claims and self-government agreements in the North</li><li>▪ reduction of impact of retail prices for perishable food in isolated communities through the Northern Air Stage (food mail) Program</li><li>▪ new claims co-management boards in the western Northwest Territories for land and resource management and environmental assessment</li></ul>
claims settlements	<ul style="list-style-type: none"><li>▪ final agreements with the Nisga'a and with three Yukon First Nations</li><li>▪ agreements-in-principle with one First Nation under the British Columbia Treaty Commission (BCTC) process and with two more Aboriginal Groups across the country</li><li>▪ framework agreements with 12 First Nations under the BCTC process (for a total of 39), with Treaty 8 Dene, and final treaty land entitlement (TLE) framework agreements with 19 Manitoba First Nations</li><li>▪ memorandum of Intent with Salt River First Nation</li><li>▪ recommendations on a permanent independent claims commission</li><li>▪ settlement of 15 more specific claims</li><li>▪ agreement on return of Camp Ipperwash</li></ul>
change in INAC's way of doing business	<ul style="list-style-type: none"><li>▪ focus on capacity building for First Nations</li><li>▪ creation of an Aboriginal business data base</li><li>▪ increased harmonization of federal funding and reporting requirements</li><li>▪ support for Aboriginal employment and development by ensuring that 50 per cent of external recruitment is of Aboriginal peoples</li><li>▪ provision of a forum for all managers to meet and collectively address the challenges facing First Nations, INAC, and its employees</li><li>▪ outreach to Canadians with reference to Public Education Strategy</li></ul>



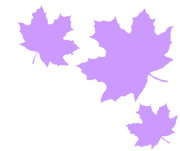


## Industry Canada (IC)

has a budget of \$922,667,000

to provide Canadians with:	to be demonstrated by:
<p><i>Micro-economic policies:</i></p> <p>strategies and frameworks needed to improve Canada's productivity growth and to encourage increased investment, innovation, the transition to a knowledge-based economy, the development of a world-class Information Highway, stronger and more diversified trade and a healthy marketplace climate</p>	<ul style="list-style-type: none"> <li>▪ extent to which micro-economic research and advice support effective policy decisions</li> <li>▪ degree to which marketplace framework laws and policies promote business and consumer confidence</li> <li>▪ extent to which Industry Canada contributes to federal investment and trade policies that increase Canada's share of global trade and foreign direct investment</li> <li>▪ extent to which federal policy and regulatory frameworks for the Information Highway support competition</li> <li>▪ extent to which the implementation of the Science and Technology Strategy improves Canada's science and technology performance</li> </ul>
<p><i>Industry Sector Development:</i></p> <p>helps to improve the competitiveness of Canadian businesses by working with them to foster a climate for growth, identify and overcome barriers to growth and take advantage of emerging opportunities</p>	<ul style="list-style-type: none"> <li>▪ number of new firms and sectors exporting to foreign markets and extent of diversification of Canadian exports</li> <li>▪ amount of new foreign investment attracted and retention of existing investment</li> <li>▪ technological innovation and industry adoption of advanced technologies</li> <li>▪ rate of growth of the information technologies and telecommunications industries</li> <li>▪ Canada positioned at the leading edge of the global Information Highway with affordable access to all Canadians</li> <li>▪ amount of research and development in advanced telecommunications technologies</li> <li>▪ amount, quality and availability of strategic information for Canadian businesses</li> <li>▪ ease of access to capital and information for small and medium enterprises</li> <li>▪ rate of economic development in Northern Ontario</li> <li>▪ viability of aboriginal businesses</li> <li>▪ level of awareness of Canada as a desirable tourist destination; tourism revenues; volume of international visits; and amount of travel deficit</li> </ul>
<p><i>Marketplace Rules and Services:</i></p> <p>a fair, efficient and competitive marketplace for businesses and consumers, and promotion of Canadian marketplace standards internationally</p>	<ul style="list-style-type: none"> <li>▪ availability of information and services to support an efficient and stable marketplace</li> <li>▪ degree to which Industry Canada standards and regulations encourage a fair, efficient and competitive marketplace</li> <li>▪ extent to which Industry Canada administration and enforcement of marketplace rules give businesses and consumers greater confidence in the marketplace</li> <li>▪ level of international acceptance of Canadian marketplace standards</li> </ul>





## Medical Research Council of Canada (MRC)

**has a budget of \$237,566,000**

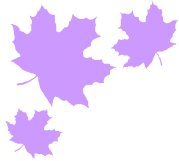
to provide Canadians with:	to be demonstrated by:
world-class research aimed at ensuring good health and well-being	<ul style="list-style-type: none"> <li>▪ international calibre research projects in institutions across Canada on: fundamental processes underlying health and illness; prevention and treatment of disease; and health services</li> <li>▪ special research initiatives on health issues of particular concern to Canadians such as breast cancer, diabetes and AIDS</li> </ul>
the social and economic benefits of health research discoveries	<ul style="list-style-type: none"> <li>▪ utility or impact of research results on illness prevention, identification and treatment of disease, or health services</li> <li>▪ commercialization of health research discoveries with resultant creation of jobs and economic opportunity</li> </ul>
a capacity to respond to needs for research and development in all areas related to health	<ul style="list-style-type: none"> <li>▪ a cadre of trained and experienced researchers capable of responding to research requirements in all health areas</li> <li>▪ research resources and capacity generated by partnerships between MRC and other organizations</li> </ul>
a national perspective on questions of health research priorities, ethics and safety	<ul style="list-style-type: none"> <li>▪ utility or use of advice and guidance on research priorities, ethics and safety</li> </ul>

## NAFTA Secretariat, Canadian Section (NAFTA)

**has a budget of \$2,180,000**

to provide Canadians with:	to be demonstrated by:
appropriate administration of the dispute-settlement provisions of the North American Free Trade Agreement (NAFTA), the Canada-Israel Free Trade Agreement and the Canada-Chile Free Trade Agreement in a manner which ensures unbiased administrative processes, equity, security and fairness	<ul style="list-style-type: none"> <li>▪ stakeholder feedback</li> <li>▪ client satisfaction surveys</li> <li>▪ provision of information including decisions, reports and statistics in accessible formats</li> </ul>





## National Archives of Canada (NA)

**has a budget of \$46,163,000**

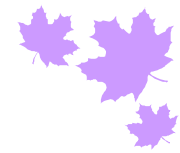
to provide Canadians with:	to be demonstrated by:
acquisition and management of archival records reflecting the Canadian experience	<ul style="list-style-type: none"> <li>▪ acquisition of archival records in core collecting areas</li> <li>▪ standardized descriptions of archival records</li> <li>▪ preventive conservation approach</li> </ul>
preservation of the corporate memory of the Government of Canada in partnership with federal departments and agencies	<ul style="list-style-type: none"> <li>▪ disposition of records including those of defunct or downsized government institutions</li> <li>▪ standards for the management of government records</li> <li>▪ optimal space utilization for federal records centre operations</li> </ul>
awareness of and access to Canadian archival heritage and assistance to the archival community	<ul style="list-style-type: none"> <li>▪ effective services to Canadians through the use of information technology and quality service initiatives</li> <li>▪ awareness by Canadians of their archival heritage through dissemination of information about the NA and its holdings</li> <li>▪ participation in national and international archival organizations</li> </ul>

## National Battlefields Commission (NBC)

**has a budget of \$6,393,000**

to provide Canadians with:	to be demonstrated by:
<i>the conservation and development of the National Battlefields in Quebec City and the surrounding area</i>	
one of the most beautiful parks in the world	<ul style="list-style-type: none"> <li>▪ compliance with the development plan and its beautification through landscaping</li> </ul>
the safe enjoyment and use of a historic urban park	<ul style="list-style-type: none"> <li>▪ monitoring and regularly maintaining the park and its assets</li> </ul>
the delivery of high-quality activities and services that make people aware of the resources of the area, its history and the country's	<ul style="list-style-type: none"> <li>▪ historical, cultural, recreational, natural and scientific educational activities and services for a diverse clientele</li> <li>▪ projects resulting from financial partnerships</li> <li>▪ maintenance of universal access to sites and activities by setting minimum fees (or none at all in some cases)</li> <li>▪ public satisfaction</li> </ul>





## National Defence (ND)

has a budget of \$9,916,518,000

to provide Canadians with:

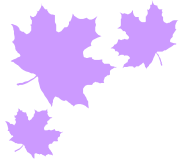
to be demonstrated by:

*Multi-purpose, combat capable maritime, land and air forces*

defending Canada; defending North America;  
and contributing to international security

- the capabilities to fulfill the objectives stated in the 1994 Defence White Paper through the conduct of operational missions in Canada and around the world
- the capability to monitor and control activity within Canada's territory, airspace and maritime areas of jurisdiction
- the conduct of domestic operations involving assistance to civil authorities and to individuals, including such areas as:
  - the provision of assistance in the event of civil disasters (e.g. floods, forest fires, hurricanes, snow storms, etc.) and humanitarian assistance (e.g. searches for missing persons, diver assistance, Search and Rescue, etc.)
  - assistance to other federal government departments (e.g. counter-drug operations in co-operation with the Royal Canadian Mounted Police, and fisheries patrols in co-operation with Fisheries and Oceans Canada)
  - provision of vital humanitarian assistance at home and abroad with the Canadian Forces Disaster Assistance Response Team
  - assistance to provincial authorities in law enforcement operations up to and including Aid of the Civil Power under the *National Defence Act*, Part XI
- the capability to assist in mounting an immediate and effective response to terrorist incidents at all times
- the ability to operate effectively at sea, on land and in the air with the military forces of the United States in defending North America through a variety of arrangements such as NORAD
- participation in a wide range of existing bilateral defence agreements between Canada and the United States, including the Test and Evaluation Program and the Defence Production and Development Sharing Arrangements
- deployment on multilateral operations anywhere in the world under United Nations (UN) auspices, or in defence of a NATO member state, contingency forces of up to a maritime task group, a brigade group plus an infantry battalion group, a wing of fighter aircraft and a squadron of tactical transport aircraft
- the capability to assist the Department of Foreign Affairs and International Trade in the protection and evacuation of Canadians from areas threatened by conflict
- maintenance of a full slate of peacetime commitments to NATO
- bilateral and multilateral contacts and exchanges with selected partners in Central and Eastern Europe, the Asia-Pacific Region, Latin America and Africa
- the verification of existing arms control agreements, including the Conventional Forces in Europe Treaty, and participating in the development of future accords





## National Defence (ND) (cont'd)

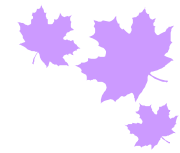
to provide Canadians with:	to be demonstrated by:
a Civil Emergency Preparedness capability	<ul style="list-style-type: none"> <li>safeguarding Canadian lives and reducing damage to properties by ensuring an appropriate level of civil emergency preparedness throughout Canada</li> </ul>
a restructured and re-engineered department and Canadian Forces	<ul style="list-style-type: none"> <li>implementation of a new management command and control structure throughout National Defence and the CF</li> <li>achievement of the personnel targets of approximately 60,000 Regular Force members and approximately 20,000 civilians</li> <li>achievement of the site-specific infrastructure targets announced in Budgets 1994, 1995 and 1996</li> </ul>
a Reserve Force Presence	<ul style="list-style-type: none"> <li>increasing the primary Reserves to around 30,000 personnel</li> </ul>

## National Energy Board (NEB)

**has a budget of \$28,014,000**

to provide Canadians with:	to be demonstrated by:
fair, objective and respected energy regulatory decisions	<ul style="list-style-type: none"> <li>the proportion of our decisions that are successfully appealed</li> <li>recognition, nationally and internationally, as a model, independent energy regulatory tribunal</li> </ul>
effective public and environmental safety regulation of pipeline facilities and the development of hydrocarbons on frontier lands north of the 60 <sup>th</sup> parallel	<ul style="list-style-type: none"> <li>rate of incidents on pipeline facilities regulated by the Board</li> <li>compliance rate of the companies we regulate</li> </ul>
a responsive one-stop organization for world-class advice, studies, research and information on energy matters	<ul style="list-style-type: none"> <li>peer review by counterpart energy regulators of our Supply and Demand report, energy market assessment and other reports we produce</li> <li>co-operation with other jurisdictions and agencies to provide harmonized and streamlined energy regulatory services</li> </ul>





## National Film Board (NFB)

has a budget of \$57,690,000

to provide Canadians with:	to be demonstrated by:
the production of audio-visual works reflecting Canadian realities and perspectives in order to interpret Canada	<ul style="list-style-type: none"> <li>▪ relevance and diversity of themes addressed</li> <li>▪ filmmakers' representativeness</li> <li>▪ audiences satisfaction level</li> </ul>
efficient distribution of these productions in the different exhibition circuits and markets so as to reach Canadian and foreign audiences	<ul style="list-style-type: none"> <li>▪ market development</li> <li>▪ audience reach</li> <li>▪ growth in revenues</li> </ul>
access to an authentically Canadian audio-visual heritage	<ul style="list-style-type: none"> <li>▪ access to more audio-visual products</li> <li>▪ better information, consultation and delivery systems for products in the collection</li> </ul>
a creative environment to help advance and promote Canadian films and filmmaking	<ul style="list-style-type: none"> <li>▪ works that are artistically and technically innovative and experimental</li> <li>▪ recognition for the excellence of its production</li> <li>▪ contribution to developing skills in the film community</li> </ul>

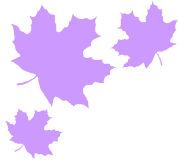
## National Library of Canada (NLC)

has a budget of \$29,661,000

to provide Canadians with:	to be demonstrated by:
a strong national resource for the study and appreciation of Canada's published cultural heritage and its development as a nation	<ul style="list-style-type: none"> <li>▪ a comprehensive collection of published Canadiana</li> <li>▪ the preservation of published Canadiana</li> <li>▪ reference and research support services available in relation to user needs</li> <li>▪ timely and equitable access to information in both official languages</li> <li>▪ public exhibitions and events</li> </ul>
access for all Canadians to national and international networks of information resources	<ul style="list-style-type: none"> <li>▪ universal and equitable access to the nation's collective library resources</li> <li>▪ an integrated approach to the management of federal library resources</li> <li>▪ assistance to Canadian libraries in developing services for diverse client groups</li> </ul>







## National Parole Board (NPB)

**has a budget of \$23,656,000**

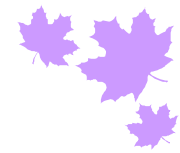
to provide Canadians with:	to be demonstrated by:
quality decision-making for conditional releases and pardons	<ul style="list-style-type: none"> <li>▪ an effective Board member appointment and evaluation process</li> <li>▪ using performance information to make necessary policy/operations changes by monitoring:               <ul style="list-style-type: none"> <li>– the number of serious charges laid against offenders while on day and full parole and statutory release (short-term)</li> <li>– the number of day and full parole and statutory release successful completions as a portion of all releases (medium-term)</li> <li>– those offenders returned for a new conviction after warrant expiry (long-term)</li> </ul> </li> <li>▪ implementing revisions to streamline and enhance the pardons process</li> <li>▪ implementing changes, if necessary, to the user fee for pardons,</li> <li>▪ processing applications for pardons on average within six months</li> </ul>
open and accountable decision-making processes	<ul style="list-style-type: none"> <li>▪ enhancing public education</li> <li>▪ continuing to meet with criminal justice partners, victims' groups, community organizations, and the media to provide information concerning the work of the National Parole Board</li> <li>▪ providing information on conditional release outcomes</li> <li>▪ obtaining stakeholder feedback</li> </ul>

## National Research Council Canada (NRC)

**has a budget of \$462,440,000**

to provide Canadians with:	to be demonstrated by:
excellence in areas of science and technology knowledge critical to Canada	<ul style="list-style-type: none"> <li>▪ peer recognition of excellence</li> <li>▪ influence/recognition in international science and technology</li> <li>▪ identification and investment in science and technology areas critical to Canadian needs</li> <li>▪ investment/use of scientific facilities</li> </ul>
client-focused research and development to develop/exploit technology	<ul style="list-style-type: none"> <li>▪ collaborations and partnerships with industry</li> <li>▪ effects of Industrial Research Assistance Program on firms</li> <li>▪ partner research and development investments</li> <li>▪ partner use of research and development, innovation to achieve technical and commercial success</li> <li>▪ quality services and support to firms</li> </ul>





## National Research Council Canada (NRC) (cont'd)

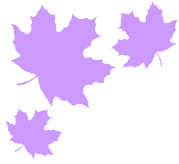
to provide Canadians with:	to be demonstrated by:
leadership support to the Canadian system of innovation	<ul style="list-style-type: none"><li>▪ identification and implementation of key linkages with government and industry</li><li>▪ progress of regional initiatives</li><li>▪ influence of the Industrial Research Assistance Program and the Canadian Institute for Scientific and Technical Information networks</li><li>▪ NRC influence on industry and government innovation strategies, policies</li><li>▪ use and effects of codes and standards</li></ul>
entrepreneurial initiatives to develop and transfer NRC knowledge and technology	<ul style="list-style-type: none"><li>▪ technology incubators, patents and licences</li><li>▪ spin-offs and start-ups</li><li>▪ introduction of improved management tools and systems</li><li>▪ introduction of entrepreneurial policies and practices</li></ul>

## National Round Table on the Environment and the Economy (NRTEE)

**has a budget of \$3,310,000**

to provide Canadians with:	to be demonstrated by:
objective views and information regarding the state of the debate on the environment and the economy for specific (sustainable development) issues	<ul style="list-style-type: none"><li>▪ useful and credible information and advice provided to opinion leaders and decision makers</li><li>▪ programs and activities that are relevant, and that involve appropriate stakeholders</li></ul>



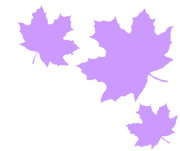


## Natural Resources Canada (NRCan)

has a budget of \$472,172,000

to provide Canadians with:	to be demonstrated by:
<p>scientific research and transfer of new technologies for the wise and efficient use of our resources, to reduce costs, and to protect the environment</p>	<ul style="list-style-type: none"> <li>▪ broader understanding of climate change, developing corrective measures, and assessing the impacts of climate change (e.g. BOREAS, geoscientific studies)</li> <li>▪ a revitalized interdepartmental Program of Energy Research and Development (PERD) for sustainable development</li> <li>▪ federal/provincial collaboration on geoscience to increase efficiencies and deliver a more effective national geoscience program with economic and environmental benefits</li> <li>▪ mitigation of the impacts of mining and mill effluents by reducing acidic drainage</li> <li>▪ enhanced productivity of mining, ore processing and metal processing operations</li> <li>▪ technologies developed and transferred to reduce greenhouse gas emissions; to control emissions from fossil and biomass fuels; to improve forest practices to further sustainable forest management; and to control the spread of leaf-eating insects in forests</li> <li>▪ remote sensing in land resources use and minimization of effects of natural disasters</li> </ul>
<p>a national knowledge infrastructure on Canada's land and resources – a rich database of technical, scientific, and economic information that the public can use to make informed decisions, supported by NRCan's expertise</p>	<ul style="list-style-type: none"> <li>▪ level of on-line access to information and statistics of national interest through databases for forest, minerals and metals, energy and energy-use industries</li> <li>▪ improved responses to natural disasters in Canada through the increased understanding of geological hazards</li> <li>▪ improved geological databases, both for resource industries and for environmental concerns, through the National Geoscience Mapping Program</li> <li>▪ targeted geological mapping programs conducted to enhance resource exploration activities</li> <li>▪ geographically referenced databases allowing easy user access across Canada through the Canadian Geospatial Data Infrastructure (GeoExpress)</li> <li>▪ real-time component of the Canadian Active Control for satellite surveying for such things as air navigation and safety as well as search and rescue missions</li> <li>▪ a reliable survey system on Canada Lands, and a well-defined and regulated international boundary between Canada and the United States</li> </ul>

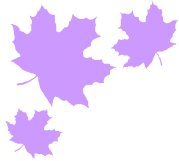




## Natural Resources Canada (NRCan) (cont'd)

to provide Canadians with:	to be demonstrated by:
<p>sound national policies and regulations for areas under federal responsibility to increase the contribution of natural resources to Canada's economy while protecting the environment, and the health and safety of Canadians</p>	<ul style="list-style-type: none"> <li>▪ integration of economic, environmental, and social factors of importance to the natural resources sectors into policy frameworks</li> <li>▪ a sustainable development strategy developed and tabled in Parliament</li> <li>▪ prevention/reduction of risks to human health and safety in relation to metals in the environment, a federal policy framework to manage radioactive waste, a new <i>Nuclear Safety and Control Act</i>, and plain language explosives regulations</li> <li>▪ a renewed national forest strategy and a new five-year First Nations Forestry Program</li> <li>▪ level of participation in the Voluntary Challenge and Registry Program to limit greenhouse gas emissions</li> <li>▪ reforms to federal environmental regulation regime for minerals and metals</li> <li>▪ federal Minerals and Metals Policy implemented</li> </ul>
<p>the promotion of Canada's interests pertaining to natural resources and international commitments</p>	<ul style="list-style-type: none"> <li>▪ degree of access and penetration of Canadian products, technologies, and services in global markets</li> <li>▪ development of the terms and implementation of a protocol to the Framework Convention on Climate Change and the Global Convention on Biodiversity</li> <li>▪ agreement on the development of a Global Forest Convention</li> <li>▪ degree of interest and understanding among foreign investors about the evolving regulatory and economic frameworks for investing in Canadian mining</li> <li>▪ scientific analysis in support of Canada's claim to the Continental Shelf under the United Nations Convention on the Law of the Sea</li> <li>▪ contribution to the development of the Canadian International Business Strategy</li> <li>▪ expansion of Canada's Model Forest Management Framework internationally</li> <li>▪ degree of acceptance of key concepts and approaches of the new federal Minerals and Metals Policy internationally</li> </ul>





## Natural Sciences and Engineering Research Council of Canada (NSERC)

has a budget of \$433,855,000

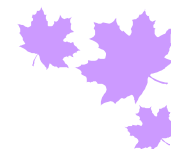
to provide Canadians with:	to be demonstrated by:
<i>Significant Canadian discoveries in natural science and engineering, and knowledge transfer from universities to other sectors</i>	
an advanced knowledge base which is vital as a source of economic and societal benefits for Canada, in the short and long term	<ul style="list-style-type: none"> <li>▪ high quality research results, as assessed by internationally accepted standards, contributed to the global pool of scientific and technological knowledge</li> <li>▪ national and international prestigious awards and honours gained by university researchers in recognition of excellence in their fields of expertise</li> </ul>
creative and productive use of knowledge for new products and services, leading to new jobs and businesses	<ul style="list-style-type: none"> <li>▪ trends in the numbers of collaborative partnerships supported by NSERC, between the university and private/public sector</li> <li>▪ economic impact (or potential impact) of NSERC-supported research (as indicated by new products, processes, start-up companies and impact on existing businesses)</li> </ul>
application of knowledge leading to new policies, standards and/or regulations	<ul style="list-style-type: none"> <li>▪ incidence and impact of contributions of researchers and/or their research results to the formulation of public policies, regulations and standards</li> </ul>
<i>Strong human resources trained through research in the natural sciences and engineering</i>	
contribution to the provision of a highly skilled workforce, with a base of expertise across the fields of natural sciences and engineering, so that Canada can compete on the global scene	<ul style="list-style-type: none"> <li>▪ investment in undergraduate awards, postgraduate scholarships and postdoctoral fellowships from NSERC funds for research studies: trends in numbers, type of award, level of study, stipends, fields of study</li> <li>▪ trends in employment and career status of former scholars and fellows; subsequent hiring of students trained on partnered research projects by the partner organizations; hiring of former Industrial Research Fellows by private sector organizations</li> <li>▪ supply-demand studies on Highly Qualified Personnel for the purposes of reallocation of funds for research and training purposes</li> </ul>

## Northern Pipeline Agency Canada (NPA)

has a budget of \$254,000

to provide Canadians with:	to be demonstrated by:
the overseeing of the planning and construction of the Canadian portion of the Alaska Natural Gas Transportation System	<ul style="list-style-type: none"> <li>▪ effect given to the 1977 <i>Agreement between Canada and the United States of America on Principles Applicable to a Northern Natural Gas Pipeline</i></li> <li>▪ compliance with the terms and conditions of the <i>Northern Pipeline Act</i>:               <ul style="list-style-type: none"> <li>– construction of the pipeline facilitated</li> <li>– governments of the provinces and territories traversed by the pipeline consulted</li> <li>– social and economic benefits of the pipeline maximized</li> <li>– adverse social and environmental effects of the pipeline minimized</li> <li>– national economic and energy interests advanced</li> <li>– industrial benefits and Canadian participation maximized</li> </ul> </li> </ul>





## Office of the Commissioner for Federal Judicial Affairs (FJA)

**has a budget of \$224,343,000**

to provide Canadians with:	to be demonstrated by:
<p>an administration that will assure that the federal judiciary has access to a full line of administrative support services as provided under the <i>Judges Act</i>, so as to protect and promote its independence and efficiency</p>	<ul style="list-style-type: none"> <li>▪ all Judges and their survivors receiving timely and accurate entitlements pursuant to Part I of the <i>Judges Act</i></li> <li>▪ a complete range of sound administrative services to federal judges and affiliated organizations</li> <li>▪ assuring that the Federal Court of Canada, the Tax Court of Canada and the Canadian Judicial Council have all the resources required to fulfill their mandates in an effective manner</li> <li>▪ level of satisfaction of the Minister in fulfilling the other mandates assigned (publication of the Federal Court Reports, Language training program, administration of judicial appointment committees, co-ordination of international judicial co-operation programs, promotion of the use of modern information and management technology)</li> </ul>

## Office of the Correctional Investigator (OCI)

**has a budget of \$1,284,000**

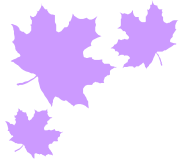
to provide Canadians with:	to be demonstrated by:
<p>an independent and impartial review agency to investigate problems of federal offenders related to decisions, recommendations, acts or omissions of the Correctional Service of Canada</p>	<ul style="list-style-type: none"> <li>▪ the number of offenders using the services of the Office</li> <li>▪ the Office's accessibility to the offender population</li> <li>▪ the offender population's confidence in and understanding of the Office</li> <li>▪ the opinions of government and non-government agencies involved in federal corrections</li> <li>▪ the results of the actions taken by the Correctional Service in response to the Office's findings and recommendations</li> </ul>

## Office of the Superintendent of Financial Institutions Canada (OSFI)

**has a budget of \$1,687,000**

to provide Canadians with:	to be demonstrated by:
<p>sound and responsive regulation and supervision of federally chartered, licensed or registered financial institutions and pension plans</p>	<ul style="list-style-type: none"> <li>▪ policy holders, depositors and pension plan members safeguarded from undue loss</li> <li>▪ supervisory and regulatory strategies that respond to emerging risks</li> <li>▪ public confidence in Canadian financial institutions and pension plans</li> <li>▪ competitiveness of the entities supervised</li> </ul>
<p>actuarial advice and other services</p>	<ul style="list-style-type: none"> <li>▪ services are provided to Parliament and other federal programs and pension funds in a professional, cost-effective and timely manner</li> </ul>





## Patented Medicine Prices Review Board (PMPRB)

**has a budget of \$2,817,000**

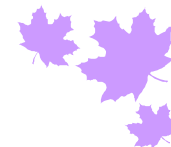
to provide Canadians with:	to be demonstrated by:
assurance that manufacturers' prices for patented medicines sold in Canada are not excessive	<ul style="list-style-type: none"> <li>▪ review of the manufacturers' prices of 100% of the patented medicines sold in Canada each year</li> <li>▪ favourable comparison of the annual percentage change in the Patented Medicine Price Index (PMPI) to the Consumer Price Index (CPI)</li> <li>▪ manufacturers' prices for new and existing patented medicines no greater than manufacturers' prices charged in other countries</li> <li>▪ percentage of patented medicines priced within the guidelines</li> </ul>
information on trends in manufacturers' prices of all medicines in Canada	<ul style="list-style-type: none"> <li>▪ complete and accurate reports on:               <ul style="list-style-type: none"> <li>– trends in manufacturers' prices and volume of patented drug products sold</li> <li>– trends in manufacturers' prices of all drug products -- patented and non-patented</li> </ul> </li> </ul>
information on the pharmaceutical research-and-development expenditures of patentees in Canada	<ul style="list-style-type: none"> <li>▪ complete and accurate publication in the annual report of:               <ul style="list-style-type: none"> <li>– the ratio of R&amp;D expenditures to sales revenues for each patentee and the industry as a whole</li> <li>– R&amp;D expenditure by location and by type of research</li> </ul> </li> </ul>

## Privy Council Office (PCO)

**has a budget of \$64,007,000**

to provide Canadians with:	to be demonstrated by:
the best non-partisan advice and support to the Prime Minister and Cabinet	<ul style="list-style-type: none"> <li>▪ providing policy advice and support to the Prime Minister and to other Ministers within the Prime Minister's portfolio, (i.e. the Deputy Prime Minister, the President of the Queen's Privy Council and Minister of Intergovernmental Affairs, the Leader of the Government in the House of Commons and the Leader of the Government in the Senate)</li> <li>▪ ensuring the efficient operation of the Cabinet decision-making process in accordance with the principles of responsible government, as well as the Prime Minister's design</li> <li>▪ ensuring interdepartmental policy co-ordination on major policy issues supporting the Government's priorities</li> <li>▪ ensuring interdepartmental co-ordination and leadership on Public Service reform initiatives to support the Government's priorities</li> <li>▪ providing a cost efficient system to handle the large volume of correspondence that Canadians address to their Prime Minister</li> </ul>





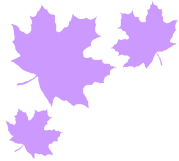
## Public Service Commission of Canada (PSC)

**has a budget of \$112,206,000**

to provide Canadians with:	to be demonstrated by:
a highly competent, non-partisan, professional Public Service appointed on the basis of merit	<ul style="list-style-type: none"> <li>▪ a majority of external candidates, at the entry level, drawn from the highest levels of available recruits</li> <li>▪ a supply of qualified and trained executive and senior executive candidates sufficient to meet demand</li> <li>▪ a recruitment system that is easily and directly accessible to departments and the public</li> <li>▪ a healthy Public Service Human Resources system</li> <li>▪ confidence of public servants in the integrity of staffing and recourse systems</li> </ul>
a representative Public Service workforce	<ul style="list-style-type: none"> <li>▪ a proportion of designated group member external recruits to the Public Service equal or greater than labour force availability</li> <li>▪ more effective use of departmental programs and initiatives to improve the representativeness of the Public Service</li> <li>▪ resourcing frameworks, systems and tools which are free of systematic barriers</li> </ul>
a Public Service which understands and is able to apply democratic, ethical and professional values	<ul style="list-style-type: none"> <li>▪ incorporation of the values and practices of a professional Public Service into Public Service learning products and programs counselling and orientation tools</li> </ul>
a Public Service which builds on its competencies through development and continuous learning	<ul style="list-style-type: none"> <li>▪ effective corporate-level governance of learning</li> <li>▪ increased competency of officers and managers through development programs</li> <li>▪ PSC learning products which support the Government's strategic goals and priorities</li> </ul>
the recognition and sustenance of a non-partisan Public Service as a cornerstone of the governance system	<ul style="list-style-type: none"> <li>▪ a public, Parliament and federal institutions which understand both the value of a professional Public Service and current Public Service performance relative to that ideal</li> <li>▪ collaboration with other federal institutions to preserve and enhance the integrity of the professional Public Service</li> </ul>
a Public Service Commission which is an independent champion and steward of the principles of a professional Public Service, in the public interest	<ul style="list-style-type: none"> <li>▪ recognition of the PSC as an authoritative and independent resource in the areas of key public administration values</li> <li>▪ a transition from a rules-based, centrally governed human resourcing system towards a values-based, decentralized system</li> </ul>







## Public Service Staff Relations Board (PSSRB)

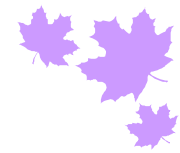
**has a budget of \$5,556,000**

to provide Canadians with:	to be demonstrated by:
<p>an environment that fosters harmonious labour relations in the federal Public Service workplace, thereby minimizing the possibility of labour unrest which could result in disrupting the implementation of government programs</p>	<ul style="list-style-type: none"> <li>▪ timeliness, fairness and openness of Board processes</li> <li>▪ client satisfaction</li> <li>▪ guidance to the parties</li> <li>▪ quality of Board decisions</li> </ul>

## Public Works and Government Services Canada (PWGSC)

**has a budget of \$1,708,634,000**

to provide Canadians with:	to be demonstrated by:
<p><i>Real Property Services (RPS)</i> providing expertise that meets client needs effectively and affordably</p>	<ul style="list-style-type: none"> <li>▪ achievement of \$160 million of annual savings in government accommodation by April 1999</li> <li>▪ responding more effectively to clients through dedicated client service units</li> <li>▪ assessment of the feasibility of user departments paying for accommodation</li> <li>▪ work with private sector and other levels of government to devise new and efficient ways of providing certain non-core real property services</li> <li>▪ preservation of national heritage buildings on and in the vicinity of Parliament Hill</li> </ul>
<p><i>Supply Operations Services (SOS)</i> providing specialist expertise in procurement services for goods and services of appropriate quality and price, and cultivating relationships with contractors based upon access, equity and transparency</p>	<ul style="list-style-type: none"> <li>▪ implementation with the provinces of a National Tendering Service</li> <li>▪ testing the value-added model, Benefits-Driven Procurement, to assist the managing of risk in Information Technology projects</li> <li>▪ establishment of a data base to increase access to information across government for the procurement of 'green' products</li> <li>▪ assistance to small and medium-sized enterprises by providing information on government-wide contracting</li> </ul>
<p><i>Receiver General and Compensation Services</i> reducing costs and promoting a paperless environment</p>	<ul style="list-style-type: none"> <li>▪ expansion of Direct Deposit of payments for the convenience of the public and savings to government</li> <li>▪ implementation of the new Public Service provisions to provide greater pension portability</li> </ul>
<p>supporting government-wide initiatives to improve financial management</p>	<ul style="list-style-type: none"> <li>▪ streamlining Public Service compensation work processes on a continuing basis and to achieve productivity and service improvements</li> <li>▪ development and implementation of the Central Financial Management and Reporting System (CFMRS) to permit accrual accounting and more timely and relevant financial information</li> </ul>



## Public Works and Government Services Canada (PWGSC) (cont'd)

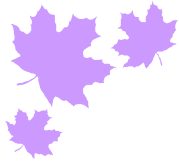
to provide Canadians with:	to be demonstrated by:
<p><i>Telecommunications and Informatics Services</i> focusing on value-added management and the brokering of common infrastructure and services for government</p>	<ul style="list-style-type: none"> <li>▪ implementation of a service management model in which the private sector is progressively relied on to deliver services where available and cost-effective</li> </ul>
<p>creating the foundation of the government's portion of Canada's Information Highway</p>	<ul style="list-style-type: none"> <li>▪ development of common network architecture and management capability for government</li> <li>▪ expansion of electronic mail interconnection services</li> <li>▪ exploitation of Internet facilities and increased accessibility to the public and business</li> </ul>
<p><i>Consulting and Audit Services</i> supporting the improvement of public sector operations and management</p>	<ul style="list-style-type: none"> <li>▪ contribution to effective public sector management</li> <li>▪ provision of cost-effective and financially self-sufficient consulting and audit services on an optional basis to public sector clients</li> </ul>
<p><i>Translation Services</i> providing best-value translation, interpretation, terminology and other linguistic services</p>	<ul style="list-style-type: none"> <li>▪ making TERMIUM®, the Government of Canada's databank of official languages terminology, widely available</li> <li>▪ development of customized service agreements that emphasize meeting client needs</li> </ul>

## Registry of the Federal Court of Canada (RFCC)

**has a budget of \$30,074,000**

to provide Canadians with:	to be demonstrated by:
<p>an organization which supports access to the Federal Court to resolve disputes under more than 90 federal statutes without hardship, delay or inconvenience</p>	<ul style="list-style-type: none"> <li>▪ achievement of timely, orderly case support, assessed by monitoring operations against the Court's national service standards, and against performance standards</li> <li>▪ surveys of clients for satisfaction with services</li> <li>▪ public access to records of all proceedings and decisions</li> </ul>



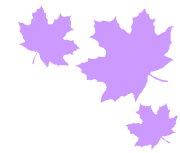


## Revenue Canada (RC)

has a budget of \$2,268,861,000

to provide Canadians with:	to be demonstrated by:
<p><i>Effective Revenue Administration</i> administration of the taxation regime for the federal government and certain provinces and territories by assessing and collecting taxes, duties, and other levies and payments and delivering a number of social and economic benefits in a fair and timely manner</p>	<p><i>Assistance to clients and assessment of returns</i></p> <ul style="list-style-type: none"> <li>▪ trends in the processing of enquiries processed from individuals and businesses</li> <li>▪ level of client satisfaction with the services the department provides when communicating information and answering enquiries</li> <li>▪ implementation of electronic service delivery options and client participation rates in such options</li> <li>▪ trends in the time and costs for clients to comply with taxation requirements</li> </ul> <p><i>Verification and enforcement</i></p> <ul style="list-style-type: none"> <li>▪ total fiscal impact of enforcement activities</li> <li>▪ trends in compliance in high-risk areas within the small and medium enterprise sectors</li> <li>▪ taxes assessed as a result of targeting the underground economy</li> <li>▪ the identification and audit of potentially abusive tax avoidance and tax shelter arrangements on a timely basis</li> <li>▪ the extent to which the proper reporting of world income and payments of Canadian taxes by non-residents takes place</li> </ul> <p><i>Revenue collections</i></p> <ul style="list-style-type: none"> <li>▪ implementation of a system allowing clients to deal with one official for collection of all revenue types</li> <li>▪ maintaining accounts receivable at a level of not more than four per cent of gross revenues</li> </ul> <p><i>Appeals</i></p> <ul style="list-style-type: none"> <li>▪ the percentage of appeals processed within timeframes approved through the development of service standards</li> <li>▪ the level of client satisfaction with the independence, timeliness and fairness of the redress process</li> </ul>
<p><i>Smart Border Administration</i> enforcement of Canadian laws and sovereignty at the border and support of Canadian industrial competitiveness and economic policies</p>	<p><i>Customs Border and Trade Administration Services</i></p> <ul style="list-style-type: none"> <li>▪ trends in the number of travellers and volume of commercial shipments processed</li> <li>▪ level of client satisfaction with services provided</li> <li>▪ compliance rate for travellers entering Canada</li> <li>▪ quantity of contraband goods detected and interdicted</li> <li>▪ the availability of electronic service delivery options and client participation rates in such options</li> <li>▪ use of streamlined options for processing low-risk travellers and commercial shipments</li> <li>▪ the number of unfair trade practices identified and eliminated to protect Canadian industry</li> <li>▪ the number of measures introduced to reduce the compliance burden for Canadian business</li> </ul>





## Royal Canadian Mounted Police (RCMP)

**has a budget of \$1,118,411,000**

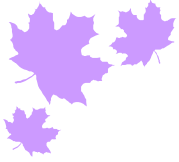
<b>to provide Canadians with:</b>	<b>to be demonstrated by:</b>
a policing service to support safe homes and safe communities	<ul style="list-style-type: none"> <li>▪ trends in crime rates</li> <li>▪ trends in enforcement of Criminal Code offences</li> <li>▪ trends in clearance rates</li> <li>▪ effective crime prevention initiatives</li> <li>▪ effectiveness of community policing initiatives including community consultative committees and advisory groups</li> <li>▪ client satisfaction</li> </ul>
protection against organized crime	<ul style="list-style-type: none"> <li>▪ organized crime investigations successfully concluded</li> <li>▪ partnerships with other agencies engaged in combatting organized crime</li> <li>▪ trends in value of assets/seizures under integrated Proceeds of the Crime and Anti-Smuggling Initiative</li> </ul>
protection from violent crime and youth crime	<ul style="list-style-type: none"> <li>▪ trends in crime rates, clearance rates and enforcement of Criminal Code offences</li> <li>▪ partnerships with other agencies engaged in reducing violent crime and youth crime</li> <li>▪ increased use of VICLAS (Violent Crime Linkage Analysis System) by police agencies to solve violent crime</li> </ul>
alternatives to the traditional criminal justice system for Aboriginal peoples	<ul style="list-style-type: none"> <li>▪ policing approaches that are responsive to the needs of Aboriginal communities and reflective of their culture</li> <li>▪ Aboriginal policing initiatives (e.g. Aboriginal Justice Initiative and cultural awareness training programs)</li> </ul>
law enforcement investigative tools and information	<ul style="list-style-type: none"> <li>▪ the scope and quality of communication and technological support for law enforcement agencies</li> <li>▪ sharing of criminal history, fingerprint, forensic, firearms records, violent crime, criminal intelligence and other information with partners in the integrated justice community</li> </ul>
civilian police for peacekeeping missions	<ul style="list-style-type: none"> <li>▪ delivery of timely and cost-effective civilian police peacekeeping services to peacekeeping theatres</li> </ul>

## RCMP External Review Committee (RCMP-ERC)

**has a budget of \$788,000**

<b>to provide Canadians with:</b>	<b>to be demonstrated by:</b>
civilian oversight of the RCMP in certain matters pertaining to labour relations, in order to ensure a greater protection of RCMP members' rights	<p>impartial, timely and useful recommendations to the RCMP Commissioner on cases referred to the Committee, as supported by:</p> <ul style="list-style-type: none"> <li>▪ decreasing numbers of decisions reviewed by the Federal Court</li> <li>▪ high percentage of recommendations supported by RCMP Commissioner</li> <li>▪ members' confidence in the Committee's work as shown by percentage of RCMP members making use of the Committee</li> <li>▪ the number and nature of changes made to legislation and RCMP policy resulting from Committee's recommendations</li> </ul>





## RCMP Public Complaints Commission (RCMP-PCC)

**has a budget of \$3,545,000**

**to provide Canadians with:**

independent and impartial review of RCMP dispositions of public complaints

**to be demonstrated by:**

- publication of recommendations made to the RCMP Commissioner
- percentage of recommendations supported by the RCMP Commissioner
- changes to RCMP practices, policies and procedures following:
  - recommendations from the Chairman
  - service standards being met or exceeded
  - public awareness of the existence and mandate of the Commission

## Security Intelligence Review Committee (SIRC)

**has a budget of \$1,406,000**

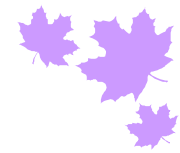
**to provide Canadians with:**

confidence that the Canadian Security Intelligence Service (CSIS) uses its extraordinary powers within the law and in a way that protects the civil rights of Canadians to the greatest extent possible

**to be demonstrated by:**

- level of satisfaction of Parliament and public
- audit results to ensure that CSIS operates effectively in protecting Canadians from terrorist or other threats to national security
- response of the Minister and where national security permits, the public to annual and research reports
- being the most trusted and widely used independent source of information about CSIS activities
- prompt investigation of complaints and ministers' reports
- frequency with which complaints and report case decisions are overturned or changed on appeal to the Courts





## Social Sciences and Humanities Research Council of Canada (SSHRC)

has a budget of \$94,422,000

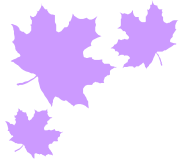
### to provide Canadians with:

significant advances in knowledge and expertise in the social sciences and humanities and policy leadership to help shape the development of Canada's research capacity

### to be demonstrated by:

- a strong, international-calibre research base in the social sciences and humanities
  - high quality, peer-reviewed research
  - national and international awards and honours given to SSHRC-supported researchers
  - involvement of SSHRC-supported researchers in international research activities
- knowledge that contributes to our understanding of social, cultural, intellectual and economic issues as well as to problem-solving in these areas
  - research having significant social, cultural, intellectual, or economic impact
  - contribution by SSHRC-supported researchers to public debate
- highly-skilled professionals to meet the needs of Canadian universities and public and private sectors
  - trends in employment and careers of SSHRC-supported fellows
- communication and transfer of results/knowledge generated through SSHRC-funded research for use in the academic, public, private and non-profit sectors and by the Canadian public
  - extent of publication in scholarly journals and other media by SSHRC-supported researchers
  - awareness and use of SSHRC-supported research by researchers, partners and other stakeholders
- policy leadership for the development of social sciences and humanities research capacity in Canada
  - impact of policy and program initiatives in shaping the development of social sciences and humanities research in Canada





## Solicitor General Canada (SGC)

**has a budget of \$72,534,000**

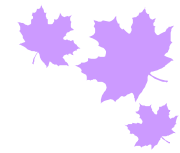
to provide Canadians with:	to be demonstrated by:
support and policy contributions to the federal role in the protection of the public and the maintenance of a just, peaceful and safe society	<ul style="list-style-type: none"> <li>▪ law enforcement measures and strategies to deal with such issues as organized crime, smuggling, other criminal activities and crime prevention</li> <li>▪ a strategic and legislative policy framework to support corrections, conditional release, transfer of offenders and pardons</li> <li>▪ measures to enhance and adapt the national response to terrorist incidents</li> <li>▪ partnerships among key players in the criminal justice system</li> <li>▪ identification of emerging public safety and security challenges requiring a policy/legislative response by the Ministry of the Solicitor General</li> </ul>
contributions to the improvement of social order, public security, personal safety and justice in First Nations Communities	<ul style="list-style-type: none"> <li>▪ tripartite policing agreements with First Nations Communities</li> <li>▪ innovative approaches in First Nations policing strategies in the areas of crime prevention, domestic/family violence and youth crime</li> <li>▪ policy models that support agreements and arrangements for Aboriginal control of corrections within Aboriginal communities</li> </ul>

## Statistics Canada (SC)

**has a budget of \$262,268,000**

to provide Canadians with:	to be demonstrated by:
statistical information relevant to current and future needs	<ul style="list-style-type: none"> <li>▪ feedback from formal consultation mechanisms</li> <li>▪ market tests</li> <li>▪ client satisfaction</li> <li>▪ use of statistical products</li> <li>▪ measures of quality</li> <li>▪ measures of timeliness</li> </ul>
controlled respondent burden	<ul style="list-style-type: none"> <li>▪ levels of reporting burden</li> <li>▪ use of administrative data</li> <li>▪ ease of response</li> <li>▪ use of new methods and technologies</li> </ul>





## Status of Women Canada (SWC)

**has a budget of \$17,111,000**

to provide Canadians with:	to be demonstrated by:
strengthened and more equitable public policy through research, legislation, programs and services that take into account gender implications, the diversity of women's perspectives and the reality of their lives	<ul style="list-style-type: none"> <li>▪ gender-based analysis integrated into the policy, legislation and program development process by federal departments and agencies by 2002</li> <li>▪ co-ordinated federal government action for the advancement of women</li> <li>▪ gender equality principles incorporated into federal/provincial/territorial policies and initiatives, in areas of strategic importance to women</li> <li>▪ active participation of, and incorporation of input from, women's and other equality-seeking organizations in the domestic and international public policy process</li> <li>▪ adoption by multilateral organizations of agreements, instruments and policies which advance the status of women</li> <li>▪ enhanced knowledge base for public policy issues and their impact on women</li> </ul>
a broader range of informed and effective stakeholders working actively for gender equality, including organizations and institutions in the public, private and non-profit sectors	<ul style="list-style-type: none"> <li>▪ access to, and use of, enhanced knowledge base on gender equality issues by stakeholders</li> <li>▪ public awareness and action on gender equality in various communities and on specific issues</li> <li>▪ participation of women in decision-making in key institutions and incorporation of gender implications and the diversity of women's perspectives in the policies and programs of these institutions</li> </ul>

## Supreme Court of Canada (SCC)

**has a budget of \$14,435,000**

to provide Canadians with:	to be demonstrated by:
an independent, accessible final court of appeal	<ul style="list-style-type: none"> <li>▪ an independent judiciary</li> <li>▪ the extent to which Canadians have barrier-free access to Court processes</li> <li>▪ cases processed without delay</li> <li>▪ an information base that enables the Court to fulfill its mandate</li> </ul>

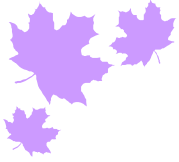
## Tax Court of Canada (TCC)

**has a budget \$10,916,000**

to provide Canadians with:	to be demonstrated by:
the right to an accessible and efficient court of record for hearing cases in areas involving taxation and other federal programs such as Canada Pension Plan, Employment Insurance and Old Age Security	<ul style="list-style-type: none"> <li>▪ expeditious hearings of appeals</li> <li>▪ level of client satisfaction regarding expert guidance and advice to litigants, agents and the public with respect to the practice and procedures of the Court</li> <li>▪ achievement of service standards, including equality of access for all appearing before the Tax Court of Canada</li> </ul>







## Transport Canada (TC)

**has a budget of \$1,731,083,000**

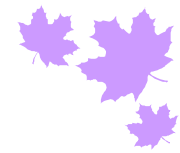
to provide Canadians with:	to be demonstrated by:
a safe and secure national transportation system	<ul style="list-style-type: none"> <li>▪ accident and fatality statistics in the aviation, marine, rail and road modes including the transportation of dangerous goods</li> <li>▪ a simplified regulatory regime</li> <li>▪ effective and harmonized legislation, standards and regulations in all transportation modes</li> <li>▪ public awareness about safety</li> <li>▪ transportation industry awareness and compliance with regulations</li> </ul>
a competitive, efficient and effective transportation system	<ul style="list-style-type: none"> <li>▪ cost effectiveness, commercial/financial viability and levels of competition in transportation services</li> <li>▪ devolution and commercialization of most remaining operations</li> <li>▪ effective operation of remote airports, harbours and ports</li> <li>▪ institutional and legislative barriers to transportation operations</li> <li>▪ a shift in costs from taxpayers to users</li> <li>▪ fair and service-oriented fee structures</li> </ul>
stewardship and environmental awareness	<ul style="list-style-type: none"> <li>▪ an effective, sustainable transportation strategy</li> <li>▪ an environmental management system for Transport Canada operations</li> <li>▪ effective administration of leases for airports, ports and navigation sites</li> </ul>

## Transportation Safety Board of Canada (TSB)

**has a budget of \$22,107,000**

to provide Canadians with:	to be demonstrated by:
an independent agency that contributes to a safer, federally regulated transportation system	<ul style="list-style-type: none"> <li>▪ the elimination of identified safety failures in the marine, rail, commodity pipeline and air transportation systems</li> <li>▪ reduction in risks to persons, property and the environment through the use of independent, credible and timely investigation findings by governments and industry</li> <li>▪ providing pertinent safety information through a variety of means – both technological and traditional</li> </ul>





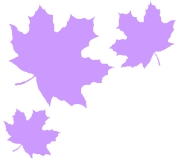
## Treasury Board of Canada Secretariat (TBS)

has a budget of \$1,481,295,000<sup>1</sup>

to provide Canadians with:	to be demonstrated by:
effective government-wide expenditure planning and management	<ul style="list-style-type: none"> <li>▪ allocation of resources in accordance with government priorities</li> <li>▪ thorough understanding of departmental and interdepartmental priorities, pressures and issues (program analysis and advice)</li> <li>▪ strengthened business planning</li> <li>▪ better expenditure management information for Parliament</li> <li>▪ improved service delivery and elimination of impediments to efficient government</li> <li>▪ implementation of Program Review decisions</li> <li>▪ effective communication of government priorities to departments and agencies</li> </ul>
a professional, representative and productive Public Service workforce to deliver government programs and services	<ul style="list-style-type: none"> <li>▪ modern and effective human resources management</li> <li>▪ a well-trained, motivated workforce whose skill sets meet the identified requirements of the federal Public Service</li> <li>▪ a representative Public Service</li> <li>▪ effective management of the Official Languages program</li> </ul>
modern comptrollership for the management of government resources	<ul style="list-style-type: none"> <li>▪ an accountability and performance reporting regime that focuses on results</li> <li>▪ reviews within and across departments that effectively support policy and program improvement</li> <li>▪ better strategic use of financial information</li> <li>▪ integration of quality service concepts into departmental operations</li> <li>▪ more effective service delivery through the development of improved policies and tools</li> <li>▪ more effective use of government real property assets, including the identification and disposal of surplus and under-utilized real property</li> </ul>
leadership in the use of Information Technology (IT) and Information Management (IM) in support of the government's renewal agenda	<ul style="list-style-type: none"> <li>▪ strategic leadership of IT/IM in government</li> <li>▪ a government-wide approach to IT investment</li> <li>▪ co-ordination of government-wide activities to address the Year 2000 problem</li> <li>▪ rollout and update of the framework for enhanced project management, governance and stewardship of large IT projects</li> <li>▪ more effective and efficient service to Canadians through the use of information and communications technologies</li> <li>▪ solutions for problem areas with respect to the recruitment and retention of competent IT/IM professionals</li> </ul>
support to the President in his role as Minister responsible for the Canada Infrastructure Works (CIW) program	<ul style="list-style-type: none"> <li>▪ improvement of Canada's physical infrastructure and the creation of jobs</li> </ul>

<sup>1</sup> Treasury Board of Canada, Secretariat has a budget of \$ 1,432,346,000 (including \$740,734,000 for employer contributions for Public Service Insurance; \$200,000,000 for Special Retirements; and a \$461,869,000 fund for government contingencies and centrally financed programs.)



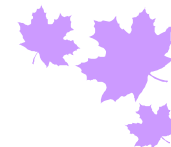


## Veterans Affairs Canada (VAC)

**has a budget of \$1,921,587,000**

to provide Canadians with:	to be demonstrated by:
<p>a commitment to provide veterans, their dependants and other qualified civilians with the benefits, financial assistance, services and legal representation to which they are entitled</p>	<ul style="list-style-type: none"> <li>▪ a 50 percent reduction in turnaround times on disability pension applications</li> <li>▪ a service delivery process that is consistent, equitable, and time sensitive and where eligible clients may receive the benefits to which they are entitled</li> <li>▪ benefit delivery systems that ensure quality service to clients</li> <li>▪ a consistent, equitable and timely appeals process</li> </ul>
<p>a commitment to provide health care services and promote the well being and self-sufficiency of clients as participating members of their communities</p>	<ul style="list-style-type: none"> <li>▪ programs that contain or reduce health care costs</li> <li>▪ an agreement leading to the transfer of Ste. Anne's Hospital to the province of Quebec</li> <li>▪ independent and healthy lifestyles of clients</li> <li>▪ appropriate levels of care in the most logical location</li> </ul>
<p>a commitment to keep the memory of the achievements and sacrifices of veterans alive for all Canadians</p>	<ul style="list-style-type: none"> <li>▪ awareness and honouring by Canadians of the wartime sacrifices and achievements of Canadian citizens and an understanding of their contribution to the development of Canada as a nation</li> <li>▪ the protection, development and showcasing of physical commemorative resources</li> </ul>



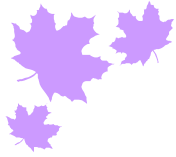


## Western Economic Diversification Canada (WD)

**has a budget of \$255,938,000**

to provide Canadians with:	to be demonstrated by:
delivery of community economic development programs	<ul style="list-style-type: none"> <li>▪ negotiation of new Western Economic Partnership Agreements</li> <li>▪ support for, and co-ordination of, federal economic adjustment initiatives to address priority issues (e.g. closure of federal facilities, natural disasters, etc.)</li> </ul>
service to small business through innovative partnerships and client-centered service	<ul style="list-style-type: none"> <li>▪ provision of an Integrated Service Delivery Network of over 100 service delivery points (including Canada Business Service Centres, Community Futures Development Corporations and Women's Enterprise Centres) providing a 'single window' whereby urban, rural and remote business communities across Western Canada can easily access government and business information and services</li> <li>▪ WD Internet home page</li> <li>▪ an automated, one-stop, business registration system piloted at six public access sites in partnership with the province of British Columbia. (Sites will be established in Alberta, Saskatchewan and Manitoba.)</li> </ul>
accessibility of small- and medium-sized enterprises (SMEs) in Western Canada to capital services	<ul style="list-style-type: none"> <li>▪ providing SMEs (including targeted groups such as women and youth entrepreneurs) in urban, rural and remote communities, with access to capital through:               <ul style="list-style-type: none"> <li>– loan/investment fund partnerships with public and private sector financial institutions for access to risk capital for new technology sectors, providing leverage of government funds at ratios from 5:1 to 10:1</li> <li>– loan funds in Community Futures Development Corporations and Women's Enterprise Centres</li> </ul> </li> </ul>
filling gaps in government services to SMEs and complementing existing services	<ul style="list-style-type: none"> <li>▪ export preparedness assistance to SMEs in collaboration with other government departments and industry to increase export sales and generate new jobs</li> <li>▪ assistance to SMEs in accessing government procurement opportunities to increase sales of services and goods to targeted markets</li> <li>▪ working with industry, the western provinces, and other federal government departments to harmonize regulations for SMEs and to provide easier access to regulatory information at lower cost</li> </ul>

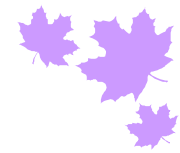




## **ANNEX B(2) RESULTS COMMITMENTS FOR OFFICERS OF PARLIAMENT**

This annex contains the key results commitments for the various Officers of Parliament. These officers and their organizations are independent of government and report directly to Parliament. The results commitments do not form a part of this report to Parliament but are included here for the convenience of parliamentarians.





## Office of the Chief Electoral Officer (CEO)

has a budget of \$23,854,000<sup>1</sup>

to provide Canadians with:	to be demonstrated by:
federal elections and referendums that maintain the integrity of the electoral process	<ul style="list-style-type: none"> <li>electoral events that are fair and transparent within the context of, and in accordance with, constitutional and legal requirements</li> <li>electoral events that remove barriers to participation</li> </ul>
a state of readiness to deliver electoral events whenever they may be called and to improve the delivery of electoral events	<ul style="list-style-type: none"> <li>trained staff and election officers, and up-to-date electoral processes, systems and materials that are ready for any electoral event</li> <li>processes developed that are cost-effective and respond to the concerns of stakeholders</li> </ul>
assurance that timely and high-quality advice, information, products and personnel are available to Cabinet, parliamentarians, electoral boundaries commissions and other stakeholders in accordance with established agreements	<ul style="list-style-type: none"> <li>assessing the satisfaction of all stakeholders with the quality of Elections Canada's advice and support</li> </ul>

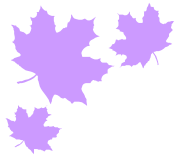
<sup>1</sup> The Agency operates under two separate budgetary authorities: the Administrative vote and the Statutory authority. In the 1997/98 Estimates, the Administrative requirements of \$3.204 million and the Statutory forecast of \$20.650 million totaled \$23.854 million. The Statutory forecast reported in the 1997/98 Estimates does not include forecast expenditures for the delivery of the final enumeration and the 36<sup>th</sup> general election.

## Office of the Commissioner of Official Languages (OCOL)

has a budget of \$9,962,000

to provide Canadians with:	to be demonstrated by:
<b>OBJECTIVE</b>	
Recognition of the equality of status of the two official languages and respect for the spirit and letter of the <i>Official Languages Act</i>	
respect for the language rights of the public as set out in the <i>Act</i> and the <i>Regulations on service to the public</i>	<ul style="list-style-type: none"> <li>number and type of complaints received and handled pursuant to the provisions of the <i>Act</i></li> <li>level of client satisfaction with the handling of complaints as indicated by periodic surveys</li> </ul>
recognition of the equal status of both official languages via the promotion by federal institutions of English and French	<ul style="list-style-type: none"> <li>degree of implementation of recommendations made (as shown by investigations and follow-ups) by institutions subject to the <i>Act</i></li> <li>number and type of interventions with decision-makers, the communities affected and the public</li> </ul>
official language minority communities characterized by development and vitality	<ul style="list-style-type: none"> <li>attitudes of the public to language rights</li> <li>degree of implementation of the findings and recommendations of the annual report and other reports or studies (e.g. special studies, reports to the Governor in Council, etc.)</li> </ul>
knowledge by the public of its language rights and of the role of the Commissioner of Official Languages	





## Office of the Auditor General of Canada (OAG)

**has a budget of \$50,688,000**

### to provide Canadians with:

independent audits and examinations that provide objective information, advice and assurance to Parliament, and promote accountability and best practices in government operations through:

- opinion and observations (and management letter, if appropriate) on the fairness of the Financial Statements of the Government of Canada
- annual financial audit reports (and management letters, if appropriate) on the fair presentation of the financial statements of some 100 Crown corporations and other entities
- value-for-money audits and studies in departments and agencies
- special examination reports on Crown corporations
- assessments of environmental and sustainable development plans and strategies

### to be demonstrated by:

- objective assurance on matters found to be satisfactory and those found unsatisfactory
- specific government actions and tangible improvements in
  - accountability of government for its stewardship of financial and other resources
  - government operations and management processes
  - collection of tax revenue and non-tax revenue owing to the Crown
  - compliance with authority including environmental requirements
  - mechanisms to promote ethical and fraud-free government

## Offices of the Information and Privacy Commissioners (OIPC)

**has a budget of \$6,120,000**

### to provide Canadians with:

effective and efficient access to information held by federal institutions

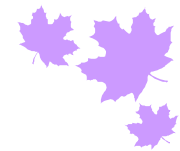
### to be demonstrated by:

- improved knowledge of rights of access to information in federal institutions
- access to information without legal formalities
- greater transparency of information held by federal institutions
- innovative and cost-effective complaints resolutions

protection of personal information held by federal institutions

- improved awareness of personal information rights
- easy access to personal information held by federal institutions
- compliance with established data disclosure practices
- innovative and cost-effective complaint resolutions





## ANNEX C EXTERNAL ADVISORY PANEL

The External Advisory Panel, chaired by the Secretary of the Treasury Board, provides advice on the preparation of the president's annual report *Accounting for Results*.

The panel, which generally meets three times per year in Ottawa, is comprised of academics, provincial and municipal representatives and other non-federal stakeholders.

### Members as of October 1997:

Mr. Ercel Baker  
Chairman and President  
Baker Group International Inc.

Mr. Jean-Pierre Boisclair  
President  
CCAF-FCVI Inc.

Mr. Ian Davies  
Senior Project Leader  
Office of the Auditor General of Canada  
for the Province of British Columbia

Mr. Richard Goodkey  
Team Leader, Performance Measurement  
Alberta Treasury Department

Dr. François Lacasse  
Université du Québec (Hull)

Dr. Alice Nakamura  
Professor  
University of Alberta

Dr. James R. Nininger  
President and CEO  
The Conference Board of Canada

Ms. Wendy Noble  
Director, Corporate Policy Branch  
Management Board Secretariat of Ontario

Dr. Dale Poel  
Professor  
School of Public Administration  
Dalhousie University

Mr. George Post  
Policy Consultant

Mr. Don Potter  
Associate Deputy Minister  
Manitoba Health

Ms. Joyce Potter  
Human Resources Commissioner  
Regional Municipality of Ottawa-Carleton

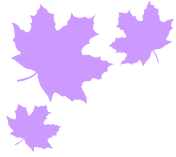
Mr. Michael H. Rayner, FCA  
President  
Canadian Institute of Chartered Accountants

Dr. Alasdair Roberts  
Associate Professor  
School of Policy Studies  
Queen's University

Dr. David Zussman  
President  
Public Policy Forum







## GLOSSARY

### **Departmental Performance Reports**

The Departmental Performance Reports, tabled in the fall of each year by all federal departments and agencies, are part of the Estimates and Supply process. The reports are prepared to assist the reader in understanding what the government has accomplished with the resources and authorities provided by Parliament. Provided in the fall, the most recent information on performance as related to key government results commitments is intended to help members of Parliament advise the government on resource allocation in advance of the annual budget and supply process in the spring.

### **Inputs**

Inputs are the resources and authorities given to an organization to carry out activities, produce outputs and accomplish results. Resources include tax dollars, user fees, transfers and human resources.

### **Instruments of public policy**

The government makes use of a number of levers for public policy. What this report refers to as delivery tools or instruments of public policy includes providing services, taxation, regulation, supplying information, financial transfers, and charging user fees.

### **Interdependence**

Interdependence captures the idea that many of the goals and results governments pursue involve contributions from other jurisdictions and institutions in both the private and public sectors.

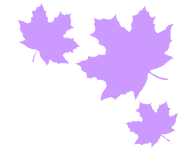
### **Knowledge partners**

Knowledge partners is a term used to refer to the organizations and groups that contribute to the discussion and understanding of public policy issues. They include other governments, business groups, research organizations, interest groups, and the academic community. The term is used sometimes to distinguish these groups from program delivery partners, who also play the role of knowledge partners on occasion.

### **Outcomes**

Outcomes are the consequences of a program (organization or service) that can be plausibly attributed to the program. Outcomes can be distinguished in many ways – intermediate or ultimate, short or long term, expected or unexpected, and intended or unintended. The terms outcome, impact and effect are used interchangeably in this report.





## **Outputs**

Outputs are goods or services produced or directly controlled by program personnel and distributed outside the program organization.

## **Outside-in approach**

An outside-in approach aims to look at government from the perspective of citizens, rather than from the perspective of the agent delivering the program or service, which is sometimes described as the inside-out approach.

## **Partnered reviews**

The term used in this report for the numerous reviews of federal programs or policies that are conducted in partnership with another jurisdiction, the private sector or the not-for-profit sector. These are distinguished from reviews done directly by, or on contract for, a government department or agency.

## **Reports on Plans and Priorities**

As part of the Main Estimates, these reports provide information on departmental plans and expected performance. These reports are tabled in Parliament each spring, after resource allocation deliberations. They generally include information such as mission/mandate, objectives and strategies, as well as specific results commitments and performance targets.

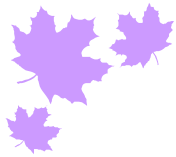
## **Results, results commitments**

This key term is defined in Chapter 2. A result, as used in this report, is an outcome, output or input that is seen as being of particular interest to citizens. Results commitments are those results that the government has promised to pursue or to deliver. Key results commitments are those seen as most important. Annex B of this report lists key results commitments by department and agency.

## **Societal indicators**

Certain indicators recognize where citizens' interests lie and measure broad societal trends that are beyond the control of any particular government, the private sector or group of citizens. These indicators are used as a context for assessing the well-being or health of a nation. Information on these indicators helps shape federal government policy and program decisions.





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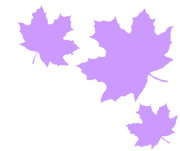
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## Readers' comments and suggestions

We would like to hear your views and comments on the results-based management, performance and accountability issues explored in the 1997 annual report to Parliament, *Accounting for Results*

Please fax your comments to:

Accounting for Results  
Results Measurement and  
Accountability  
Treasury Board of Canada Secretariat  
(613) 957-7044

Or write to:

Accounting for Results  
Results Measurement and Accountability  
Government Review and Quality Services  
Treasury Board of Canada Secretariat  
300 Laurier Avenue West  
Ottawa, Canada  
K1A 0R5

Comments:

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Name of department or organization:

Your name, title, and fax number or address: