



President  
of the Treasury Board

Présidente  
du Conseil du Trésor

# Managing for Results 2000

Canada

# Managing for Results 2000



## How To Get More Information

This document is the sixth annual report to Parliament on government performance measurement, reporting and results-based management. A chronology is available at: <http://www.tbs-sct.gc.ca/rma/communic/prr2000/mfr2000/chrone.htm>

*Managing for Results 2000* provides a window to a broad range of performance information. For readers with Internet access, hyperlinks have been included for the material that is available on-line. If you would like references for these documents, please refer to the annexes.

Earlier issues of this document are available at: <http://www.tbs-sct.gc.ca/rma/communic/communie.asp>

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## PRESIDENT'S MESSAGE

I am pleased to table the Government of Canada's sixth annual report, *Managing for Results 2000*, along with 83 departmental performance reports. Together, these documents demonstrate this government's firm commitment to becoming more results-oriented and more accountable to the public it serves.

As we enter the new millennium, government management practices must evolve to meet Canadians' changing needs and expectations. Government must focus more on providing the services that citizens truly want and need. Canadians must have confidence that the values and ethical standards guiding government are the same as those that guide their lives. Canadians must also have confidence that the government is spending wisely and achieving concrete and measurable results. These elements are the hallmark of good government and are the principles that guide our efforts to modernize management practices. These commitments are the foundation of the new management framework that was tabled in March 2000, *Results for Canadians: A Management Framework for the Government of Canada*. They are also clearly reflected in *Managing for Results 2000*.

*Managing for Results 2000*, like previous reports, provides an overview of progress in public performance reporting, highlights best practices and sets the agenda for the coming year. It outlines progress the government has made in improving the quality of departmental performance information and in linking expenditures with results. It also identifies challenges, such as the need to continue to develop higher quality performance information.

*Managing for Results 2000* is about giving Canadians the effective and accountable government programs and services they deserve.

Lucienne Robillard  
President of the Treasury Board





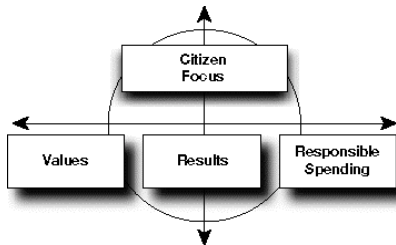
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## AN OVERVIEW



For access to *Results for Canadians: A Management Framework for the Government of Canada*, go to [http://www.tbs-sct.gc.ca/res\\_can/siglist\\_e.html](http://www.tbs-sct.gc.ca/res_can/siglist_e.html)

For a paper copy of *Results for Canadians*, or any other document mentioned in this report, please contact the Results Measurement and Accountability group at: (613) 957-7042 or (613) 957-7044 (fax).

In March 2000, the Government of Canada introduced a new federal management framework, described in the document *Results for Canadians: A Management Framework for the Government of Canada*. It clearly affirms that serving Canadians and delivering the results they care about must be the primary focus of government management. Improved measurement, as well as the use and reporting of information on results and related costs, are essential elements of the framework.

This report, together with 83 departmental performance reports, provide the most comprehensive picture to date of what Canadians receive for their tax dollars.

Traditionally, government management practices have tended to be more about process than results. The focus has been on resources spent, on activities, and on outputs produced. These things are important, but they do not give citizens a complete picture of government programs and services in terms of

relevance and effectiveness. The Government of Canada needs to look beyond inputs, activities and outputs to the actual results achieved – the impacts of programs and services on the lives of Canadians as clients, taxpayers and citizens.

A great deal has been accomplished in implementing results-based management over the last six years. All 83 federal departments and agencies now identify their key results commitments – what they are aiming to achieve for Canadians. These commitments are the foundation for planning, measuring and reporting. Those departmental reports are the principal source of performance information on the programs and services delivered by the Government of Canada.

The present document is not a summary of the 83 departmental performance reports. Instead it provides complementary performance information on:

- *policy issues* such as those contained in the Speech from the Throne;
- *initiatives* involving the participation of more than one department or agency; and
- *initiatives* involving partnership arrangements between the Government of Canada and other jurisdictions, including those under the umbrella of the *Social Union Framework Agreement (SUFA)*.







It also:

- sets out the background and context within which reporting by departments takes place;
- explains what the Government of Canada is trying to achieve with the new approach to performance reporting and what improvements are still needed; and
- takes a significant step forward in reporting on initiatives that cut across traditional departmental lines to focus on the larger issues that matter most to Parliament and Canadians.

Chapter 1 outlines the Government of Canada's management framework and the comprehensive reporting regime that is needed to support it. It also highlights the need for all government organizations to continue to improve the quality of their performance information.

Chapters 2 and 3 describe the information that is available from departments on government programs, initiatives with partners and important policy issues. These chapters also describe initiatives to improve the quality of that information.

Chapter 4 explores how information on societal indicators and trends can contribute to more comprehensive reporting by the Government of Canada to Parliament and citizens.

Lastly, Chapter 5 outlines developments in parliamentary and public reporting.





# CHAPTER 1: A MORE COMPREHENSIVE APPROACH TO PERFORMANCE INFORMATION

In 1995 the Government of Canada committed itself to implementing results-based management in all federal departments and agencies. This chapter describes the progress to date, and the work that remains, in the development of a culture of managing for results.

Managing for results involves a fundamental shift in perspective. It means managers must collect and use performance information to strengthen decision making, to learn, to improve programs and to ensure accountability to Canadians.

Earlier this year, the Government of Canada approved a comprehensive framework for management in federal institutions – one that renews and advances the commitment to results. This new framework, *Results for Canadians: A Management Framework for the Government of Canada*, was tabled in Parliament by the President of the Treasury Board in March 2000. It consolidates many of the management ideas, models and best practices currently being developed across the government, and it integrates them into a single coherent framework and vision. At the heart of *Results for Canadians* is a commitment to make the government more citizen-focused, values-driven, results-oriented and dedicated to responsible spending.

These themes are central in *Managing for Results 2000*, the sixth annual report to Parliament since the Government of Canada began to implement results-based management in 1995. Previous reports have provided an annual overview of progress in public performance reporting. Many concepts are now well-developed, and many improvements in management practices are in place.

At the same time, several important challenges remain, including the need to develop a more comprehensive government-wide reporting approach with higher-quality performance information.

## MORE COMPREHENSIVE REPORTING

One component of *Managing for Results 1999* was an outline of a more comprehensive reporting regime. The government made a commitment in that report to consult with parliamentarians and others on whether the inclusion of societal indicators would be meaningful and useful to parliamentarians and to Canadians. It also undertook to put greater emphasis on including government-wide performance information.

The resulting consultations contributed greatly to the continued development of a comprehensive reporting model with the following elements:

- easier access to performance information on government priorities, such as those outlined in the Speech from the Throne and the Budget;





- departmental results in the 83 departmental performance reports tabled in Parliament along with *Managing for Results 2000*;
- results achieved through interdepartmental and intergovernmental collaboration; and
- continued development of societal indicators to provide a better context for understanding government-wide performance, and to help inform government priorities and policy analysis.

This range of information, from societal trends to detailed performance information on programs and services, will present an increasingly comprehensive picture of how well departments and agencies are doing in achieving government priorities.

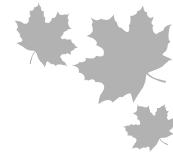
Both reporting and results-based management, however, must be based on accurate and timely performance information. Parliamentarians are asking for performance information that not only serves accountability needs, but also is tailored to the work of standing committees. In addition, managers must have strategies to measure performance, and to learn which programs work. They also need to link the results they achieve with the expenditures they make. The three government initiatives described in the adjacent box will be key to making progress on these fronts.

**Comptrollership Modernization** aims to integrate high-quality financial and non-financial information for effective decision making, implement sound risk management, and ensure appropriate control systems.

The **Financial Information Strategy (FIS)** introduces modern, integrated financial information systems and full accrual accounting practices. It also includes training so that financial analysts can use this enhanced information.

The **Improved Reporting to Parliament Project** engages parliamentarians in shaping the information that is provided in Estimates documents.





## CHAPTER 2: FEDERAL PERFORMANCE INFORMATION

### For access to:

- performance information maps on 1999 Speech from the Throne priorities, go to Annex 1
- fall 2000 departmental performance reports, go to <http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>
- performance information on departmental key results commitments, go to <http://www.tbs-sct.gc.ca/rma/krc/page.asp?lang=E>
- performance information on interdepartmental initiatives, go to Annex 2

This chapter addresses government-wide priorities such as those highlighted in the 1999 Speech from the Throne. It also describes what performance information is available from departments, including where a number of departments are working together.

### GOVERNMENT-WIDE PERFORMANCE INFORMATION AND MAPS

In co-operation with departments, the Treasury Board of Canada Secretariat is beginning to develop performance information maps in order to provide more convenient access to information on broad policy issues.

Performance maps build on the approach taken by the Canadian Institute for Health Information (CIHI). With the publication of its first annual report on health care

in Canada, CIHI has begun to bring together general indicators as well as the most up-to-date performance information available. In doing so, it seeks to encourage sharing, learning and collaboration.

In keeping with the government's more comprehensive approach to performance information, the maps go beyond the evidence in the departmental performance reports, and provide electronic links to a broad range of other information ranging from societal indicators to reports by independent research organizations (see Chart 1).

Performance maps provide information on programs and collective initiatives through a single electronic portal. They can help managers identify programs and services that may be complementary.

**Chart 1: Performance Information Maps – Key Elements**

<b>Societal Context</b>
<ul style="list-style-type: none"> <li>▪ Canada-wide information and trends</li> <li>▪ Sectoral indicators (or indices) that can be used for setting the context</li> </ul>
<b>Governmental Performance Information</b>
<b>Intergovernmental</b>
<b>Federal</b>
<ul style="list-style-type: none"> <li>▪ Interdepartmental</li> <li>▪ Departmental</li> </ul>
<b>Other Potential Information</b>
<ul style="list-style-type: none"> <li>▪ Analyses and reports, e.g., by independent research organizations</li> <li>▪ Facts and figures, e.g. community data and information from other jurisdictions</li> </ul>





In addition, performance maps provide different kinds of information, which respond to different policy and management needs. They therefore present a relevant picture – but not necessarily a complete one – using only information that is already available.

This year, performance maps have been developed for eight themes that are outlined in the 1999 Speech from the Throne (see Chart 2). The first page of each map, which provides an overview of the map as a whole, is provided in Annex 1 of this report.

The design and use of performance maps will be tested over the coming year. The content of the maps will evolve on the Internet version; other maps may also be added.

Performance information on policy issues such as those used in the maps can also be found in departmental performance reports and the Collective Results Database. In addition, readers can use search tools on the Government of Canada and the Estimates, Performance and Planning Information Web sites.

#### **Chart 2: 1999 Speech from the Throne Priorities**

- children
- youth
- a dynamic economy
- good health and quality care
- the quality of our environment
- stronger communities
- the relationship with Canada's Aboriginal people
- Canada's place in the world

## **DEPARTMENTAL AND INTERDEPARTMENTAL PERFORMANCE INFORMATION**

The government is increasingly using results-based performance information for planning, external reporting and internal management. Public information on performance is organized around over *200 key results commitments* that federal departments and agencies have made to Canadians. These commitments state what departments intend to achieve with the resources provided by Parliament. They can be accessed through a database called Departmental Results.

The main source of information on results achieved for parliamentarians and the public is the annual set of departmental performance reports. These reports also provide links to other more detailed information. The reports are reviewed annually to ensure that best practices in measuring and reporting are shared.

There are strong linkages between this performance information and results-based management. Departments are increasingly gathering information on the programs and services that they deliver, and are using it to make adjustments as needed. They are learning based on the evaluation of past experiences, and this is leading to results that benefit Canadians.

The following textboxes provide departmental and interdepartmental examples of the performance information that is emerging from results-based management. Readers can find additional examples in departmental performance reports, and in the new Collective Results Database (see Chapter 3 for more details).





The Correctional Service of Canada (CSC) uses a results-based approach to measure, report and improve the results of its business lines: Care, Custody, Reintegration and Corporate Management. This approach directly links CSC's management practices to its key results commitments as reported to Parliament and Canadians.

An important element is CSC's comprehensive statistical database. Monthly corporate results reports contain information on trends in the work accomplished and the results achieved. This information is used to set organizational objectives, monitor their implementation and make the required adjustments. It is also used to establish goals for managers and hold them accountable for their contribution to specific results.

This focus on results, in combination with program research and a comprehensive research database, has allowed CSC to introduce and improve core programs that prepare offenders for reintegration into the community, and that support them while they are there.

As presented in CSC's performance report for 1999–2000, last year there were 300 fewer revocations of conditional release. This, combined with the fact that by the end of last year 140 more offenders were being supervised in the community, is an indication that progress is being made.

Within Agriculture and Agri-Food Canada, the Prairie Farm Rehabilitation Administration (PFRA) has implemented a planning, management and reporting system that emphasizes managing for results. PFRA links the costs of its programs and services to its results in the sustainable management of Prairie land and water resources.

With this managing for results focus, PFRA is benefiting Canadians directly. As discussed in AAFC's performance report for 1999–2000, its programs are contributing to a healthier environment, a stronger farm economy, and increased opportunities for rural diversification. These results, in turn, are leading to a better quality of life for Canadians.

Under the GeoConnections initiative led by Natural Resources Canada, federal departments are working with provincial counterparts, the private sector and academia, to make geographic information, tools and services accessible to Canadians over the Internet. There is also collaboration to develop innovative, marketable technologies that will benefit Canadians and enable the geomatics sector to continue to compete internationally.

To help ensure that potential benefits of this growing \$20 billion industry are realized in Canada, GeoConnections has established a Performance Management and Evaluation Framework that has annual performance targets and defines the program delivery activities, expected results and performance measures. This Framework is being used to guide short-, medium- and long-term performance measurement, as well as the planning of evaluations and reporting on progress.





## IMPROVING THE MEASUREMENT OF PERFORMANCE

Current initiatives to improve performance measurement include:

- using performance and accountability frameworks;
- linking costs to results;
- applying the Common Measurements Tool; and
- strengthening program evaluation.

Managers can also join networks to see how good practices are applied and to share lessons learned. One network that has the objective of sharing good practices is the Performance and Planning Exchange (PPX).

### **Performance and Accountability Frameworks**

Some departments have developed *performance frameworks*, *accountability frameworks* or general guidelines that set out key results, related activities and costs, performance measurement and reporting strategies (see Chart 3). The government will track these developments to identify best practices. It is also reviewing departmental and agency accounting structures to identify where a better bridge between financial and results information can be made.

### **Chart 3: Department-Wide Frameworks and Guidelines**

The following departments have publicly available information on department-wide frameworks or guidelines. Click on the name of the department for additional information.

Agriculture and Agri-Food Canada  
*Performance Framework*

Canadian International Development Agency  
*The Agency Accountability Framework*

Environment Canada  
*Manager's Guide to Implementing Performance-Based Management*

Indian and Northern Affairs Canada  
*First Nation Self-Evaluation of Community Programs: A Guidebook on Performance Measurement*





Performance measurement frameworks are also being used more frequently for specific initiatives such as education, as described in the following textbox. Other examples are included in Annex 2.

*Education Indicators in Canada: Report of the Pan-Canadian Education Indicators Program 1999* is a project of the Canadian Education Statistics Council, which is a partnership between Statistics Canada and the Council of Ministers of Education, Canada (CMEC). It provides information that will help in making decisions on education priorities and directions.

The goal of the program is to provide consistent and high-quality information on education from a Canada-wide perspective to support informed decision making, policy formulation and program development. Factors include the context of education, the characteristics and features of education systems, and the outcomes they produce, employing comparisons over time and using commonly accepted standards. Reports provide a comprehensive source of information on education and education systems in Canada for policy-makers, practitioners and the public. They can also stimulate debate and provide a context for thinking on education issues. This information allows Canada to participate internationally in discussions with Organization for Economic Co-operation and Development (OECD) and United Nations Economic, Scientific and Cultural Organization (UNESCO) on education issues.

### **Linking Costs to Results**

The government has also continued to pursue initiatives to improve performance information by *linking cost information to actual results*.

On April 1<sup>st</sup>, 2001 the government will adopt accrual accounting practices. This means, for example, that the government will begin to use accounting practices similar to those in the private sector. It will also give managers a better understanding of the cost of their activities. In this way, the quality of information on the cost of results achieved will be improved.

The Comptrollership Modernization initiative is also aiming to increase the capacity of departments to provide financial information related to their achievements. The Innovations Fund, which supports this initiative, helps the weather services at Environment Canada to use activity-based costing as one step towards a more accurate costing of results. Lessons learned from this project are being shared with other departments.

The new Treasury Board policy on transfer payments, which includes grants and contributions, requires that managers define results more clearly and ensures appropriate performance measurement. This policy will improve performance information for all programs that use transfer payments.

### **The Common Measurements Tool**

The *Common Measurements Tool (CMT)* was developed by the Canadian Centre for Management Development's Citizen-Centered Service Network to improve the measurement of client satisfaction. The 1998 *Citizens First* study found that Canadians expect the same or better service from the public sector as from the private sector. To improve government service delivery, listening to clients, and using this information to shape planning and business decisions, is more important than ever.







The Common Measurements Tool facilitates sharing lessons learned and other information. The Senior Service Delivery Officials (SSDO) Forum has established a CMT Standards Board to ensure that this survey tool is available to all jurisdictions. The SSDO Forum has selected a core set of questions for inter-jurisdictional comparisons of client satisfaction in a few key areas of service delivery. The governments of Manitoba, Ontario and Canada have jointly developed an electronic version of the CMT that will help public sector organizations in conducting and analyzing CMT-based surveys. A centre for benchmarking that will allow inter-jurisdictional comparisons is also under development.

The following are examples of how client satisfaction measurement has contributed to service improvements.

Canada Economic Development for Quebec Regions – IDEA-SME Program encourages economic growth by providing financial support, advice, and strategic information to small and medium-sized enterprises (SMEs). In 1995, Canada Economic Development (CED) committed to providing quality services to SMEs and non-profit organizations. Service delivery was geared to clients' preferences and ISO 9002 certification was adopted for all CED business sites. The certification process included measuring client satisfaction and needs.

After four years, the systematic approach based on results and action has produced a significant and measurable improvement in client satisfaction for quality service in general, from 81 per cent in 1995 to 88 per cent in 2000. It has also mobilized the entire organization to focus on results and the quality of the services it provides.

Most clients prefer to deal with the Canada Customs and Revenue Agency (CCRA) by telephone — over 85 per cent of enquiries are handled by phone, either by agents or electronically. In 1998, CCRA developed a strategy to improve the management of its call centres by using performance indicators and targets, and weekly measurement and reporting by over 50 locations. These reports are provided to all managers in the Agency, including the Commissioner.

The approach has generated very positive results. There have been dramatic improvements in call accessibility, from the 40-60 per cent range in 1999 to approximately 90 per cent for the same period in 2000.

## Program Evaluation

**For access to departmental and interdepartmental reviews, evaluations and audits, go to <http://www.tbs-sct.gc.ca/rma/database/database.asp>**

The government has completed a study of *program evaluation*, a function that operates in many departments to support managers in measuring the results of government policies, programs and initiatives.

In the government's management framework, *Results for Canadians*, managers are expected to define results, ensure that their attention is continually directed towards results achievement, measure performance regularly and objectively, and learn and adjust to improve efficiency and effectiveness. Managers at all levels are accountable for the results they achieve to higher management, to ministers, to Parliament and to Canadians. Evaluation is an important way of measuring how programs contribute to particular outcomes.





The government will update its evaluation policy and standards for application across the government. The aim is to strengthen the evaluation function in support of management in the measurement of results and in the improvement of policies and programs government-wide.







## CHAPTER 3: PERFORMANCE INFORMATION ON INTERGOVERNMENTAL INITIATIVES

**For access to performance information on intergovernmental initiatives, go to Annex 2**

Governments in Canada are co-operating to achieve results for Canadians. The September 11, 2000 First Ministers' Meeting is a good example of this. Its communiqué on early childhood development emphasized the measuring of, and reporting on, performance as tools to inform policy-making, and to ensure that actions are as effective as possible. Performance information on intergovernmental initiatives is therefore another important part of comprehensive reporting.

This chapter provides more performance information than previously available on intergovernmental collaboration, as illustrated in the examples below. The chapter also describes the guidance on developing accountability frameworks and on how the Government of Canada is implementing its reporting and accountability commitments under the *Social Union Framework Agreement (SUFA)*.

*Toward a Healthy Future: Second Report on the Health of Canadians* summarizes the most current national information on the health of Canadians and invites the reader to consider the implications of these findings for current and future policies, practices and research. It also serves as a tool to alert policy-makers, practitioners and the public to current and future challenges, and to help identify actions that can be taken to improve the health of Canadians. The *Statistical Report on the Health of Canadians (1999)*, which provides detailed statistics on over 80 topics, served as the main data source. Both of these documents are the result of a collaborative effort by the Federal, Provincial and Territorial Advisory Committee on Population Health; Health Canada; Statistics Canada; the Canadian Institute for Health Information; and a project team from the Centre for Health Promotion, University of Toronto.

The Canada-wide Environmental Standards Framework is designed to allow federal, provincial and territorial environment Ministers to work together to address key environmental protection and health risk reduction issues that require common environmental standards across the country. This framework provides principles for governments to jointly agree on priorities, develop standards, and prepare complementary workplans to achieve those standards, recognising the unique responsibilities and legislation of each government. The standards generally contain a numeric limit, a timetable for attainment, and a framework for monitoring progress and reporting to the public.

Canada-wide standards for fine particulate matter, ground-level ozone, benzene (phase 1), and mercury from incineration and metal smelting were ratified in June 2000. Governments will begin reporting to the public on progress towards attaining the agreed-upon standards in 2001 for benzene, in 2004 for mercury emissions, and in 2005 for particulate matter and ground-level ozone. In implementing these standards, the governments will maximize opportunities to share expertise, avoid overlap and duplication, use the most effective and efficient measures of pollutants and promote consistency across the country.





*Pollution Prevention: A Federal Strategy for Action* was published in June 1995 and it recognized that a series of partnerships would be needed with other jurisdictions, the private sector, individual Canadians and the international community. The latest progress report, *Progress in Pollution Prevention: 4<sup>th</sup> Annual Report 1998–1999*, helps Canadians to make informed decisions about human health and environmental matters, including clean air and clean water. It provides federal performance information on the five objectives, namely to:

- institutionalize pollution prevention across all Government of Canada activities;
- foster a national pollution prevention effort with other governments;
- make pollution prevention a major consideration in industrial activities;
- provide access to the information and tools necessary to implement pollution prevention practices for Canadians; and
- participate in international pollution prevention initiatives.

The progress report provides a framework for monitoring performance, reporting on results achieved and profiling federal environmental successes. This report also demonstrates that the techniques and processes used for pollution prevention are evolving to address national and global challenges.

## COLLECTIVE RESULTS DATABASE

This year, in co-operation with departments, there has been a substantial improvement in the coverage of intergovernmental and other initiatives through the Collective Results Database, as well as in the quality of the information. The database:

- includes intergovernmental and interdepartmental initiatives that can demonstrate that public performance information is already available, or will be available in the near future;
- contains Social Union initiatives and other arrangements that have been identified by departments;
- will be updated throughout the year;
- has a search capability that groups initiatives, for example, by province or issue, so that users can find information easily; and
- includes hyperlinks to more detailed sources of information in keeping with more comprehensive reporting.

The Treasury Board of Canada Secretariat will also be working with the federal lead departments to improve the information in the database and to identify additional initiatives.





## THE SOCIAL UNION FRAMEWORK AGREEMENT

The *Social Union Framework Agreement (SUFA)* was signed in February 1999. SUFA is “based upon a mutual respect between orders of government and a willingness to work more closely together to meet the needs of Canadians.” Governments have agreed to work together to develop joint accountability frameworks for any new Canada-wide social initiatives that are supported through intergovernmental transfers.

The approach:

- builds on progress made in developing accountability frameworks for other intergovernmental initiatives, such as the National Child Benefit and Employability Assistance to Persons with Disabilities;
- respects different accountability practices across jurisdictions through efforts to enhance “each government’s transparency and accountability to its constituents”; and
- can be applied to new and existing intergovernmental, interdepartmental and departmental initiatives.

The government has been actively working on meeting its accountability commitments. This year Health Canada, Human Resources Development Canada and Indian and Northern Affairs Canada are participating on a pilot basis to document the federal government’s involvement in SUFA-related initiatives (as shown in Chart 4). Other departments and agencies are being encouraged to adopt this approach to accountability. The information will also enhance the Collective Results Database.

**Chart 4: Documenting SUFA Information**

<b>General Information</b>	<ul style="list-style-type: none"> <li>▪ Department; initiative and partners; effective date; expiry date; Web site; purpose; roles and contributions</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>▪ Funding; tracking and reporting</li> </ul>
<b>Measurement and Reporting</b>	<ul style="list-style-type: none"> <li>▪ Outcomes; indicators; comparable indicators; evaluation/third-party assessments; shared information and best practices; public reporting</li> </ul>
<b>Involving Canadians</b>	<ul style="list-style-type: none"> <li>▪ Provisions for citizens to participate in developing social priorities and reviewing outcomes; feedback mechanisms to the public</li> </ul>
<b>Service Commitments</b>	<ul style="list-style-type: none"> <li>▪ Public availability of eligibility criteria; existence and availability of service commitments; measurement and public reporting</li> </ul>
<b>Appeals and Complaints</b>	<ul style="list-style-type: none"> <li>▪ Existence, availability and communication of mechanisms; tracking and public reporting</li> </ul>





## MEASURING PERFORMANCE: INTERGOVERNMENTAL FRAMEWORKS

*The Social Union Framework Agreement (SUFA)* provides principles that are expected to lead to improved performance information. The principles, as well as other lessons learned in intergovernmental and interdepartmental initiatives, have been combined as guidance that is summarized in Chart 5. This checklist will continue to be tested as the inventory in the Collective Results Database grows.

**Chart 5: Establishing Intergovernmental Frameworks: An Accountability Checklist**

Partners understand and agree on:	Partners should:
<b>Identifying Results</b>	
objectives, key results and strategic priorities	<ul style="list-style-type: none"> <li>▪ involve citizens and clients in defining key results, state what they are and show links to objectives</li> <li>▪ publish results, eligibility criteria and service level commitments</li> <li>▪ focus on outcomes (vs. process, activities and outputs)</li> </ul>
roles and responsibilities	<ul style="list-style-type: none"> <li>▪ define what each party is expected to contribute to achieve the outcomes</li> <li>▪ publicly recognize and explain the role and contribution of each partner</li> <li>▪ respect public-sector values and conflict of interest issues</li> </ul>
balanced performance expectations	<ul style="list-style-type: none"> <li>▪ clearly link performance expectations to the capacities (authorities, skills, knowledge and resources) of each partner to ensure that expectations are realistic</li> </ul>
<b>Measuring Performance</b>	
a performance measurement strategy	<ul style="list-style-type: none"> <li>▪ identify appropriate monitoring approach and review tools</li> <li>▪ use common databases where possible and share information</li> <li>▪ factor-in performance and contextual information from external sources, e.g., societal indicators for broader context</li> <li>▪ invest in necessary information management/information technology systems</li> </ul>
a set of indicators for short-, medium- and long-term	<ul style="list-style-type: none"> <li>▪ identify indicators to measure progress on objectives and results ("indicators" means what measurement tool will be used to demonstrate performance)</li> <li>▪ develop comparative and societal indicators where possible</li> </ul>
dispute resolution and appeals/complaints practices	<ul style="list-style-type: none"> <li>▪ establish an approach to corrective action if partners' responsibilities are not fulfilled or when adjustments are needed to address citizens' complaints</li> </ul>
<b>Reporting</b>	
provisions for balanced public reporting	<ul style="list-style-type: none"> <li>▪ identify the reporting strategy early in the initiative</li> <li>▪ consider incorporating performance information into existing reports (e.g., DPRs)</li> <li>▪ report publicly on citizens' appeals and complaints, and ensure confidentiality and privacy needs are met</li> </ul>
reporting that is transparent, open, credible and timely	<ul style="list-style-type: none"> <li>▪ use all forms of performance evidence to support reporting</li> <li>▪ provide easy public access to information</li> <li>▪ link costs to results where possible</li> <li>▪ use independent assessments</li> </ul>
sharing-lessons learned	<ul style="list-style-type: none"> <li>▪ track lessons learned and good practices and publish them</li> <li>▪ establish mechanisms for improvements and innovations</li> </ul>





## CHAPTER 4: SOCIETAL INDICATORS

**For access to information on societal indicators and quality of life, go to Annex 3**

Canadians often describe their goals in terms of societal outcomes, such as having a healthier population. But population health is only partly the result of government actions. Individual citizens also play an important role, as do private firms. Societal outcomes can be described by statistical indicators that also provide a context for interpreting government program performance. For example, programs affecting health can be placed in the context of the overall health status of Canadians.

This year's consultations have confirmed the utility of a more comprehensive reporting approach that includes the use of societal information. The Government of Canada has also:

- refined the core set of societal indicators that were introduced last year; and
- encouraged departments to include societal context information in their reports.

### REPORTING ON A CORE SET OF INDICATORS

*Managing for Results 1999* identified 16 societal indicators that could serve as the early foundation upon which to build, over time, an overview of Canada's performance from the perspective of the quality of life of Canadians. Once mature, this overview would serve as an important point of reference in considering the priorities and in interpreting the performance of government programs.

The core indicators were selected to reflect a balance among the social, economic and environmental interests of Canadians. Some long-term trend information on these indicators was provided on a pilot basis last year. Consultations were carried out on the indicators and on the approach. The findings showed support for a core set of indicators. Research also demonstrated that the three clusters, and the indicators shown in Chart 6, reflect those used in other jurisdictions and by some Canadian think-tanks. The government will continue to pilot the approach and incorporate lessons learned over time.

This year, improvements have been made to the core set. Principal measures have been identified for most indicators, and the Web site may also include other supporting measures. Chart 6 also provides an indication of the trends for the principal measures.







**Chart 6: Societal Indicators**

<b>Indicator</b>	<b>Measure and Trend</b>
<b>Health, Environment and Public Safety</b>	
Air Quality	Levels of airborne inhalable particles in Canadian cities are decreasing
Water Quality	Municipal waste-water treatment (primary, secondary and tertiary) is increasing
Life Expectancy	The average number of years a person is likely to live is increasing gradually
Infant Mortality	The rate of death of children less than one year of age is decreasing
Health Status	Information on the self-rated health status of persons 12 years of age and over is available only for 1996-97 – survey will be updated in the coming year
Crime	Rates of total criminal code violations have been decreasing since 1990 Rates of violent crime have been relatively stable since 1990
<b>Economic Opportunity and Participation</b>	
Educational Attainment	The highest level of schooling (of 25-44-year-olds) is increasing
Literacy	Information on prose literacy levels is available for 1994 – survey will be updated in the coming year
Labour Force Participation	Labour force participation rates for persons 15 years of age and over have been relatively stable over the last several years
Per Capita GDP	Per capita GDP (as measured in constant dollars) is increasing
Income	After-tax family income for all families has been increasing gradually over the last several years
Research and Development	Gross domestic expenditures on research and development, as a percentage of Gross Domestic Product, has been increasing gradually over the last several years
<b>Social Participation and Inclusion</b>	
Discriminatory Practices	Measure still under development – trend information is not available
Voting	The percentage of registered voters who voted has been decreasing moderately in recent years
Volunteerism	The percentage of the population who volunteered appears to be increasing
Cultural Activity	Various measures of cultural activity are available, however, a single indicator has not been developed





It should also be noted that some organizations such as the United Nations (UN) combine scores into a composite index. For example, the UN's *Human Development Report 2000* has again ranked Canada as having the most advanced level of human development in the world (see Annex 3 for this and other quality of life references). The Genuine Progress Index is another example of a composite approach, as shown below.

GPI Atlantic, a non-profit research group, is constructing a Genuine Progress Index (GPI) for Nova Scotia to provide a truer and more comprehensive picture of well-being and prosperity, and to assess whether progress is sustainable. The GPI integrates 20 social, economic and environmental variables that assess, for example, population health, educational attainment, environmental quality, livelihood security, and income distribution; as well as the economic value of natural resources, voluntary work, and unpaid household work.

The Nova Scotia GPI is designed as a pilot project for Canada, and is intended to be practical, policy-relevant, and easy for other jurisdictions to replicate and maintain. Eight detailed reports have been prepared to date. As well, two community-level GPI projects have been initiated. Annual benchmarks of progress are being developed that will be available to communities across Canada to use as community development tools.

Composite indexes provide a useful summary for international comparisons. The government's current priority, however, is to continue to develop the individual core indicators in Chart 6 and experiment with the best way to present this information. It will also examine other indicators that might be added to the core set, and carry out further consultations on the quality of life concept. Annex 3 provides information on both societal indicators and quality of life.

## DEPARTMENTAL USE OF SOCIETAL INDICATORS

Departments and agencies are beginning to use societal indicators in their performance reports to provide context or make comparisons (see background report). For example, the 1999 departmental performance report for Health Canada used societal indicators, including infant mortality and life expectancy, to describe the environment in which the department was operating. Similarly, Indian and Northern Affairs Canada compared post-secondary education trends of Aboriginal people with those of Canada as a whole.

The government has encouraged all departments to extend and improve this practice in the fall 2000 package of departmental performance reports. It will continue to monitor different presentations of societal indicators in their performance reporting, and identify successful approaches.







## CHAPTER 5: ENGAGING PARLIAMENTARIANS AND IMPROVING REPORTING

**For access to results and performance information by parliamentary standing committee, go to [http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/com/com\\_e.htm](http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/com/com_e.htm)**

This chapter outlines other recent developments and initiatives related to performance reporting, improving financial information and engaging parliamentarians.

The Improved Reporting to Parliament Project, initiated in 1995, aims to:

- strengthen the results focus in planning and performance reporting;
- make improvements in performance reporting in consultation with Parliament; and
- ensure that reports to Parliament are consistent with, and representative of, the performance information used for departmental management.

As Chart 7 illustrates, there has been effective engagement with Parliament on each of these three objectives. The Government of Canada has more clearly articulated the results to be delivered and how it will demonstrate achievements; and it is now asking for parliamentary committee consideration of these developments. Also, the ease of access to information has been improved.

The *Thirty-Seventh Report of the Standing Committee on Procedure and House Affairs* demonstrates, however, that the task is far from complete. Members of this committee observed that, while progress has been made, only a few committees are reviewing and commenting on the performance and planning reports.

Interviews with committee chairs and other parliamentarians found concerns about the quality of the information, but also show support for the Government of Canada's overall strategy. Its results-based approach in reporting to Parliament is consistent with similar efforts in other industrialized countries. Reactions to the improved electronic access to the information on performance have been positive, particularly by parliamentary staff.

### Chart 7: Improved Reporting to Parliament, Key Events and Documents

- Part III of the Estimates is split into reports on plans and priorities and Departmental performance reports (1997)
- *Fifty-First Report of the Standing Committee on Procedure and House Affairs – The Business of Supply: Completing the Circle of Control* (December 1998)
- *Government's Comprehensive Response to the Fifty-First Report of the Standing Committee on Procedure and House Affairs – The Business of Supply: Completing the Circle of Control* (May 1999)
- *Performance Management: Linking Results to Public Debate* (Public Policy Forum (PPF)) (1999)
- *Improved Reporting to Parliament Project – Phase 2: Draft Proposals* (Centre for Collaborative Governance) (May 2000)
- *Thirty-Seventh Report of the Standing Committee on Procedure and House Affairs – Improved Reporting to Parliament Project – Phase 2: Moving Forward* (June 2000)





## REPORTING, ACCESS AND CONSOLIDATION

Reports tabled in Parliament continue to be an important information source, one that is central to the accountability relationship between the government and Parliament. However, new technologies such as departmental Web sites are playing an increasing role, as are existing mechanisms like government publications. It is thus necessary to recognize that reports are not the only source of government information.

At the same time, members of Parliament are demanding additional information. As well, the Auditor General and the Public Accounts Committee often recommend additional reports. Although parliamentarians are concerned about the number of reports they receive, the need for reliable government information is growing.

The government's comprehensive reporting approach responds to the need for better and more accessible information. The strategy includes:

- annual departmental performance reports that present results accomplishments in light of stated commitments, including those in the annual reports on plans and priorities;
- an annual government overview report on performance (i.e., this report) to provide information on priority issues and on intergovernmental and interdepartmental initiatives; and
- an Estimates, Performance and Planning Information Web site that has been expanded to provide access to more detailed information, thus allowing users to find the level of detail that is of interest to them.

The goal is to ensure reliable and timely access to the desired level of performance information. Where appropriate, the government will propose to Parliament the elimination of reports or reporting content that may no longer be required, particularly to the extent that this may be more effectively available through new technology.

As noted earlier, the quality and timeliness of the information is a concern to members of Parliament and the government. The best assurances of quality and timeliness are that the information reported to Parliament is also used for management, and that parliamentary committees review the information they receive and provide their views to departments.

The government will work with Parliament to develop reporting standards. The Auditor General and provincial auditors have already developed a draft set of principles related to performance reporting. CCAF – a foundation whose purposes include building knowledge for meaningful accountability and effective governance – also has an initiative with the federal, Alberta and Ontario governments to develop reporting principles from a management perspective. Lessons learned from these initiatives will be factored into the new reporting standards.





## IMPROVING FINANCIAL INFORMATION

The parliamentary frameworks for financial reporting in several OECD countries are moving from cash-oriented to accrual-oriented reporting. Cash-oriented reporting means that measuring and limiting the disbursements of funds related to an activity is based on cash flow, rather than on the cost of the activity to the government and taxpayers. It also means that projects requiring several years to complete are resourced year by year, and that drawing down the value of a public asset to fund current activities is possible without information on the reduced value of the asset being measured or reported to Parliament.

In recent years, the government has introduced internal financial reporting practices that mitigate these weaknesses, and has adjusted the public accounts to provide a better picture of costs incurred. Moreover, it is introducing full accrual accounting for the public accounts in the 2001-2002 fiscal year. The final major step in completing these improvements is to incorporate accrual-based budgeting and financial statements.

While the government has adopted the accrual approach as an objective, the actual reporting process will only be adjusted in consultation with Parliament. The Standing Committee on Procedure and House Affairs concurs with this need for consultation. It has also asked for briefings on current practices and possible options, something which is now underway.

In addition, the government is preparing material for consultations with members of Parliament, their staff and interested professionals and academics. Issues for discussion will include accrual budgeting, and its impact on the appropriations process. The government also invites the Standing Committee on Procedure and House Affairs to identify issues related to parliamentary financial reporting that it would like to see examined.

## ENGAGING PARLIAMENTARIANS AND BUILDING TRUST

Since 1994, the government has engaged parliamentarians in a dialogue to improve reporting to Parliament. Over the last few years, these formal and informal discussions on performance and results have also initiated a debate amongst parliamentarians themselves on the nature and role of standing committees, and how performance and planning information could best be used.

The need for a partnership between government and members of Parliament that is based on trust also continued to be a theme this year. In June 2000, the Standing Committee on Procedure and House Affairs tabled its 37<sup>th</sup> Report, entitled *Improved Reporting to Parliament Project – Phase 2: Moving Forward*. The committee encouraged the government to continue to engage parliamentarians. In addition to its own proposals, the committee also considered and endorsed 15 government proposals on improving information provided to Parliament, on streamlining access, and on changes to financial control.





Progress on the government's proposals related to collective and departmental performance information is discussed in the previous chapters. The Standing Committee endorsed principles leading to such reporting and proposed that the government continue to seek ways of improving reporting to Parliament by:

- initiating pilot projects, in consultation with Parliament, to continue to experiment with and improve reporting approaches; and
- periodically reviewing initiatives with the Standing Committee on Procedure and House Affairs, either to confirm them or to further explore changes.

While these steps are important, building greater understanding and trust with parliamentarians will take time. The government needs to inform members of Parliament on the practices and the progress associated with reporting on performance and plans. Members (whether personally or through their staffs) need better information to engage effectively in discussions with officials.

The government will continue its agenda for improving reporting, informing and engaging parliamentarians and their staff this year with a view to building trust. Planned initiatives include:

- implementing the government's proposals under the Improved Reporting to Parliament Phase 2 that were endorsed by the Standing Committee on Procedure and House Affairs;
- providing information and consultation sessions on accrual accounting, appropriations and budgeting;
- holding a series of information and consultation workshops with parliamentary staff on the Estimates, Planning and Performance Information Web site and current issues;
- working more closely with departments, especially the parliamentary liaison staff and the Library of Parliament researchers, to ensure standing committees have access to a broader range of information, for example, through the performance maps; and
- finding new ways to work together with House of Commons and Senate staff and the Office of the Auditor General to ensure ongoing improvement in the way information is presented and made available, not just reports.

In conclusion, the government is committed to working with parliamentarians on improved reporting to Parliament, and to strengthening the quality and timeliness of results and financial information, as well as the role of members of Parliament in the review of this information.





## ANNEX 1: PERFORMANCE INFORMATION MAPS

<b>Performance Information Maps</b> <a href="http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/PIM_e.htm">http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/PIM_e.htm</a>
Children <a href="http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Children/children_e.htm">http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Children/children_e.htm</a>
Youth <a href="http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Youth/youth_e.htm">http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Youth/youth_e.htm</a>
A Dynamic Economy <a href="http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Econ/econ_e.htm">http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Econ/econ_e.htm</a>
Good Health and Quality Care <a href="http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Health/health_e.htm">http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Health/health_e.htm</a>
Quality of Our Environment <a href="http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Environ/environ_e.htm">http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Environ/environ_e.htm</a>
Stronger Communities <a href="http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Communities/communities_e.htm">http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Communities/communities_e.htm</a>
The Relationship with Canada's Aboriginal Peoples <a href="http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Aboriginal/aboriginal_e.htm">http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Aboriginal/aboriginal_e.htm</a>
Canada's Place in the World <a href="http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Place/place_e.htm">http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/PIM/Place/place_e.htm</a>
<b>Other References</b>
<i>Building a Higher Quality of Life</i> , The 1999 Speech from the Throne <a href="http://www.pco-bcp.gc.ca/sft-ddt/doc/fulltext_e.htm">http://www.pco-bcp.gc.ca/sft-ddt/doc/fulltext_e.htm</a>
Canadian Institute for Health Information (CIHI) Web site <a href="http://www.cihi.ca/eindex.htm">http://www.cihi.ca/eindex.htm</a>

Performance information maps are one result of consultations with Parliament on improved government reporting. The objective is to provide more convenient access to available information on broad, or horizontal, policy issues.

Performance maps start with a societal context, and progress towards more detailed performance information. They bring together multiple sources for a given issue. In doing so, maps focus attention on the issue as a whole, rather than on a particular organization that is working on it.

The selection of performance map issues is guided by government-wide priorities. Potential sources include: Speeches from the Throne, the federal budget, the *Social Union Framework Agreement (SUFA)*, and the specific interests of federal standing committees.

This year, performance maps were created based on the major policy areas of the 1999 Speech from the Throne, *Building a Higher Quality of Life*. The first page of each of these maps is provided below in order to give an overview of each issue. The complete maps are available electronically, and can be accessed by clicking on the specific title that is provided in the chart to the left of this page.

For information on the acronyms on the first page of each performance map, please see the index to this report.







## Performance Map on Children

Societal Context	
<p><b>Health, Environment and Public Safety</b></p> <p><b>Support for Parenting</b></p> <ul style="list-style-type: none"> <li>Family structure, children in care, incidence of abuse and neglect, parenting styles</li> </ul> <p><b>Encouragement of Prenatal and Child Nutrition / Healthy Early Child Development</b></p> <ul style="list-style-type: none"> <li>Lifestyle choices during pregnancy, infant mortality and morbidity, birth weight, breast-feeding, teenage pregnancy, immunization, unintentional injury, child morbidity, healthy environments / neighbourhoods, demographic composition</li> </ul>	<p><b>Economic Opportunity and Participation</b></p> <p><b>Early Literacy / Early Childhood Care</b></p> <ul style="list-style-type: none"> <li>Formal child care, school readiness, levels of socio-economic status of families with young children, maternal education, maternal labour force participation, family-friendly workplaces</li> </ul>
Performance Information on Collective Initiatives	
<p><b>Support for Parenting</b></p> <ul style="list-style-type: none"> <li>Family Violence Initiative</li> <li>First Nations Child and Family Services</li> <li>Community Action Program for Children</li> </ul> <p><b>Encouragement of Prenatal and Child Nutrition / Healthy Early Child Development</b></p> <ul style="list-style-type: none"> <li>Canada Prenatal Nutrition Program</li> <li>Canada's Action Plan for Food Security</li> <li>Towards a Healthy Future: Second Report on the Health of Canadians</li> <li>Fetal Alcohol Syndrome/Fetal Alcohol Effects Initiative</li> <li>Nutrition for Health: An Agenda for Action</li> </ul>	<p><b>Early Literacy / Early Childhood Care</b></p> <ul style="list-style-type: none"> <li>National Child Benefit</li> <li>Aboriginal Head Start Initiative (On Reserve)</li> <li>Aboriginal Head Start Initiative (Urban and Northern Communities)</li> <li>Computers for Schools</li> <li>Pan-Canadian Education Indicators Program</li> </ul>
Departmental Performance Information	
<p><b>Encouragement of Prenatal and Child Nutrition / Healthy Early Child Development</b></p> <ul style="list-style-type: none"> <li>Public awareness and understanding of the factors that determine individual and collective health and the actions to take to maintain and / or improve health (HCan)</li> <li>A reduction in health inequalities for specific population groups and improvements in health status for the population (HCan)</li> <li>Effective health care services available and accessible to First Nations and Inuit people (HCan)</li> <li>National policies and plans that effectively address emerging health challenges and / or changes to existing health priorities (HCan)</li> </ul>	<p><b>Early Literacy / Early Childhood Care</b></p> <ul style="list-style-type: none"> <li>Supporting strong communities, people and economies (INAC)</li> <li>Appropriate tax changes (Fin)</li> <li>Access to learning opportunities (HRDC)</li> </ul>





## Performance Map on Youth

Societal Context	
<p><b>Economic Opportunity and Participation</b></p> <p><b>Assistance in Finding Work</b></p> <ul style="list-style-type: none"> <li>The poverty rate for urban Canadian youth, municipal youth-friendly initiatives, student unemployment, young parents' employment rates and earnings, unemployment rate for homeless youth, Aboriginal youth and youth with disabilities, youth unemployment and labour force participation rates relative to the national average</li> </ul> <p><b>Developing and Applying Skills</b></p> <ul style="list-style-type: none"> <li>Post-secondary education costs, the number of young women who are earning post-secondary degrees, level of literacy, access to extra-curricular learning opportunities, number of Youth Employment Strategy (YES) participants who develop and acquire personal and work related skills through hands-on work experience, number of youth (15-24) who complete high school</li> </ul>	<p><b>Social Participation and Inclusion</b></p> <p><b>Applying Creative Abilities</b></p> <ul style="list-style-type: none"> <li>Cost of recreational activities, number of youth accessing information tools</li> </ul> <p><b>Volunteering</b></p> <ul style="list-style-type: none"> <li>The number of Canadians who are volunteering, the number of young Canadians who are volunteering</li> </ul>
Performance Information on Collective Initiatives	
<p><b>Assistance in Finding Work</b></p> <ul style="list-style-type: none"> <li>Federal Public Sector Youth Internship Program</li> <li>Partnership on Youth Employment</li> <li>Canada's Action Plan for Food Security</li> </ul> <p><b>Developing and Applying New Skills</b></p> <ul style="list-style-type: none"> <li>Pan-Canadian Education Indicators Program</li> <li>Knowledge Economy Partnership</li> <li>CanLearn Interactive Initiative</li> <li>Computers for Schools</li> </ul>	
Departmental Performance Information	
<p><b>Assistance in Finding Work</b></p> <ul style="list-style-type: none"> <li>Access to employment for all Canadians (HRDC)</li> <li>Participation in programs addressing the special entrepreneurship needs of groups such as Aboriginals and youth (ACOA)</li> </ul> <p><b>Developing and Applying New Skills</b></p> <ul style="list-style-type: none"> <li>Access to learning opportunities (HRDC)</li> <li>A highly skilled workforce, with a base of expertise across the natural sciences and engineering fields (NSERC)</li> <li>Training of the next generation of researchers and highly skilled professionals to meet the needs of Canadian universities and the public and private sectors (SSHRC)</li> </ul>	<p><b>Learning About Another Region of Canada</b></p> <ul style="list-style-type: none"> <li>Canadians know about each other, their history, identity and symbols (CanHer)</li> <li>Canadians understand the contributions of diverse communities (CanHer)</li> </ul> <p><b>Applying Creative Abilities</b></p> <ul style="list-style-type: none"> <li>Creative and productive use of knowledge for new products and services, leading to new jobs and businesses (NSERC)</li> <li>Programming that features Canadian creative talent (CRTC)</li> </ul>





## Performance Map on a Dynamic Economy for the 21<sup>st</sup> Century

### Societal Context

#### **Economic Opportunity and Participation**

##### **Environment for Economic / Productivity Growth**

- Real GDP, employment, real income, purchasing power parity, CPI, e-commerce

##### **Research and Development**

- Gross domestic expenditures on R&D as a percentage of GDP, business enterprises expenditures on R&D

##### **Commercialization of Knowledge**

- Innovation rate, commercialization of research results

##### **Expansion of Canadian Businesses, Trade and Investment**

- Trade balance, ratio of exports / imports to GDP, value-added exports, foreign investment orientation

##### **Skills and Educational Development**

- Enrolment rates, graduation rates, educators, spending on education, educational attainment

### Performance Information on Collective Initiatives

#### **Environment for Economic / Productivity Growth**

- Labour Market Development Agreement – Multilateral Agreement
- Canada Business Service Centres
- Canadian Rural Partnership
- Canadian Adaptation and Rural Development Fund (CARD)
- Canada Infrastructure Works Program
- Service Canada Access Centres

#### **Commercialization of Knowledge**

- Knowledge Economy Partnership
- Canada-Saskatchewan Agri-Food Innovation Agreement
- GeoConnections

#### **Expansion of Canadian Businesses, Trade and Investment**

- Memorandum of Understanding between the Ministry of Construction of the People's Republic of China and the Minister of Public Works and Government Services being the Minister Responsible for Canada Mortgage and Housing Corporation Concerning the Mutual Cooperation on Housing Related Matter – Market Access
- Canada's Action Plan for Food Security
- International Business Development / Team Canada Inc.

#### **Skills and Educational Development**

- CanLearn Interactive Initiative
- Pan-Canadian Education Indicators Program
- Aboriginal Head Start Initiative (On Reserve)
- Aboriginal Head Start Initiative (Urban and Northern Communities)
- Federal Public Sector Youth Internship Program
- Partnership on Youth Employment
- Computers for Schools





## Departmental Performance Information

### Environment for Economic / Productivity Growth

- Employment and new business start-ups as a result of access to capital for Atlantic SMEs (ACOA)
- Small business start-ups, growth rates and longevity (WD)
- Start-up and expansion of small local enterprises (CEDQR)
- Canadians connected to each other and to the world in a way that is affordable and accessible (IC)
- A world-leading environment for electronic commerce (IC)
- A marketplace framework for business, consumers and investors that is fair, efficient, competitive and world-class (IC)
- A debt management strategy to provide stable, low debt-service costs and maintain a well-functioning market in Government of Canada securities (Fin)

### Research and Development

- Expanded knowledge base, especially in fields with good opportunities (IC)
- An advanced knowledge base which is vital as a source of economic and societal benefits for Canada, in the short and long term (NSERC)
- Knowledge that contributes to our understanding of, and to problem-solving on social, cultural, intellectual and economic issues (SSHRC)
- International calibre research projects in institutions across Canada on fundamental processes underlying health and illness, prevention and treatment of disease and health services (CIHR)

### Commercialization of Knowledge

- International and domestic research and private sector partnerships that contribute to the commercialization and diffusion of technology (ACOA)
- Accelerated commercialization and adoption of innovative processes and products by Canadian organizations (IC)
- Number of technology and information transfers to firms (NRC)
- Creative and productive use of knowledge for new products and services, leading to new jobs and businesses (NSERC)
- Increased development, availability and adoption of agriculture and agri-food products, processes and practices that contribute to competitiveness and environmental sustainability (AAFC)

### Expansion of Canadian Businesses, Trade and Investment

- Increase in the number of new exporters and participants in export readiness training (ACOA)
- Export capability and preparedness (IC)
- International market development (IC)
- Growing participation of Canadian business, particularly SMEs, in the international economy (FAIT)
- Attraction and retention of job-creating international investment in key sectors (FAIT)

### Skills and Educational Development

- A highly skilled workforce, with a base of expertise across the natural sciences and engineering fields (NSERC)
- Admission of temporary workers who transfer to Canadian workers in-demand occupational skills (CIC)
- Training of the next generation of researchers and highly skilled professionals to meet the needs of Canadian universities and the public and private sectors (SSHRC)
- Trained and experienced researchers capable of responding to knowledge requirements in all health areas (CIHR)
- Access to learning opportunities (HRDC)





## Performance Map on Health and Quality Care

Societal Context	
<p><b>Health, Environment and Public Safety</b></p> <p><b>A Modern and Sustainable System</b></p> <ul style="list-style-type: none"> <li>General / family practitioners per capita, medical specialists per capita, bypass surgery (age 20 and older), hip replacement, knee replacement, hysterectomy (women age 20 and older), etc.</li> </ul> <p><b>Health Promotion and Protection</b></p> <ul style="list-style-type: none"> <li>Self-rated health, life expectancy, death from all causes, influenza immunization (age 65 and older), mammography (women age 50-69), pap smears (women age 18-69), pertussis, measles, tuberculosis, HIV, chlamydia, etc.</li> </ul>	<p><b>Economic Opportunity and Participation</b></p> <p><b>Other Initiatives</b></p> <ul style="list-style-type: none"> <li>High school graduation, post-secondary graduation, unemployment rate, youth unemployment, low-income rate, children in low-income families, housing affordability</li> </ul>
Performance Information on Collective Initiatives	
<p><b>A Modern and Sustainable System</b></p> <ul style="list-style-type: none"> <li>First Nations and Inuit Home and Community Care</li> <li>Health Transition Fund</li> </ul> <p><b>Health Promotion and Protection</b></p> <ul style="list-style-type: none"> <li>Canada Prenatal Nutrition Program</li> <li>Canadian Strategy on HIV / AIDS</li> <li>Family Violence Initiative</li> <li>Community Action Program For Children</li> <li>Canadian Partnership for Consumer Food Safety Education</li> <li>Great Lakes Health Effects Program</li> <li>Towards a Healthy Future: Second Report on the Health of Canadians</li> <li>St. Lawrence Vision 2000 Action Plan (SLV 2000)</li> <li>Pollution Prevention – Federal Strategy for Action</li> <li>Great Lakes Action Plan – Great Lakes Basins 2020</li> <li>Canada's Action Plan for Food Security</li> <li>Nutrition for Health: An Agenda for Action</li> </ul>	<p><b>Other Initiatives</b></p> <ul style="list-style-type: none"> <li>Aboriginal Head Start Initiative (On-Reserve)</li> <li>Aboriginal Head Start Initiative (Urban and Northern Communities)</li> <li>CanLearn Interactive Initiative</li> <li>Employability Assistance for Persons with Disabilities – Multilateral Agreement</li> <li>Partnership on Youth Employment</li> </ul>
Departmental Performance Information	
<p><b>A Modern and Sustainable System</b></p> <ul style="list-style-type: none"> <li>The enforcement measures taken in accordance with the <i>Patent Act</i> to ensure that prices are not excessive (PMPRB)</li> <li>Compliance of material safety data sheets and labels and, where non-compliance is found, issue formal orders to bring about corrections (HMIRC)</li> <li>Publicly funded hospital and physician services consistent with the principles of the <i>Canada Health Act</i> (HCan)</li> </ul>	





- An integrated health system embodying efficient health services (HCan)
- Strengthened partnerships among federal, provincial and territorial governments, key stakeholders, Canadians and international partners (HCan)

**Health Promotion and Protection**

- International calibre research projects in institutions across Canada on fundamental processes underlying health and illness, prevention and treatment of disease, and health services (CIHR)
- Research results having an impact on illness prevention, identification and treatment of disease, or health services (CIHR)
- Public awareness and understanding of the factors that determine individual and collective health and the actions to take to maintain and/or improve health (HCan)
- A reduction in health inequalities for specific population groups and improvements in health status for the population (HCan)





## Performance Map on the Quality of Our Environment

Societal Context	
<p><b>Health, Environment and Public Safety</b></p> <p><b>Protecting the Environment</b></p> <ul style="list-style-type: none"> <li>▪ Stratospheric ozone depletion, climate change, toxic contaminants in the environment – persistent organochlorines, acid rain, urban air quality, urban water: municipal water use and wastewater treatment</li> </ul>	<p><b>Economic Opportunity and Participation</b></p> <p><b>Sustainable Development</b></p> <ul style="list-style-type: none"> <li>▪ Timber harvesting, forest biodiversity, Pacific herring fish stocks, agricultural soils</li> </ul> <p><b>New Science, Technologies, Eco-efficient Practices</b></p> <ul style="list-style-type: none"> <li>▪ Canadian passenger transportation, energy consumption</li> </ul>
Performance Information on Collective Initiatives	
<p><b>Protecting the Environment</b></p> <ul style="list-style-type: none"> <li>▪ Great Lakes Health Effects Program</li> <li>▪ National Program of Action for the Protection of the Marine Environment from Land-based Activities</li> <li>▪ Canada-wide Accord on Environmental Harmonization: Sub-agreement on Canada-wide Standards</li> <li>▪ Climate Change Action Fund</li> <li>▪ EcoAction Community Funding Program</li> <li>▪ Great Lakes Action Plan – Great Lakes Basins 2020</li> <li>▪ Pollution Prevention – Federal Strategy for Action</li> <li>▪ North American Waterfowl Management Plan (NAWMP)</li> <li>▪ St. Lawrence Vision 2000 Action Plan (SLV 2000)</li> <li>▪ Adopt A Stream</li> </ul>	<p><b>Sustainable Development</b></p> <ul style="list-style-type: none"> <li>▪ Canadian Rural Partnership</li> <li>▪ North American Agreement on Environmental Co-operation: Environmental Side Agreement to NAFTA (Canada-Mexico-U.S.)</li> <li>▪ First Nations Forestry Program</li> <li>▪ Montreal Process – Criteria and Indicators for the Conservation and Sustainable Management of Temperate and Boreal Forests</li> </ul> <p><b>New Science, Technologies, Eco-efficient Practices</b></p> <ul style="list-style-type: none"> <li>▪ Intergovernmental Geoscience Accord</li> </ul>
Departmental Performance Information	
<p><b>Protecting the Environment</b></p> <ul style="list-style-type: none"> <li>▪ Reduced adverse human impact on the atmosphere and on air quality (EC)</li> <li>▪ Understanding, and prevention or reduction of the environmental and human health threats posed by toxic substances and other substances of concern (EC)</li> <li>▪ Conservation of biological diversity (EC)</li> <li>▪ Understanding and reduction of human impacts on the health of ecosystems (EC)</li> <li>▪ Conservation and restoration of priority ecosystems (EC)</li> </ul>	<p><b>Sustainable Development</b></p> <ul style="list-style-type: none"> <li>▪ Increased adoption and utilization of sustainable land and water management systems that afford greater economic security (AAFC)</li> <li>▪ Ecosystems are protected from degradation and destruction and natural resources are used in a sustainable manner (CIDA)</li> <li>▪ The protection of fish stocks through an integrated management monitoring and enforcement program (F&amp;OC)</li> <li>▪ Sustainable harvesting practices within the industry (F&amp;OC)</li> <li>▪ Conservation and sustainable development of Canada's oceans through an integrated, precautionary, scientific and ecosystem-based approach (F&amp;OC)</li> <li>▪ Conservation, restoration and development of Canada's marine and freshwater habitats through an integrated, precautionary, scientific and ecosystem-based approach to management (F&amp;OC)</li> <li>▪ Promoting northern sustainable development (INAC)</li> </ul>





	<ul style="list-style-type: none"><li>▪ Fiscal, regulatory and voluntary approaches that encourage the sustainable development of natural resources (NRCan)</li></ul> <p><b>New Science, Technologies, Eco-efficient Practices</b></p> <ul style="list-style-type: none"><li>▪ Scientific research, technologies and stewardship practices that reduce environmental impacts, conserve biodiversity and increase the efficiency of natural resource development and use (NRCan)</li><li>▪ Increased development, availability and adoption of agriculture and agri-food products, processes and practices that contribute to competitiveness and environmental sustainability (AAFC)</li></ul>
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## Performance Map on Stronger Communities

Societal Context	
<p><b>Health, Environment and Public Safety</b></p> <p><b>Community Safety</b></p> <ul style="list-style-type: none"> <li>▪ Crime rate, violent crimes, property crimes, fear of walking in the neighbourhood, homicide offences, youth crime</li> </ul>	<p><b>Social Participation and Inclusion</b></p> <p><b>Community Volunteerism</b></p> <ul style="list-style-type: none"> <li>▪ Voter turnout, volunteerism, charitable donations</li> </ul> <p><b>Integration of All Members of Society</b></p> <ul style="list-style-type: none"> <li>▪ Percentage of people reporting racism as a problem, annual number of reported bias crimes, employment rate of people who have disabilities, employment rate of visible minorities</li> </ul>
Performance Information on Collective Initiatives	
<p><b>Community Safety</b></p> <ul style="list-style-type: none"> <li>▪ Family Violence Initiative</li> </ul>	<p><b>Community Volunteerism</b></p> <ul style="list-style-type: none"> <li>▪ Community Action Program for Children</li> </ul> <p><b>Integration of All Members of Society</b></p> <ul style="list-style-type: none"> <li>▪ Canadian Rural Partnership</li> <li>▪ Supporting Communities Partnership Initiative</li> <li>▪ Employability Assistance for Persons with Disabilities – Multilateral Agreement</li> </ul>
Departmental Performance Information	
<p><b>Community Safety</b></p> <ul style="list-style-type: none"> <li>▪ Contribution to a decline in overall crime (RCMP)</li> <li>▪ Contribution to a decline in property crime (RCMP)</li> <li>▪ Contribution to a decline in violent crime (RCMP)</li> <li>▪ Contribution to a decline in youth crime (RCMP)</li> <li>▪ Contribution to people's increased sense of safety (RCMP)</li> <li>▪ Reintegration of offenders as law-abiding citizens (CSC)</li> <li>▪ An equitable and accessible justice system that is responsive to the needs of an evolving and diverse population (Jus)</li> <li>▪ Measures to advance effective corrections in the interests of public safety (SGC)</li> </ul>	<p><b>Community Volunteerism</b></p> <ul style="list-style-type: none"> <li>▪ Active citizen participation and enhanced leadership skills, especially among youth (CanHer)</li> </ul> <p><b>Integration of all members of society</b></p> <ul style="list-style-type: none"> <li>▪ Canadian content is diverse and inclusive (CanHer)</li> <li>▪ Successful integration of newcomers into Canadian society (CIC)</li> <li>▪ Advancing accountability to ensure effectiveness and efficiency in the delivery of settlement programs (CIC)</li> <li>▪ According full participation in Canadian society to eligible permanent residents through the granting of citizenship (CIC)</li> <li>▪ Effective promotion and understanding of citizenship and integration issues (CIC)</li> <li>▪ Employers have employment systems in place that allow them to become more representative (CHRC)</li> <li>▪ Supporting strong communities, people and economies (INAC)</li> </ul>





## Performance Map on the Relationship with Canada's Aboriginal Peoples

Societal Context		
<p><b>Health, Environment and Public Safety</b></p> <p><b>Improved Health and Related Areas</b></p> <ul style="list-style-type: none"> <li>Disabilities, addictions and solvent abuse, AIDS / HIV, birthrate, children in care, domestic / child abuse, infant mortality, life expectancy, suicide rates</li> </ul> <p><b>Improved Living Conditions</b></p> <ul style="list-style-type: none"> <li>Housing, incarceration rates, population growth, water and sewage, urban crime rates</li> </ul>	<p><b>Economic Opportunity and Participation</b></p> <p><b>Greater Economic Opportunity</b></p> <ul style="list-style-type: none"> <li>Business / market development, education attainment, levels of equity and debt capital, labour force participation, number of Aboriginal businesses, poverty rate, sector diversity of Aboriginal businesses, workforce training / experience</li> </ul> <p><b>Resolution of Land Claims</b></p> <ul style="list-style-type: none"> <li>Land and resource negotiations</li> </ul>	<p><b>Social Participation and Inclusion</b></p> <p><b>Preservation of Culture</b></p> <ul style="list-style-type: none"> <li>Community size, cultural diversity, healthy connections, migration to urban centres</li> </ul>
Performance Information on Collective Initiatives		
<p><b>Improved Health and Related Areas</b></p> <ul style="list-style-type: none"> <li>First Nations Child and Family Services</li> <li>Canadian Strategy on HIV / AIDS</li> <li>Towards a Healthy Future: Second Report on the Health of Canadians</li> </ul> <p><b>Improved Living Conditions</b></p> <ul style="list-style-type: none"> <li>First Nations and Inuit Home and Community Care Program</li> </ul>	<p><b>Greater Economic Opportunity</b></p> <ul style="list-style-type: none"> <li>National Child Benefit</li> <li>Aboriginal Head Start Initiative (On Reserve)</li> <li>Aboriginal Head Start Initiative (Urban and Northern Communities)</li> <li>Pan-Canadian Education Indicators Program</li> <li>First Nations Forestry Program</li> <li>Federal Public Sector Youth Internship Program</li> <li>Canada's Action Plan for Food Security</li> </ul>	
Departmental Performance Information		
<p><b>Improved Health and Related Areas</b></p> <ul style="list-style-type: none"> <li>Improvements in First Nations and Inuit people's health and a reduction in health inequalities between them and other Canadians (HCan)</li> <li>A First Nations and Inuit population that is informed and aware of the factors that affect health and what actions can be taken to improve health (HCan)</li> <li>Effective health care services available and accessible to First Nations and Inuit people (HCan)</li> </ul>	<p><b>Greater Economic Opportunity</b></p> <ul style="list-style-type: none"> <li>Increased investment by SMEs and by Aboriginal businesses (IC)</li> <li>Enhanced institutional and organizational capacity of Aboriginal peoples (CanHer)</li> <li>Supporting strong communities, people and economies (INAC)</li> </ul> <p><b>Resolution of Land Claims</b></p> <ul style="list-style-type: none"> <li>Renewing the partnerships with First Nations and Inuit peoples (INAC)</li> </ul>	<p><b>Good Governance</b></p> <ul style="list-style-type: none"> <li>Increased First Nations and Inuit management of and accountability for health care services and the Non-Insured Health Benefits Program (HCan)</li> <li>Strengthening Aboriginal governance (INAC)</li> <li>Developing a new fiscal relationship with Aboriginal governments (INAC)</li> <li>Enhanced governance and accountability in First Nations police services and police governing authorities (SGC)</li> </ul>





<ul style="list-style-type: none"><li>▪ Renewing the partnerships with First Nations and Inuit peoples (INAC)</li></ul> <p><b>Improved Living Conditions</b></p> <ul style="list-style-type: none"><li>▪ Tripartite policing agreements with First Nations communities (SGC)</li><li>▪ Innovative approaches in First Nations policing strategies in the areas of crime prevention, domestic / family violence and youth crime (SGC)</li><li>▪ Policing approaches that are responsive to the needs and culture of Aboriginal communities (RCMP)</li><li>▪ Care that ensures health, safety and security of offenders (CSC)</li><li>▪ Supporting strong communities, people and economies (INAC)</li></ul>		<p><b>Preservation of Culture</b></p> <ul style="list-style-type: none"><li>▪ Effective preservation, conservation and presentation of Canada's natural and diverse cultural heritage (CanHer)</li><li>▪ Policy models that support agreements and arrangements for Aboriginal control of corrections within Aboriginal communities (SGC)</li></ul>
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## Performance Map on Canada's Place in the World

Societal Context	
<p><b>Health, Environment and Public Safety</b></p> <p><b>Global Peace and Security</b></p> <ul style="list-style-type: none"> <li>Total armed forces, conscripts and terms of service, armed forces reserves, active army, navy, and air force, military expenditures, nuclear, chemical and biological weaponry capabilities, accessibility to Canada, etc.</li> </ul> <p><b>Human Security</b></p> <ul style="list-style-type: none"> <li>AIDS cases, safe water, education, child labour, CO2 emissions, deforestation, number of threatened species, energy consumption, fishery landings, the Human Development Index (HDI), etc.</li> </ul> <p><b>Strengthened Multilateral Institutions</b></p> <ul style="list-style-type: none"> <li>Economic organisations, military / security alliances, United Nations organisations, miscellaneous organisations</li> </ul>	<p><b>Economic Opportunity and Participation</b></p> <p><b>Promotion of Development</b></p> <ul style="list-style-type: none"> <li>Reliance on foreign markets, reliance on foreign sources, dependence</li> </ul>
Performance Information on Collective Initiatives	
<p><b>Human Security</b></p> <ul style="list-style-type: none"> <li>Climate Change Action Fund</li> <li>Montreal Process – Criteria and Indicators for the Conservation and Sustainable Management of Temperate and Boreal Forests</li> <li>Pollution Prevention – Federal Strategy for Action</li> <li>North American Waterfowl Management Plan (NAWMP)</li> </ul> <p><b>Strengthened Multilateral Institutions</b></p> <ul style="list-style-type: none"> <li>North American Agreement on Environmental Co-operation: Environmental Side Agreement to NAFTA (Canada-Mexico-U.S.)</li> </ul>	<p><b>Promotion of Development</b></p> <ul style="list-style-type: none"> <li>International Business Development / Team Canada Inc.</li> </ul>
Departmental Performance Information	
<p><b>Global Peace and Security</b></p> <ul style="list-style-type: none"> <li>The capabilities to participate in bilateral and multilateral operational missions in Canada and around the world (ND)</li> <li>Support of international efforts to develop, maintain and strengthen the nuclear non-proliferation regime (CNSC)</li> <li>Contributing to global and regional security (FAIT)</li> <li>Contributing to measures to combat terrorism, transnational crime and drug trafficking (FAIT)</li> <li>Contributing to greater control of conventional and nuclear weapons (FAIT)</li> <li>Contributing to conflict prevention, peacekeeping and peacebuilding (FAIT)</li> <li>Timely and cost-effective provision of civilian police personnel for peacekeeping missions (RCMP)</li> <li>Enhancement of Canada's international reputation (RCMP)</li> </ul>	<p><b>Promotion of Development</b></p> <ul style="list-style-type: none"> <li>Secure market access maintained and improved (IC)</li> <li>International market development (IC)</li> <li>Improved capacities of the private sector, and related institutions, as a result of support to micro-enterprise and micro-finance development and small and medium-sized businesses (CIDA)</li> <li>Stronger enabling environments for private sector development, including more competitive internal markets and enhanced connections to the global economy (CIDA)</li> <li>Bilateral and multilateral agreements that promote balanced trade and investment liberalization (FAIT)</li> <li>International assistance allocated to reflect foreign policy and development priorities (FAIT)</li> <li>Stimulation of export performance and investment through improved conditions of access to markets (FAIT)</li> </ul>



**Human Security**

- Achievement of the target for government-assisted and privately sponsored refugees (CIC)
- An effective and more responsive refugee resettlement program (CIC)
- More democratic decision-making through increased popular participation and strengthened representative institutions (CIDA)
- Increasing the capacity of organisations that protect and promote human rights (CIDA)
- Contributing to democracy, human rights and good governance (FAIT)
- Contributing to sustainable development and environmental protection (FAIT)

**Strengthened Multilateral Institutions**

- Enhancement of Canada's influence in international initiatives to protect refugees (CIC)
- Market access (AAFC)
- Fostering a strong multilateral system, development of international law and an effective United Nations (FAIT)





## ANNEX 2: PERFORMANCE INFORMATION ON COLLECTIVE RESULTS

Many public policy issues and objectives cross jurisdictions and require the involvement of more than one department, agency or level of government. They are therefore often referred to as “horizontal issues.” In order to establish shared objectives and measure shared results, partners increasingly use a collective performance framework, or a results-based accountability framework. Doing so helps strengthen working relationships, and it identifies common approaches to measuring and reporting.

The Collective Results Database provides examples of horizontal issues that identify results commitments, indicators, and measurement approaches. It is “evergreen”; that is, it is updated on an as-needed basis. Issues are presented through a collective results template format. They rely on documents that are publicly available and have been vetted by the lead departments. Users can search for information, and sort it into categories that are relevant from their perspective. The database also includes electronic hyperlinks to more detailed information.

### Collective Results Database

[http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/coll\\_res/coll\\_res\\_e.htm](http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/coll_res/coll_res_e.htm)

Aboriginal Head Start Initiative (On-Reserve)

Aboriginal Head Start Initiative (Urban and Northern Communities)

Adopt-A-Stream

Canada Agri-Infrastructure Program (CAIP) in Saskatchewan

Canada Business Service Centres

Canada Infrastructure Works Program

Canada Prenatal Nutrition Program

Canada’s Action Plan for Food Security

Canada-Alberta Agreement on Labour Market Development

Canada-British Columbia Agreement on Labour Market Development

Canada-Manitoba Agreement on Labour Market Development

Canada-New Brunswick Agreement on Labour Market Development

Canada-Newfoundland and Labrador Agreement on Labour Market Development

Canada-Nunavut Agreement on Labour Market Development

Canada-Northwest Territories Agreement on Labour Market Development

Canada-Nova Scotia Agreement on a Strategic Partnership

Canada-Prince Edward Island Agreement on Labour Market Development

Canada-Quebec Labour Market Development Agreement in Principle

Canada-Saskatchewan Agreement on Labour Market Development

Canada-Saskatchewan Agri-Food Innovation Agreement

Canada-wide Accord on Environmental Harmonization: Sub-agreement on Canada-wide Environmental Standards

Canada-Yukon Agreement on Labour Market Development





Canadian Adaptation and Rural Development Fund (CARD)  
Canadian Partnership for Consumer Food Safety Education  
Canadian Rural Partnership  
Canadian Strategy on HIV/AIDS  
CanLearn Interactive  
Climate Change Action Fund  
Community Action Program for Children  
Computers for Schools

EcoAction Community Funding Program  
Employability Assistance for Persons with Disabilities – Multilateral Agreement

Family Violence Initiative  
Federal Public Sector Youth Internship Program  
Fetal Alcohol Syndrome / Fetal Alcohol Effects Initiative  
First Nations and Inuit Home and Community Care Program  
First Nations Child and Family Services  
First Nations Forestry Program  
Framework of Co-operation: Natural Resources Canada and Ontario Ministry of Natural Resources

Genomics Research Initiative  
GeoConnections  
Great Lakes Action Plan – Great Lakes Basins 2020  
Great Lakes Health Effects Program

Health Transition Fund

Intergovernmental Geoscience Accord  
International Business Development/Team Canada Inc.

Knowledge Economy Partnership

Labour Market Development Agreement – Multilateral Agreement

Memorandum of Understanding between the Ministry of Construction of the People's Republic of China and the Minister of Public Works and Government Services Canada being the Minister Responsible for Canada Mortgage and Housing Corporation Concerning the Mutual Cooperation on Housing Related Matters – Market Access

Montreal Process – Criteria and Indicators for the Conservation and Sustainable Management of Temperate and Boreal Forests

National Child Benefit  
National Program of Action for the Protection of the Marine Environment from Land-based Activities  
North American Agreement on Environmental Co-operation: Environmental Side Agreement to NAFTA (Canada-Mexico-U.S.)  
North American Waterfowl Management Plan (NAWMP)





Nutrition for Health: An Agenda for Action

Pan-Canadian Education Indicators Program  
Partnership on Youth Employment  
Pollution Prevention – Federal Strategy for Action

Service Canada Access Centres  
St. Lawrence Vision 2000 Action Plan (SLV 2000)  
Supporting Communities Partnership Initiative

Towards a Healthy Future: Second Report on the Health of Canadians

### Other References

Canada-wide Environmental Standards Framework  
[http://www.mbnet.mb.ca/ccme/3e\\_priorities/3ea\\_harmonization/3ea2\\_cws/3ea2.html](http://www.mbnet.mb.ca/ccme/3e_priorities/3ea_harmonization/3ea2_cws/3ea2.html)

*Education Indicators in Canada: Report of the Pan-Canadian Education Indicators Program 1999*  
<http://www.cmec.ca/stats/pceip/1999/>

Employability Assistance to Persons With Disabilities  
[http://socialunion.gc.ca/pwd\\_e.html](http://socialunion.gc.ca/pwd_e.html)

GeoConnections  
<http://www.geoconnections.org/>

National Child Benefit  
[http://www.intergov.gc.ca/docs/intergov/ncb/ncbpamp\\_e.html](http://www.intergov.gc.ca/docs/intergov/ncb/ncbpamp_e.html)

*Pollution Prevention: A Federal Strategy for Action*  
<http://www.ec.gc.ca/pollution/strategy/>

*Progress in Pollution Prevention: 4th Annual Report 1998–99*  
<http://www.ec.gc.ca/p2progress/>

*Social Union Framework Agreement (SUFA)*  
[http://socialunion.gc.ca/news/020499\\_e.html](http://socialunion.gc.ca/news/020499_e.html)

*Towards A Healthy Future: Second Report on the Health of Canadians*  
<http://www.hc-sc.gc.ca/hppb/phdd/report/toward/eng/index.html>

### Related Treasury Board of Canada Secretariat Information

“A Comparative Analysis of Government Performance Measurement Strategies”  
<http://www.tbs-sct.gc.ca/rma/communic/prr2000/comane.html>

“Accountability Expectations and Approaches”  
[http://www.tbs-sct.gc.ca/rma/account/Final\\_Accountability\\_e.doc](http://www.tbs-sct.gc.ca/rma/account/Final_Accountability_e.doc)

SUFA Accountability Template 2000: Guide to Federal Government Reporting  
[http://www.tbs-sct.gc.ca/rma/account/SUFA\\_Template.htm](http://www.tbs-sct.gc.ca/rma/account/SUFA_Template.htm)









## ANNEX 3: INFORMATION ON SOCIETAL INDICATORS AND QUALITY OF LIFE

**Statistics Canada Web Site  
on Societal Indicators**  
<http://www.statcan.ca/english/freepub/89F0123XIE/index.htm>

Air quality

Water quality

Life expectancy

Infant mortality

Health status

Crime

Educational attainment

Literacy

Labour force participation

Per capita GDP

Income

Research and development

Discriminatory practices

Voting

Volunteerism

Cultural activity

### SOCIETAL INDICATORS

Societal indicators help describe important aspects of society. They can provide a contextual backdrop for policy analysis, inform policy development and make information on government programs more understandable.

As first presented in *Managing for Results 1999*, the Government of Canada has identified an initial set of 16 societal indicators. They are currently grouped into three clusters – Health, Economic Opportunity, and Social Participation.

For most of the 16 indicators, Statistics Canada houses current trend information. It also provides links to more detailed information, whether in the form of an in-depth article, a related journal, or a more complete data set. Users of the Statistics Canada Web site will thus find, for example: links to journals such as *Health Reports*, *Perspectives on Labour and Income*, and *Canadian Social Trends*; links to a feature article entitled “Life Expectancy”; and links to another Statistics Canada Web site that contains tabular data on aspects of Canada’s economy, land, people, and government.





## QUALITY OF LIFE

In 1999, the Government of Canada published a consultation paper, entitled *Quality of Life*, as another potential dimension of comprehensive reporting. It defines quality of life as “the product of the interaction of a number of different factors – social, health, economic, and environmental conditions – which cumulatively, and often in unknown ways, interact to affect both human and social development.”

Over the year the Government of Canada undertook additional research, and received comments on this consultation paper. Some of the findings are summarized below.

- An analysis of recent federal and provincial Speeches from the Throne indicates there is convergence in terms of how quality of life is defined, although the concept itself may be referred to as social well-being, social welfare or human development.
- Consultations with parliamentarians and senior government officials on comprehensive and quality of life reporting found consistent support for these approaches. Parliamentarians emphasized that it is important that Canadians see themselves and their communities in the results. They suggested this might also be accomplished through regional or municipal quality of life reports. At the same time, they urged experimentation and learning in adopting such reporting.
- Canadian Policy Research Networks (CPRN) is conducting a project on quality of life with the support of various think-tanks and non-governmental organisations, as well as the Government of Canada. Citizens are engaged in this process. The goal is to develop a set of national quality of life indicators that reflects the range of issues that truly matter to citizens. The Government of Canada will monitor this project, and will incorporate CPRN’s findings as it moves forward.

### Information on Quality of Life

Canadian Policy Research Networks (CPRN) Web site on quality of life  
<http://www.cprn.org/cprn-q.html>

*Quality of Life: A Concept Paper*  
[http://www.tbs-sct.gc.ca/pubs\\_pol/dcgpubs/PubsDisc/qol\\_e.html](http://www.tbs-sct.gc.ca/pubs_pol/dcgpubs/PubsDisc/qol_e.html)

### Other References

Conference Board of Canada: *Performance and Potential*  
[http://www.conferenceboard.ca/pdfs/pp\\_00kf.pdf](http://www.conferenceboard.ca/pdfs/pp_00kf.pdf)

GPI Atlantic  
[www.gpiatlantic.org](http://www.gpiatlantic.org)

United Nations’ Human Development Report 2000: *Human Rights and Human Development*  
<http://www.undp.org/hdro/HDR2000.html>

### Related Treasury Board of Canada Secretariat Information

“Government-wide Reporting on Sustainable Development Programs”  
<http://www.tbs-sct.gc.ca/rma/communic/pr99/susdev/susdeve.html>

“Societal Indicators – Staff Working Paper”  
[http://www.tbs-sct.gc.ca/rma/communic/pr2000/socind/wrkpr\\_e.html](http://www.tbs-sct.gc.ca/rma/communic/pr2000/socind/wrkpr_e.html)

“The Use of Societal Indicators in Departmental Performance Reports”  
[http://www.tbs-sct.gc.ca/rma/communic/pr2000/socind/use\\_e.html](http://www.tbs-sct.gc.ca/rma/communic/pr2000/socind/use_e.html)

“Think-Tanks and Societal Indicators”  
<http://www.tbs-sct.gc.ca/rma/communic/pr2000/socind/socinde.htm>





- In order for quality of life information to play a role beyond that of societal indicators, there must be some type of formal and visible public reporting. Several non-governmental organisations already prepare these types of reports, as do certain jurisdictions. The reports prepared by independent organizations, however, may reflect greater interest in, for example, economic indicators rather than social ones. A potential strength of government reporting (whether federal, provincial or municipal) is that it could provide a balance of indicators from different aspects of society.

The Government of Canada will continue to carry out research and consultations on this dimension of reporting. For example, the relationship between quality of life, sustainable development and standard of living concepts still needs to be examined. Comments are invited on an ongoing basis.







## ANNEX 4: INFORMATION ON REPORTING TO PARLIAMENT

Information on the Improved Reporting to Parliament Project
Fifty-First Report of the Standing Committee on Procedure and House Affairs – <i>The Business of Supply: Completing the Circle of Control</i> <a href="http://www.parl.gc.ca/InfoComDoc/36/1/PRHA/Studies/Reports/prharp51-e.htm">http://www.parl.gc.ca/InfoComDoc/36/1/PRHA/Studies/Reports/prharp51-e.htm</a>
<i>Government's Comprehensive Response to the Fifty-First Report of the Standing Committee on Procedure and House Affairs – The Business of Supply: Completing the Circle of Control</i> <a href="http://www.tbs-sct.gc.ca/rma/account/resp51e.htm">http://www.tbs-sct.gc.ca/rma/account/resp51e.htm</a>
<i>Improved Reporting to Parliament Project – Phase 2: Draft Proposals</i> <a href="http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/docs/KTApaper%20EN.doc">http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/docs/KTApaper%20EN.doc</a>
Thirty-Seventh Report of the Standing Committee on Procedure and House Affairs – <i>Improved Reporting to Parliament Project – Phase 2: Moving Forward</i> <a href="http://www.parl.gc.ca/InfoComDoc/36/2/HAFF/Studies/Reports/haffrp037-e.html">http://www.parl.gc.ca/InfoComDoc/36/2/HAFF/Studies/Reports/haffrp037-e.html</a>
Other References
CCAF-FCVI <a href="http://www.ccaf-fcvi.com/english/index.html">http://www.ccaf-fcvi.com/english/index.html</a>
Estimates, Performance and Planning Information Web site <a href="http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/">http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/</a>
<i>Performance Management: Linking Results to Public Debate</i> <a href="http://www.tbs-sct.gc.ca/rma/account/PPF_Final_English.html">http://www.tbs-sct.gc.ca/rma/account/PPF_Final_English.html</a>







## ANNEX 5: OTHER REFERENCES

<b>Other References in <i>Managing for Results 2000</i></b>
1998 Citizens First Study <a href="http://www.ccmd-ccg.gc.ca/pdfs/cit-firstf.pdf">http://www.ccmd-ccg.gc.ca/pdfs/cit-firstf.pdf</a>
“Addressing Attribution Through Contribution Analysis: Using Performance Measures Sensibly” <a href="http://www.oag-bvg.gc.ca/domino/other.nsf/html/99dp1_e.html">http://www.oag-bvg.gc.ca/domino/other.nsf/html/99dp1_e.html</a>
Agriculture and Agri-Food Canada ( <i>Performance Framework</i> ) <a href="http://www.agr.ca/rpp/ehome.html">http://www.agr.ca/rpp/ehome.html</a>
Canadian International Development Agency ( <i>The Agency Accountability Framework</i> ) <a href="http://www.acdi-cida.gc.ca/perfor-e.htm">http://www.acdi-cida.gc.ca/perfor-e.htm</a>
Common Measurements Tool (CMT) <a href="http://www.ccmd-ccg.gc.ca/pdfs/tool_e.pdf">http://www.ccmd-ccg.gc.ca/pdfs/tool_e.pdf</a>
Departmental Performance Reports <a href="http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp">http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp</a>
Departmental Results Database <a href="http://www.tbs-sct.gc.ca/rma/krc/page.asp?lang=E">http://www.tbs-sct.gc.ca/rma/krc/page.asp?lang=E</a>
Environment Canada ( <i>Manager’s Guide to Implementing Performance-Based Management</i> ) <a href="http://www.ec.gc.ca/introec/docs/managers.pdf">http://www.ec.gc.ca/introec/docs/managers.pdf</a>
Government of Canada Web Site <a href="http://www.gc.ca/">http://www.gc.ca/</a>
IDEA-SME Program <a href="http://www.cbisc.org/fedbis/search/display.cfm?code=1751&amp;coll=FE_FEDSBIS_E">http://www.cbisc.org/fedbis/search/display.cfm?code=1751&amp;coll=FE_FEDSBIS_E</a>
Indian and Northern Affairs Canada ( <i>First Nation Self-Evaluation of Community Programs: A Guidebook on Performance Measurement</i> ) <a href="http://www.inac.gc.ca/pr/pub/ae/sp/97-13_e.html">http://www.inac.gc.ca/pr/pub/ae/sp/97-13_e.html</a>
Net Income Stabilization Fund (NISA) <a href="http://www.agr.ca/nisa/">http://www.agr.ca/nisa/</a>
Performance Planning and Exchange (PPX) <a href="http://www.ppx.ca/main.htm">http://www.ppx.ca/main.htm</a>







## EXTERNAL ADVISORY PANEL

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

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

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

Mrs. Judith Maxwell  
President  
Canadian Policy Research Networks

Mr. William Blundell  
Director  
Manulife Financial

Dr. Alice Nakamura  
Professor, Faculty of Business  
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