



HOUSE OF COMMONS  
CHAMBRE DES COMMUNES  
CANADA



House of Commons  
**REPORT TO CANADIANS**  
**2017**

The *Report to Canadians* is updated every year to present highlights of the work undertaken by Canada's Members of Parliament and the efforts of the House of Commons Administration in supporting Members' daily activities.

By opening a window into the workings of the House of Commons and increasing the public understanding of Canada's parliamentary system, the *Report to Canadians* contributes to the transparent public governance expected by Canadians from coast to coast to coast.

Period of this report: April 1, 2016–March 31, 2017

Parliamentary sessions covered in this period: 1st session, 42nd Parliament (December 3, 2015–March 31, 2017)

Total number of sitting days during this period: 122

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# Year in Review

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## Message from the Speaker



As Speaker of the House of Commons and head of the House of Commons Administration, I am pleased to present the *Report to Canadians 2017*, covering the 2016–2017 fiscal year.

The *Report to Canadians* is an annual, non-partisan report that presents detailed information on the work of the Members of the House of Commons in the Chamber, in committees, in caucus, in constituencies, and in representing Canadians abroad. The report also describes the activities and initiatives undertaken by the House Administration in support of Members and the institution, as well as the mandate of the House Administration.

Canadians are invited to consult the Members' Snapshot for statistical information about Canada's elected representatives in the 1st session of the 42nd Parliament. The Members' Activities section details what Members have accomplished in the Chamber, in committees and on the world stage over the past year. The Result Highlights section contains information on the House Administration's achievements, and expenditure details can be found in the Financial Information section.

The Report to Canadians is an important component of the House Administration's thorough planning and measurement framework. It is the second edition to report on the objectives that were established in the [Strategic Plan 2016–2019](#), which was published at the outset of the 41st Parliament. Several ongoing projects will also continue to progress this year, including preparations for the opening of West Block and the closure of Centre Block.

On behalf of all Members and the House Administration, I thank you for your interest in the House of Commons. I invite you to take some time to read the *Report to Canadians* and learn about the fine work that is accomplished every day as the House Administration works towards its vision of exercising leadership in supporting the House of Commons and its Members and in the advancement of parliamentary institutions.

A handwritten signature in black ink that reads "Geoff Regan". The signature is written in a cursive, flowing style.

Hon. Geoff Regan, P.C., M.P.  
Speaker of the House of Commons

## Message from the Clerk



The *Report to Canadians* is a way for the House Administration to highlight its most recent achievements and to provide Canadians with information about its current activities.

As Clerk of the House of Commons, I am responsible for ensuring the proper management of the House Administration. In this role, I chair the Clerk's Management Group (CMG), which brings together representatives from all service areas of the House Administration. This experienced team works together to make recommendations to the Speaker and the Board of Internal Economy regarding strategic directions, priorities, human and financial resources, and policies governing the House Administration.

This year we are very proud to have been named one of the National Capital Region's Top Employers and a top employer for young people. These achievements reflect our ongoing commitment to recruiting and retaining a qualified, engaged and productive workforce and highlight the progress we have made on this strategic priority.

This has also been a year of change in many ways, not least for our buildings. The Wellington Building has officially been re-opened, and our work on the Sir John A. Macdonald Building has been completed. A number of projects designed to bridge the gap between Ottawa and constituency offices have also been launched; mobility has never been more important to our work.

I encourage you to explore the *Report to Canadians*, which reports on our progress on key initiatives outlined in the [Strategic Plan 2016–2019](#). We remain steadfast in our commitment to providing Canada's Members of Parliament with the services, infrastructure and advice they need to carry out their work as legislators and representatives in the Chamber, in committees, in caucus, and in their offices both on Parliament Hill and in their constituencies.

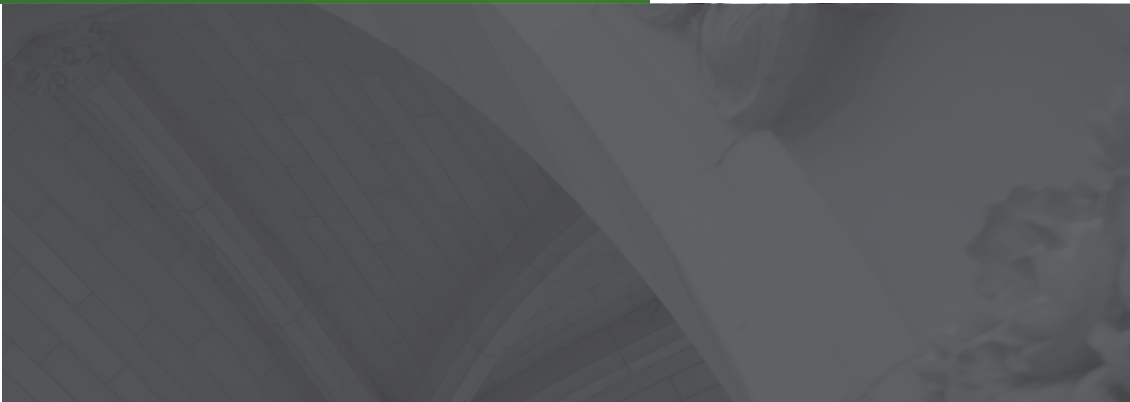
A handwritten signature in black ink that reads "Charles Robert". The signature is written in a cursive style and is positioned above the printed name.

Charles Robert  
Clerk of the House of Commons



# Members' Snapshot

5

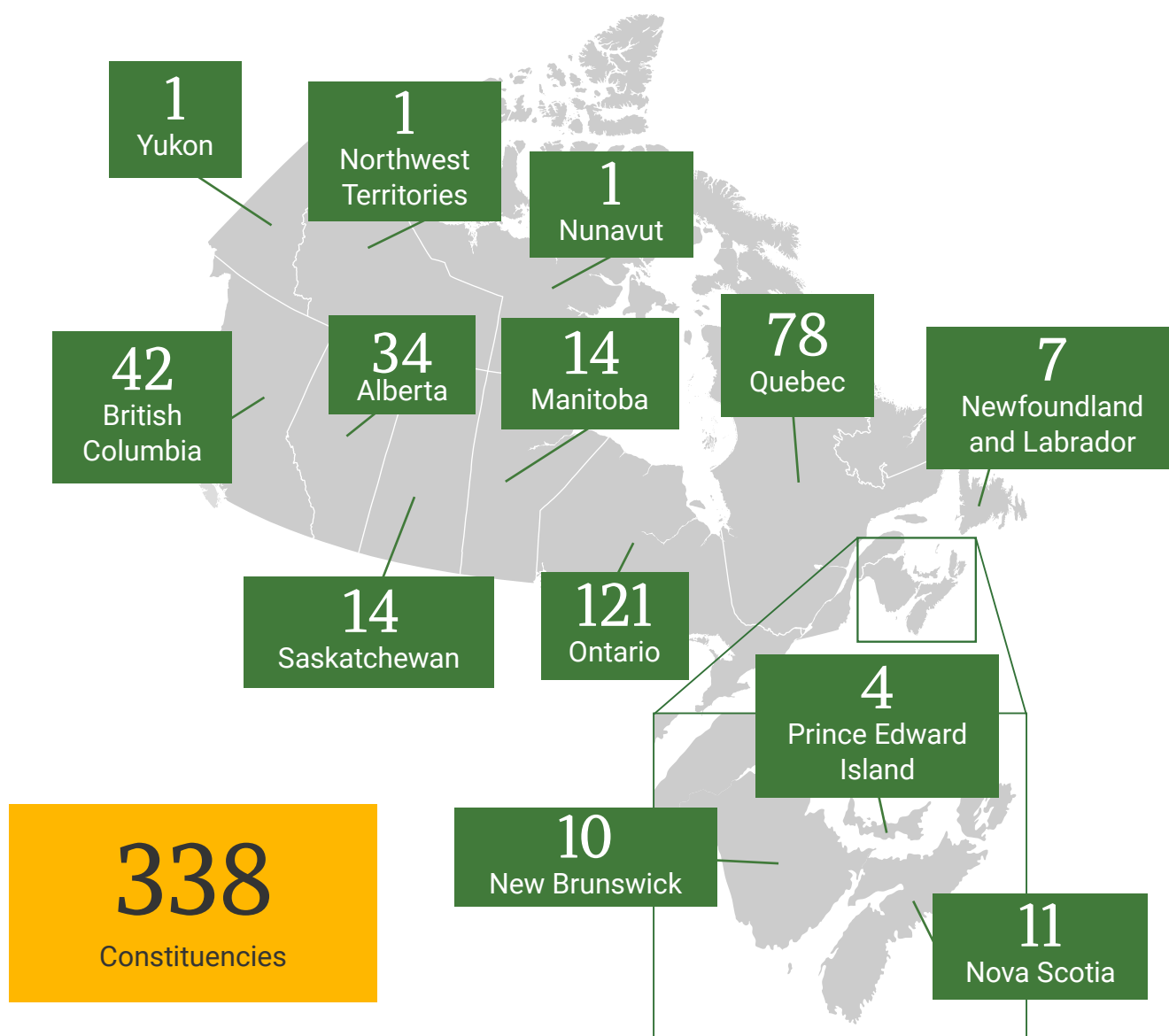


# Constituencies by Province

Each of Canada's 338 constituencies (also called ridings or electoral districts) elects a representative to the House of Commons—that constituency's Member of Parliament. Each Member keeps an office and employs staff in his or her constituency to connect with the people there at any time—to discuss issues of concern, attend important community events, and help them access federal programs and services. Members typically spend one week a month in their ridings (and longer when the House is not sitting during the summer and winter adjournment periods).

[Look up the address for your Member's constituency office](#)

[Learn about current constituencies](#)





## What Members of Parliament Do

For nearly 150 years, Members of Parliament have upheld the principles and practices of Canadian democracy, including representing the regional and local concerns of the citizens who elect them.

Members consider and vote on legislation in the Chamber, attend committee and caucus meetings, and perform a wide range of duties in their constituencies across the country. They also represent Canada when travelling abroad on official business or when hosting foreign counterparts.



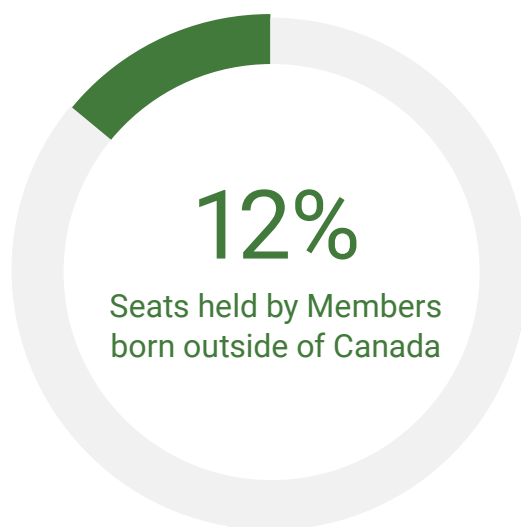
Seats held  
by men

74%



Seats held  
by women

26%



## Age of Members



Age of the youngest  
Member



Age of the oldest  
Member

Average age of  
Members

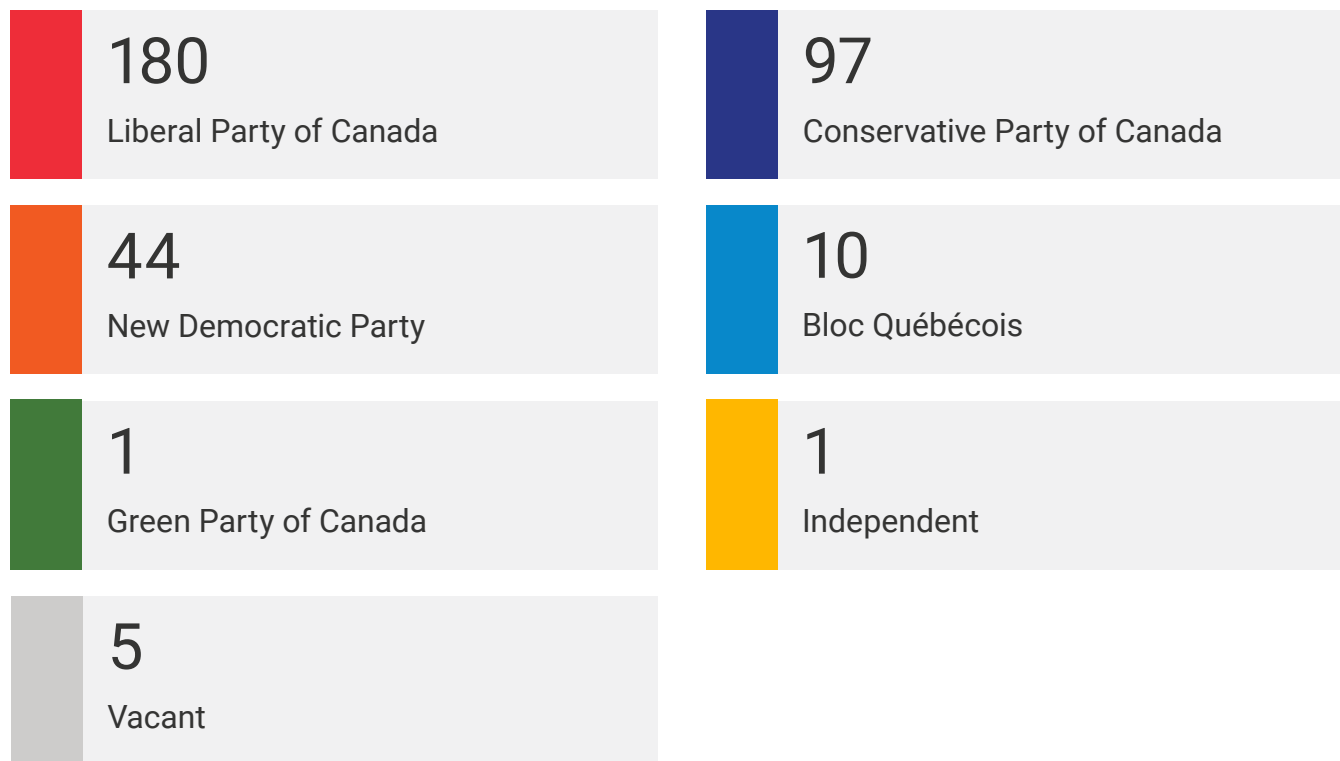


## Caucuses

Most Members of Parliament belong to a political party and as such are members of their party's parliamentary caucus. Each caucus meets weekly to discuss policies, plan parliamentary strategy and establish party positions on issues being debated in the House of Commons. Held in private, caucus meetings allow Members to express their views and opinions freely without compromising party unity.

[Learn more about the role of political parties in Canada's Parliament](#)

[View list of party leaders and House Officers](#)



As of March 31, 2017

A party must have at least 12 seats to be recognized as an official party in the House of Commons. Recognition means that the party has representation on committees as well as funding for research and staff.



# Members' Activities



## In the Chamber

The Chamber is where Members come together to debate issues of national importance, receive official documents presented by government departments and agencies, and debate and vote on potential new laws. All of these activities are presided over by the Speaker of the House (or one of the [Chair occupants](#)).

[Watch the video tour of the Chamber](#)

[Learn more about the history, arts and architecture of the Chamber](#)

[A typical week in the House](#)

[Watch Chamber proceedings online at ParlVU](#)

From April 1, 2016 to March 31, 2017, a total of 116 bills were introduced covering a wide range of topics.

### 31 Government bills introduced

#### TOPICS INCLUDED:

- Border services
- Copyrighted works for persons with perceptual disabilities
- Free trade agreement between Canada and Ukraine
- Human trafficking
- Modifying corporate governance rules for companies, cooperatives, and not-for-profit corporations
- Northern and Indigenous affairs
- Pension benefits
- Updating laws deemed unconstitutional

### 85 Private Members' bills introduced

#### TOPICS INCLUDED:

- Criminal Code and judicial system
- Economy
- Environment and animal protection
- Health
- Human rights
- National days, weeks and months
- Parliament and democratic reform
- Taxation, revenue and finance
- Transportation
- Veterans, army and police forces

## NOTABLE LEGISLATION

One notable piece of legislation was Bill C-14, which proposed changes to the Criminal Code with regard to medical assistance in dying. As it moved through the legislative process, the Bill generated a great deal of national attention and debate. The Legislation Services team prepared numerous amendments on behalf of Members seeking to change the Bill (206 amendments prepared at the committee stage and 25 amendments at the report stage). The Bill received Royal Assent on June 17, 2016.



122

Sitting days

2,056 Documents tabled

Tabling a document is a formal way of presenting information and putting it on the official public record.

A variety of documents must be tabled in the House by the government, including reports on studies conducted by government task forces and commissions, annual reports for a number of federal institutions, corporate plans, performance reports, and other papers concerning matters related to the administrative responsibilities of the government.

Committees present reports to the House further to their studies and can request that the government responds to those reports. Collectively, these documents are referred to as sessional papers.



864

Written questions submitted



6

Rulings by the Speaker

## In Committees

In committees, Members conduct in-depth studies of issues that matter to Canadians. They study and amend proposed legislation, examine government spending, conduct inquiries, and receive input from experts and citizens.

[View list of studies, activities and reports](#)

[Learn more about committees](#)

[Watch committee meetings online at ParIVU](#)

With input from thousands of technical experts and citizens, Members studied important issues.

### 24 Standing committees

- Access to Information, Privacy and Ethics
- Agriculture and Agri-Food
- Canadian Heritage
- Citizenship and Immigration
- Environment and Sustainable Development
- Finance
- Fisheries and Oceans
- Foreign Affairs and International Development
- Government Operations and Estimates
- Health
- Human Resources, Skills and Social Development and the Status of Persons with Disabilities
- Indigenous and Northern Affairs
- Industry, Science and Technology
- International Trade
- Justice and Human Rights
- National Defence
- Natural Resources
- Official Languages
- Procedure and House Affairs
- Public Accounts
- Public Safety and National Security
- Status of Women
- Transport, Infrastructure and Communities
- Veterans Affairs

### 2 Standing joint committees

- Library of Parliament
- Scrutiny of Regulations

### 2 Special committees

- Electoral Reform
- Pay Equity

 10

Members on each  
standing committee

 1,385

Total number  
of committee meetings

 2,587

Total hours  
of committee meetings

 6,192

Witness appearances

 172

Reports presented

## TOPICS ADDRESSED BY COMMITTEES

Due to their size, committees provide an excellent opportunity for in-depth discussions on a variety of topics. In 2016–2017, these included:

- Canada and the defence of North America
- Canada's national security framework
- Development of a national pharmacare program
- Electoral reform
- Family reunification
- Federal Protected Areas and Conservation Objectives
- Future of Canada's oil and gas, mining and nuclear sectors: innovation, sustainable solutions and economic opportunities
- Manufacturing sector
- Mental health and suicide prevention among veterans
- New process for the nomination of Supreme Court justices
- Next agricultural policy framework
- Pay equity
- Poverty reduction strategies
- Pre-budget consultations in advance of the 2017 Budget
- Review of changes to the *Fisheries Act*
- *Security of Canada Information Sharing Act* (SCISA)
- Suicide among indigenous peoples and communities
- Trans-Pacific Partnership Agreement (TPP) public consultation
- Violence against young women and girls in Canada

## International and Interparliamentary Activities

Whether welcoming visiting parliamentarians and dignitaries to the House of Commons or participating in delegations to foreign legislatures and international conferences, Members of Parliament play an active role in parliamentary diplomacy, including representing our country to the rest of the world.

As part of their respective roles, the Speakers of the Senate and the House also liaise with foreign dignitaries and the diplomatic community, for example by receiving courtesy calls from arriving and departing ambassadors to Canada.

In addition to their role in the Chamber and in committees, Members play an important role on the international stage. As members of various parliamentary associations, they participate in parliamentary missions abroad and host their counterparts in Ottawa and other Canadian cities.

[Learn more about how Members represent Canada to the world](#)

Parliamentary diplomacy can be undertaken in a variety of ways:

Visits to Parliament by heads of state or heads of government

Visits to Parliament by parliamentary speakers or delegations

Official parliamentary delegations led by the Speaker of the House

Hosting or attending parliamentary conferences

Activities in Canada and abroad in which members of various associations take part



AMERICAS

Snapshot of parliamentary diplomatic activities



44  
Activities

34

Activities

Standing Committee of the  
Parliamentarians of the Arctic Region  
Bodo, Norway

Conference of the Parliamentarians  
of the Arctic Region  
Ulan-Ude, Russia

Visit of the Speaker of  
the House of Commons  
to Norway

Bilateral Visit  
London, United Kingdom  
and Edinburgh Scotland

Ukraine-NATO  
Interparliamentary Council  
Kyiv, Ukraine

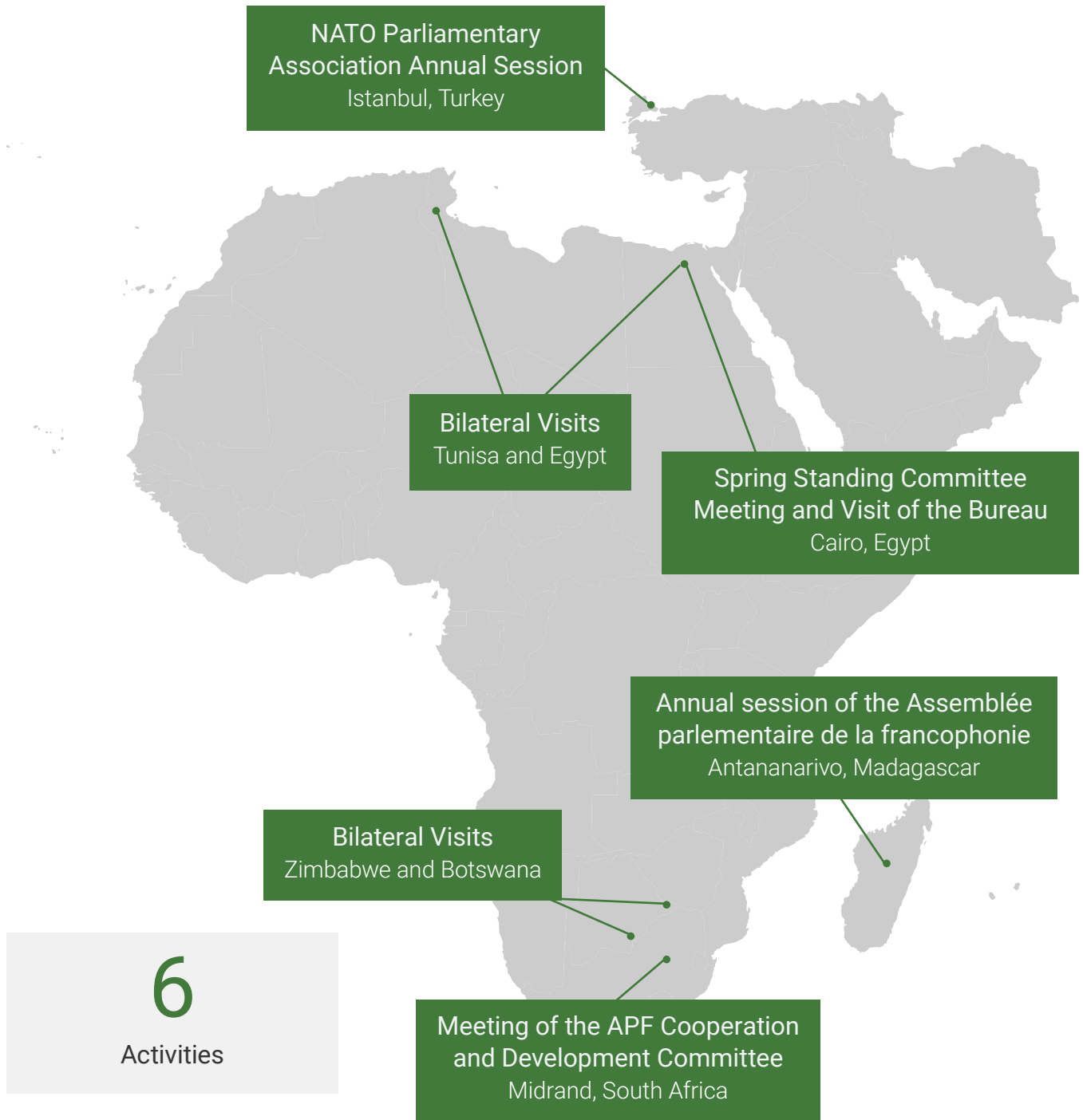
Commonwealth  
Parliamentary Conference  
London, United Kingdom

Canadian Delegation to the Organization  
for Security and Co-operation in Europe  
Parliamentary Assembly (OSCE PA)  
Tbilisi, Georgia

Organization for Security  
and Co-operation in Europe  
Skopje, Macedonia

Mission to Paris, Canada-France  
Interparliamentary Association  
Paris, France

Assembly of the International  
Parliamentary Union  
Geneva, Switzerland



6

Activities

Visit of the Speaker of the House of Commons to the Republic of Korea and Mongolia

Annual Visit to Japan  
Tokyo, Japan

G7 Speakers' Conference  
Tokyo, Japan

Assemblée parlementaire de la francophonie  
Ho Chi Minh City, Vietnam

Annual visit to China  
Kunming and Hainan, China

12  
Activities

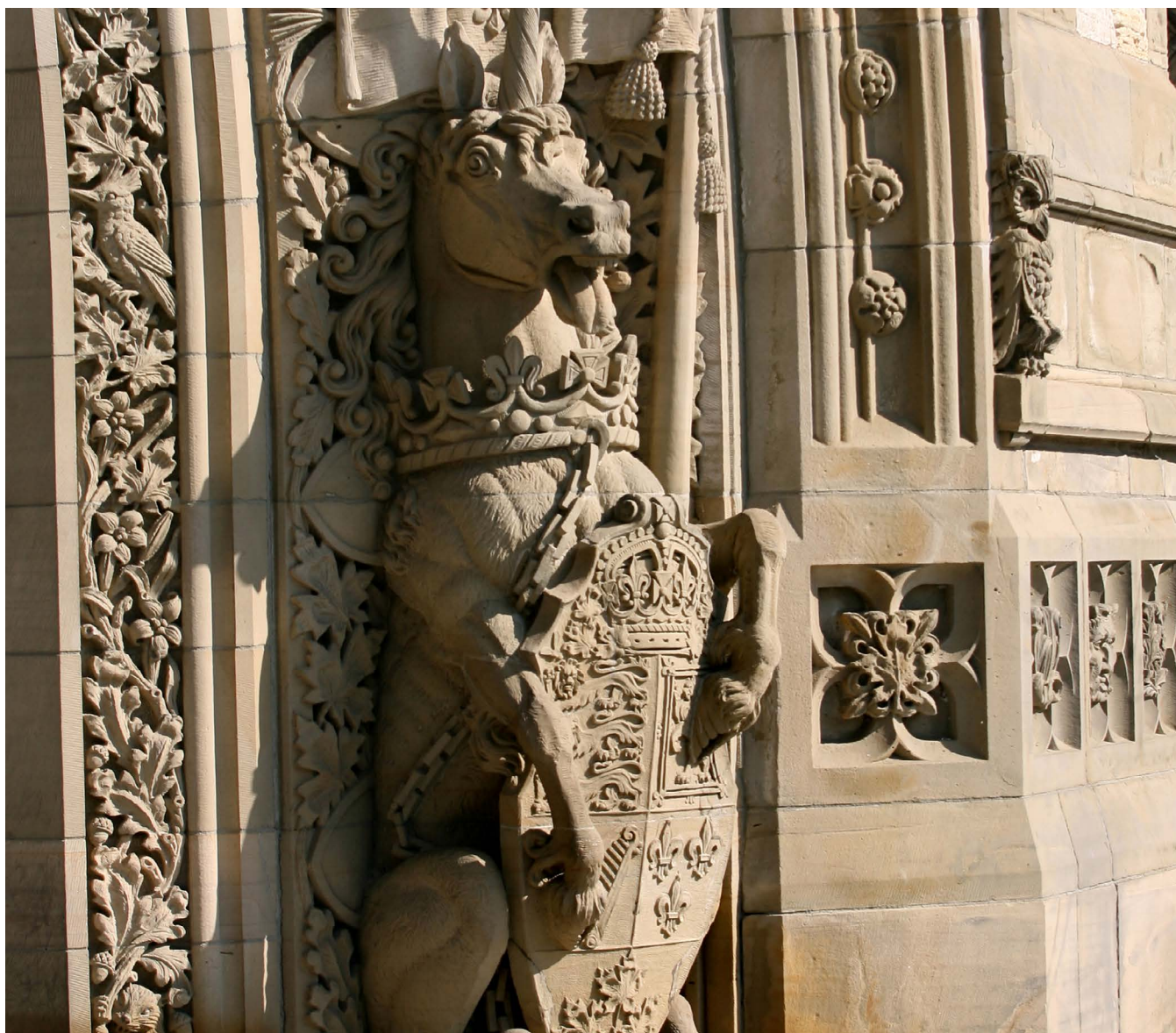
Meeting of the Asia-Pacific Parliamentary Forum  
Viti Levu, Fiji

## Joint Interparliamentary Council

Receiving its mandate from the Senate Standing Committee on Internal Economy, Budgets and Administration and the House of Commons Board of Internal Economy, the Joint Interparliamentary Council is responsible for determining all budgetary and administrative matters relating to parliamentary associations.

It also determines the operating policies that ensure efficient and consistent support for interparliamentary activities—and that these activities promote the best interests of the Parliament of Canada.

[Read the annual report of the Joint Interparliamentary Council](#)





# House Administration 20



# What the House of Commons Administration Does

The House Administration provides Members with services, support and advice to help them carry out their work on Parliament Hill and in their constituencies. This includes producing the House of Commons' daily publications (in print and online), providing technological connectivity to Members, and ensuring the Parliamentary Precinct is secure and equipped to accommodate a number of different activities.

## Our Values

The House Administration is guided by four core values:

### RESPECT FOR THE DEMOCRATIC PROCESS

The House Administration believes in the importance of parliamentary institutions and the democratic process, and works to foster and strengthen respect for them.

### BALANCING CONTINUITY AND CHANGE

The House Administration preserves the collective memory of the House of Commons and its traditions while facilitating its evolution to keep pace with Canadian society, and ensures institutional continuity while supporting Members as their needs evolve.

### PROFESSIONAL EXCELLENCE

The House Administration works to provide effective, accountable and non-partisan support by acting ethically, responsibly and with integrity.

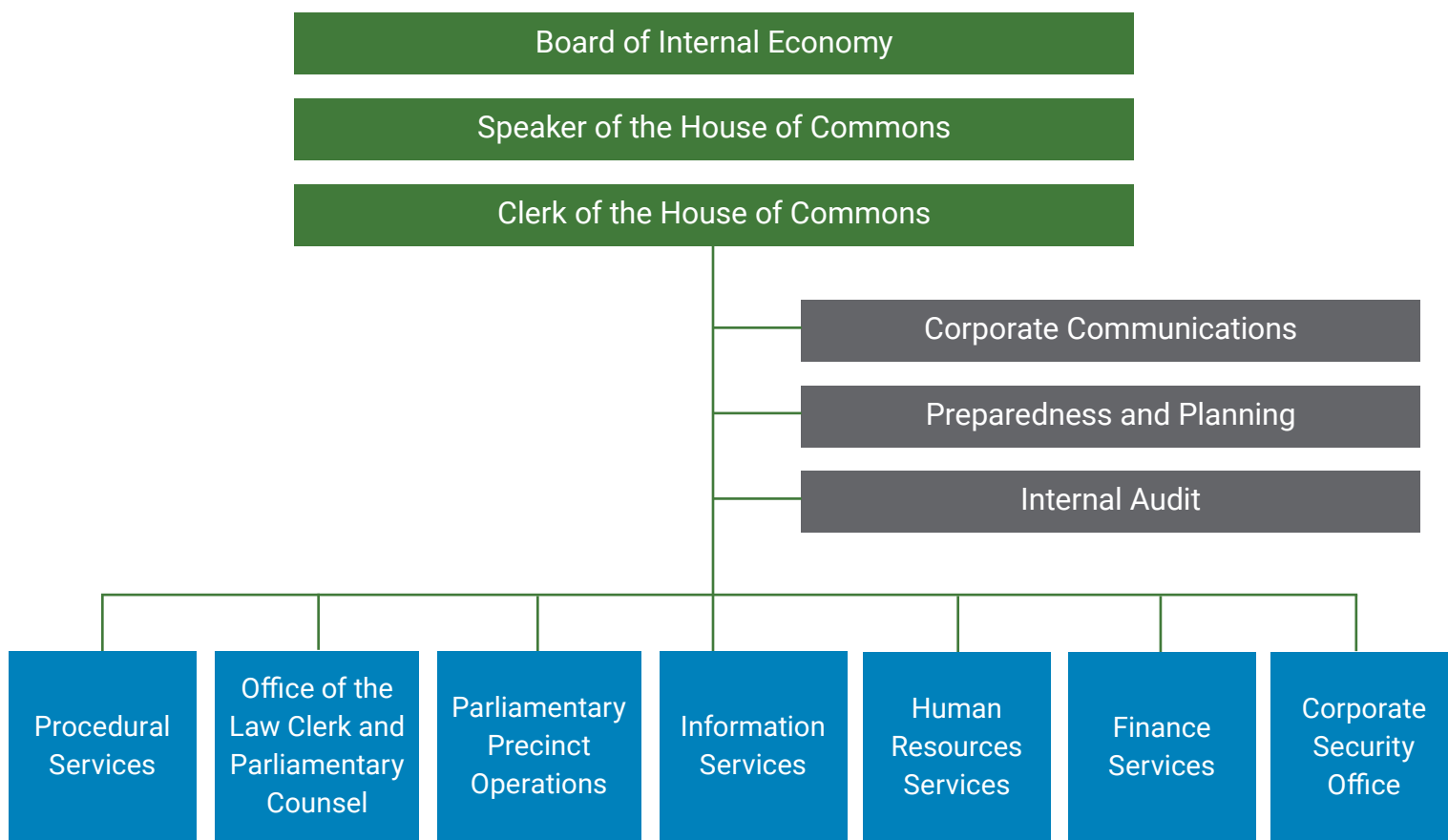
### INCLUSIVENESS

The House Administration creates a workplace that is inclusive, where employees feel valued and respected.

# Governing the House

The chart below outlines the governance structure of the House Administration.

The House Administration organizational chart shows, in a hierarchical format, the Board of Internal Economy, the Speaker and the Clerk, followed by the seven service areas: Procedural Services, the Office of the Law Clerk and Parliamentary Counsel, Parliamentary Precinct Operations, Information Services, Human Resources Services, Finance Services, and the Corporate Security Office.





# Governance at the House of Commons

## BOARD OF INTERNAL ECONOMY

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Composed of Members from all recognized political parties, the Board of Internal Economy is responsible for all matters of financial and administrative policy affecting the House and its Members, premises, services and employees. It has the legal authority to make by-laws and to regulate the use of resources available to the House of Commons.

[Learn more](#)

## SPEAKER OF THE HOUSE OF COMMONS

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As Chair of the Board of Internal Economy, the Speaker is the head of the House Administration and is responsible for its overall direction and management.

The Speaker's administrative duties also involve ensuring that certain documents are published on behalf of the Board, including the *Members' Expenditures Report* and the *Report to Canadians*.

[Learn more](#)

## CLERK OF THE HOUSE OF COMMONS

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As Secretary to the Board of Internal Economy, the Clerk is the chief executive of the House Administration and is responsible for the day-to-day management of House staff.

The Clerk is responsible for maintaining records of the proceedings of the House, and all decisions made by the House must be authenticated by the Clerk's signature.

[Learn more](#)



# Corporate Offices

## CORPORATE COMMUNICATIONS

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The Corporate Communications team provides the Board of Internal Economy, the Speaker's Office, the Clerk's Office and all service areas with strategic advice, analysis, products, tools and support related to corporate communications, corporate branding, crisis communications and public outreach.

## PREPAREDNESS AND PLANNING

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Corporate Preparedness and Planning provides technical expertise, working closely with service area partners to facilitate planning processes that support decision making and ensure business resilience. The group also provides assistance with quality assurance and continuous improvement activities.

## INTERNAL AUDIT

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Internal Audit supports the House Administration's mandate by providing objective and value-added assurance, risk management and advisory services on all strategic and management practices.



# House Administration Service Areas

## PROCEDURAL SERVICES

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Procedural Services provide a full range of procedural and legislative services to the Speaker, Members of Parliament and Officers of the House of Commons. This includes preparing the official agenda of the House, maintaining House papers and records, managing Private Members' Business and administering the Parliamentary Page Program.

Procedural Services also offer core administrative and procedural guidance to committees including the provision of legislative services at the committee and report stages, conducting research, and offering training on parliamentary practice and procedure.

In addition, Procedural Services coordinate Members' participation in international and interparliamentary activities; produce timely and accurate parliamentary information including publishing the proceedings and evidence of both the House and its committees; and preserve and document representative artefacts that chronicle the history of the Canadian Parliament.

Finally, Procedural Services provide the technical and administrative infrastructure for the Canadian Parliamentary Press Gallery.

## OFFICE OF THE LAW CLERK AND PARLIAMENTARY COUNSEL

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The Office of the Law Clerk and Parliamentary Counsel provides comprehensive legal and legislative services to the Speaker, the Board of Internal Economy, Members of the House and its committees, the Clerk and the House Administration.

The Office also drafts legislation and amendments for Members, and may represent Members or the House in proceedings that involve their parliamentary privileges and immunities.

## PARLIAMENTARY PRECINCT OPERATIONS

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Parliamentary Precinct Operations provide efficient and modern operational support to ensure a functional work environment for Members and the House Administration. This includes the provision of services in such areas as trades, tenant operations, room allocations, catering and restaurants, postal and messenger services, transportation, printing and mailing, as well as maintenance and material handling.

## HUMAN RESOURCES SERVICES

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Human Resources Services provide integrated and value-added support in the areas of talent management, employee relations, pay and benefits, occupational health and safety, and organizational effectiveness.

## FINANCE SERVICES

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Finance Services provide advisory and operational support in the areas of policy and financial planning, financial management, and materiel and contract management to the House Administration, Members and their staff.

## INFORMATION SERVICES

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Information Services plan, implement and maintain information technology (IT) and information management (IM) services for Members and the House Administration. In addition, Information Services is responsible for the long-term IM/IT and accommodation planning related to facility renovations.

## CORPORATE SECURITY OFFICE

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The Corporate Security Office is responsible for security in the House of Commons Chamber, conducting investigations, coordinating visitor and event access, providing security accreditation, promoting security awareness and administering parking services. The Corporate Security Office also develops and implements House-wide administrative security policies, standards, and processes aimed at preventing, detecting and responding to security risks and threats.





# Result Highlights



2016–2017 was the first full operational year following the addition of 30 new constituencies as part of the redistribution of electoral boundaries, bringing the total number of seats in the House of Commons to 338. While adjusting to meet the logistical challenges of providing support services to 30 additional Members, the House Administration also faced changing expectations and needs in the areas of social media and information technology as Members increasingly conduct their business in ways that reflect the growth in use of the Internet and mobile devices.

Whether working behind the scenes or centre stage, employees drive our ongoing commitment to operational excellence. From protocol and procedure to security, broadcasting, building management and food services, achieving such excellence requires great talent and dedication from the people who make up the House Administration. This talent and dedication were clearly evident in the efforts deployed to carry out a multitude of initiatives, such as the introduction of the new Financial Management System, as well as an award for outstanding Contracting Services by the Canadian Institute for Procurement and Material Management.

With the House Administration facing more challenges than it has seen in decades, progress against the 2016–2019 Strategic Plan would not have been possible without a highly skilled and committed team of individuals working under the guidance and direction of a dedicated senior management team.

In light of the challenges it faced, the House Administration is particularly proud to present its many accomplishments for 2016–2017. From a leadership perspective, being designated as one of Canada's Top 100 Employers is among one of its most noteworthy achievements, as it reflects an engaged and committed workforce.

# Our Vision | Strategic Plan 2016–2019

To be a leader in legislative administration, providing modern, dynamic services in a secure environment.

## Operational Excellence

- Execute operational plans
- 

## Modern Technology & Information Infrastructure

- Replace enterprise-wide systems: Human Resources Management System and Financial Management System
  - Implement a mobile work environment for Members and the Administration
  - Develop and implement digital information systems, tools and processes
- 

## Renewed Physical Spaces and Associated Services

- Execute the Long Term Vision and Plan for the Parliamentary Precinct, taking into account new strategic priorities
  - Devise new and innovative ways to deliver services to Members and optimize resource usage
- 

## Enhanced Emergency Management and Security Approach

- Establish working partnerships with the Parliamentary Protective Service and law enforcement agencies
  - Build communication and awareness with all stakeholders around new physical and IT security approaches
  - Reinforce the ability to prevent, respond to and manage disruptive events
  - Strengthen the IT security posture of the organization
  - Finalize the deployment of the Emergency Notification System
- 

## Engaged, Qualified and Productive Workforce

- Further engage employees in performance expectations, communication effectiveness and collaboration
- Develop an organization-wide, flexible approach to succession management
- Adopt an organization-wide, contemporary, consistent approach to employee performance management and learning and development
- Be an employer of choice

## 2016–2017 Results Highlights

The 2016–2017 results highlights are followed by other notable achievements.



### Modern Technology & Information Infrastructure

Sound information technology (IT) and robust information management (IM) are key enablers for any knowledge-based organization.

#### REPLACE ENTERPRISE-WIDE SYSTEMS

##### Expected outcome

Planning and resource allocation tools are better integrated while the total cost of ownership is reduced.

- Deployed the new Financial Management System and developed enhancements in time for a launch to Members and House Administration employees at the beginning of the 2017–2018 fiscal year. These enhancements included the Requisition module, an electronic tool for ordering goods that provides a modern and integrated electronic purchasing process and offers real-time budget management capacity.
- Initiated a renewal program for the Human Resources Management System.

#### IMPLEMENT A MOBILE WORK ENVIRONMENT FOR MEMBERS AND THE HOUSE ADMINISTRATION

##### Expected outcome

Members, their staff and the House Administration have access to all business documents and applications via corporate mobile devices.

- Conducted a pilot project for the Microsoft Surface Pro and Windows 10 platform with several Members and their staff and House Administration employees.
- Conducted a pilot project to provide a group of House Administration users with remote access to the tools they use to perform their parliamentary tasks on mobile devices.
- Redefined the House of Commons web presence with the renewal of its public website, which was launched in May 2017. The new site is more dynamic and interactive, offers improved navigability, and provides a modern gateway that better highlights the rich content already available to the public.




## DEVELOP AND IMPLEMENT DIGITAL INFORMATION SYSTEMS, TOOLS AND PROCESSES

### Expected outcome

Digital information is easily accessible and shareable.

- Established a House of Commons social media team to ensure the launch of Chamber, committee, parliamentary diplomacy and House of Commons Twitter accounts in May 2017. These accounts complement the renewed website and provide access to a range of timely, accurate and factual information about the House of Commons and parliamentary activities and proceedings. Providing information via social media channels also greatly facilitates sharing and reuse by Members and others interested in the work of the House of Commons.
- Implemented a new solution to give Members and their staff greater flexibility in creating, sharing, managing and securing their parliamentary business files.





**Renewed Physical  
Spaces and Associated  
Services**

Parliament's new space requirements, the protection of heritage buildings and the need to modernize technical infrastructure are factors that prompted Parliament and the Government of Canada to develop a long-term rehabilitation and recapitalization plan known as the Long Term Vision and Plan.

**EXECUTE THE LONG TERM  
VISION AND PLAN FOR  
THE PARLIAMENTARY  
PRECINCT**

**Expected outcome**

Heritage Buildings are protected but refurbished with a modernized technical infrastructure.

- Officially reopened the Wellington Building, which houses offices for 70 Members, 10 committee rooms and a Library of Parliament branch as well as services that support today's parliamentary functions.
- Completed work on the Sir John A. Macdonald Building.
- Continued the expansion of the Parliamentary Wireless Access (Wi-Fi) service in the offices and buildings that house parliamentarians and parliamentary employees.
- As part of the treatment plan for works in the House of Commons Heritage Collection, completed conservation work on the portraits of 13 Speakers and 4 prime ministers, as well as on the Esses collar worn by the Sergeant-at-Arms on the occasion of the opening of Parliament.

**DEVISE NEW AND  
INNOVATIVE WAYS TO  
DELIVER SERVICES TO  
MEMBERS AND OPTIMIZE  
RESOURCE USAGE**


**Expected outcome**

Support to Members remains seamless as rehabilitation and recapitalization projects are being implemented.

- Implemented a paperless International and Interparliamentary Affairs environment to provide parliamentarians with timely and secure remote electronic access to documents.
- Implemented a new event support model to ensure more efficient meeting and event support processes.

**LTVP**

The Long Term Vision Plan is a master plan for improvements to the Parliamentary Precinct that will take place over the next 25 to 30 years. This master plan is implemented in rolling five-year programs of work to address the needs resulting from the deteriorating condition of buildings and grounds as well as the requirements of Parliament (including those for the visiting public), as identified by the parliamentary partners—the Senate, the House of Commons and the Library of Parliament.



**Enhanced Emergency  
Management and Security  
Approach**

The changing nature of physical and IT security threats is challenging for any organization.

**ESTABLISH WORKING  
PARTNERSHIPS WITH  
THE PARLIAMENTARY  
PROTECTIVE SERVICE  
AND LAW ENFORCEMENT  
AGENCIES**

**Expected outcome**

The safety and security of Members, their staff and House Administration employees are enhanced.

- Continued to clarify roles and responsibilities through the development and finalization of service level agreements with security partners covering procedures for:
  - security screening and access;
  - the constituency office security program;
  - security programs for parliamentary activities outside the Parliamentary Precinct;
  - administrative investigations and threat and risk assessments;
  - security awareness; and
  - service delivery improvements such as new parking policy and procedures and the integration of visitor and event access operations.
- Entered into agreements with the Parliamentary Protective Service (PPS) to provide various administrative services, including delivery of the PPS Financial Management System and accounting services.

**BUILD COMMUNICATION  
AND AWARENESS WITH  
ALL STAKEHOLDERS  
AROUND NEW PHYSICAL  
AND INFORMATION  
TECHNOLOGY (IT)  
SECURITY APPROACHES**

**Expected outcome**

Security stewardship is improved and risks are minimized through increased security awareness among Members and employees.

- Developed an IT security awareness program.
- Delivered training to Members, their staff, and House Administration employees.
- Provided advice and guidance on physical security requirements related to building construction and rehabilitation projects.

## REINFORCE THE ABILITY TO PREVENT, RESPOND TO AND MANAGE DISRUPTIVE EVENTS

### Expected outcome

Response teams are organized and response times for disruptive events are minimized.

- Implemented digital fingerprinting in response to changes made to RCMP processes following the introduction of a modernized electronic system, in alignment with the House of Commons accreditation policy.
- Reviewed the security accreditation program and made improvements.
- Began development of the new security screening policy and procedures for the House Administration.

## PPS

The Parliamentary Protective Service (PPS) is responsible for physical security throughout the Parliamentary Precinct and the grounds of Parliament Hill. PPS was established on June 23, 2015, as a statutory office by Royal Assent of Bill C-59, *Economic Action Plan Act, No. 1*.

PPS brings together the former Senate and House of Commons Protection Services and the RCMP's Parliament Hill Security Unit (PHSU) into a unified security service.

## STRENGTHEN THE IT SECURITY POSTURE OF THE ORGANIZATION

### Expected outcome

House Administration networks are secure and potential vulnerabilities are minimized.

- Adopted the new Information Technology Security Policy to help ensure that users understand their roles and responsibilities with regard to cybersecurity.
- Phased in the new Constituency Connectivity Service (CCS) for constituency offices across the country. Linking constituency offices to the parliamentary network, the upgraded service is more cost-effective, enhances connectivity services to constituency offices and maintains strong cybersecurity. It also allows constituency offices to enjoy higher bandwidth options and benefit from technological advances.
- Conducted Information Technology Security Policy compliance tests on House Administration systems and networks to remedy vulnerabilities.


## FINALIZE THE DEPLOYMENT OF THE EMERGENCY NOTIFICATION SYSTEM

### Expected outcome

All Members, their staff and House Administration employees are promptly notified of emergency situations and next steps are communicated rapidly.

- Continued to enhance the capabilities of the parliamentary Emergency Notification System (ENS) to ensure Members, their staff and House Administration employees are advised of crisis situations regardless of where they are at the time an incident occurs. In the event of a crisis or emergency within the Parliamentary Precinct or in satellite buildings, multiple delivery channels are now used to help communicate essential information.
- Developed a model to communicate more effectively when dealing with emergency situations involving the delivery of operational support services.





## Engaged, Qualified and Productive Workforce

The House Administration's greatest strength is its highly qualified workforce.

### FURTHER ENGAGE EMPLOYEES IN PERFORMANCE EXPECTATIONS, COMMUNICATION EFFECTIVENESS AND COLLABORATION

#### Expected outcome

Action is taken based on the results of the employee engagement survey to reflect the House Administration's commitment to continuous improvement.

- Implemented action planning activities for the priority areas of performance expectations, communication effectiveness and collaboration, including an enhanced performance management program and the House-wide launch of a collaboration video.
- Launched a branding initiative to provide consistent and unified visual representation that reflects the excellence of the House Administration's work on behalf of Members, increases understanding of the Administration's operations and standardizes work processes related to its organizational image.
  - Developed brand guidelines, templates and a toolkit that were made available to employees;
  - Established a cross-service Brand Advisory Team to assist employees with the brand implementation; and
  - Held training sessions.

### DEVELOP AN ORGANIZATION-WIDE, FLEXIBLE APPROACH TO SUCCESSION MANAGEMENT

#### Expected outcome

The House Administration maintains a highly qualified workforce while adhering to corporate values and employment equity standards.

- Launched a Talent Development Program founded on a structured approach dedicated to the professional development of employees in leadership roles. Talent development forms part of a broader process aimed at continuously developing and supporting employees and leaders through human resources programs and strategies. It also promotes House-wide development and mobility, fosters a community of leaders, and enables cross-service collaboration.
- Developed strategies for a flexible, organization-wide approach to support recruitment and retention in specialized positions.
- Developed and executed a talent sourcing strategy to support timely access to qualified pools of candidates to meet staffing requirements and ensure that succession plans are in place for specific areas.

**ADOPT AN ORGANIZATION-WIDE, CONTEMPORARY, CONSISTENT APPROACH TO EMPLOYEE PERFORMANCE MANAGEMENT AND LEARNING AND DEVELOPMENT**

**Expected outcome**

The House Administration fosters a culture of continuous learning and development.

- Launched the revitalized Performance Management Program, which includes enhancements to existing tools and processes as well as new training for employees and managers.
- As part of the Harassment Prevention Program, launched a new online training session on harassment prevention in the workplace for Members and their employees. The training session was developed to promote a healthy and harassment-free workplace and to raise awareness about the various forms of harassment as well as the resources and resolution mechanisms offered through the House of Commons, including:
  - the *Policy on Harassment Prevention and Resolution in the Workplace*; and
  - the Code of Conduct for Members : Sexual Harassment.The session also serves to provide a better understanding of the roles and responsibilities of Members (both as Members of the House of Commons and as employers) and employees with regard to harassment prevention.

**BE AN EMPLOYER OF CHOICE**

**Expected outcome**

Employee satisfaction ratings remain exemplary; therefore, the House Administration continues to recruit and retain a highly qualified, engaged and productive workforce.

- Received designation as one of Canada's Top 100 Employers for Young People for 2017. This special designation is part of an editorial competition organized by the Canada's Top 100 Project, recognizing employers that offer the nation's best workplaces and programs for young professionals. The House Administration was selected for its many programs and initiatives aimed at recruiting and developing young employees, including the Page Program, Summer Student Employment Program, co-op opportunities, as well as training and career management programs.
- Received designation as one of the National Capital Region's Top Employers for 2017. This special designation recognizes employers in the Ottawa-Gatineau metropolitan area that lead their industries in offering exceptional places to work.

## Other Notable Achievements

The House Administration's main priority is to support Members as they carry out their work as parliamentarians (see Members' Activities section), and it continues to foster a strong service culture with a focus on improvement.

Other notable achievements complement the extensive support provided to Members. Some of these accomplishments are presented below.

### CELEBRATION OF CONFEDERATION (150TH)

Time was devoted to the in-depth planning and coordination required for Canada's 150th anniversary.

One such example is the work done by the Press Gallery Secretariat to help the Canadian Parliamentary Press Gallery plan and execute events related to the celebration of its own 150th anniversary. Among them:

- The publication of *Sharp Wits and Busy Pens – 150 years of Canada's Parliamentary Press Gallery*. Helen Brimmell, a pioneering member of the Press Gallery from 1946 to 1990, and Bernard Dufresne, who joined the Press Gallery in 1954, attended the book launch and delivered speeches. Both were recognized in the House of Commons the day of the launch.
- The production of a mosaic of Press Gallery members' portraits, which is now on display in Centre Block (Room 350-N); and
- The organization of a photo exhibit to recognize the work of photojournalists.

### OUTREACH ACTIVITIES

The Office of the Law Clerk and Parliamentary Counsel expanded its outreach work by offering new legislative training initiatives for Members and staff.

By promoting and sharing its legislative expertise, the Office ensures that its clients are more informed and better equipped to engage in the legislative process. Within the broader legal community, the Office held various seminars to raise awareness about its legal and legislative roles, including expertise in matters of parliamentary privilege.

The Office also continued to liaise with other parliamentary drafting offices across Canada and throughout the Commonwealth on various legislative matters.

In addition, outreach activities within constituencies were further expanded through the provision of enhanced travel services to Members.





Financial Information 39



## Planned Versus Actual Spending (In Thousands of Dollars) 2016–2017

	Main Estimates	Supplementary Estimates and Adjustments	Total Authorities	Actual Spending	Variance
Members and House Officers	294,863	(7,841)	287,022	271,660	15,362
Committees, parliamentary associations and parliamentary exchanges	5,499	1,603	7,102	6,164	938
House Administration	163,266	10,872	174,138	167,070	7,068
<b>TOTAL</b>	<b>463,628</b>	<b>4,634</b>	<b>468,262</b>	<b>444,894</b>	<b>23,368</b>

## House Administration Actual Spending (In Thousands of Dollars) 2016–2017

	\$	%	FTE * Budget
Office of the Clerk and Secretariat	4,529	3	37
Office of the Law Clerk and Parliamentary Counsel	4,459	3	31
Procedural Services	31,409	19	329
Parliamentary Precinct Operations	24,500	14	464
Corporate Security Office	4,123	2	54
Information Services	65,229	39	412
Human Resources Services	16,444	10	121
Finance Services	16,377	10	175
<b>TOTAL</b>	<b>167,070</b>	<b>100</b>	<b>1,623</b>

\* Full time equivalent



