



Mr. Paul Cardegna
Committee Clerk
House of Commons
Committees Directorate and Legislative Services
131 Queen Street, 6th Floor Room 08
Ottawa, Ontario
K1A A06

Dear Mr. Cardegna:

Further to the Privy Council Office's (PCO) appearance before the Standing Committee on Government Operations and Estimates (the "Committee") on June 16, 2020, PCO is following up with answers to the following questions asked by Committee Members:

- 1. Provide a breakdown of the \$7.7 million noted in the Supplementary Estimates A for funding to support regional presence, stabilize and enhance PCO capacity and the transfer of exempt staff in Ministers' Regional Offices.**

The following table provides the requested breakdown.

(in millions)	2020-21 SEA Funding
Exempt Staff Transfer for MRO	2.3
Ministers' Offices Support and Regional Presence	2.5
Results and Delivery Unit	1.0
Stabilizing and Enhancing Physical and IT Security, Security and Intelligence	1.3
Liaison Secretariat for Macroeconomic Policy	0.7
Sub-Total (excluding EBP)	7.7

* Due to rounding, numbers may not add up to totals as shown.

2. Provide a response regarding why there is no money put aside in the Supps or Mains to address the fact that 41% of public service employees surveyed suggest that they view the workplace as psychologically unhealthy.

PCO leads the renewal of the Public Service through the Beyond2020 framework. Beyond2020 is focussed on the mindsets and behaviours of public servants to create a more agile, inclusive, and better equipped Public Service.

PCO works with federal departments, central agencies, and functional and horizontal communities to promote Beyond2020. The work of PCO on renewal is done within existing resource complements. Organizations are able to customize their responses based on their context.

Examples of progress on mental health across the Public Service include:

- a. Integrated mental health and well-being into the core curriculum of the Canada School of Public Service. Respectful and Inclusive Workplace is now one of five business lines at the School, which hosts mental health learning solutions for employees.
- b. In 2017, TBS established a Centre of Expertise on Mental Health in the Workplace to help organizations and employees address psychological health and safety in the Federal Public Service. The Centre helped organizations align with the National Standard of Canada for Psychological Health and Safety in the Workplace and created new networks to share best practices and raise awareness to drive uptake of the Centre's resources.
- c. In 2018, TBS dedicated additional resources to create healthy, safe and inclusive workplaces by establishing a Centre for Wellness, Inclusion and Diversity, which launched in June 2019. The Centre's activities and online platform engage public service leaders at all levels to facilitate the exchange of leading practices. The Centre is also helping advance new ways to think and talk about wellness, inclusion and diversity in Canada's Public Service.
- d. Also promoted grassroots employee and department-led innovations to support psychological well-being in the workplace, such as:

- i. Canadian Innovation Centre for Mental Health in the Workplace: accessible, high-tech physical space for interactive discussions dedicated to mental health.
- ii. Federal Speakers' Bureau: Roster of public servants that share their lived experiences.
- iii. Federal Informal Conflict Management Systems Network: offers alternative dispute resolution and supports employees to build and maintain healthy, respectful, and supportive workplace relationships.

An important aspect of renewal is being aware of a range of Public Service-wide indicators, including perceptions of mental health.

Since 2017, the percentage of employees who describe their workplace as being psychologically healthy has risen from 56% in 2017 to 61% in 2019.

3. How much of the advertising money will be spent for developing advertising products in-house and how much of that the government envisions contracting out to private companies?

In fiscal year 2020-2021, a significant portion of the Government of Canada (GC) advertising activities will focus on supporting COVID-19 related campaigns to ensure that Canadians receive important information about how to stay safe and healthy, and about how they can access financial supports during the pandemic.

This includes the PHAC campaign on COVID-19 and the Finance Canada campaign which provides information on economic supports available to businesses and individuals.

As a central agency, PCO is well positioned to coordinate the whole-of-government communications and marketing effort in response to COVID-19, which has and will continue to include a number of departments and agencies throughout the Government of Canada. A small portion of the approved funding will temporarily augment internal PCO capacity to undertake the coordination of these advertising and marketing efforts.

The expertise of third parties is leveraged regularly by the Government of Canada in order to develop advertising products to support campaigns and this is done in accordance with the accountability mechanisms for government

advertising such as the *Financial Administration Act*, the Contracting Policy and the Policy on Communications and Federal Identity of the Government of Canada.

4. Provide a breakdown of how well the advertising campaign has informed Canadians of the federal financial supports that are available.

Economic and Social Development (ESDC) ran a campaign on the Canada Emergency Response Benefit (CERB), from April 6 – April 30. The campaign was designed to deliver information on the CERB to Canadians. These are the final campaign results:

- Web visits from advertising – 1.9M visits
 - 51% from Facebook
 - 45% from Search Engine Marketing (SEM)
- Click through rates (CTR) were consistently above GC Benchmarks
 - More than double for Facebook and LinkedIn
 - More than 4x for SEM
- Ads were shared some 57,000 times
- Comments – almost 30,000 comments in 4 weeks
- Reactions – almost 43,000 with 98% being positive
- Impressions – almost 70,000,000 (impression = exposure to the message)

Finance Canada began advertising on economic supports to Canadians and businesses in late April. This campaign is ongoing and has used television, print and a variety of digital advertising types. From April 29 to June 4, the Finance Canada Campaign digital ads on relief measures from Canadians and businesses:

- Generated >6M website visits
- Digital display ads (banners on websites, including news sites and digital versions of Canadian newspapers) generated > 41M impressions (impression = exposure to the message)
- Facebook ads generated >63M impressions
- LinkedIn ads generated >2.5M impressions
- SEM ads have had a click through rate of 22.77% (GC benchmark is 4.18%)
- Video ads had a view completion rate of 78% (GC benchmark is 60%).

5. Why are there no federal government advertisements placed in local newspapers? Provide a breakdown of the distribution of advertising to various types of media, including on-line advertising through Google and Facebook, as well as traditional advertising. Details were also requested on the regional distribution and advertising targeting specific ethnic groups.

Federal government ads do appear in local newspapers. As of June 2020, two departments (PHAC and Finance) have conducted major advertising campaigns to inform Canadians about health measures and financial support programs in response to the pandemic. The media buy includes substantial placements in Canadian media, such as television, radio and print media (which includes dailies, weeklies, ethnic and Indigenous newspapers).

As of June 12, 2020, PHAC has committed \$4,720,674 in advertising placements in fiscal year 2019-2020 and \$15,448,000 in fiscal year 2020-2021. Of these commitments, more than 80% of the placements were made in Canadian media, including 16% in print media (which includes dailies, weeklies, ethnic and Aboriginal newspapers). Placements have been made in over 900 Canadian publications. The remaining 20% of placements were made with various technology platforms.

As of June 12, 2020, Finance Canada has committed \$7.56M in advertising placements in fiscal year 2020-21. Of these commitments, more than 65% of the placements were made in Canadian media. Fourteen percent of Finance Canada's media buy expenditures were in print media which includes 405 dailies, weeklies, ethnic and aboriginal newspapers.

As we plan for the next phase of our advertising efforts, local newspapers will continue to be part of the media buy strategy.

6. Provide details on what policies or targets have been set with respect to COVID-19 advertising to meet the requirements of GBA+.

GBA+ analysis is conducted for all advertising campaigns, including the PHAC and Finance Canada campaigns related to COVID-19.

Both campaigns aim to reach as many adult Canadians as possible given the broad reaching implications of the virus on the health and financial wellbeing of Canadians. While the campaigns target all Canadians, they also take into account unique considerations related to sub-populations.

Specific target audiences for the PHAC campaign are:

- Individuals living in cities where the number of cases is higher than average;
- Vulnerable populations, such as older Canadians, who are more at risk of severe COVID-19 illness due to chronic or underlying conditions;
- Canadians aged 18-25 as they may play down the seriousness of the situation;
- Ethnic and Indigenous communities; and
- Residents in cities or communities with transmission occurring or clusters appearing.

Audiences for the Finance Canada Campaign are:

- Primary Target Audiences
 - Adult Canadians aged 18+ and families
 - Self-employed workers
 - Business owners
- Secondary Target Audiences
 - Parents
 - Seniors
 - Students
 - Indigenous Peoples
 - Low-income individuals
 - Newcomers to Canada

Data available through the Public Health Agency of Canada indicates that COVID-19 pandemic could contribute to the widening of existing health equity gaps through increasing the negative impacts on people living in vulnerable conditions, under-represented in health research and marginalized in society. Population groups such as LGBTQ2+ populations, people with problematic substance use, persons with disabilities, Indigenous populations, older adults, and racialized groups were found at higher risks of experiencing negative outcomes due to COVID-19.

Research conducted on the impact of COVID-19 on the Canadian economy indicate that many Canadians are being affected in a variety of ways from losing their job, not being able to pay rent, and/or business/industries unable to resume regular daily operations. Population groups such as seniors, low-income families, and Indigenous populations are affected most by the negative impact COVID-19 has had on the Canadian economy. Advertising activities will take into account GBA+ considerations.

Both PHAC and Finance Canada are collaborating with other Government of Canada departments with expertise and stakeholder relationships with different target audience groups.

I trust this information is helpful.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Matthew Shea', is positioned above the typed name.

Matthew Shea
Assistant Deputy Minister, Corporate Services Branch
and Chief Financial Officer