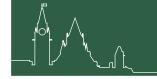


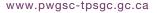
Public Works and Government Services Canada Travaux publics et Services gouvernementaux Canada

Canada





Annual Report on Government of Canada Advertising Activities



ANNUAL REPORT ON GOVERNMENT OF CANADA ADVERTISING ACTIVITIES

2016

The Government of Canada advertising campaigns featured on the cover page are, from top to bottom:

Canada 150: Great Canadian North – Canadian Heritage; Canada Welcomes Syrian Refugees – Citizenship and Immigration Canada; and, Remembrance Vignette – Veterans Affairs Canada.

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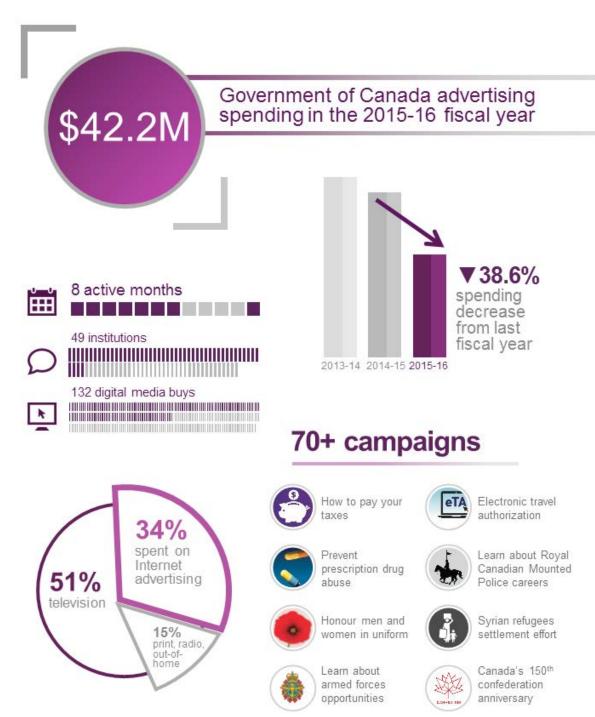
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ABOUT THIS REPORT

This annual report on advertising provides information on the process used to manage Government of Canada advertising activities, expenditures and the major campaigns undertaken in fiscal year 2015-16. All figures are exclusive of GST and apply to government institutions included in Schedules I, I.1 and II of the Financial Administration Act.

This is the 14th report of its kind. The first was published in 2002-03. The *Annual Report on Government of Canada Advertising Activities* is produced by Public Works and Government Services Canada, which provides mandatory contracting and coordination services to departments engaged in advertising. Beginning this year, Public Works and Government Services Canada will be publishing this and future advertising annual reports by January 31.

2015-16 AT A GLANCE



INTRODUCTION

The Government of Canada has a duty to inform Canadians about its programs, services, policies and decisions. Advertising is one of many ways the Government ensures that individuals, families and businesses have the information they need to exercise their rights and responsibilities and to make decisions about their health, safety and security.

Advertising can take many forms. The Government of Canada defines advertising as any message conveyed in Canada or abroad and paid for by the government for placement in media such as newspapers, television, radio, Internet, cinema and out-of-home. It is often used as part of a broader communications strategy to direct Canadians to sources, like Canada.ca, where they can obtain in-depth information about government initiatives or instructions on how to access specific programs and services.

In fiscal year 2015-16, the Government of Canada spent \$42.2 million on advertising – a reduction of \$26.5 million from the previous year and the lowest amount since 2005-06, when under similar circumstances, advertising was suspended for several months because of a general election.

During general elections, most government advertising is stopped from the date the electoral writ is dropped to the date the new government is sworn-in. There are exceptions for legal or administrative notices, health advisories and other urgent matters. In 2015-16, advertising was suspended between August 2 and November 4, 2015.

Only two major campaigns were launched after the 2015 election. The first was the annual Remembrance Campaign, to honour the brave men and woman who sacrificed their lives to support Canadian freedoms and values. It was followed by the Canada Welcomes Syrian Refugees Campaign to encourage Canadians to support the Government's resettlement efforts by donating, volunteering or becoming a sponsor.

Information about these and other campaigns and the types of media used by institutions to reach Canadians can be found this report.



ADVERTISING BUDGETS AND EXPENDITURES

Activities and expenditures associated with campaign strategic planning, the production of creative materials, media planning and the purchase of media space and time are documented in this report.

How it Works

The process for the allocation and management of advertising expenditures was established in 2004. It is designed to ensure that advertising campaigns align to government priorities, comply with government policies, procedures and legislation, and address the information needs of Canadians.

Institutions have the choice to pay for their advertising initiatives from their internal budgets or to obtain funding from the central advertising fund. Generally, the bulk of government advertising campaigns are funded from the latter.

To access the central advertising fund, institutions work with the Privy Council Office to develop advertising proposals that are based on government priorities. The result is an annual advertising plan which is presented to Cabinet for approval. The plan is then submitted to Treasury Board for funding approval and to Parliament for final approval of appropriations to specific institutions.

Funds allocated from the central advertising fund are reported on the Treasury Board of Canada Secretariat website at <u>http://www.tbs-sct.gc.ca/hgw-cgf/oversight-</u> <u>surveillance/communications/adv-pub/index-eng.asp</u>.

Institutions	Campaigns	Allocations
Department of Finance Canada	Economic Action Plan	\$11 M
Canadian Heritage	Canada 150	\$7.2 M
Canada Revenue Agency	Encouraging the Uptake of Tax Measures	\$6 M
Royal Canadian Mounted Police	Royal Canadian Mounted Police Recruitment	\$6 M
Public Works and Government Services Canada	Whole-of-Government Web Buy	\$5 M
Employment and Social Development	Enhanced Universal Child Care Benefit	\$4.5 M
Canada	Better Jobs (Skills Initiatives)	\$3.5 M
Public Health Agency of Canada	Vaccination Awareness	\$3.5 M
Veterans Affairs Canada	Remembrance Vignette	\$3.5 M
Citizenship and Immigration Canada	Services to Newcomers (A Fast and Flexible Immigration System)	\$3 M
National Defence	Canadian Armed Forces Recruitment	\$2 M
Health Canada	Preventing the Illicit Use of Marijuana	\$1 M
Grand	\$56.2 M	

Table 1: Central Advertising Fund Allocations for 2015-16

Source: http://www.tbs-sct.gc.ca/hgw-cgf/oversight-surveillance/communications/adv-pub/caf-fcp-eng.asp

Summary of Expenditures

Advertising expenditures fluctuate from year to year depending on government priorities. In 2015-16, expenditures dropped by \$26.5 million or 38.6% compared to the previous year, largely because of the mandatory suspension of advertising during the federal election that lasted 94 days. Expenditures fell from \$68.7 million in 2014-15 to \$42.2 million in 2015-16.

The following chart provides a ten-year perspective of advertising spending by the Government of Canada.

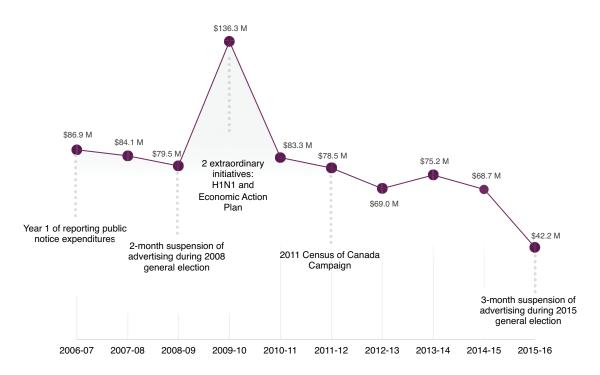


Chart 1: Advertising Expenditures – A Ten Year Perspective

Table 2: Advertising Expenditures 2015-16

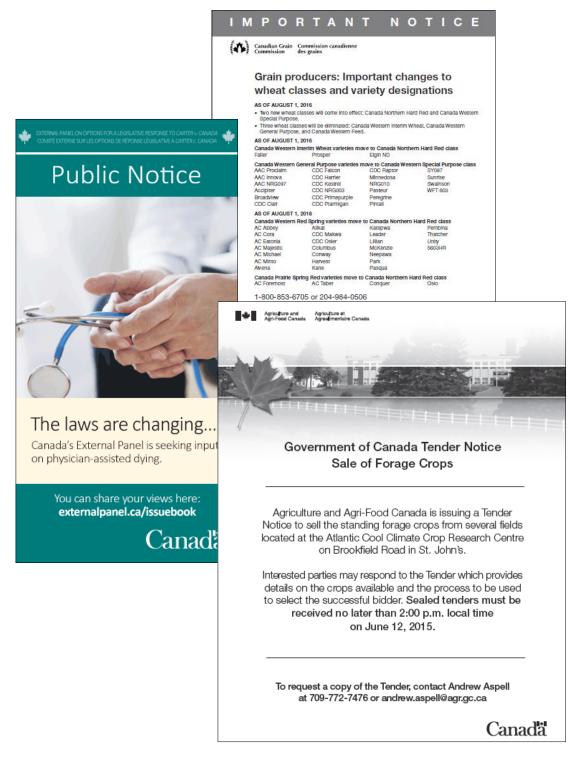
Expenditures by type of advertising (1)	Total
Advertising campaigns	\$39.2 M
Public Notices purchased through the Government of Canada's Agency of Record	\$0.2 M
Public Notices purchased directly by departments	\$2.7 M
Grand total	\$42.2 M

Includes expenditures for planning, development of creative materials and the purchase of space and time in media

A Word about Public Notices

A public notice is a form of advertising. Public notices are typically used for routine business matters, such as regulatory or administrative announcements. Public notices are the only advertising for which institutions have the option to purchase the media space or time directly from media outlets, that is, without involving the Government's Agency of Record.

Here are some examples of public notices from 2015-16:



MEDIA PLANNING AND BUYING

The single largest advertising expenditure in any given year is for the purchase of media space and time. In 2015-16, placements in international and domestic media accounted for \$30.3 million or 71.8% of all advertising expenditures. Of this, only \$11,377 was spent on international media, for space in American and French magazines.

The Government of Canada advertises in many kinds of media. Each media has its advantages and disadvantages and institutions consider several factors before deciding on which ones to use. Media plans take into account, the objectives of the campaign, audience profiles, research on media trends and audience preferences, media availability and costs.

In 2015, the Government of Canada changed the way it plans, purchases and tracks media spending. Media planning and buying services were amalgamated under the Government's Agency of Record (AOR), and digital ad serving, tracking and reporting services were contracted to a separate technology agency. The new model is intended to make processes more agile and to increase the transparency and quality of digital advertising reporting.

A word about digital advertising

Over the past several years, the Government of Canada has steadily increased its use of digital media as more and more Canadians spend time on digital and mobile platforms. At present, 87% of Canadian households have internet access¹ and by 2018, the number of digital desktops, tablets, smartphone devices is forecasted to reach 314 million devices.²

In 2015, digital advertising spending in Canada grew 21% across industries – even as overall campaign budgets stayed flat or were reduced.³ The potential for future growth is likely as digital costs lower, effectiveness increases, and trust deepens with audiences.⁴

4 Nielsen, 2016

¹ Canadian Internet Registration Authority, 2016

² Cisco Systems, 2014

³ IAB Canada, 2016

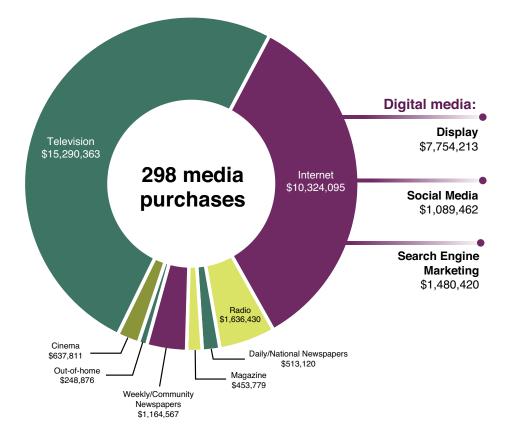


Chart 2: Agency of Record Media Placements Expenditures by Type in 2015-16

Source: Government of Canada Agency of Record, Cossette Media of Toronto, a division of Cossette Communication Group. Excludes media purchased directly by institutions for public notices.

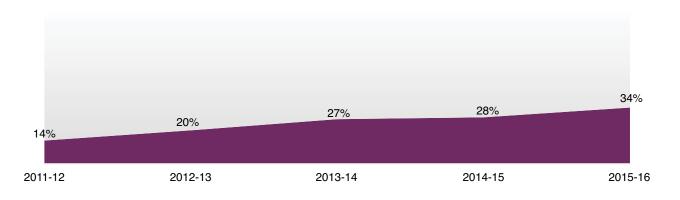


Chart 3: Agency of Record (AOR) Digital Media Placements as a Percentage of all Media – a Five Year View

There are many forms of digital advertising. Government of Canada digital expenditures are captured in three categories: display (including display purchased through real-time bidding), social media and search engine marketing.



Display includes advertising in different text, image and audio formats, such as banner or big box ads published on a website for viewing by site visitors. It includes display advertising which is purchased through an online auction-based method, referred to as real-time bidding.



Social Media refers to website and mobile technologies that enable users to create content and participate in conversations in a defined network, for example, Facebook, Twitter, LinkedIn, etc. **Search Engine Marketing** is a form of advertising used to promote websites and attract visitors by increasing their visibility in search engine results, on platforms such as Google, Bing, Yahoo, etc.

Citizenship Process

cic.gc.ca/citizenship

Canada has made changes to the

citizenship process. Learn more.

Official language, Ethnic and Aboriginal Media Expenditures

This chart provides expenditures in specialized print, radio and television media aimed at ethnic, Aboriginal and official language minority communities.

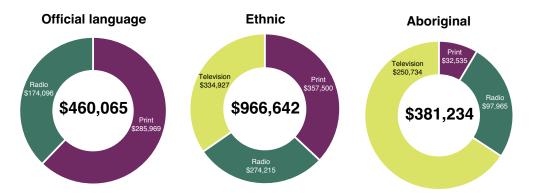


Chart 4: Agency of Record Official Language, Ethnic, and Aboriginal Media Placements in 2015-16

Notes: Official language television includes spending in selective outlets only. Spending on national networks, such as Radio-Canada, TVA and TQS, that reach mainstream audiences in addition to official language minority communities, are reported in Chart 2.

Expenditures by Institution

As part of the Government of Canada's advertising management process, institutions document their advertising activities in a centralized information system. At the end of the fiscal year, once all the expenditures have been entered and verified, institutions certify the final amounts for the purposes of this annual report.

Forty-nine institutions advertised in fiscal year 2015-16. The top ten advertisers accounted for \$36.7 million or 86.7% of all advertising expenditures.

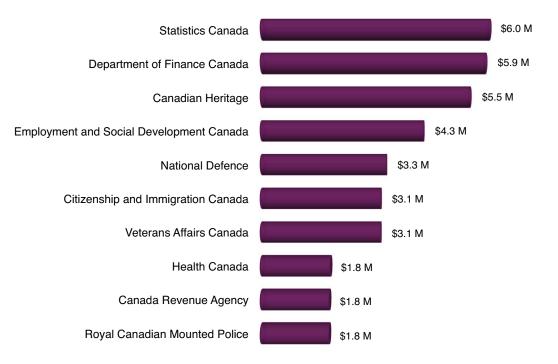


Chart 5: Top 10 largest Government of Canada Advertisers in 2015-16

A word about Statistics Canada

Every five years, Statistics Canada launches a major advertising campaign to inform Canadians of their obligation to complete the Census. In 2015-16, the department spent \$6 million to conceptualize the campaign, develop creative materials and prebook media in preparation for an April 2016-17 start up.

Institutions	Expenditures without AOR (Public Notices only)	Expenditures with AOR	Total
Aboriginal Affairs and Northern Development Canada	\$90,481	\$0	\$90,481
Administrative Tribunals Support Service of Canada	\$68,740	\$0	\$68,740
Agriculture and Agri-Food	\$0	\$327,620	\$327,620
Atlantic Canada Opportunities Agency	\$0	\$25,500	\$25,500
Canada Border Services Agency	\$7,664	\$0	\$7,664
Canada Revenue Agency	\$9,613	\$1,781,163	\$1,790,775
Canadian Centre for Occupational Health and Safety	\$0	\$12,956	450.050
Digital Campaign managed by PWGS	С	\$45,701	\$58,656
Canadian Environmental Assessment Agency	\$217,433	\$0	\$217,433
Canadian Food Inspection Agency	\$27,969	\$0	\$27,969
Canadian Grain Commission	\$25,365	\$98,945	\$124,310
Canadian Heritage	\$0	\$5,499,808	\$5,499,808
Canadian Institutes of Health Research	\$3,245	\$0	\$3,245
Canadian Northern Economic Development Agency	\$36,079	\$0	\$36,079
Canadian Nuclear Safety Commission	\$125,798	\$0	\$125,798
Canadian Radio-television and Telecommunications Commission	\$0	\$43,355	Φ00 170
Digital Campaign managed by PWGS	С	\$36,825	\$80,179
Canadian Security Intelligence Service	\$81,862	\$0	\$81,862
Citizenship and Immigration Canada	\$4,651	\$2,692,357	A 0.440.050
Digital Campaign managed by PWGS	С	\$451,342	\$3,148,350
Correctional Service Canada	\$18,744	\$0	\$18,744
Courts Administration Service	\$20,316	\$0	\$20,316
Department of Finance Canada	\$0	\$5,911,670	\$5,911,670
Department of Justice	\$1,045	\$45,679	\$46,724
Economic Development Agency of Canada for the Regions of Quebec	\$32,976	\$0	\$32,976
Employment and Social Development Canada	\$11,945	\$4,261,625	\$4,273,570
Environment Canada	\$8,295	\$10,193	\$18,487
Farm Products Council of Canada	\$31,423	\$0	\$31,423
Financial Consumer Agency of Canada	\$0	\$596,419	\$596,419
Fisheries and Oceans Canada	\$134,309	\$0	\$134,309

Table 3: Advertising Expenditures by Institution in 2015-16

Institutions	Expenditures without AOR (Public Notices only)	Expenditures with AOR	Total
Foreign Affairs, Trade and Development Canada	\$341,588	\$0	Φ0.47 F70
Digital Campaign managed by PWG	\$5,985	\$347,573	
Health Canada	\$15,434	\$1,803,073	\$1,818,507
Immigration and Refugee Board of Canada	\$1,817	\$0	\$1,817
Industry Canada	\$0	\$0	\$40.700
Digital Campaign managed by PWG	SC	\$46,709	\$46,709
National Defence	\$9,169	\$3,206,822	* 2 222 442
Digital Campaign managed by PWG	SC	\$77,125	\$3,293,116
National Energy Board	\$61,310	\$0	\$61,310
National Film Board	\$318,570	\$0	\$318,570
National Research Council of Canada	\$95,445	\$0	\$95,445
Office of the Governor General's Secretary	\$136,449	\$0	\$136,449
Office of the Superintendent of Financial Institutions Canada	\$5,463	\$0	\$5,463
Parks Canada	\$181,353	\$1,158,888	\$1,340,241
Public Health Agency of Canada	\$0	\$269,903	\$269,903
Public Prosecutions Service of Canada	\$910	\$0	\$910
Public Service Commission of Canada	\$6,049	\$0	\$6,049
Public Works and Government Services Canada	\$177,872	\$186,635	\$364,507
Royal Canadian Mounted Police	\$106,862	\$1,679,414	\$1,786,275
Statistics Canada	\$0	\$6,018,930	\$6,018,930
The National Battlefields Commission	\$126,232	\$0	\$126,232
Transport Canada	\$170,487	\$14,000	\$184,487
Transportation Safety Board of Canada	\$460	\$0	\$460
Treasury Board	\$300	\$0	\$300
Veterans Affairs Canada	\$945	\$3,048,283	ΦΩ 1 4Ω ΕΖΓ
Digital Campaign managed by PWG	SC	\$94,347	\$3,143,575
Grand total	\$2,714,665	\$39,451,268	\$42,165,933

Note: total figures for Public Works and Government Services Canada include expenditures for the Office of the Procurement Ombudsman.

Major campaigns have production and media expenditures exceeding \$500,000

 Table 4: Advertising Expenditures by Major Campaign in 2015-16

Campaign / Public notice name	Creative agency	Production	Media	Total	Television	Print	Radio	Internet	Cinema	Out-of-home
Canada Revenue Age	ncy									
Tax Savings: Encouraged taxpayers to take advantage of applicable tax relief measures and to file tax returns online and on time.	kbs+p Canada Inc.	\$18,646	\$1,320,893	\$1,339,539	•					
Canadian Heritage										
Canada 150 - The Great Canadian North: Showcased the discovery of the wreck of HMS Erebus, from the 1845 Franklin Expedition, to foster national pride in Canada's heritage. This was part of a broader strategy to encourage public involvement in community activities and events to celebrate the 150th anniversary of Confederation.	Entreprise de Communica- tions Tank Inc.	\$2,241,459	\$3,212,254	\$5,453,713	•			•	•	
Citizenship and Immig	gration Cana	da								
Electronic Travel Authorization (eTA): Informed foreign nationals about the new requirement to obtain an electronic travel authorization (eTA) before travelling to Canada.	Agency 59 Ltd.	\$69,665	\$2,571,882	\$2,641,547		•		•		

Campaign / Public notice name	Creative agency	Production	Media	Total	Television	Print	Radio	Internet	Cinema	Out-of-home
Department of Financ	e Canada									
Economic Action Plan: Promoted key initiatives, programs and benefits under Canada's Economic Action Plan (EAP), including those flowing from the fall economic and fiscal update.	kbs+p Canada Inc.	\$559,018	\$5,352,652	\$5,911,670	•	•	•	•		
Employment and Soc	ial Developn	nent Canada								
Universal Child Care Benefit: Provided information on the Universal Child Care Benefit (UCCB) enhancement measures and encouraged parents to update to update their information and/or register online to claim their benefits.	Acart Communica- tions Inc.	\$656,684	\$3,528,469	\$4,185,153	•	•	•	•		
Financial Consumer A	gency of Ca	nada								
Financial Literacy Online Portal: Encouraged Canadians to access the new Financial Literacy Portal to get information on how to make good financial decisions.	Manifest Communica- tions Inc.	\$25,834	\$499,836	\$525,669				•		
Health Canada										
Prescription Drug Abuse: Informed the public about the harms and risks associated with prescription drug abuse and the importance of securely storing, monitoring and disposing of prescription medications.	Terrain Ogilvy Inc.	\$56,557	\$1,262,507	\$1,319,065	•			•		

Campaign / Public notice name	Creative agency	Production	Media	Total	Television	Print	Radio	Internet	Cinema	Out-of-home
National Defence										
Recruitment: Encouraged Canadians from different cultural and ethnic backgrounds to learn about career opportunities in the Canadian Forces.	Terrain Ogilvy Inc.	\$205,592	\$2,999,827	\$3,205,419	•			•		
Royal Canadian Moun	ted Police					1				
Recruitment: Encouraged women, visible minorities and Aboriginal peoples to get more information on careers and opportunities in Canada's national police force to support the RCMP's goal of a workforce reflective of the communities it serves.	Terrain Ogilvy Inc.	\$431,470	\$1,247,944	\$1,679,414	•			•		
Statistics Canada		1		1	1	1				
2016 Census of Population Advertising: Informed Canadians about the importance of the census and how to complete the questionnaires online, by mail or with an operator through the census help line.	Manifest Communica- tions Inc.	\$1,189,882	\$4,829,048	\$6,018,930	•	•	•	•		•
Veterans Affairs Cana	da									
Remembrance Vignette: Encouraged Canadians to learn about the sacrifices and contributions of veterans and to participate in remembrance activities honouring Canada's men and women in uniform.	Target Marketing & Communica- tions Inc.	\$592,682	\$2,455,601	\$3,048,283	•			•		•
Digital campaign managed through PWGSC	Acart Communica- tions Inc.	\$19,285	\$75,062	\$94,347						

GOVERNMENT OF CANADA ADVERTISING SUPPLIERS

In 2015-16 contracts were awarded for strategic planning, production and media planning services through call-ups against the Standing Offers, following a competition among suppliers on Supply Arrangements or following a request for proposal posted on Buyandsell.gc.ca. The table below lists the advertising suppliers which provided services in 2015-16.

Contract type	Supplier	Received work 2015-16
	Agency 59 Ltd.	•
	Brad Inc.	
	Compass Communications Inc.	•
Standing Offers	kbs+p Canada Inc.	•
Up to \$200,000	MacLaren McCann Canada Inc.	
	Manifest Communications Inc.	•
	Terrain Ogilvy Inc.	•
	Target Marketing & Communications Inc.	•
Standing Offers for	Acart Communications Inc.	•
Public Notices	Compass Communications Inc.	
Up to \$100,000	Quiller & Blake Advertising Ltd.	
Aboriginal Set-Aside Standing Offers	Det'on Cho Tait Communications	
	Earthlore Communications	
Up to \$350,000	Spirit Creative Advertising & Promotion Inc.	

Table 5: Advertising Suppliers by Contract Type in 2015-16

Contract type	Supplier	Received work 2015-16
	Acart Communications Inc.	•
	Acart Communication in joint venture with Pub Point Com	
	Agency59 Ltd.	
	Brown Communications Group Inc. in joint venture with David Stanger & Associates	
	Compass Communications Inc.	•
	Entreprise de communications Tank Inc.	•
Supply Arrangements	Juniper Park Communications ULC in joint venture with Headspace Marketing Inc., Transperfect Translations Co. and Wills & Co. Media Strategies Inc.	
Greater than \$200,000	kbs+p Canada Inc.	•
	MacLaren McCann Canada Inc.	
	Manifest Communications Inc.	•
	Marketel / McCann Erickson	
	M5 Marketing Communications Ltd.	
	Marshall Fenn Communications Ltd.	
	Ogilvy & Mather Canada	•
	Terrain Ogilvy	•
	Target Marketing & Communications Inc.	
	Acart Communications Inc.	•
Request for Proposal on Buyandsell.gc.ca	kbs+p Canada Inc.	•
Bujunaoonigolou	Terrain Ogilvy	•

APPENDICES

Appendix I – Government of Canada Advertising Process

The Government of Canada advertising process involves many organizations. It is designed to ensure that advertising activities are well-managed and provide value for money. Each organization has specific responsibilities. Institutions are ultimately accountable for their advertising activities.



For more information on the advertising process and roles and responsibilities, please visit <u>http://www.tpsgc-pwgsc.gc.ca/pub-adv/roles-eng.html</u>.

Appendix II – Government of Canada Advertising Glossary

Advertising

Any message conveyed in Canada or abroad and paid for by the government for placement in media such as newspapers, television, radio, Internet, cinema and out-of-home.

Advertising activities

Activities relating to the production and placement of advertising. These activities include campaign planning, creative development, pre-testing, production, media planning, placement of advertising and evaluation.

Advertising services supplier

A private sector supplier selected through a competitive process to provide a government institution with advertising services, such as strategic planning, creative and production services in support of an advertising initiative.

Advertising technology provider (ATP)

A private sector supplier, selected through a competitive process, which maintains various platforms to serve, track and report on federal digital advertisements, including an ad server to host and serve display advertising, a demand-side platform for programmatic advertising buys, and a data management platform with standardized information on campaign performance and results.

Agency of Record (AOR)

A private sector supplier, selected through a competitive process, which plans, negotiates, consolidates, purchases and verifies advertising media space and time for government advertising.

Buy and Sell

The electronic-tendering system used by the Government of Canada to post searchable procurement notices and bid-solicitation documents for access by suppliers and contracting officers. For more information, please see https://buyandsell.gc.ca/.

Call-up against a Standing Offer

See "Standing Offer."

Media buy or placement

The purchase of advertising space and time from a media outlet, such as a television station, radio station, newspaper, magazine, website, cinema, out-of-home, etc.

Out-of-home

Advertising media to which audiences are exposed outside the home such as, mall posters, billboards, bus and transit-shelter advertisements, digital screens and kiosks, etc.

Programmatic (Real Time Bidding)

A data-driven programmatic buying model allowing advertisers or their agencies to bid on digital media space (display, video, mobile, social, etc.) in real-time, at the impression level (source: Interactive Advertising Bureau of Canada).

Public Notices

Public notices, such as those providing information about requests for tenders, public hearings, offers of employment, and changes to business hours and addresses are a form of advertising. Public notices often deal with regional or local matters, and departments have the option to purchase the media for public notices themselves or to use the services of the Government of Canada's Agency of Record.

Request for Proposal (RFP)

A formal government document, posted on buyandsell.gc.ca, through which advertising services suppliers are invited to submit proposals for creative advertising work on complex thematic and multi-component projects usually spanning more than one year. Proposals are evaluated according to criteria detailed in each RFP. Contracts are awarded through a competitive process in which selection is based on a combination of technical score and price offering best value.

Standing Offer

An arrangement in which advertising services suppliers qualify to provide the government with goods and services at pre-arranged prices, under set terms and conditions, and for specific periods of time on an "as requested" basis. A Standing Offer is not a contract. In fact, no contract exists until the government issues an order or "call-up" against the Standing Offer, and there is no actual obligation by the Government of Canada to purchase until that time.

Supply Arrangement

A method of supply where bids are requested from a pool of pre-screened advertising services suppliers. A Supply Arrangement is not a contract.

Appendix III – Government of Canada Advertising Resources

Government of Canada advertising http://www.tpsgc-pwgsc.gc.ca/pub-adv/index-eng.html

Advertising Fund allocations <u>http://www.tbs-sct.gc.ca/communications/adv-pub/index-eng.asp#allocations</u>

Government of Canada advertising process <u>http://www.tpsgc-pwgsc.gc.ca/pub-adv/roles-eng.html</u>

Agency of Record, Standing Offers and Supply Arrangements for advertising services <u>http://www.tpsgc-pwgsc.gc.ca/pub-adv/ac-ar-eng.html</u>

Communications and Federal Identity Policy of the Government of Canada <u>https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=30683</u>

Official Languages Act (related to Government of Canada Advertising) <u>http://laws-lois.justice.gc.ca/eng/acts/O-3.01/page-3.html?term=#s-11</u>

Past Government of Canada advertising annual reports <u>http://www.tpsgc-pwgsc.gc.ca/pub-adv/annuel-annual-eng.html</u>

AN INVITATION TO READERS

This report has been compiled to inform Canadians about the advertising activities undertaken by the Government of Canada in fiscal year 2015-16.

The government welcomes your feedback.

To submit comments or questions, please contact:

Advertising Coordination and Partnerships Directorate Integrated Services Branch Public Works and Government Services Canada <u>www.pwgsc-tpsgc.gc.ca</u> Ottawa, Ontario K1A 085

Email: <u>DGSIPublicite.ISBAdvertising@tpsgc-pwgsc.gc.ca</u>