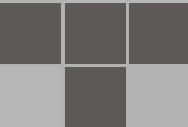




HOUSE OF COMMONS
CHAMBRE DES COMMUNES



Report to Canadians 2010



House of Commons *Report to Canadians 2010*

Period of this report: April 1, 2009–March 31, 2010

Total number of sitting days: 112

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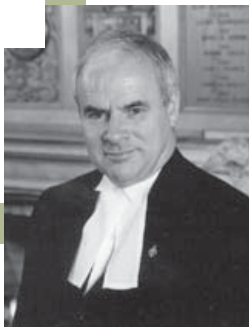
Bernard Thibodeau / © House of Commons, front cover, p. II, 20 and 22

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Approved by the Board of Internal Economy



Letter from the Speaker



As Speaker of the House of Commons, I am pleased to present the *Report to Canadians 2010*, covering the fiscal year from April 1, 2009 to March 31, 2010. This report describes the work and accomplishments of the Members of the House of Commons and the activities and initiatives undertaken by the House Administration in support of Members and the institution.

Canadians elect Members of Parliament to represent them, but for many voters, the House of Commons—and the role of Members—is unfamiliar territory. While they are undoubtedly familiar with the daily Question Period they see on the evening news, this is only a very small part of a Member's day. The House of Commons is an institution with a large variety of inner workings, and the daily schedule here has many facets. This *Report to Canadians* will describe the components of the Members' day-to-day agenda.

Members work on behalf of Canadians in four main areas—the Chamber, committees, caucus and their constituencies—and as representatives of Canada. Activities in each of these areas require preparation beforehand and more work afterwards. Members consult with constituents and others to learn about important issues, they meet with other parliamentarians to discuss and debate, and they come away from committee meetings and sittings in the Chamber with further work to do. All of this work is done to represent their constituents.

The House Administration is responsible for the framework of the House of Commons—from providing essential daily services, to maintaining the complex infrastructure, to expertly advising on parliamentary matters. Throughout the Members' day, the House Administration supports them in many different ways.

A tangible example of the House Administration facilitating the work of Members every day is the second edition of *House of Commons Procedure and Practice*, released in 2009. This authoritative book on procedure in the House was edited by Audrey O'Brien, Clerk of the House of Commons, and Marc Bosc, Deputy Clerk. This new and substantially revised edition is part of a continuum of works documenting parliamentary procedure, and is often quoted in the House.

This report describes the Members' day at the House of Commons, their duties and those of the House Administration. It also highlights some of the accomplishments of Members as they represent their constituents and of the House Administration as it supports the institution. It includes statistics and photos of Members, details about the strategic objectives of the House Administration and a financial report. I hope readers will find it an interesting way to delve into the inner workings of the House of Commons.

A handwritten signature in black ink that reads "Peter Milliken". The signature is written in a cursive, flowing style with a large initial "P".

Peter Milliken, M.P.
Speaker of the House of Commons



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Information on Members of Parliament

To learn more about Members of Parliament, visit the Parliament of Canada Web site at www.parl.gc.ca. Also, please refer to the insert in the middle of this report for photographs of the Members of the 40th Parliament.

Opportunities to Become Involved

Canadians can observe the activities in the House of Commons in several ways. Visitors are welcome to watch sittings in the Chamber. Please consult the Parliament of Canada Web site at www.parl.gc.ca to make sure a planned visit to Ottawa coincides with a sitting day, and either contact individual Members for passes to the Visitors' Gallery or watch the proceedings from the public galleries (subject to space availability). Alternatively, Canadians can watch each day's sitting in the Chamber and many of the committee meetings live on the Internet—go to <http://parlvu.parl.gc.ca>.

Each committee has its own page on the www.parl.gc.ca Web site. Committees' Web pages have information on how to watch a meeting in person or to participate. There is also a contact link for directing questions.

Visitors to Parliament Hill are encouraged to take guided tours, which include information about the workings of Parliament. For more information, go to www.parl.gc.ca. Last year, more than 650,000 visitors, including almost 59,000 students, took guided tours of the Parliamentary Precinct. Also, visitors are welcome to walk around the grounds and enjoy the architecture, the national capital landscape, the flowers, the lighting, the statues, and the view.

A Parliamentary Milestone

Speaker Peter Milliken is the longest-serving Speaker in the Canadian House of Commons. In October 2009, he passed the milestone of eight years, eight months and thirteen days in the Speaker's chair, a record held by former Speaker Lucien Lamoureux since 1974.

About Members

Voters send Members to the House of Commons—the official meeting place of the elected representatives of the Canadian people. Members' daily duties include responsibilities in several areas. Their work is carried out in the Chamber, in committee, in Members' offices in Ottawa and in their constituencies, and in caucus. They also represent Canadians internationally and welcome foreign visitors to our country.

Chamber Business

Members debate and vote on legislation, present documents and petitions, ask and respond to questions and raise issues of importance to their constituents in the Chamber. In doing so, they are fulfilling their constitutional mandate to keep the government accountable.

Committee Work

Members' responsibilities also include work in the various committees. Committees investigate current matters, study proposed legislation and receive input from citizens and other experts about important issues.

Caucus Activities

As most Members belong to a political party, one of their duties at the House of Commons is to discuss policies and parliamentary strategy at regular party caucus meetings. The parties have staff who provide research and other support to the caucus and who help Members with their responsibilities in the Chamber and in committees.

Helping Constituents

Members have a responsibility to be available to constituents who want to discuss matters of concern or who need help with federal programs and services. All Members maintain offices and staff in their constituencies, to allow the public to be in touch with them at any time. One week

per month is usually scheduled for Members to return to these offices to meet with constituents, and longer periods are scheduled for this purpose during the summer and from late December through late January.

International Duties

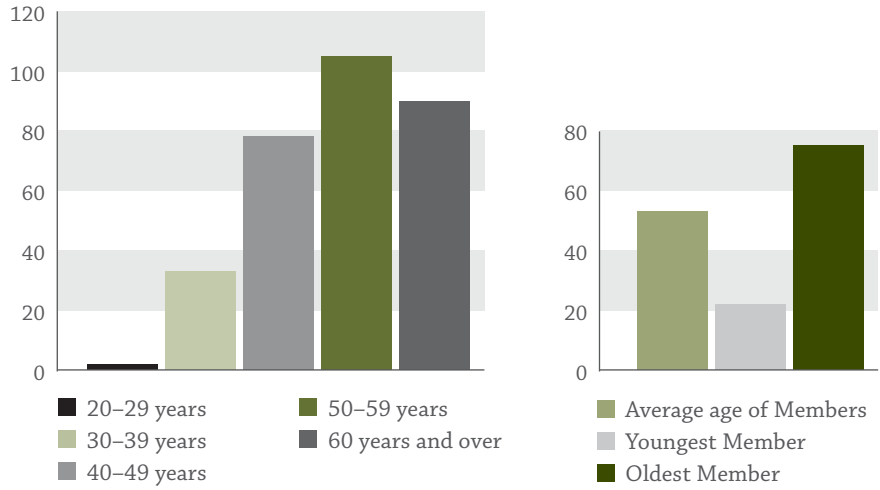
In their role promoting democratic institutions and strengthening ties with other countries, Members represent Canada internationally and receive visitors from abroad.

Members of Parliament come from different walks of life and age groups: they have diverse cultural backgrounds and they bring a wealth of personal and professional experience to the House of Commons.

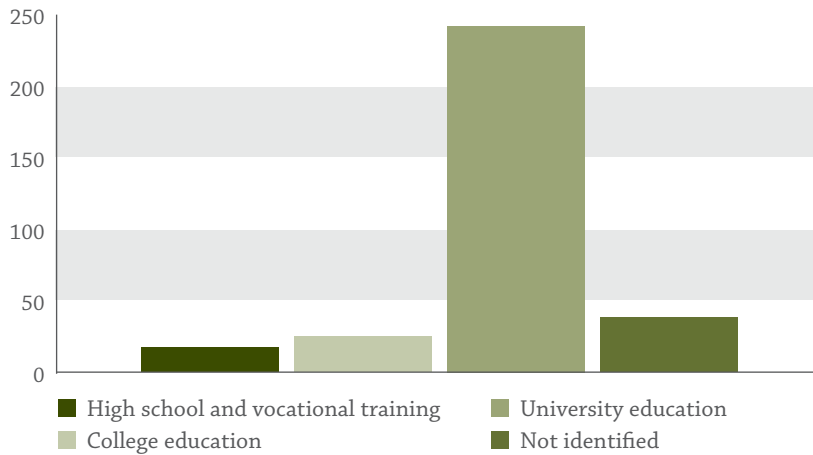
Members of the 40th Parliament are knowledgeable in finance, law, journalism, education, farming, the environment, the arts, health, labour studies and science. The membership of the House includes representatives of the Inuit, Métis and First Nations and many Members who were born outside of Canada in countries as varied as Italy, England, India, China, Greece, Portugal and Tanzania.



Distribution of Members by Age Group

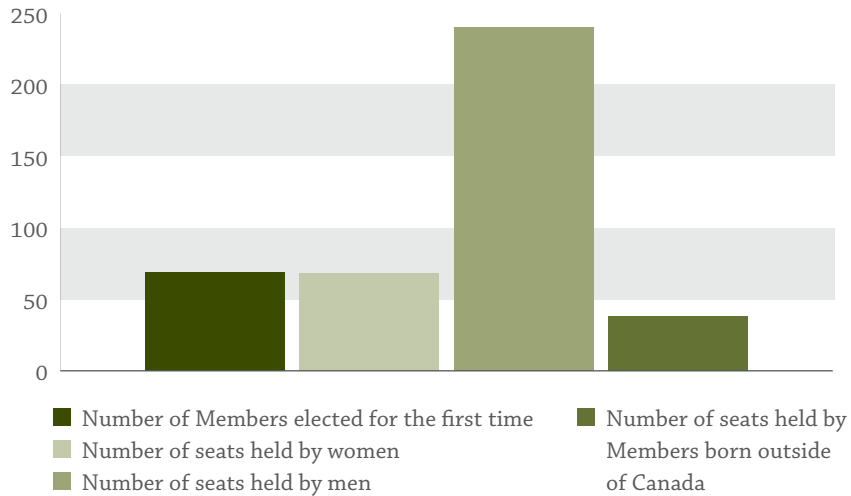


Educational Background





Other Facts



The Political Parties

Most Members of the 40th Parliament belong to one of four recognized political parties, although they may also sit as an independent Member. The parties are the Bloc Québécois, the Conservative Party of Canada, the Liberal Party of Canada and the New Democratic Party of Canada.

Party Standings in the House of Commons as of March 31, 2010

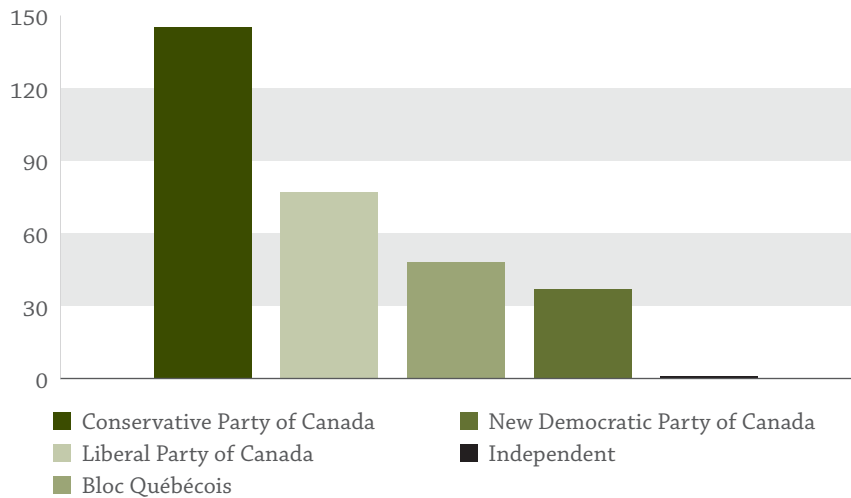
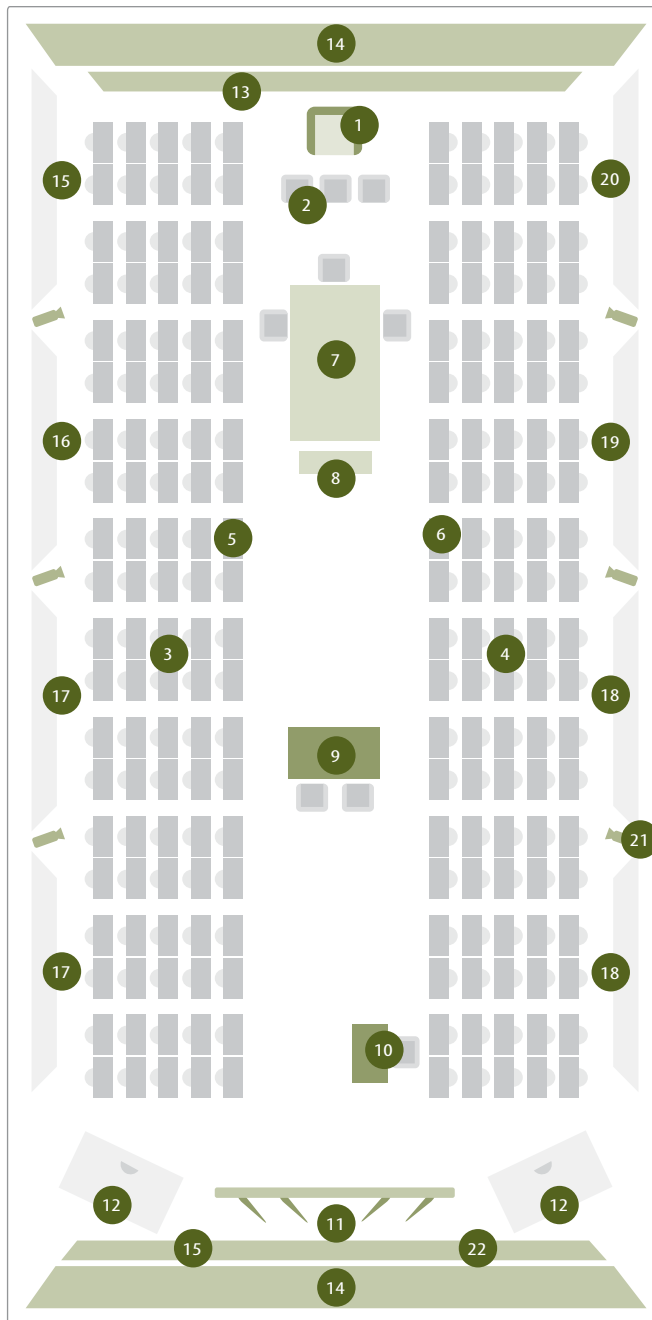


Diagram of Chamber



- 1 Speaker
- 2 Pages
- 3 Government Members*
- 4 Opposition Members*
- 5 Prime Minister
- 6 Leader of the Official Opposition
- 7 Clerk and Table Officers
- 8 The Mace
- 9 Proceedings and Verification Officers
- 10 Sergeant-at-Arms
- 11 The Bar
- 12 Interpreters
- 13 Press Gallery
- 14 Public Gallery
- 15 Officials' Gallery
- 16 Leader of the Opposition's Gallery
- 17 Opposition Members' Gallery
- 18 Government Members' Gallery
- 19 Speaker's Gallery
- 20 Senate Gallery
- 21 T.V. Cameras
- 22 Diplomatic Gallery

* Depending on the number of Members elected from each political party, government Members may be seated on the opposite side of the Chamber with opposition Members (or vice versa).

The Chamber

The House of Commons operates according to a fixed calendar set out in the written rules (called the Standing Orders), with scheduled sittings from mid-September to late June every year. Each day of the Chamber's weekly schedule includes time for various kinds of business—for example, tabling of documents, statements by Members, presentation of petitions and committee reports, introduction and first reading of bills, Question Period, and debating of legislation and motions. Please refer to the daily order of business on page 8 to learn more about the different kinds of business that take place in the Chamber every day.

Canada's 40th Parliament

Meetings in the Chamber of the House of Commons are called sittings. The Speaker oversees the sittings, managing the debate and preserving order in accordance with the Standing Orders and the practices of the House. The Speaker is a Member of Parliament who is chosen to be Speaker in a secret ballot vote by all Members.

Members re-elected Peter Milliken, the Member for Kingston and the Islands (Ontario), to be Speaker of the 40th Parliament. As the Speaker he does not attend caucus meetings even though he is a member of the Liberal Party. As well as presiding over the sittings in the Chamber, the Speaker is Chair of the Board of Internal Economy, which oversees the House Administration. Also, he is the spokesperson and formal representative of the House.

To assist the Speaker, three Members are elected as deputies by the other Members. These Chair Occupants have formal titles: Deputy Speaker and Chair of Committees of the Whole; Deputy Chair of Committees of the Whole; and Assistant Deputy Chair of Committees of the Whole. In the 40th Parliament, those positions are held by Mr. Andrew Scheer, Ms. Denise Savoie and Mr. Barry Devolin respectively.

The Clerk of the House of Commons is not an elected Member but the senior officer of the House Administration. She is the senior permanent official and chief executive of the House Administration. Audrey O'Brien has held the position since October 2005. In her role as Clerk, she keeps the official record of proceedings and advises and supports the Speaker, the Chair Occupants, the House and its committees on all procedural and administrative matters.

Legislation

One of the most important functions of the House of Commons is to make laws. A proposal to either create a new law or amend an existing one is referred to as a bill. Before it becomes law, a bill must be approved by the House of Commons and the Senate and receive Royal Assent. This can take varying lengths of time, depending on the urgency and the complexity of the bill and the level of agreement among the Members of the House and Senators.

Bills can be either public or private. Public bills concern matters of public policy—for example, finance or national security—while private bills, which are rare, deal with private interests. Public bills can be either government or private Members' bills. Government bills are introduced by a Cabinet Minister, while private Members'

bills are introduced by a Member who is not a Minister or a Parliamentary Secretary. Bills can be introduced in either the House of Commons or the Senate, but any that involve raising or spending public funds must be introduced in the House of Commons.

Over the past fiscal year, the government introduced 50 bills covering a variety of issues. Here are some examples:

- war veterans' allowance
- tobacco marketing
- international and internal trade
- individuals or entities engaged in farming operations
- victims of crime
- right to early parole
- youth criminal justice
- environmental issues

From April 1, 2009 to March 31, 2010, private Members introduced 140 bills in the House, covering issues such as:

- repeal of the long-gun registry
- Internet neutrality
- mandatory reporting of Internet child pornography
- free public transit for seniors
- extraterritorial activities of Canadian businesses and entities
- amendments to the *Employment Insurance Act*
- amendments to the *Citizenship Act*
- amendments to the *Canadian Environmental Protection Act* (emissions labelling of vehicles)

House of Commons Procedure and Practice

The second edition of *House of Commons Procedure and Practice* was launched in November 2009. This book is the pre-eminent authority on Canadian parliamentary procedure. Staff frequently consult it when providing advice to the Chair during sittings of the House. When a procedural issue arises, the Chair will consult *House of Commons Procedure and Practice*, or alternatively, staff will approach the Chair for a brief discussion and reference to the appropriate section(s) of the book. When delivering rulings, the Speaker and other Chair Occupants frequently cite passages from it.

Members of Parliament who approach staff for advice are often referred to the relevant section(s) of the book. Members, their party Whips and their party House Leaders consult and cite it when raising points of order and questions of privilege in the House.

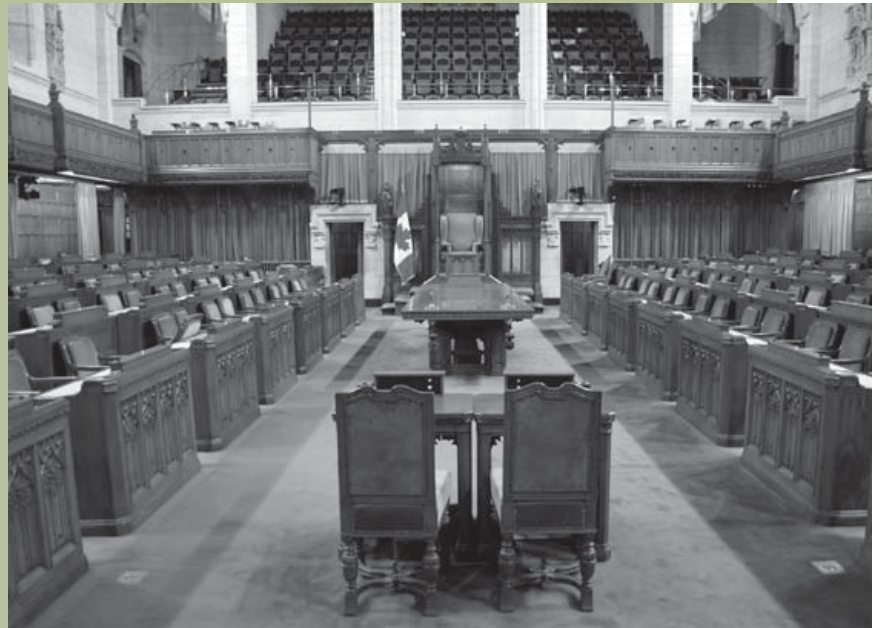
House Procedure

The daily activities in the House of Commons are governed by a set of written rules called the Standing Orders and by other practices and traditions. Some of these have been handed down over hundreds of years and some have been developed more recently. The House of Commons continues to add to and modify its rules and practices to reflect changes in the way the House works and Members perform their duties—for example, the increasing use of new technologies.



































Another way House practices change and evolve is through decisions made by the Speaker. These rulings involve the Speaker's interpretation of the rules and precedents of the House. When a Member raises a point of order or a question of privilege in the House, the Speaker may hand down a ruling immediately. Alternatively, if the situation demands a more in-depth examination of the facts and a review of precedents, the Speaker will take the matter under advisement and make a ruling at a later time.

Over the course of the last fiscal year, the Speaker ruled on questions of privilege, requests for emergency debate, points of order and several other matters. Rulings on questions of privilege dealt with such issues as mailings to constituents, disorder in the galleries of the House and the premature disclosure of a bill.

The rulings on points of order included subjects such as the admissibility of a motion of instruction to a committee, parliamentary language, the admissibility of an amendment to a bill adopted in committee and the use of a particular Standing Order to prevent amendments to a motion for second reading.



The Daily Order of Business

	Monday	Tuesday	Wednesday	Thursday	Friday
10:00–11:00 a.m.					
11:00–11:15 a.m.					
11:15 a.m.–12:00 p.m.					
12:00–1:00 p.m.					
1:00–1:30 p.m.					
1:30–2:00 p.m.					
2:00–2:15 p.m.					
2:15–2:30 p.m.					
2:30–3:00 p.m.					
3:00–5:30 p.m.					
					
5:30–6:30 p.m.					
6:30–7:00 p.m.					



Private Members' Business

This is the time for private Members to present bills and motions for debate. The order in which Members can present items is established in a random draw at the opening of Parliament. All private Members' bills and motions can be voted on, provided they meet certain criteria.



Government Orders

Government Orders are any items of business (such as motions or bills) that the government places on the agenda under the heading "Government Orders." Discussion and votes on these items take up the bulk of the House's time.



Statements by Members

Members can make one minute statements on matters of importance to them and their constituents.



Oral Questions

This segment of the day lasts only 45 minutes, although it attracts media coverage disproportionate to its short duration. Also known as Question Period, it is a chance for opposition Members, and some Members of the governing party, to seek information from the government. In the last fiscal year, 4,226 questions were asked during Oral Questions.



Routine Proceedings

Routine Proceedings cover many different items, such as the tabling of documents, statements by Ministers, the presentation of petitions and committee reports, the introduction and first reading of bills, and reports from interparliamentary delegations. In the past year, 2,126 documents were tabled during Routine Proceedings.



Caucus Meetings

On Wednesdays, daily House business does not begin in the Chamber until 2:00 p.m. so Members can attend meetings of their respective political parties in the morning. In these meetings, Senators and Members who belong to the same political party meet to discuss policy and the parliamentary agenda. Caucus meetings are closed and they are governed by rules of secrecy. (Caucus meetings are the only item listed on this Daily Order of Business that does not take place in the Chamber.)



Adjournment Proceedings

A Member who is dissatisfied with a reply received in Question Period can ask, in writing, for the matter to be raised again during Adjournment Proceedings, often referred to as the "late show." A Cabinet Minister or Parliamentary Secretary responds.



Preparation for a Day in the Chamber

Each day in the Chamber requires considerable preparation, not just by the Members but also by the House Administration. Members prepare themselves in a number of ways, often with help from the House Administration. For example, procedural staff attend a briefing to review the previous day and prepare for issues that might arise in the coming sitting, while other employees prepare the Chamber or work behind the scenes.

Members responsibilities prior to a sitting in the Chamber

- Review legislation to be debated and associated briefing material
- Prepare a question or a response for Question Period
- Consult with colleagues informally or formally in caucus meetings concerning strategy, policies and positions
- Consult with constituents and others
- Prepare to introduce a bill or motion in the House
- Write a speech or a statement in preparation for a debate
- Receive a petition from a constituent and prepare to present it in the House
- Prepare to table a committee report

House Administration preparation prior to a sitting in the Chamber

- Produce paper and electronic versions of the publications required for a sitting
- Provide advice on parliamentary practice and procedure to Members
- Produce the daily forms for the Speaker and the Chair Occupants
- Compile lists from each party indicating which Members wish to speak during debate
- Certify petitions so they can be presented in the House by Members
- Organize the participants in the daily Adjournment Proceedings debate
- Prepare to broadcast the Chamber proceedings on television and the Internet
- Manage and participate in the daily ceremonial entrance of the Speaker

Committees

Committee meetings are another important part of the Members' day. Here Members study issues in depth, calling on expert witnesses and interested citizens to hear their views. Committee meetings largely operate according to the parliamentary calendar, taking place in the same weeks that the Chamber sits; however, committees may sit during recess weeks and even over the summer period. They are scheduled most days of the week between 9:00 a.m. and 7:00 p.m., so Members have to balance their attendance in the Chamber and in committee. During the 2009–2010 fiscal year, 1,091 committee meetings took place.

Examining Bills and Issues in Depth

Committees examine matters that are important to Canadians. They study proposed legislation, propose amendments to bills, examine departmental spending and conduct inquiries into issues that arise in Canada and around the world. These inquiries can be initiated by a committee itself or undertaken at the request of the House. Members of a committee suggest witnesses to provide information, and people who have information to share can request to appear in front of the appropriate committee. Sometimes a committee will travel across the country to hear from a broader group of interested and knowledgeable Canadians. Committees usually present a report to the House at the conclusion of a study. These reports often contain various recommendations, and committees can request a comprehensive response from the government within 120 days. In the past year, committees presented 186 reports to the House.

During the time of this report, there were 24 standing committees, one special committee and two standing joint committees with the Senate, and several committees struck subcommittees to examine specific issues. In the past fiscal year, committees met for 1,787 hours.

Committee Membership

Each committee has 11 or 12 members. Party representation on committees is based on standings in the House of Commons. To determine committee membership, the parties submit lists of candidates to the Standing Committee on Procedure and House Affairs, which provides a final list to the House for approval.

Most standing committees are chaired by members of the governing party; however, 5 of the 26 standing committees of the 40th Parliament are chaired by a member of the Official Opposition. Each Chair is assisted by a first Vice-Chair, who is usually a member of the Official Opposition, and a second Vice-Chair, who is a member of an opposition party other than the Official Opposition.

Members must balance their time in committee with their time in the Chamber. Many sit on more than one committee. Often committee meetings will pause to allow Members to participate in a vote in the Chamber.

Issues Studied by Committees in the 40th Parliament

Due to their small size, committees provide an opportunity to learn about matters from witnesses and to have in-depth discussions about these topics. They are also a means of ensuring that input from interested parties and experts is placed on the public record. In the past fiscal year, 3,708 witnesses testified at committee meetings. The public can read about the committees and the subjects they studied on the parliamentary Web site at www.parl.gc.ca. Below are some examples of issues studied over the period of this report:

- food safety
- evolution of the television industry in Canada
- foreign credential recognition
- oil sands and Canada's water resources
- poverty reduction in Canada
- organized crime
- Arctic sovereignty
- mental health and addiction in relation to federal corrections facilities
- high-speed rail in Canada
- Canada's mission in Afghanistan

Types of Committees

Standing committees are permanent committees that oversee the activities of government departments and study proposed legislation and estimates.

Special committees are appointed by the House of Commons to inquire into specific matters; a special committee ceases to exist after it presents a final report to the House.

Legislative committees study bills referred to them by the House. A legislative committee may report a bill back to the House with or without amendments. The committee ceases to exist once it has submitted its report to the House.

Joint committees consist of a proportionate number of Senators and Members of the House of Commons.

Subcommittees are created by committees. A committee may delegate any or all of its powers to a subcommittee, except the power to report directly to the House of Commons.

Rulings on Procedural Matters in Committee

Committee Chairs are regularly called upon to rule on procedural matters. When doing so, they usually seek advice from the clerk of the committee, who often consults the reference work entitled *House of Commons Procedure and Practice*. On occasion, committee members will ask the clerk to provide references to the text and may, themselves, use the book when raising procedural matters in committee.

Readers of the second edition of this work will find more detailed information about the work of standing, special, legislative and joint committees. The chapter on committees has been expanded and restructured to make it easier to use. The revised chapter, which includes a new section on committee procedure and a number of new tables and graphics, has a more user-friendly presentation that makes it easier to locate supporting references.



40th Parliament

Standing Committees

Aboriginal Affairs and Northern Development
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
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

Special Committees

Special Committee on the Canadian Mission in Afghanistan

Standing Joint Committees (with the Senate)

Library of Parliament
Scrutiny of Regulations*

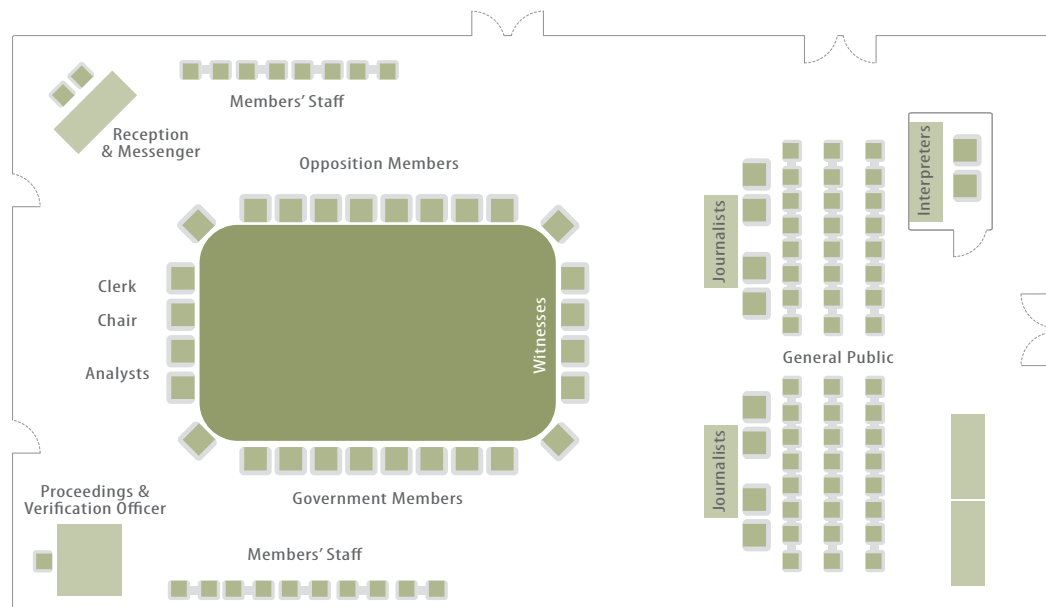
*Chaired by a Member of Parliament from the Official Opposition

What Happens After Committee Meetings

Committee work for Members and the House Administration does not stop when the meetings end. Members consult with constituents, experts, the House Administration and other Members. The House Administration is assigned specific work by the committee or simply carries out the usual post-committee duties.

Members' work after committee meetings

- Consult with fellow committee members on witnesses and business for upcoming meetings
- Present a committee report in the House (usually done by the committee Chair)
- Report back to colleagues (e.g., at a caucus meeting) on the deliberations and decisions
- Follow up with constituents and stakeholders on the work and decisions
- Participate in a press conference



House Administration work after committee meetings

- Prepare minutes of the meeting and the notice and agenda for the next meeting
- Provide procedural advice to the Chair and the committee members
- Coordinate the production of committee reports in both official languages, in print and online
- Prepare work plans, budgets and arrangements for future committee meetings
- Collaborate with Library of Parliament staff and consultants to provide briefing material
- Review amendments to legislation proposed in committee for procedural admissibility
- Provide on-demand access to the video, audio and text of committee proceedings through the parliamentary Web site

Caucuses

With a few exceptions, Members of Parliament belong to political parties. Canada's system of responsible government is based on the ability of the governing party (usually the party with the most seats in the House of Commons) to win votes in the legislature. Members of the House of Commons who belong to the same party, together with their colleagues from the Senate, are referred to collectively as that party's parliamentary caucus. Members of the House of Commons who do not belong to political parties sit as independents.

Each party's parliamentary caucus meets weekly in private when the House is in session to share their constituents' views, discuss policy, plan parliamentary strategy and help develop caucus positions on subjects being debated in the House. Party caucus research offices provide research material and information to Members. Because they are held *in camera*, caucus meetings allow Members to express their views and opinions freely on any matter that concerns them. Policy positions are elaborated, along with, in the case of the government party, the government's legislative proposals. Caucus provides a forum in which Members can debate their policy differences among themselves without compromising party unity. A party caucus usually does not vote on issues before it, but instead, discussion proceeds until a consensus is reached.

Attendance at caucus meetings is considered so important that the House does not sit on Wednesday mornings to allow these meetings to take place. In addition, particularly for large

party caucuses, there are separate meetings for party members from particular regions and major urban areas of the country. When Parliament is not meeting, party caucuses can be held in different parts of the country. Although each caucus operates differently, most limit attendance to parliamentarians.

The government retains the confidence of the House mainly through the support of its caucus. Because opposition parties are not responsible for introducing and defending the government's legislative proposals, their caucuses are focussed on devising effective parliamentary strategies and tactics to criticize the government. Opposition party leaders are aided in part in managing their caucuses through the designation of "critics" for each government portfolio. Members of the same caucus usually vote together in the House.

Constituencies

The 308 Members of the House of Commons are elected by popular vote to represent the Canadian people. For this purpose, the country is divided into electoral districts, also known as ridings or constituencies, and each is entitled to one seat in the House of Commons. The composition of the House of Commons has grown considerably since 1867.

At the time of Confederation, the Fathers of Confederation adopted the principle of representation by population. Representation was based on Quebec having the same number of seats that it had in the Legislature of the Province of Canada; the other provinces were granted representation in proportion to that number. At the opening of the first Parliament, 181 Members sat in the House of Commons, representing the following provinces: 82 for Ontario, 65 for Quebec, 19 for Nova Scotia and 15 for New Brunswick. As provinces and territories joined Canada and the country's population distribution evolved, Parliament amended the formula for calculating the number of seats on numerous occasions.

In the early years of Confederation, boundary lines were drawn by the government, and they were usually set in order to maximize the electoral success of the governing party. Today, following each decennial census, the number of seats to be apportioned among the provinces is decided on the basis of population. The boundaries of each electoral district are then determined by provincial electoral boundaries commissions appointed in each province. This ensures that the drawing of electoral boundaries is in the hands of non-partisan bodies.

There are currently 308 Members from 10 provinces and 3 territories: 36 for British Columbia, 28 for Alberta, 14 for Saskatchewan, 14 for Manitoba, 106 for Ontario, 75 for Quebec, 10 for New Brunswick, 11 for Nova Scotia, 4 for Prince Edward Island, 7 for Newfoundland and Labrador, and 1 each for Yukon, the Northwest Territories, and Nunavut.

Members sit in the House of Commons to serve as representatives of their constituents who have elected them to that office. They have wide ranging daily responsibilities that include activities in the Chamber, committees and their constituencies. Members of Parliament act as ombudsmen by providing information to constituents and by resolving problems.

A Member of Parliament can have more than one constituency office, especially if the Member's riding is large or densely populated.

Constituency offices help citizens with various government application forms such as social insurance numbers and passport applications. Canadians often turn to the constituency office with questions about, among other things, income tax, the Canadian Pension Plan, Old Age Security benefits, Employment Insurance and various immigration and citizenship issues. The constituency office provides assistance in dealing with the federal government and provides information about federal government legislation, programs and services. Canadians can also request celebratory greetings or certificates of achievement, or they can invite the Member of Parliament to a community event through the constituency office.

Canadians can visit the constituency office in person, or they can call, email or send regular mail. To contact their Member of Parliament, constituents can log on to the Parliament of Canada Web site at www.parl.gc.ca. There, they can type their postal code to access the contact information for their Member of Parliament's parliamentary and constituency offices.

Representing Canada

Although not part of the daily schedule of business, another responsibility of both Members and the House Administration is to represent our legislature, our country, our people and our system of parliamentary democracy internationally. The Speaker and Members welcome visitors to the House of Commons and participate in delegations and parliamentary conferences.

Welcoming International Visitors

The Speakers of both the Senate and the House of Commons build parliamentary relationships with other countries and maintain liaison with the diplomatic community by receiving courtesy calls from newly accredited ambassadors to Canada and those ending their stay here. Speaker Milliken received 45 such visits in the 2009–2010 fiscal year.

During the last year, the Parliament of Canada also received two delegations of a more formal nature. In April 2009, the Honourable John Hogg, President of the Senate of Australia, led a parliamentary delegation to Parliament. In June 2009, His Excellency Luka Bebic, Speaker of the Parliament of the Republic of Croatia, led a delegation from his parliament to visit the House.

Canadian Official Visits

The Speaker of the House of Commons and other Members are regularly invited to visit other parliaments to discuss common issues and to foster relationships. During the 2009–2010 fiscal year, the Speaker visited three legislatures. The first was the Québec National Assembly in April 2009. In May and September 2009, the Speaker led official delegations to Finland and Ukraine, respectively.

As well as leading delegations, Speaker Milliken himself represented the House of Commons at three notable conferences over the past year.

These were the G8 Speakers' Conference in Italy in September 2009; the Conference of Speakers and Presiding Officers of the Commonwealth in India in January 2010; and the Canadian Presiding Officers Conference in Yukon in January 2010.

Hosting Conferences

Many issues of concern to Canadians transcend national borders. By participating in international meetings, parliamentarians are able to share ideas and their experiences with counterparts from around the world.

In 2009–2010, Canada hosted three such important meetings:

The Canada–U.S. Inter-Parliamentary Group (IPG) held its 50th Annual Meeting in La Malbaie, Québec, in May 2009. There, delegates agreed to 10 resolutions on matters of importance to both nations, such as economic recovery and financial system stability, the shared border, the war against terror, and our countries' joint energy and environmental future. Recognizing that the group was celebrating its 50th anniversary, Prime Minister Harper and President Obama sent messages of congratulations, as did the Speaker of each Chamber in the Canadian Parliament, the Speaker of the U.S. House of Representatives and the majority and minority leaders of the U.S. Senate.

In November 2009, the Speakers of the Senate and the House of Commons hosted the 16th Canada–Mexico Interparliamentary Meeting (IPM) in Saint John, New Brunswick,

and Ottawa. Since 1975, the IPM has been one of the key mechanisms for dialogue between the two national legislatures. While in Saint John, the Canadian and Mexican parliamentarians drew attention to existing and future regional economic linkages between our countries in areas such as port alliances, energy, agriculture and aquaculture, as well as other bilateral trade and investment interests. The IPM also included business sessions on the environment and clean energy; trade, investment and the economy; regional security; and international

cooperation. More than 30 Mexican and Canadian parliamentarians took part in the IPM. They commented on the enormous success of the meeting, which concluded with a final statement making 15 points.

Some 100 participants from 21 countries of the Americas attended the Sixth Plenary Meeting of the Interparliamentary Forum of the Americas (FIPA) in September 2009 in Ottawa. Parliamentarians discussed and made recommendations on issues related to the




16th Canada–Mexico Interparliamentary Meeting (IPM)

Standing from left to right (top row): Diputado Jaime Álvarez Cisneros, Diputado Jorge Alberto Juraidini Rumilla, M.P. Paul Dewar & M.P. Bruce Hyer

Standing from left to right (middle row): Diputado Francisco Javier Salazar Sáenz, Diputado Porfirio Muñoz Ledo, Diputado Martin García Aviles, Senator John Wallace, Diputado Ildelfonso Guajardo Villarreal, Senador Eloy Cantu Segovia, Senador Rosario Green Macias & Senador Silvano Aureoles Conejo

Sitting from left to right: Senador Adriana Gonzalez Carrillo, Ambassador Francisco Barrio, Senador Carlos Navarrete Ruiz, Speaker Noël A. Kinsella, Senator, Speaker Peter Milliken, M.P., Senador Luis Alberto Villareal García, Senator Carolyn Stewart Olsen & Senator Celine Hervieux-Payette



economic and financial crisis, food security, international migrations and human rights, gender equality and the H1N1 influenza pandemic. A number of specialists in different fields presented their findings and shared their expertise during the working group sessions.

His Excellency José Miguel Insulza, Secretary General of the Organization of American States (OAS), was the keynote speaker at the opening ceremony. Delegations from China and Russia also attended as observers for the first time.

Parliamentary Associations

The Parliament of Canada belongs to five bilateral associations and seven multilateral associations.

Bilateral Associations

- Canada–China Legislative Association
- Canada–France Interparliamentary Association
- Canada–Japan Inter-Parliamentary Group
- Canada–United Kingdom Inter-Parliamentary Association
- Canada–United States Inter-Parliamentary Group

Multilateral Associations

- Assemblée parlementaire de la Francophonie
- Canada–Africa Parliamentary Association

- Canada–Europe Parliamentary Association (including the delegation to the Organization for Security and Co-operation in Europe Parliamentary Assembly)
- Commonwealth Parliamentary Association
- Inter-Parliamentary Forum of the Americas
- Inter-Parliamentary Union
- NATO Parliamentary Association

Interparliamentary Groups

The Parliament of Canada is involved in official interparliamentary groups with Germany, Ireland, Israel and Italy. These groups promote cooperation and understanding among nations and strengthen relations between Canadian parliamentarians and their counterparts in other parliaments. Membership fees from individual parliamentarians support the groups' activities.

Sharing Procedural Knowledge with Other Legislatures

Chair Occupants, parliamentarians and House Administration staff sometimes look to other legislatures for guidance on how to deal with procedural questions. To help foster the exchange of information among legislatures, the House Administration distributed copies of the book *House of Commons Procedure and Practice*, Second Edition, to the provincial and territorial legislatures and to the parliaments with which Canada maintains ties. This includes many of the countries that participate in the interparliamentary groups and associations to which the Parliament of Canada belongs. Feedback from other parliaments has been uniformly positive.

The simultaneous release of both the printed and online versions of this book has made it easily accessible to all Internet users. To read it online, search for *House of Commons Procedure and Practice*, 2009.

Letter from the Clerk



The first half of this *Report to Canadians* focuses on the work of Members of Parliament, specifically on their roles in the Chamber, in committees, in caucus, in constituencies and in representing Canadians abroad. The contributions of Members to Canadians, to our country and to democracy are numerous and substantial. After serving for over 30 years at the House of Commons, I continue to be impressed by their dedication and respect for the institution of Parliament.

As the Clerk of the House of Commons, I lead the House Administration in fulfilling its mandate to provide Members with the services, infrastructure and advice they need to carry out their work. At the beginning of each Parliament, we table the *Strategic Outlook* which outlines the long-term objectives for the House of Commons as an institution and identifies the major initiatives that the House Administration will undertake to achieve these objectives. The pages that follow complete our annual reporting cycle to the public by reporting on the accomplishments that we have made over the past year.

I feel privileged to lead what is a very unique organization. As the senior permanent official of the House of Commons, I report to the Speaker, who chairs the Board of Internal Economy, of which I am the secretary. Along with the Clerks-at-the-Table, one of my primary responsibilities is to advise the Speaker and all Members on the interpretation of parliamentary rules, precedents and practices. When the House is sitting, my role is to be in the Chamber the majority of the time that the Speaker is present. As a result, I am well acquainted with the daily business of the House.

In my role as senior administrator of the House Administration, I participate in developing strategy and in reviewing the House Administration's performance, while making decisions and putting forward recommendations to the Board

of Internal Economy. My management team and I deal with a variety of matters on a daily basis, ranging from ensuring security and maintaining infrastructure to promoting strong stewardship and engaging our workforce. One of the elements that makes the House Administration so unique is the variety of our workforce. Their days are spent providing Members with essential services and sought-after counsel and advice. Evidence of the pride they take in their work is the high number of employees we recognize each year with long service awards—for 20, 25, 30, 35 and even 40 years of service.

This past year the House Administration continued to participate in the work necessary to renovate the buildings of the Parliamentary Precinct and preserve these important heritage assets and national symbols of Canada. We also prioritized the continuing improvement of Parliament's information technology and information management systems. In addition, we published the new edition of the book *House of Commons Procedure and Practice* through which the House Administration contributed, from a procedural and administrative perspective, to parliamentary democracy in Canada. These are just a few of the accomplishments that are described over the following pages.

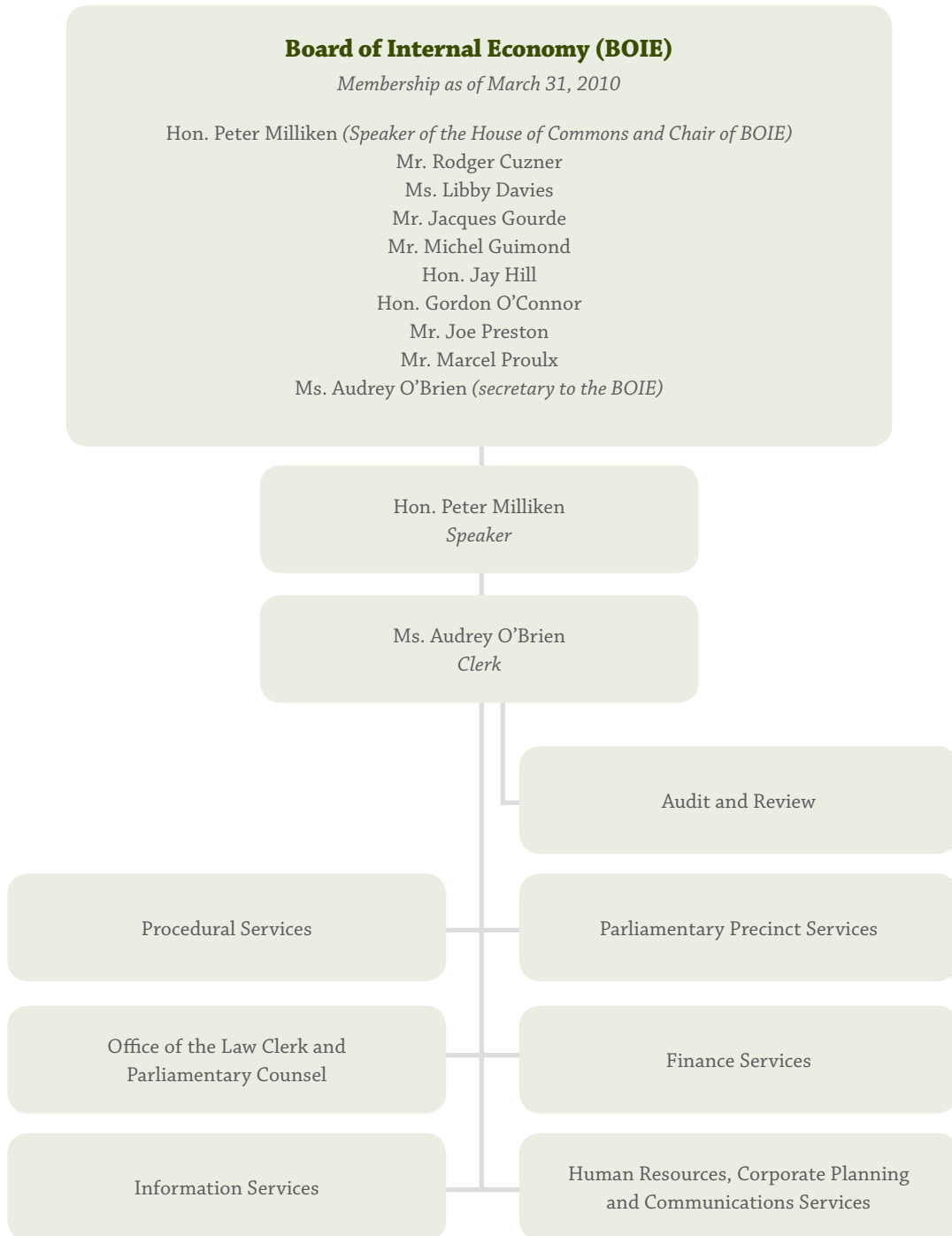
I am proud to present this report on the House Administration's accomplishments over the past year. This is a welcome opportunity to provide Canadians with detailed information on our work.

A handwritten signature in black ink that reads "Audrey O'Brien". The signature is written in a cursive, flowing style.

Audrey O'Brien
Clerk of the House of Commons

Organizational Chart

House of Commons Administration



Under the *Parliament of Canada Act*, the Board of Internal Economy governs the House Administration. The Board is responsible for all matters of financial and administrative policy that affect the House of Commons and its Members, premises, services and employees. It has the legal authority to make by-laws, which are tabled in the House, to regulate the use of resources made

available to the House of Commons. The Board is chaired by the Speaker and composed of Members from all recognized political parties. It meets on a regular basis and the minutes of the meetings are tabled in the House. To learn more about the Board of Internal Economy and the documents made available to the public, please visit the parliamentary Web site at www.parl.gc.ca.



Members of the Board of Internal Economy (as of March 31, 2010)

Standing from left to right: Mr. Marcel Proulx, M.P., Deputy Opposition Whip; Mr. Jacques Gourde, M.P., Parliamentary Secretary to the Minister of Public Works and Government Services and to the Minister of National Revenue; Mr. Michel Guimond, M.P., Whip of the Bloc Québécois; Hon. Jay Hill, M.P., Leader of the Government in the House of Commons; Hon. Gordon O'Connor, M.P., Minister of State and Chief Government Whip; Mr. Joe Preston, M.P. (CPC); and Mr. Rodger Cuzner, M.P., Chief Opposition Whip.

Sitting from left to right: Ms. Libby Davies, M.P., House Leader of the New Democratic Party; Hon. Peter Milliken, M.P., Speaker of the House of Commons; and Ms. Audrey O'Brien, Clerk of the House of Commons.



Supporting the House of Commons and its Members

Our Mandate

We proudly support Members of the House of Commons, providing them 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.

Our Vision

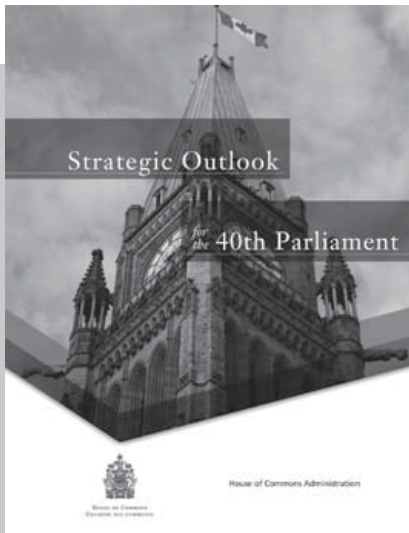
The vision of the House Administration is to exercise leadership in supporting the House of Commons and its Members, and in the advancement of parliamentary institutions.

Our Values

- Respect for the democratic process
- Balancing continuity and change
- Professional excellence

Supporting Strategic Objectives

To focus efforts and serve as a guide for activities during the 40th Parliament, the House Administration has established four strategic objectives that reflect its mandate, vision and values:



1. To respond to the evolving role of Members and the institution.
2. To enhance ongoing services to Members and sustain the institution.
3. To promote understanding and support the advancement of legislative institutions.
4. To apply the highest standards of public sector governance in a parliamentary context.

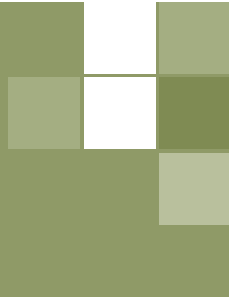
1. To Respond to the Evolving Role of Members and the Institution

Supporting the Evolution of Parliamentary Practices and Rules

The House Administration has an ongoing commitment to support the evolution of parliamentary practices and rules for the benefit of Canadian parliamentary democracy. In accordance with instructions, the House Administration may be called upon to assist in the drafting of amendments to the Standing Orders. The House Administration also updates

the procedural reference works available to Members for Chamber and committee work. In addition, they regularly update the *Compendium of House of Commons Procedure* to integrate changes to practices and usages in the House, as procedures continue to evolve. The Clerk and the teams of Table Officers and procedural clerks are always available to respond to procedural questions from Members of Parliament, their staff and members of the public.

A significant accomplishment for the House Administration in 2009 was the publication of the second edition of House of Commons Procedure and Practice. Members of Parliament, their staff and the House Administration use this comprehensive guide every day in their work on behalf of Canadians.



The House Administration was pleased to introduce closed-captioning of both live and archived webcasts of Question Period in 2009 and to initiate planning for expanding the service to televised committee meetings. These accomplishments help bring Parliament closer to Canadians.

In 2010–2011, an improved method for the tracking of procedural research requests and rulings made by the Speaker in the House of Commons will be put in place. This will serve as a useful tool for research purposes.

Improving Members' Access to Parliamentary Information


To meet the evolving publication needs associated with both paper and Web-based documents throughout the House of Commons, in 2009–2010 the House Administration successfully developed and deployed SmartBook II. This software tool, which is used to publish both hard-copy and electronic documents, was made fully operational in January 2010. The House Administration used this software to publish the online version of *House of Commons Procedure and Practice*, 2009; Smartbook II also allows authors to easily maintain and update this publication.

The administrations of the Senate, the House of Commons and the Library of Parliament will continue to be governed by the principles of a common long-term vision and strategy for the enhancement of parliamentary information services throughout Parliament. In the coming year, the Parliamentary Information Management (PIM) committee will continue to support existing collaborative initiatives related to

parliamentary information. The goal is to offer more coordinated and accessible information to clients. In particular, the tri-institutional Joint Initiative for Legislative Information (JILI) will present the information in a more integrated and collaborative manner. The work on producing more Members' and Senators' information more efficiently and collaboratively will also continue in earnest.

Facilitating the Involvement and Awareness of Canadians About Their Parliament and the Parliamentary Process

To help Canadians become more engaged with the House of Commons, in 2009 the House Administration introduced closed-captioning for both live and archived webcasts of Question Period. They also initiated the planning phase with Public Works and Government Services Canada for a project to expand these services to televised committee meetings. In addition, the House Administration completed the development of the infrastructure and functionality required to provide links from the live video feed to the transcripts of parliamentary proceedings on the parliamentary Web site. This new service will be introduced within the ParlVU portal, where Canadians will be able to see and hear Parliament live and on demand, in 2010–2011.



Working on an implementation plan for viewing the proceedings on ParlVU, in the 2009–2010 fiscal year the House Administration completed the development of desktop tools that will display the events currently taking place on ParlVU and give viewers direct access to the

ParlVU webcast from their desktop. A planning phase was also initiated for the development of services via the ParlVU portal that will facilitate mobile access and reuse of the parliamentary proceedings. These new services will also be introduced within the ParlVU portal in 2010–2011.

2. To Enhance Ongoing Services to Members and Sustain the Institution

Advancing the Long Term Vision and Plan to Rehabilitate Heritage Buildings and Grounds, and Provide Additional Parliamentary Accommodations

The House Administration is responsible for providing strategic direction and input at all stages of the Long Term Vision and Plan, from planning to implementation. Public Works and Government Services Canada, as custodian of the parliamentary buildings and grounds, manages all projects related to the maintenance, repair and construction of accommodation facilities and secures the required funding.

The three main components with regard to the implementation of the Long Term Vision and Plan program of works are:

- Major Capital Program
- Recapitalization Program
- Planning Program

Major Capital Program

The ongoing major rehabilitation of Canada's heritage buildings in the Parliamentary Precinct requires that the House Administration develop

functional, symbolic and technical requirements for the relocation of parliamentary functions and support services. This complex process requires knowledge of planning, design and construction as well as extensive coordination and logistics expertise.

To allow the West Block and the East Block to be vacated, La Promenade Building (151 Sparks Street) and the Wellington Building (180 Wellington Street) had to be vacated to provide interim space for parliamentary offices and committee rooms. This required a concerted effort by the House Administration in 2009–2010 to contribute to the completion of alternate accommodations, including the related infrastructure and connectivity projects.

The House Administration is actively involved in the following major projects:

- **La Promenade Building** – This building is under construction to accommodate 62 Members' offices and three committee rooms. The House Administration reviewed all aspects of the design and construction to ensure House of Commons standards were met.

- **The Wellington Building** – This building has been vacated for rehabilitation. Over the past year, the House Administration designated alternate sites for the then occupants of the Wellington Building and coordinated the relocation of hundreds of employees to alternate accommodations.
- **One Wellington Street (former Canadian Museum of Contemporary Photography)** – This building is under construction to accommodate four committee rooms. The House Administration is involved with all aspects of the design and construction to ensure requirements are met.
- **Former Bank of Montreal building** – This building will permanently house the ceremonial events presently held in the West Block. The House Administration participated in the review of design options to ensure functional and operational requirements are incorporated.
- **West Block** – Design work also progressed on this future project. The West Block will be used to temporarily house the legislative functions from the Centre Block. The House Administration has already completed the first stages of that planning process; the functional programs have been completed and the preliminary design is under way.
- **Information technology** – In 2009–2010, the House Administration identified the functional information technology requirements for parliamentary locations that are not on Parliament Hill and ensured their implementation. The House Administration planned, designed and implemented technology services, infrastructure and connectivity to a number of sites. They also established fibre-optic connectivity to all remote parliamentary sites.

Recapitalization Program

For those buildings that are not about to undergo major rehabilitation but need repair work and upgrades to reduce deterioration, the House Administration is conducting client-impact assessments on a project-by-project basis. This past year, a pilot project was initiated to provide a comprehensive approach to the repair and upgrade work on the Confederation Building and ensure priority projects are coordinated to have minimal impact on parliamentary operations. In future, this model can extend to similar projects in other buildings such as the Centre Block.

Restoring the heritage buildings and grounds in the Parliamentary Precinct is not a simple undertaking. It is an intensive and complicated process requiring an immense amount of planning and long-term vision. Employees with a variety of expertise—in architecture, heritage conservation, project management, information technology, parliamentary procedure, infrastructure, human resources and finance, for example—must work closely together. The accomplishments associated with this process in the Parliamentary Precinct are sources of pride for the House Administration.

To learn more about the modernization of these historically significant Canadian buildings, please visit www.parliamenthill.gc.ca.



Planning Program

This past year, the parliamentary partners—the Senate, the House of Commons and the Library of Parliament—provided their input to Public Works and Government Services Canada to obtain approval for funding for the continuation of the work associated with the Long Term Vision and Plan. The House Administration reviewed, updated and consolidated into a report the long-term requirements, and developed a communication strategy to keep Members and employees informed of the various programs, projects and relocations.

As well, the House Administration identified requirements and provided project-direction statements for a number of projects at the planning phase. The Administration was involved with the development of broad requirements for the master plans dealing with the west sector area of the Parliamentary Precinct including the West Terrace Pavilion, the underground infrastructure, the material-handling facility, transportation and landscaping.

Providing a Flexible Technology Infrastructure to Respond to the Needs of Members and the Institution

In their committee work, Members rely on tools to support collaboration and conferencing with participants across the country and around the world. Last year, the House Administration completed the review of existing processes and requirements for videoconferencing services.


In 2010–2011, recommendations for service improvements will be brought forward to support Members in their work and committee meetings.

In an effort to manage the scheduling requirements of security services in a more cost-efficient manner, staff confirmed their requirements to replace the current electronic scheduling system and issued a request for proposals during the year of this report. A funding strategy is in place for implementation.

Ensuring the Guardianship of the Institution

During the reporting year, the House Administration continued its efforts to strengthen the level of security at the House of Commons through its membership in the Master Security Planning Office. In partnership with the Senate Protective Service and the Royal Canadian Mounted Police, it pursued several key strategic activities. The Master Security Planning Office also conducted a review of existing security standards and practices to determine where policy and procedures can be best aligned to maximize interoperability.

Additionally, the House Administration has advanced a standardized incident management model. While this model has been in practice for responses to major security incidents since 2007, preliminary planning has been completed to use the model across the House of Commons for the effective management of an array of events.



As effective communications are critical during major incidents, a communication strategy is in place to ensure that consistent and timely information is shared with Members, their staff and the House Administration in the event of a disruption or emergency situation within the Parliamentary Precinct. The communication strategy has recently been updated in keeping with the incident management model.

The House Administration continues to proactively protect the health and safety of everyone within the Parliamentary Precinct. Over the past year, as part of overall business continuity planning efforts, the House Administration put a pandemic plan in place, structured on best practices established by the World Health Organization and the Canadian Pandemic Influenza Plan. It outlines steps the House of Commons would, and did, follow during the specific pandemic phases the Administration faced during this reporting period.

At the same time, the House Administration continued to work on business continuity plans for Members' offices, the Chamber, committee and caucus lines of business and House of Commons administrative services.

Further to the outbreak of H1N1 flu in Canada, the House Administration developed a Pandemic Plan and took immediate measures to protect visitors, Members and employees. These actions included: increased cleaning in high-traffic areas, the installation of additional hand sanitization stations and ongoing communications with Members and employees.

3. To Promote Understanding and to Support the Advancement of Legislative Institutions

Ensuring the Availability of Up-to-date Information on Parliamentary Procedure

On November 18, 2009, the Speaker of the House tabled *House of Commons Procedure and Practice*, Second Edition, 2009, written by the House Administration and edited by the Clerk, Audrey O'Brien and the Deputy Clerk, Marc Bosc. Originally published in 2000, this book is a comprehensive study of House of Commons jurisprudence that examines the forms, customs and procedures established since Confederation.

This new edition, containing more than 1,500 pages and 6,900 footnotes in each of the French and English versions, includes a description of the changes to the Standing Orders and practices of the House since the release of the first edition. It also includes a number of revised and reorganized chapters, several new graphics, an improved index and a more complete bibliography. To make the book available to readers across the country and around the world, the House Administration launched the printed version and an online edition on the same day.



Providing Learning Opportunities for Parliamentarians and Legislative Officials from Jurisdictions in Canada and Abroad

In the 2009–2010 fiscal year, 32 information and training sessions were offered on procedural topics to Members of Parliament and their staff, the House Administration, the research services of the various caucuses, the public service and university students. In addition, the House Administration offered an intensive training program for new procedural clerks hired during the period. A renewed emphasis was placed over the past year on these training sessions and the manner in which they are offered.

As is described in detail in the Representing Canada section of this report, the House Administration organized Speaker-led delegations from and to other parliaments and organized meetings, seminars and conferences related to the various parliamentary associations. Of note during the last year were interparliamentary meetings in La Malbaie, Québec; Saint John, New Brunswick; and Ottawa, Ontario.

The Clerk of the Senate, the Clerk of the House and the Parliamentary Librarian host the Parliamentary Officers' Study Program (POSP) for officials from other legislatures who want to learn more about procedural and administrative practices in Canada. During 2009–2010, there were two POSPs, the first in English and the second in French.

The House Administration and the Library of Parliament work on the Members' Orientation and Election Readiness Program to ensure the House Administration is ready to welcome new and re-elected Members of Parliament following an election. The program coordinates a variety of timely services for Members throughout the weeks surrounding a general election, from the dissolution of one Parliament to the opening of the next. Although no election was held during 2009–2010, the House Administration continued to refine the program by reviewing the lessons learned and collecting feedback from new Members.

Increasing Public Awareness and Sustaining the Independence and Traditions of the House of Commons

In its role of increasing public awareness of the House of Commons, the House Administration produces publications and online information for citizens and visitors. To streamline content and reduce duplication across publications, over the past year the House Administration began a review of several of these publications and online tools. The purpose of this review is to identify duplication, determine how to best serve the needs of the users of each product, ascertain which products might need to be modified, and make recommendations about which ones the House should continue to produce.



4. To Apply the Highest Standards of Public Sector Governance in a Parliamentary Context

Promoting Strong Stewardship and Effective Management of Public Resources

As part of the emphasis on the strong stewardship of public resources, a transition plan is in place to fully harmonize printing and postal services, from ordering of services to final delivery. The harmonized operations will provide a more efficient and streamlined service. In 2009–2010, the House Administration secured a new location for the consolidation of these services and completed the necessary fit-up. It also completed preparations for the temporary relocation of electronic printing services. Currently, the House Administration is working toward the replacement of its information management tool, with the intention of launching a Web portal that will allow for online submission of postal instructions.

In 2010–2011, client services and planning and production processes related to Members' printed communications will be consolidated and streamlined. This service consolidation will provide Members with faster turnaround times and more efficient delivery of services.

Over the past year, the House Administration strengthened the corporate Planning and Measurement Framework. It prepared an in-depth environmental scan to help establish strategic priorities and completed an organization-wide Multi-Year Business Plan. The Multi-Year Business Plan sets out concrete projects to achieve strategic objectives, establishes quantitative performance metrics for measuring success and complements business plans in Service Areas. Last year, the House Administration completed a reporting format


that provides semi-annual data about the implementation of the Multi-Year Business Plan. The first versions of the report will be prepared in 2010–2011. Also in 2009–2010, the House Administration began work on developing a common framework for planning, measuring and reporting at the Service Area level, which will be completed in 2010–2011.

The House Administration continues to ensure that it is meeting its financial fiduciary responsibilities. Each year, the House of Commons hires an independent accounting firm to audit its financial statements. The public can access these statements on the parliamentary Web site at www.parl.gc.ca.

A compliance assessment was recently initiated against the requirements of the Chief Financial Officer (CFO) Model which reflects a strategic approach to finance and resource management. This assessment was done to confirm progress to date and to prioritize the next steps for implementation. Planning is also underway to implement two procurement modules to promote more competitive pricing and to monitor the performance of suppliers.

Attracting, Engaging and Retaining Our Talent

Like many employers in Canada, the House Administration is preparing for new challenges related to employee retention and an aging workforce. During the past year, the House Administration put in place a number of key elements for a succession planning program. These included the development of competency profiles in most Service Areas and the implementation of a succession planning pilot project.



An important initiative of the House Administration is to build leadership capacity. Leaders need skills to deal with organizational challenges such as change and transformation in the workplace. In an immediate future that will see the retirement of seasoned workers and the potential loss of critical knowledge, leaders must be able to recruit and retain talent within a diverse and multigenerational environment. Aligned with the House Administration's succession planning program, the leadership development program will ensure that the House Administration is well positioned to lead in a time of demographic and technological change. In 2009–2010 the requirements for the leadership development program were established, and during 2010–2011 an external provider for the program will be identified.

The innovative program *Finding Solutions Together* combines a range of services designed to give employees the skills and tools they need to resolve conflict on their own, or with help when required. This program, now under way, is based on the principles of communication, collaboration and respect. Over the 2009–2010 fiscal year, the House Administration held a number of program-related managerial and supervisory training sessions.

Strengthening Environmental Practices

Ever-conscious of the importance of the environment to Canadians, the House Administration continues to conduct its business with an eye on ecological issues. For example, in the planning and implementation of all ongoing projects under the Long Term Vision and Plan, the House Administration works with Public Works and Government Services Canada to ensure that the best environmental practices are used.

In 2009–2010, the House Administration developed an implementation plan to transfer to 100 percent post-consumer, EcoLogo-certified recycled paper and completed the transition within the year.

The House Administration is pleased to participate with the environmental committee *Partners for a Green Hill*. This past year, the committee initiated a document that provides guiding principles for the partner institutions and ensures a coordinated approach to environmental stewardship across the Hill.

Supporting an Integrated Approach to Information Management

To promote responsible stewardship of information resources, the House Administration continues to develop the foundation for enhanced information-management practices, collaboration and information-sharing.

Over the past year, guidelines and metadata standards were published, supporting the management of electronic documents that are stored using Symphonie, a Web-based program used to create, retrieve, share and manage information.

Conclusion

This Report to Canadians offers a glimpse into the wide range of activities that took place in the Chamber, in committees, in caucus, in constituencies and abroad from April 1, 2009 to March 31, 2010.

Members of Parliament are proud of the work they accomplish on behalf of all Canadians. Members are supported by their staff and the employees of the House Administration, who, even though they work mostly behind the scenes, take pride in serving Members, the institution and Canadians.

Days at the House of Commons are full of debate and analysis, energy and excitement.

At night, when most of Ottawa is asleep, work continues as the House Administration prepares for the next day's events, maintains the buildings and ensures security.

Canadians are encouraged to continue to learn more about the work that takes place at the House of Commons through the various channels outlined in this report—in person, on the Web, by phone, email and post.



Financial Report

Planned Versus Actual Spending by Authority

(in thousands of dollars)

Vote	Program Name	2009-2010			Actual Spending	Variance
		Main Estimates	Supplementary Estimates and Adjustments	Total Authorities		
5	Program expenditures	283,524	8,586	292,110	277,014	15,096
(S)	Members of the House of Commons*	108,209	6,812	115,021	115,021	0
(S)	Contributions to employee benefit plans	34,808	849	35,657	35,657	0
	Subtotal of statutory items	143,017	7,661	150,678	150,678	0
	TOTAL	426,541	16,247	442,788	427,692	15,096

*Salaries and allowances of Officers and Members of the House of Commons under the *Parliament of Canada Act* and contributions to the Members of Parliament Retiring Allowances Account and the Members of Parliament Retirement Compensation Arrangements Account.

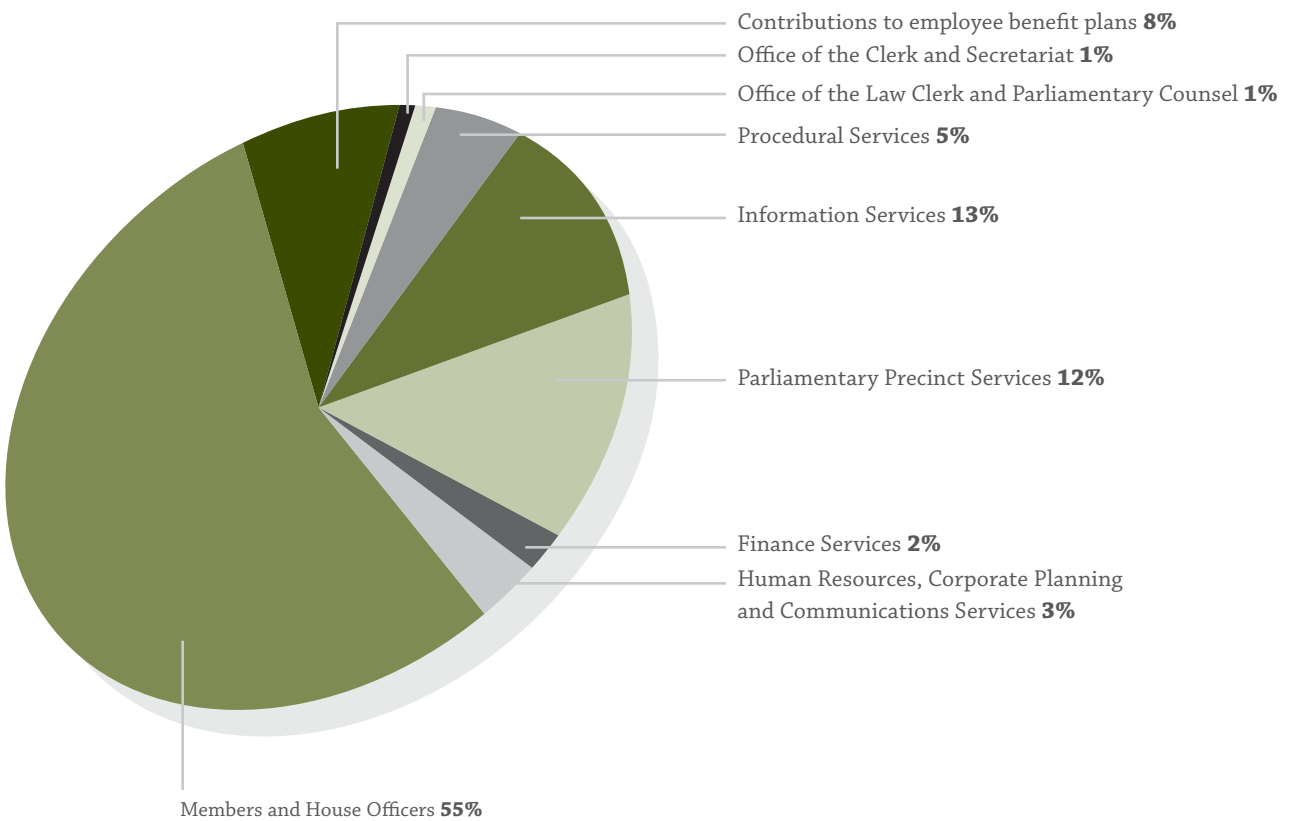
Planned Versus Actual Spending by Program Activity

(in thousands of dollars)

Program Activity	2009-2010				
	Main Estimates	Supplementary Estimates and Adjustments	Total Authorities	Actual Spending	Variance
Members and House Officers	234,099	8,905	243,004	236,801	6,203
Contributions to employee benefit plans	14,227	347	14,574	14,574	0
Subtotal	248,326	9,252	257,578	251,375	6,203
House Administration					
Office of the Clerk and Secretariat	1,525	281	1,806	1,724	82
Office of the Law Clerk and Parliamentary Counsel	3,083	47	3,130	3,066	64
Procedural Services	16,921	437	17,358	16,165	1,193
Standing Committees	5,250	(13)	5,237	1,964	3,273
Parliamentary Associations	3,094	(124)	2,970	2,714	256
Parliamentary Precinct Services	49,458	789	50,247	49,209	1,038
Information Services	49,410	8,532	57,942	56,882	1,060
Finance Services	14,039	(4,053)	9,986	8,645	1,341
Human Resources, Corporate Planning and Communications Services	14,854	597	15,451	14,865	586
Contributions to employee benefit plans	20,581	502	21,083	21,083	0
Subtotal	178,215	6,995	185,210	176,317	8,893
TOTAL	426,541	16,247	442,788	427,692	15,096

2009-2010 Actual Spending by Program Activity

(Percentage)



Increase in Main Estimates Over Previous Year

(in thousands of dollars)

Vote	Program Name	Main Estimates		Variance
		2009-2010	2008-2009	
5	Program expenditures			
	Members and House Officers	125,890	124,815	1,075
	Office of the Clerk and Secretariat	1,525	1,899	(374)
	Office of the Law Clerk and Parliamentary Counsel	3,083	2,716	367
	Procedural Services	25,265	25,328	(63)
	Parliamentary Precinct Services	49,458	48,471	987
	Information Services	49,410	47,376	2,034
	Finance Services	14,039	13,636	403
	Human Resources, Corporate Planning and Communications Services	14,854	12,853	2,001
	Subtotal	283,524	277,094	6,430
(S)	Members and House Officers	108,209	113,014	(4,805)
(S)	Contributions to employee benefit plans	34,808	34,944	(136)
	Subtotal	143,017	147,958	(4,941)
	TOTAL	426,541	425,052	1,489

Full-Time Equivalents—House Administration

Program Sub-activity	Main Estimates	
	2009-2010	2008-2009
Office of the Clerk and Secretariat	13	13
Office of the Law Clerk and Parliamentary Counsel	32	32
Procedural Services	219	219
Parliamentary Precinct Services	823	823
Information Services	524	522
Finance Services	137	136
Human Resources, Corporate Planning and Communications Services	134	126
TOTAL	1,882	1,871