



September 5, 2012

Mr. Wayne G. Wouters
Clerk of the Privy Council and Secretary to the Cabinet
Privy Council Office
Langevin Block, Room 332B
80 Wellington Street
Ottawa, ON K1A 0A3

Dear Mr. Wouters:

A handwritten signature in cursive that reads 'Wayne'.

This letter follows up on my letters sent to you on May 30 and June 18, 2012 in relation to the information I requested from government departments on April 12 and May 9, 2012 pursuant to s. 79.3 of the *Parliament of Canada Act* R.S.C. 1985 c. P-1.

I regret that your schedule did not allow us to meet to discuss the provision of departmental information related to the implementation of Budget 2012—particularly with respect to the savings and reduction measures. This missing information hampers my office's ability to carry out its legislative mandate and its provision is pressing.

The information requested includes planned savings (including cash inflows and outflows), planned personnel reductions, and service level impacts. Its provision is crucial to the PBO discharging the first limb of its legislative mandate found in s. 79.2(a) of the *Parliament of Canada Act*.

There is significant evidence in the UK and the federal level in Canada that the uncertainties in the achievement of public sector efficiencies poses risks to the realization of budgetary targets at the department and aggregated fiscal framework level. Savings premised on new information technology investments, change management, and reductions in staff may prove elusive and contain unforeseen costs in implementation. A resulting financial gap could create service level pressures, other "program integrity" impacts, or require a financial write-down. These types of impacts have been observed at the federal level through various austerity/savings measures in budgets from 1995 through 2005. Accordingly, the information requested by the PBO is quite essential to providing Parliament with an independent analysis of the current state of affairs.

Given the foregoing, Deputy Heads must provide the information according to the attached schedule. I trust that you understand the importance of providing this information without further delay, and I thank you in advance for your cooperation.

Yours truly,

A handwritten signature in cursive that reads 'Kevin Page'.

Kevin Page
Parliamentary Budget Officer

Attachment

Department	Crown Corp	Parent Ministry	Vote	Required delivery date
Correctional Service Canada				September 17, 2012
Fisheries and Oceans Canada				September 17, 2012
Aboriginal Affairs and Northern Development Canada				September 17, 2012
Canada Border Services Agency				September 17, 2012
Human Resources and Skills Development Canada (Labour)				September 17, 2012
Industry Canada				September 17, 2012
National Defence				September 17, 2012
Public Works and Government Services Canada				September 17, 2012
Royal Canadian Mounted Police				September 17, 2012
Transport Canada				September 17, 2012
Canada Agricultural Review Tribunal				September 24, 2012
Canadian Air Transport Security Authority	Y	Transport	20	September 24, 2012
Canadian Dairy Commission				September 24, 2012
Canadian Heritage				September 24, 2012
Canadian Institutes of Health Research				September 24, 2012
Canadian International Development Agency				September 24, 2012
Canadian International Trade Tribunal				September 24, 2012
Canadian Northern Economic Development Agency				September 24, 2012
Canadian Radio-television and Telecommunications Commission				September 24, 2012
Canadian Security Intelligence Service				September 24, 2012
CBC/Radio-Canada	Y	Heritage	15, 20 and 25	September 24, 2012
Communications Security Establishment				September 24, 2012
Director of Public Prosecutions				September 24, 2012
Environment Canada				September 24, 2012
Financial Transactions and Reports Analysis Centre of Canada				September 24, 2012
Foreign Affairs				September 24, 2012
Health Canada				September 24, 2012
Human Resources and Skills Development Canada				September 24, 2012
Library and Archives Canada				September 24, 2012
National Film Board of Canada				September 24, 2012
Natural Resources Canada				September 24, 2012
Natural Sciences and Engineering Research Council of Canada				September 24, 2012

Office of the Information Commissioner of Canada				September 24, 2012
Social Sciences and Humanities Research Council				September 24, 2012
Treasury Board of Canada				September 24, 2012
Veterans Affairs Canada				September 24, 2012
Agriculture and Agri-Food Canada				September 24, 2012
Atlantic Canada Opportunities Agency				September 24, 2012
Canada Mortgage and Housing Corporation	Y	HRSDC	15	September 24, 2012
Canada Revenue Agency				September 24, 2012
Canada School of Public Service				September 24, 2012
Canadian Food Inspection Agency				September 24, 2012
Canadian Intergovernmental Conference Secretariat				September 24, 2012
Canadian Tourism Commission	Y	Industry	40	September 24, 2012
Citizenship and Immigration Canada				September 24, 2012
Economic Development Agency of Canada for the Regions of Quebec				September 24, 2012
Elections Canada				September 24, 2012
Farm Products Council of Canada				September 24, 2012
Federal Economic Development Agency for Southern Ontario				September 24, 2012
Finance Canada				September 24, 2012
Hazardous Materials Information Review Commission				September 24, 2012
Immigration and Refugee Board				September 24, 2012
International Trade				September 24, 2012
Justice Canada				September 24, 2012
Marine Atlantic Inc.	Y	Transport	35	September 24, 2012
National Arts Centre	Y	Heritage	65	September 24, 2012
National Parole Board				September 24, 2012
National Research Council of Canada				September 24, 2012
Parks Canada				September 24, 2012
PPP Canada Inc.	Y	Finance	40 and 45	September 24, 2012
Privy Council Office				September 24, 2012
Public Health Agency of Canada				September 24, 2012
Public Safety Canada				September 24, 2012
Shared Services Canada				September 24, 2012
Statistics Canada				September 24, 2012
Western Economic Diversification Canada				September 24, 2012