



## MINUTES OF PROCEEDINGS

OTTAWA, Thursday, February 8, 2024  
(31)

[English]

The Standing Committee on Internal Economy, Budgets and Administration met this day at 9:01 a.m., in room C128, Senate of Canada Building, the chair, the Honourable Lucie Moncion, presiding.

*Members of the committee present:* The Honourable Senators Boehm, Boyer, Carignan, P.C., Coyle, Dalphond, Forest, Francis, Loffreda, MacDonald, Moncion, Plett, Quinn, Saint-Germain, Seidman, and Tannas (15).

*Other senator present:* The Honourable Senator Cardozo (1).

*Participating in the meeting:* Pascale Legault, Chief Corporate Services Officer and Clerk of the Standing Committee on Internal Economy, Budgets and Administration; Gérald Lafrenière, Interim Clerk of the Senate and Clerk of the Parliaments and Chief Legislative Services Officer; Philippe Hallée, Law Clerk and Parliamentary Counsel; senior Senate officials and other support staff.

### WITNESSES:

The Honourable Senator Éric Forest, Chair, Subcommittee on Senate Estimates and Committee Budgets;

Shaila Anwar, Clerk Assistant, Committees Directorate;

Nathalie Charpentier, Comptroller and Deputy Chief Financial Officer, Finance and Procurement Directorate;

Pierre Lanctôt, Chief Financial Officer, Finance and Procurement Directorate;

Matthew Ball, Vice-President, Service to Parliament and Interpretation, Translation Bureau;

Jean-François Lymburner, Chief Executive Officer, Translation Bureau, Service to Parliament and Interpretation, Translation Bureau.



*Ernst & Young LLP:*

Suzie Gignac, Partner, Assurance;

Niguel Givogue, Senior Manager, Assurance Services.

Pursuant to rule 12-7(1) of the *Rules of the Senate*, the committee continued its consideration of financial and administrative matters concerning the Senate's internal administration.

The senators introduced themselves.

**CIBA/2024-02-08/342(P) — Adoption of *Minutes of Proceedings* from December 14, 2023 (public)**

The committee considered the Minutes of Proceedings from December 14, 2023 (public).

The Honourable Senator Quinn moved that the Minutes of Proceedings of Thursday, December 14, 2023 (public), be adopted.

The question being put on the motion, it was adopted.

**CIBA/2024-02-08/343(P) — Report from the Subcommittee on Senate Estimates and Committee Budgets — Audited Financial Statements**

The Chair of the Subcommittee on Senate Estimates and Committee Budgets, the Honourable Senator Forest, presented the Twenty-Fourth Report of the subcommittee as follows:

Thursday, February 8, 2024

The Subcommittee on Senate Estimates and Committee Budgets of the Standing Committee on Internal Economy, Budgets and Administration has the honour to present its

**TWENTY-FOURTH REPORT**

Your subcommittee has reviewed the Financial Statements of the Senate of Canada for the year ended March 31, 2023 as well as the audit results report. The audit was conducted in accordance with generally accepted Canadian auditing standards by the professional services firm of Ernst & Young, LLP.

The audit resulted in an unqualified auditor's report indicating that the financial statements present fairly, in all material respects, the financial position of the Senate of Canada as of March 31, 2023 and the results of its operations and cash flows in accordance with Canadian public sector accounting standards.



Your subcommittee recommends that these audited financial statements be approved and tabled in the Senate.

Respectfully submitted,

ÉRIC FOREST

*Chair*

The Honourable Senator Forest made a presentation.

Suzie Gignac made a statement and, together with Pierre Lanctôt, answered questions.

At 9:14 a.m., the committee suspended.

At 9:15 a.m., the committee resumed in camera, pursuant to rule 12-16. (1).

At 9:25 a.m., the committee suspended.

At 9:27 a.m., the committee resumed in public.

After debate, the Honourable Senator Forest moved:

That the subcommittee's Twenty-Fourth report be adopted and that the financial statements be tabled in the Senate and that, as per the division of responsibilities between CIBA and the Standing Committee on Audit and Oversight (AOVS), the internal Financial Highlights Report of the Senate of Canada's Audited Financial Statements for the Year Ended March 31, 2023, and the Financial Statements for the year ended March 31, 2023, as well as the Audit Results for the year ended March 31, 2023, be shared with the members of the AOVS Committee.

The question being put on the motion, it was adopted.



## **CIBA/2024-02-08/344(P) — Report from the Subcommittee on Senate Estimates and Committee Budgets — Living Expenses Budget**

The Chair of the Subcommittee on Senate Estimates and Committee Budgets, the Honourable Senator Forest, presented the Twenty-Third Report of the subcommittee as follows:

Thursday, February 8, 2024

The Subcommittee on Senate Estimates and Committee Budgets (SEBS) of the Standing Committee on Internal Economy, Budgets and Administration (CIBA) has the honour to present its

### **TWENTY-THIRD REPORT**

#### **ISSUE**

On December 14, 2023, CIBA approved, as part of its report on the Senate Main Estimates, an increase in the budget for Senators' living expenses, and, by the same measure, the elimination of the additional living expenses budget and the supplemental sitting budget.

Your subcommittee has considered options for the Senators' living expenses to provide greater flexibility to senators and better meet their needs. The purpose of this report is to complement the budget decision and propose consequential changes to the *Senators' Office Management Policy* (SOMP) in order to

- set the maximum nightly rate for commercial accommodation in the Parliamentary District at \$275, and replace the calculation of the maximum nightly rate with the average nightly cost of a stay; and
- if more economical, charge the cost of a weekend stay in the Parliamentary District between two parliamentary sitting weeks to the travel points system, by deducting one point rather than charging the expenses to the basic living expenses budget.

#### **ANALYSIS AND CHANGES TO SOMP**

##### **MAXIMUM RATE PER NIGHT FOR COMMERCIAL ACCOMODATION**

Based on SOMP, the cost of one night's accommodation (in a hotel, motel, rooming house or other commercial establishment) while senators are on travel status in the Parliamentary District is reimbursed to a maximum amount per night, which is set by CIBA.

Your subcommittee has taken into account the concerns of some senators who have expressed the difficulty they now have in obtaining a daily hotel rate that is below the maximum rate per night. Your subcommittee therefore recommends that CIBA increase the maximum rate per night from \$250 to \$275.

The current rule for calculating the maximum rate per night also poses problems. Some hotels charge different rates per night (for example, a higher rate for the first night and a lower rate for the second night, or for weekend nights). Although the rate for one night may exceed the



\$250 limit set by CIBA, the average cost over several nights may remain under the \$250 a night maximum. In order to ensure fair application of the rules, but recognizing that the price may vary according to the day of the week, your subcommittee examined the option of modifying the calculation method to consider the average cost per night for a stay in the Parliamentary District.

This formula, based on the average cost per night, would help offset some cost increases and address the difficulties of finding commercial accommodation in the Parliamentary District within allowable financial limits.

#### **CHANGES TO SOMP**

If this proposal is accepted, the following changes (bold and underlined) will need to be made to SOMP:

7.2.6 The following Senate funding rates are determined by the CIBA:

- a. maximum annual amount for Parliamentary District living expenses;
- b. maximum nightly average amount for commercial accommodation in the Parliamentary District;
- c. allowance for private accommodation outside the Parliamentary District;
- d. allowance for private accommodation in the Parliamentary District;
- e. kilometric rate for the use of privately owned vehicles; and
- f. per diem allowances for meals and incidentals.

7.9 Parliamentary District Accommodation

7.9.1 Senators may request reimbursement from their living expenses budget for their Parliamentary District accommodation expenses in any one of the four categories below:

Nightly Accommodation (Commercial or Private):

- a. The cost of nightly accommodation (in a private residence, hotel, motel, rooming house or other commercial establishment) while on travel status shall be reimbursed to the maximum amount per night established by the CIBA. **Average nightly amounts during a stay** exceeding the commercial maximum **nightly average** rate may be approved by the CIBA on a case-by-case basis.

#### **STAYING IN THE PARLIAMENTARY DISTRICT FOR A WEEKEND BETWEEN TWO SITTING WEEKS**

As per SOMP, a senator may stay in the Parliamentary District for a weekend between two parliamentary sitting weeks, provided that the cost does not exceed a return trip between the senator's provincial or territorial residence and the Parliamentary District.



The cost of a weekend stay (commercial accommodation and per diems) is charged to a senator's basic Living Expenses Budget even if it is more economical than returning to the provincial or territorial residence under the Travel Points System.

Your subcommittee has taken into account the concerns voiced by some senators that this approach is not equitable if they have to spend more time in Ottawa due to their leadership role, or if they stay in the Parliamentary District on a weekend between two sitting weeks because it is more practical and/or more economical to do so than to return to their provincial or territorial residence.

Your subcommittee considered the option to allow the cost of a stay in the Parliamentary District for a weekend between two parliamentary sitting weeks, if more economical, to be charged to the Travel Points System by deducting one point rather than charging the expenses to the senator's basic Living Expenses Budget.

This proposal would give senators more flexibility to meet their needs and responsibilities, while eliminating additional pressure on their Living Expenses Budget.

#### **CHANGES TO SOMP**

If the proposal is accepted, the following changes (**bold and underlined**) will need to be made to SOMP:

7.3.1 Senators shall be allocated travel points at the beginning of each fiscal year as per Table 7.1.

All eligible travel will result in a points deduction from a senator's points balance in accordance with section 7.3.**2**. Any unused points cannot be carried forward to a future year.

Table 7.1

TYPE	POINTS	REMARKS
Regular	64	<p>For senators, designated travellers, and dependants, for itineraries starting and ending in the Parliamentary District and the senator's provincial/territorial residence, and also travel within the senator's province/territory.</p> <p>For senators' staff, for itineraries starting and ending in the Parliamentary District and a location where the senator is conducting parliamentary functions in the senator's province or territory, and also travel within the senator's province/territory.</p> <p><b><u>For senators who stay in the Parliamentary District for a weekend between two sitting weeks as per section 7.3.4.</u></b></p>



Special	Of the 64 points, <b>24</b> may be used for special travel.	For senators, designated travellers, and staff to any location in Canada to conduct parliamentary functions.  For senators and designated travellers, to travel for a parliamentary association activity as per section 7.5.2.
International	Of the 64 points, <b>four</b> may be used for travel only to Washington, D.C. and New York, NY.	International travel is permitted only for trips to Washington, D.C. and New York City, NY. Trips will be counted against the four point- maximum.

7.3.2 Each trip is equivalent to 0.5 of a point, and a round trip is equivalent to one point.

[...]

For travel by VIA Rail, no travel points are deducted when there are no accommodation expenses incurred. The applicable point deduction will apply when accommodation expenses are incurred outside of the Parliamentary District.

[...]

**7.3.4 For stays in the Parliamentary District for a weekend between two sitting weeks as per 7.10.4, 0.5 of a regular travel point is deducted.**

7.8.4 Only senators' living expenses (per diems and accommodation) incurred to conduct parliamentary functions while in the Parliamentary District (**PD**) are eligible for deduction from the living expenses budget **except for stays in the PD between two sitting weeks as per section 7.10.4.**

7.10.4 A senator may stay in the Parliamentary District for a weekend between two sitting weeks if the cost is not greater than the round trip between the senator's provincial/territorial residence and Parliamentary District. **Living expenses incurred by senators are deducted from central funding under the Travel Points System.**

## RECOMMENDATIONS

Your subcommittee therefore recommends:

That the maximum rate per night for commercial accommodation in the Parliamentary District be increased to an average cost per night of 275\$;

That the cost of a weekend stay between two sitting weeks in the Parliamentary District, if more economical than returning to their provincial or territorial residence, be charged to the Travel Points System by deducting a point rather than charging expenses to the senator's basic Living Expenses Budget; and



That the changes to SOMP described in this report and reflecting these decisions be adopted and come into effect on April 1<sup>st</sup>, 2024.

Respectfully submitted,

ÉRIC FOREST

*Chair*

The Honourable Senator Forest made a statement.

After debate, the Honourable Senator Forest moved that the subcommittee's Twenty-Third Report be adopted.

The question being put on the motion, it was adopted.

**CIBA/2024-02-08/345(P) — Report from the Subcommittee on Senate Estimates — Sole Source Contracts with the House of Commons**

The Chair of the Subcommittee on Senate Estimates and Committee Budgets, the Honourable Senator Forest, presented the Twenty-Fifth Report of the subcommittee as follows:

Thursday, February 8, 2024

The Subcommittee on Senate Estimates and Committee Budgets of the Standing Committee on Internal Economy, Budgets and Administration (CIBA) has the honour to present its

**TWENTY-FIFTH REPORT**

**ISSUE**

In the context of its study of the Senate's Main Estimates 2024-25, your subcommittee examined two requests for sole-source contracts with the House of Commons. These were for:

- broadcasting and information technology services (\$17,261,770 for 5 years);
- replacement of multimedia components in the Senate committee rooms and Chamber (\$645,000 for 2 years).

Both requests were made under section 1.6.9 of the *Procurement Policy*, requiring CIBA's approval for all acquisition of goods and/or services from other Parliamentary Entities or Government Organizations with an estimated total value of \$125,000 or more.

**ANALYSIS**

A Service Level Agreement (SLA) was put in place with the House of Commons in 2019—20, covering a period of 5 years (2019—2024). The SLA covers several services, including shared software and licenses agreements, Multimedia Services and Event Support, Internet Access and Network Equipment Maintenance. The same SLA also includes Broadcasting Services for the



Communications, Broadcasting, Publications Directorate (COM), the PRISM Bill Authoring Module for the Law Clerk and security systems for the Corporate Security Directorate.

This agreement must be renewed to avoid any service disruption.

Your subcommittee was also informed that the infrastructure and broadcasting equipment used to support the Senate's activities in the Senate committee rooms and Chamber require upgrades to ensure smooth operations and proper broadcast of its activities in the media and on the parliamentary television network (PTN).

The Senate also relies on the expertise provided by the House of Commons in these areas, as specific knowledge is required.

In order to avoid any disruption of services, your subcommittee recommends that both sole-source contracts involving the Senate and the House of Commons be allowed. However, your subcommittee believes that it would be appropriate, in preparation for next year, to carry out a comparative review of the options available and their associated costs to obtain a level of service equivalent to that provided to the Senate by the House of Commons.

## **RECOMMENDATIONS**

Therefore, your subcommittee recommends:

That CIBA approve the renewal of the sole-source contract for services provided by the House of Commons for: i) Broadcasting; and ii) Information Technology;

That CIBA approve to enter into a sole-source contract with the House of Commons for the replacement of multimedia components in the Senate committee rooms and Chamber; and

That a review be conducted in 2024-25 to compare the cost of services provided by the House of Commons with other possible options.

Respectfully submitted,

ÉRIC FOREST

*Chair*

The Honourable Senator Forest made a statement.

After debate, the Honourable Senator Forest moved that the subcommittee's Twenty-Fifth Report be adopted.

The question being put on the motion, it was adopted.



## **CIBA/2024-02-08/346(P) — Report from the Advisory Working Group on Artwork and Heritage Assets**

The chair of the Artwork and Heritage Advisory Working Group, the Honourable Senator Cardozo, tabled the working group's Fourth Report as follows:

Thursday, February 8, 2024

The Advisory Working Group on Environment and Sustainability (AHAWG) of the Standing Committee on Internal Economy, Budgets and Administration (CIBA) has the honour to present its

### **FOURTH REPORT**

Since the last report to CIBA, the AHAWG met on April 26<sup>th</sup>, 2023, June 7<sup>th</sup>, October 18<sup>th</sup>, and November 29<sup>th</sup>, 2023 Senator Cardozo (chair), Senator Moodie, Senator Ataullahjan and Senator Burey were present for the meetings. Following Senator Bovey's retirement, Senator Cardozo was elected Chair of the AHAWG.

Your AHAWG now reports as follows:

#### **For Information**

##### **Chair of the AHAWG**

Following Senator Bovey's retirement, Senator Cardozo was elected Chair of the AHAWG. The AHAWG wishes to thank Senator Bovey for her contributions to the display of artwork at the Senate of Canada and for her dedication to, and her many contributions to the advancement of arts and culture in the Parliamentary precinct.

##### **Centre Block and Parliamentary Welcome Centre Overview**

The AHAWG has reviewed the thematic layout for artwork in key spaces of Centre Block and the Parliament Welcome Centre. The plan will continue the historic layout of specific works of art while making space to increase regional representation, women, Indigenous peoples and racialized people. The plan is designed to be flexible but also ensure the AHAWG's requirements are integrated into the rehabilitation.

The Office of the Dominion Sculptor was invited to present a proposed concept for the sculpture work in the East Courtyard infill.

Prior to the closure of Centre Block, one committee room was dedicated to displaying artwork by Indigenous artists. This practice continued to the SCB. The rehabilitation presents new opportunities for artwork. PSPC is creating an Elder's Council as part of the Indigenous Consultation process for Centre Block and the Parliament Welcome Centre. Once the Elders Council is formed, the AHAWG has endorsed seeking their input on the placement of the Indigenous Peoples Room in Centre Block end state when the rehabilitation is complete, and identified Room CB256S as a suitable location for such a room.



Prior to reviewing the plan, the AHAWG reviewed the floorplans and renderings for the buildings and completed a tour of the construction site. Given the length of the rehabilitation, the AHAWG will continue to monitor the plan to respond to new initiatives and design changes.

### **Strategic Plans**

To guide future planning, the members of the AHAWG were invited to share their priorities for the AHAWG in the coming years. The AHAWG has approved an updated strategic plan based on the members' input and the current resourcing capacity and operating budget.

- Ensure increased representation and regional diversity are paramount when selecting new artworks for display in the SCB;
- Focus on national collections located in the National Capital Region (NCR) for all lending programs to reduce the cost of transportation. To help ensure the availability of artwork, the Senate will proactively work with collections in the NCR. Artwork may be borrowed from outside the NCR when required;
- Expand the parameters of Visual Voices to include the option of more display locations in the SCB as well as more themes based on Senate committee work simultaneously;
- Continue to display artwork by Indigenous artists in C128;
- Leverage artworks and artefacts currently in storage for display opportunities in Senate occupied buildings. HCS proposes efforts be made to remove some of these items from storage to display for the enjoyment of users in the space; and
- Within the existing operating budget, allocate funds to acquire artwork to build the Senate's Artwork and Heritage Collection.

### **Elvis Antoine Donation**

The Senate has accepted the donation of two artworks to the Artwork and Heritage Collection. Naomi and Jon Gerrard donated two works of art by First Nations artist Elvis Antoine (1957-2023). Elvis Antoine was born in Brandon, Manitoba and studied art at the University of Manitoba. He was a member of the Sioux Valley Dakota Nation. His work often featured animal paw prints to symbolize the steps toward reconciliation. The works of art are now on display in the Senate of Canada Building's C126.

### **Honouring Canada's Black Artists**

In October 2023, two works of art were installed in B45 in the SCB. Shanna Strauss is a Tanzanian- American-Canadian mixed-media artist and printmaker with a Masters in Social Work from McGill University. She has exhibited at the Montreal Museum of Fine Arts as well as in Tanzania, Senegal and the U.S. Her work *Ajabu na nyuki (Wonder and her bees)*, pays homage to Leti, a revered community leader and beekeeper who inspired the Nyaturu people



of north-central Tanzania in her fight against German colonizers in the early 1900s. The portrait is part of a series that explores ancestral wisdom, spirituality and the artist's Tanzanian family roots.

Justin Augustine's work explores Black identity, borrowing architectural details from his home province, Nova Scotia, and from his Caribbean birthplace, Dominica. He creates haunting settings bathed in a warm tropical light that make the viewer feel as if they've entered a dream or childhood memory. Justin Augustine's *The Faith Catchers* depicts two Black youths in front of an austere whitewashed building gazing contemplatively into the distance.

#### **Canadian Japanese Parliamentary Group**

The AHAWG will be working with the Canadian Japanese Parliamentary Group for a display in the SCB with the Japanese Embassy to Canada. The display will highlight the work completed by Senators on Parliamentary associations and mark Asian Heritage Month and Children's Day in May 2024.

#### **Artwork and Heritage Collection Review, Tableware**

The AHAWG has completed a review of tableware formerly used by the Speakers of the Senate based on the updated policy requirement. The pieces identified for deaccessioning were offered to museums, galleries and educational institutions with museum studies programs across Canada and some were retained for continued use by the Senate. Heritage and Curatorial Services is currently coordinating the work with the objective of completing the process by March 31<sup>st</sup>, 2024.

#### **Artwork and Heritage Collection Review, Bookcase**

A bookcase in the Senate's storage facility was returned to the House of Commons. The bookcase had been incorrectly inventoried as a Senate asset when the Senate and House of Commons shared a building.

Respectfully submitted,

Andrew Cardozo	Salma Ataullahjan	Rosemary Moodie	Rosemary Moodie
----------------	-------------------	-----------------	-----------------

<i>Chair</i>	<i>Member</i>	<i>Member</i>	<i>Member</i>
--------------	---------------	---------------	---------------

The chair made a statement regarding the Fourth Report from the Advisory Working on Artwork and Heritage Assets.

#### **CIBA/2024-02-08/347(P) — Translation Bureau — Headsets**

François Lymburner made a statement and, together with Matthew Ball and Gérald Lafrenière, answered questions on parliamentary translation services.



## **CIBA/2024-02-08/348(P) — Living Expense Budget for Privately-Owned Accommodation**

The Honourable Senator Carignan, P.C., moved:

That the Subcommittee on Senate Estimates and Committee Budgets be mandated to examine the daily allowance for privately-owned residences to determine whether an adjustment is necessary for 2024-25; and

That subcommittee present its final report to the Standing Committee on Internal Economy, Budgets and Administration no later March 31, 2024.

The question being put on the motion, it was adopted.

## **CIBA/2024-02-08/349(P) — Report from the Subcommittee on Agenda and Procedure — Efficiencies for Subcommittees and Working Group Meetings**

The chair of the Subcommittee on Agenda and Procedure, the Honourable Senator Moncion, presented the Twenty-Third Report as follows:

Thursday, December 8, 2024

The Subcommittee on Agenda and Procedure of the Standing Committee on Internal Economy, Budgets and Administration (CIBA) has the honour to present its

### **TWENTY-THIRD REPORT**

In June 2023, Senate Leaders and Facilitators met with your Subcommittee on Agenda and Procedure (the subcommittee) to ask for solutions to improve the efficiency of its subcommittee and advisory working group (AWG) meetings, including addressing repetition, overlapping mandates, inconvenient meeting times, uneven workloads and membership challenges.

Your subcommittee subsequently reviewed a number of possible options and now submits the following proposals for further consideration:

#### **PROPOSAL 1: Implement a fixed schedule and annual forward agendas**

Your subcommittee believes that not having a set schedule and annual forward agendas for meetings of CIBA subcommittees and AWGs creates numerous challenges for senators and Administration staff. Planning and preparing meeting agendas is often done on an ad hoc basis and can result in the frequent occurrence of “urgent” items that can come as a surprise to members. Due to various constraints, meetings are often scheduled at the last minute, leaving little time to prepare, which results in rushed or delayed decisions.

With respect to schedules, your subcommittee was told that finding a suitable meeting time for subcommittee members has become a time-consuming exercise that often leads to multiple emails and calls. Senators have expressed a preference to have greater predictability and advance notice for subcommittee and AWG meeting times. Many senators have also expressed a desire to not meet during break weeks, when the Senate is sitting, or on traditional travel days. Although this limits available options, your subcommittee believes that CIBA could nevertheless consider implementing a fixed schedule for its



subcommittees, by designating every second Thursday (weeks when the committee does not normally meet) and assign a rotating timeslot to each of its subcommittees. CIBA could also designate Fridays or Tuesdays and Thursdays after the Senate adjourns (subject to available resources) as potential alternate days for any urgent or unplanned subcommittee meetings. Your subcommittee also believes that the AWGs should be authorized to meet only on Mondays or Fridays or on break weeks.

Regarding forward agendas, your subcommittee is of the view that preparing an annual forward agenda would allow CIBA (or Steering) to review the planned upcoming work of its subcommittees and AWGs. It would also give members a better idea of what to expect in terms of workload and possible fixed deadlines over the course of a year, thereby reducing the perception of unplanned or “surprise” agenda items. It would also provide Administration officials and other stakeholders ample time to prepare documents and materials that could be provided well in advance to senators for their review and preparation.

Your subcommittee is confident that implementing a fixed subcommittee schedule and annual forward agendas would make workloads more manageable and reduce conflicts, ease the need for multiple communications with senators and their staff, give senators sufficient notice to plan their schedules and give the Administration much-needed notice and advance time to properly prepare materials and plan meeting agendas. It would also allow for a more efficient allocation of support services and reduce overtime for staff.

### **PROPOSAL 2: Conduct a pilot project with “for information” meeting agenda items**

Your subcommittee has observed that subcommittee and CIBA agendas often include a number of routine or recurring items that are presented “for information only” or to update members on on-going or previously approved programs and projects. Your subcommittee believes that the number of and duration of meetings could be reduced if these “for information” agenda items - where no formal decision is required — were instead sent to members by email.

Examples of such items could include the review of annual or other periodic reports, draft reports where no further decision is required and/or updates on on-going projects or proposals. These “for information” items could instead be grouped and sent together in one email, no more than once per week, and could include an option for members to contact a subject matter expert directly if they have specific questions or concerns about an item. Furthermore, your subcommittee recommends that at the beginning of the following meeting, the chair of CIBA or one of its subcommittees would provide a formal opportunity for members to ask questions or comments on those documents circulated via email. The documents circulated via email would also be listed in the CIBA and subcommittee minutes as an appendix for future references. Your subcommittee was informed that the LTVP Subcommittee has successfully started to implement some of these administrative measures.

Additionally, your subcommittee is of the view that using consent agendas could be a useful tool for CIBA and its subcommittees to try as a pilot project. Consent agenda are normally used by boards to facilitate the approval of several non-controversial, routine or



technical matters in a single motion, provided that written materials are sent to members in advance. In the context of CIBA, this would mean that minutes of the previous meeting and a request to change the membership on a working group could, for instance, be grouped together and listed in the consent agenda section. The chair would simply ask if senators have questions on any of the grouped items at the start of the meeting. If any senator raises a concern or has questions about a specific item, it would be pulled out of the consent agenda and added to the meeting agenda for further discussion. A single motion would then approve the consent agenda items.

Your subcommittee is of the view that implementing these changes, as a pilot project until the end of June 2024, would substantially reduce the need, frequency and length of formal meetings. Grouping “for information” items, routine business and updates together would reduce the need for lengthy presentations, which would make meetings more efficient. It would mean that senators would receive information and be updated on items on a more timely basis and allow senators to review these items at their own pace. Most importantly, it would allow senators to focus meeting and discussion time on substantive decisions. Based on the feedback and pilot experience, CIBA members could make a decision for the longer term in September 2024.

***OPTION 3 — FOR DISCUSSION: Consider merging or modifying the mandates and memberships of certain subcommittees and AWGs***

CIBA currently has five active subcommittees (plus the Steering Committee) and four advisory working groups. Some senators have noted that similar subject matters are often presented at more than one subcommittee and AWGs and then repeated again at CIBA or before your subcommittee. This results in a replication of information for some senators and a duplication of work for the Administration. It can also lead to conflicting decisions from senators if one subcommittee makes a decision that is contrary to another subcommittee studying a similar matter.

Your subcommittee notes that at the start of this session, the Budget Subcommittee was consolidated with Subcommittee on Senate Estimates, as both subcommittees deal with the distribution and allocation of resources for various Senate activities and had a number of overlapping members. This change has successfully reduced one business unit for CIBA and has allowed members to deal with overall Senate spending in one subcommittee instead of two.

There are other similar consolidations that could be contemplated. One example the committee may wish to consider would be to merge its Subcommittee on Diversity with its Subcommittee on Human Resources, which have mandates and memberships that overlap. Another consideration would be to merge the Subcommittee on Communications with Steering. The current membership of the Subcommittee on Communications already includes two members of Steering, which deals with various communications issues.

Of its four AWGs, the AWG on the corporate credit card and the AWG on the senators’ pension plan are both close to completing their work. It is estimated that only one additional meeting is required for each AWG, after which they can submit a final report



to CIBA and would cease to exist. CIBA could also consider replacing the artwork and heritage AWG with a smaller advisory body and give it a more focused mandate and reduce its reporting requirements to CIBA.

It may also be useful for CIBA to re-examine the mandate of each of its subcommittee and AWGs to look for opportunities to better target the scope of their work and reduce or eliminate any overlap of responsibilities. CIBA could also refer only very limited matters, and with narrower parameters that are subject to pre-approved forward agendas to its subcommittees and AWGs (i.e., mandating them to review a particular policy or program instead of giving them a general and open mandate). Mandates could include precise reporting deadlines, after which the subcommittee or AWG would cease to exist, unless CIBA refers other matters for them to study.

Implementing this option would have the effect of reducing CIBA's business units to three subcommittees (instead of five) and two AWGs (instead of four). Your subcommittee believes these changes could be more efficient in reducing overlapping mandates and assist with membership challenges. It could also eliminate the need to appoint senators who are not members of CIBA to its subcommittees, which can create other challenges in terms of continuity, consistency and coherence of any decisions taken.

## **NEXT STEPS**

Your subcommittee recommends that Proposal 1 be implemented immediately, as this is an administrative measure that would ensure a more efficient and equitable operation for all of CIBA's subcommittees and AWGs.

Your subcommittee recommends that Proposal 2 be implemented on a pilot project basis so that members and staff have time to adjust workplans and processes. CIBA and subcommittee members could be asked to provide feedback and comments by March 2024 to monitor the benefits and challenges in implementing all aspects of this proposal.

Your subcommittee recommends further discussion and consideration by CIBA for Option 3.

Respectfully submitted,

LUCIE MONCION

*Chair*

The chair made a statement and, together with Shaila Anwar, answered questions regarding the subcommittee's Twenty-Third Report.

After debate, the Honourable Senator Saint-Germain moved:

That proposal 1 be implemented immediately, as this is an administrative measure that would ensure a more efficient and equitable operation for all of CIBA's subcommittees and AWGs;

That proposal 2 be implemented on a pilot project basis so that members and staff have time to adjust workplans and processes and that CIBA and subcommittee members provide feedback



and comments by June 2024 to monitor the benefits and challenges in implementing this proposal; and

That there be further discussion on proposal 3.

The question being put on the motion, it was adopted.

**CIBA/2024-02-08/350(P) — Result of the Fall Survey with Action Plan**

Pascale Legault made a statement and answered questions regarding the results of the fall survey and action plan.

**CIBA/2024-02-08/351(P) — Other Matters**

The chair informed members that the issue surrounding the protocol for travel devices was raised and that it has been taken under advisement.

At 10:44 a.m., the committee suspended.

At 10:46 a.m., pursuant to 12-16(1), the committee proceeded in camera.

At 11:01 a.m., the committee adjourned to the call of the chair.

*ATTEST:*

Pascale Legault

*Chief Corporate Services Officer and Clerk of the Standing Committee on  
Internal Economy, Budgets and Administration*

Keli Hogan

*Recording Secretary*