Office of the Information Commissioner of Canada

2020–21

Departmental Plan

Original signed by

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Minister of Justice and Attorney General of Canada

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Information Commissioner of Canada

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From the Commissioner

The 2020–21 *Departmental Plan* for the Office of the Information Commissioner is based on the organization's new five-year strategic plan, which comes into effect on April 1, 2020.

The plan sets out a renewed mission for the organization—"To conduct efficient and fair investigations, be open and transparent when dealing with institutions and complainants, and provide expert advice to Parliament and other stakeholders on access to information." It also establishes three priorities to guide the work of my team to carry that mission out.

The first priority is to invest in and support the organization's resources. The effectiveness of my office depends on a permanent, well-trained and qualified team of investigators, lawyers, internal services experts and other professionals.

Second is to innovate and transform operations. Process improvements are already making a difference in the results my office has achieved. Further innovations, including moving to all-electronic investigations and leveraging technology, will help employees manage files even more efficiently.

Third is to maintain and enhance the organization's credibility. This will involve providing expert advice on access to information during the anticipated government and Parliamentary reviews of the *Access to Information Act*. It also includes improving the turnaround times for investigations, while ensuring they remain open and transparent, and of the highest quality.

I am confident in the dedication and ability of my staff to deliver on these priorities and achieve results for Canadians, including closing the most files ever in 2019–20. However, two significant obstacles block the road ahead. First is the largest inventory in the organization's history, due to a significant increase in new complaints in 2019–20. Second is the uncertainty about whether I will have sufficient resources on an ongoing basis to respond in an efficient manner to this workload without the inventory growing year over year.

I am taking every step possible to tackle this challenge, including requesting a permanent increase in my investigative team. However, I expect the elevated complaint volume to continue into at least 2021–22. In light of this, I am very concerned about the impact on the federal access system if funding to my office were to remain on its current temporary footing or, worse yet, return to pre-temporary funding levels.

Each file closed represents a response to one Canadian. Fewer resources for my office means fewer Canadians receive the information they seek to understand decisions taken by federal institutions, resolve personal matters or hold the government to account.

Canadians' interest in accessing government information shows no sign of declining, while the government has committed to being open and transparent. It is imperative, therefore, that my office be able to carry out its critical role, and respond to more complaints faster, with rigour and consistent application of the Act.

Reaching that goal will only be possible with a viable and sustainable investigations program—in short, one that is properly and permanently resourced to handle the expected workload. This will allow my office to reach its strategic goals and me to fulfil my mandate under the Act.

Plans at a glance

The Office of the Information Commissioner (OIC) has developed a new strategic plan to come into effect on April 1, 2020. It sets out three overarching priorities that will guide the organization's work over the next five years.

Invest in and support resources

- Attract and retain a versatile, innovative, qualified and high-performing workforce. This will include expanding the OIC's investigator development program to offer staff the experience and mentoring they need to work on increasingly complex files.
- Commit to providing a harassment-free, healthy and safe work environment.
- Manage all resources responsibly. The OIC will complete and respond to a program evaluation of the investigation function.

Innovate and transform our operations

- Work collaboratively with all stakeholders. The Commissioner and her officials will continue to meet with their institutional counterparts throughout the year.
- Leverage expertise, innovative tools and streamlined processes to ensure continuous improvement. The OIC will move to all-electronic investigations and leverage technology in 2020–21 and beyond.

Maintain and enhance credibility

- Significantly reduce the inventory of complaints and reduce turnaround times for investigations.
- Achieve coherent and consistent outcomes through impartial and rigorous investigations and professional service delivery. Activities will include continuing to develop and communicate consistent interpretations of the *Access to Information Act* through guidance documents and final reports.
- Maintain the OIC's reputation as an authority on access to information. The OIC and the Commissioner will participate, as requested, in the government and Parliamentary reviews of the Act, expected to begin in 2020–21.

A multi-year operational plan will set out specific initiatives under each priority at the sector and division levels for the coming years.

In his December 2019 mandate letters, the Prime Minister asked all ministers to read and be guided by *Open and Accountable Government*.[1] This guide, first issued by the Prime Minister in 2015, notes that "Ministers, their deputy ministers and heads of agencies are ultimately responsible for the application of the [*Access to Information Act*] in their respective institutions and within the overall ministerial portfolio."

For more information on the OIC's plans, priorities and planned results, see the "Planned results and resources, and key risks, for core responsibility" section of this report.

Core responsibility

The OIC has one core responsibility: government transparency.

Planned results and resources, and key risks, for core responsibility

This section contains detailed information on the OIC's planned results and resources for its core responsibility. It also contains information on key risks related to achieving those results.

Government transparency

Description

The Information Commissioner is the first level of independent review of government decisions relating to requests for access to information under the control of government institutions. The *Access to Information Act* requires the Commissioner to investigate all the complaints she receives. (With the June 2019 amendments to the Act, the Commissioner may now decline or cease to investigate complaints she considers to be trivial, frivolous, vexatious, made in bad faith or otherwise an abuse of the right of access.) The second level of independent review is the Federal Court.

Planning highlights

In 2020–21, the OIC will pursue activities under three priorities to meet its core responsibility: government transparency.

Invest in and support resources

- Attract and retain a versatile, innovative, qualified and high-performing workforce. This will include expanding the OIC's investigator development program to offer staff the experience and mentoring they need to work on increasingly complex files.
- Manage all resources responsibly. The OIC will complete and respond to a program evaluation of the investigation function.

Innovate and transform operations

- Work collaboratively with all stakeholders. The Commissioner and her officials will continue to meet with their institutional counterparts throughout the year, to share best practices, identify challenges and take joint steps to advance complaints.
- Leverage expertise, innovative tools and streamlined processes to ensure continuous improvement. The OIC will make substantial efforts to leverage technology to become more efficient. This includes moving to all-electronic investigations, including with regard to how investigators manage files, and how complainants and institutions submit records and information. The IM/IT group will continue to add functionality to the OIC case management

system. New policies and procedures will govern the handling and approval of investigation files and the related records in this new environment.

Maintain and enhance reputation

- Significantly reduce the inventory of complaints and reduce turnaround times for investigations. In particular, the OIC will pursue the following activities in 2020–21 to ensure the investigative function is as efficient and effective as possible:
  - continue to shape investigative teams to respond to the type of files in the inventory, along with the subject matters and institutions to which they relate;
  - exercise the Commissioner's new powers under the Act, including to order institutions to resolve matters in a particular way; and
  - continue to refine the role and activities of the Registry, which is responsible for overall file management.
- Achieve coherent and consistent outcomes through impartial and rigorous investigations and professional service delivery. The OIC will continue to develop and communicate consistent interpretations of the Act through guidance documents and final reports, further adjust the investigation process in response to complainant and institutional feedback, and ensure all investigators receive the tools and training they require.
- Maintain the OIC's reputation as an access to information authority. The OIC and the Commissioner will participate, as requested, in the government and Parliamentary reviews of the Act, expected to begin in 2020–21. An internal committee will consider options and develop proposals for further amendments to the legislation to address shortcomings and respond to current circumstances, based on the results of investigations. The Commissioner and officials will also continue to gather and share best practices from across the federal government and Canada, and around the world with regard to access to information, inventory reduction and legislative reform.

Gender-based analysis plus

The OIC is looking to compile disaggregated statistics that could shed light on whether the OIC's program contains barriers to access, however unintentional, to groups covered by gender-based analysis plus.

United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The OIC will continue to support the transition to a low-carbon economy through green procurement in line with Sustainable Development Goal 12, Ensure sustainable consumption and production patterns.[2]

Experimentation

With limited resources to respond effectively to its significantly increasing workload and uncertainty about its financial situation for 2020–21, the OIC has no dedicated experimentation projects planned. However, the organization is moving towards all-electronic investigations, and will continue to develop, implement and adjust the necessary policies, processes, technology and performance measures throughout the year to successfully make that transition.

Key risks

Resources. As more and more Canadians use the access to information system, the OIC's complaint volume continues to grow: a 25-percent increase in 2017–18 over the previous year and a jump of upwards of 150 percent in 2019–20 (resulting in the largest volume, by far, in OIC history). The OIC expects the increase to continue at an elevated level for at least the next two years.

The investigators funded by the OIC's A-base close approximately 1,600 files each year. The OIC has received temporary (one-year) funding each year since 2016–17 to hire more investigators and complete more investigations. However, operating with temporary funding year after year has led to significant inefficiencies, broken continuity and stalled momentum, ultimately preventing adequate service to Canadians and resulting in a growing inventory.

The OIC has made notable gains in efficiency in recent years—which it will continue to pursue in 2020–21—and has requested funds through Budget 2020 to permanently augment its investigative capacity. At the time of writing, the OIC had no indication whether this request would be granted. If it were not, the inventory would grow substantially in light of the elevated incoming complaint volume. This would put the integrity of the OIC's program at significant risk, in the form of substantial delays in investigating complaints and slower response times.

Institutional capacity. By increasing its investigative capacity, the OIC risks overwhelming the ability of institutions to respond to investigators' inquiries, to the detriment of the OIC's work and also to institutions' being able to respond to access to information requests. Successfully mitigating this risk continues to be of paramount importance to the OIC. In recent years, the OIC has engaged institutions' cooperation through ongoing communications with institutional officials at various levels. While recognizing that how institutions allocate their resources is out of its control, the OIC takes into consideration institutional workload when assigning files. To date, most institutions have been able to keep up with the demand. (The OIC receives complaints against more than 85 institutions each year.)

Staff recruitment and retention. In increasing its investigative capacity, the OIC risks further draining the already small pool of access specialists available across federal institutions. To mitigate this risk, the OIC has expanded the pool of potential employees (in terms of their experience and educational background) from which it draws. At the same time, in the face of

high staff turnover, turnover attributable to this high demand and the resulting intense competition between institutions to attract talent, the OIC enrolls new staff in its development program, and provides other internal opportunities for professional growth and advancement, with the goal of increasing retention.

Planned results for government transparency

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result**
Canadians receive timely resolution of complaints about how federal institutions process access to information requests	Median turnaround time for administrative cases*	90 days	March 31, 2021	39 days	22 days	The OIC changed how it handles administrative files in 2019–20 such that the Registry now assesses and closes the majority of these complaints before they are assigned to an investigator. As of December 31, 2019, the Registry had treated 70 percent of all administrative complaints in this way. The median turnaround time for the remaining 30 percent, which were assigned, was 70 days.
	Median turnaround time for refusal cases*	9 months (270 days)	March 31, 2021	203 days	190 days	215 days
Institutions meet their obligations under the *Access to Information Act* and adopt measures to address institutional and systemic issues affecting access to information	Percentage of recommendations from investigations of complaints that are adopted	95 percent	March 31, 2021	99 percent	39 percent	79 percent
	Percentage of recommendations from systemic investigations that are adopted	80 percent	March 31, 2021	The President of the Treasury Board accepted all recommendations resulting from the one systemic investigation completed.	There were no systemic investigations completed.	There were no systemic investigations completed.

*From the date files are assigned to investigators.

**As of December 31, 2019.

In 2020–21, the OIC will update its Departmental Results Framework to reflect its recent performance and current priorities in order to clearly show how it is achieving results for Canadians. The new results indicators and targets will come into effect in 2021–22.

Planned budgetary financial resources for government transparency

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
9,931,748	9,931,748	9,928,499	9,936,287

Planned human resources for government transparency

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
86	86	86

Financial, human resources and performance information for the OIC's Program Inventory is available in the GC InfoBase.[3]

Planned results for Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. These services are: Management and Oversight Services; Internal Audit and Program Evaluation Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Management Services; Materiel Management Services; Communications Services and Acquisition Management Services.

Planning highlights

The OIC's internal services team will continue to provide crucial support to the program in 2020–21.

- The IM/IT group will continue its preparations to move the OIC's computing environment to the cloud. It will also continue developing, testing and implementing the functionality for all-electronic investigations through the OIC's case management system.
- The strategic planning group, with support from other parts of the organization, including IM/IT and Legal Services, will ensure the proper policy framework, and corporate policies, directives and procedures are in place to support document management and approvals in this new all-digital environment.
- The IM/IT group will develop and implement a centralized information management database.
- Human Resources will support the expansion of the investigator development program to include PM-03s, and complete staffing actions promptly to fill vacancies in the investigations group quickly.
- The Communications team will continue to support the investigations group in preparing and disseminating procedures and interpretation-related guidance, and ensuring high-quality final reports and orders in both official languages.
- The OIC's Occupational Health and Safety Committee's work plan for 2020–21 includes activities related to mental and physical health and safety, in response to issues highlighted in the OIC's most recent Public Service Employee Survey results.
- The OIC's new Transformation Steering Committee will oversee activities in 2020–21 to improve planning, consultations and communications related to operational and organizational change, while leveraging technology to achieve better results.

Planned budgetary financial resources for Internal Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
3,136,340	3,136,340	3,135,316	3,137,775

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
22	22	22

Spending and human resources

This section provides an overview of the OIC's planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years' actual spending.

Planned spending

Spending 2017–18 to 2022–23

The following graph presents planned (voted and statutory) spending over time.

	2017–18	2018–19	2019–20	2020–21	2021–22	2022–23
Statutory	1,120,946	1,134,443	1,817,568	1,426,763	1,426,510	1,427,831
Voted	12,507,692	13,317,275	14,562,296	11,641,325	11,637,305	11,646,231
Total	13,628,638	14,451,718	16,379,864	13,068,088	13,063,815	13,074,062
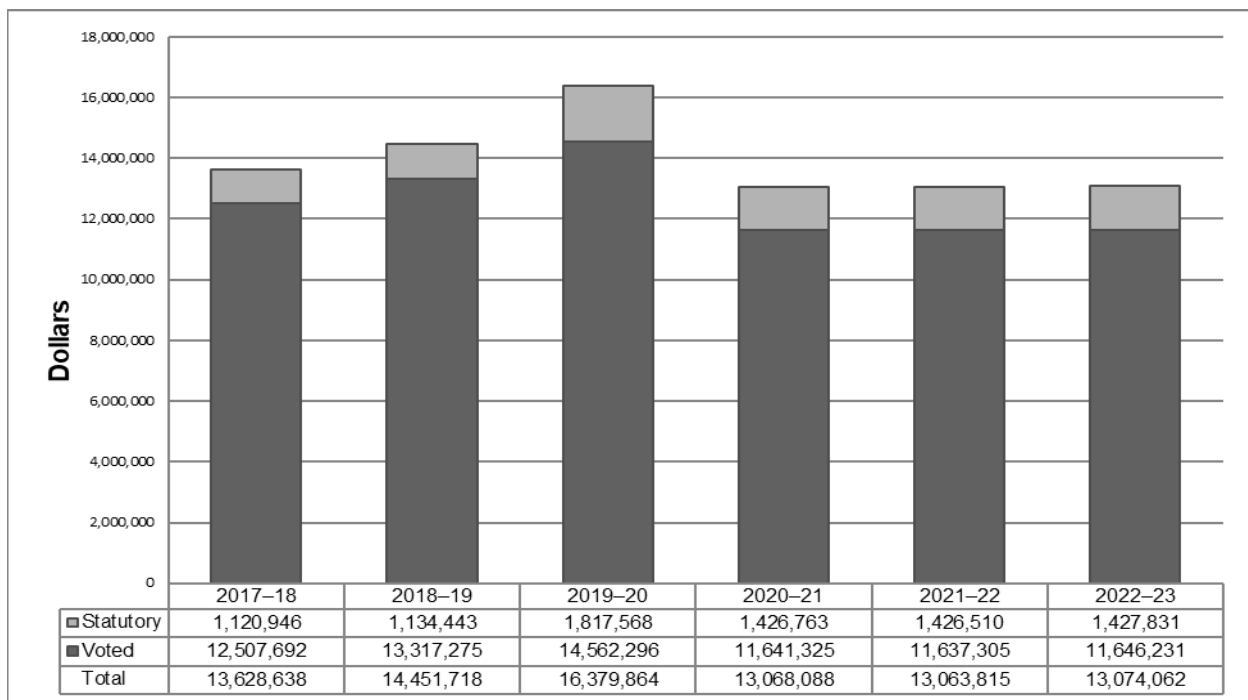
Budgetary planning summary for core responsibility and Internal Services (dollars)

The following table shows actual, forecast and planned spending for the OIC's core responsibility and Internal Services for the years relevant to the current planning year.

Core responsibility and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Government transparency	9,906,179	10,190,225	12,612,495	9,931,748	9,931,748	9,928,499	9,936,287
Internal Services	3,722,459	4,261,493	3,767,369	3,136,369	3,136,340	3,135,316	3,137,775
Total	13,628,638	14,451,718	16,379,867	13,068,088	13,068,088	13,063,815	13,074,062

The figures for 2017–18 in the above graph and chart include $1.8 million re-profiled from the previous year. The figures for 2018–19 and 2019–20 include temporary resources for inventory reduction: $2.9 million (Budget 2018) and $3 million (Budget 2019). The totals for 2019–20 and onward include $1.7 million in permanent funding to implement the Commissioner's new responsibilities under Bill C-58.

The OIC plans to spend $13.1 million in 2020–21 and ongoing to carry out its program and meet its strategic outcome. The vast majority of the OIC's spending (70 percent) is for salaries and associated employee costs.

The OIC remains challenged by having to operate with temporary funding. This has prevented the organization from moving seamlessly from year to year with a consistent complement of investigators. To address this situation, the OIC has requested funding through Budget 2020 to increase its investigative capacity permanently. With sufficient permanent funding, the OIC would be able to maximize the impact of its efforts and the results it could achieve for Canadians.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for the OIC's core responsibility and Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibility and Internal Services

Core responsibility and Internal Services	2017–18 actual full-time equivalents	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Government transparency	61	57	101	86	86	86
Internal Services	22	27	22	22	22	22
Total	83	84	123	108	108	108

The variance is the number of FTEs between 2018–19 and 2019–20 was mainly due to two factors. First, the OIC had considerably fewer actual FTEs in 2018–19 than forecast, due to higher than expected employee turnover. The OIC closed that gap in 2019–20, received one-year funding for 15 FTEs for inventory reduction and permanent funding for 15 FTEs to carry out the Commissioner's new responsibilities under Bill C–58. The one-time increase in Internal Services FTEs in 2018–19 was necessary in light of workload that year and to carry out projects to meet the organization's corporate obligations.

Estimates by vote

Information on the OIC's organizational appropriations is available in the 2019–20 Main Estimates.[4]

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of the OIC's operations for 2019–20 to 2020–21.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the *Departmental Plan* were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the OIC's website.[5]

Condensed future-oriented statement of operations for the year ending March 31, 2021 (dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	18,201,874	14,917,805	3,284,069
Total revenues	0	0	0
Net cost of operations before government funding and transfers	18,201,874	14,917,805	3,284,069

The variance between the forecast results for 2019–20 and planned results for 2020–21 is mainly due to the OIC's having received $3 million in temporary funding through Budget 2019 for inventory reduction.

Corporate information

Organizational profile

Appropriate minister: David Lametti, P.C., Q.C., M.P, Minister of Justice and Attorney General of Canada

Institutional head: Caroline Maynard, Information Commissioner of Canada

Ministerial portfolio: Department of Justice Canada

Enabling instrument: *Access to Information Act* (RSC, 1985, C-1)[6]

Year of incorporation/commencement: 1983

Other: For administrative purposes, the Minister of Justice is responsible for submitting the organization's *Departmental Plan* and *Departmental Results Report*.

Raison d'être, mandate and role: who we are and what we do

"Raison d'être, mandate and role: who we are and what we do" is available on the OIC's website.[7]

All December 2019 mandate letters noted that ministers are to be "aware of and fully compliant with the *Conflict of Interest Act* and Treasury Board policies and guidelines" and that they would be "provided with a copy of *Open and Accountable Government* to assist you as you undertake your responsibilities."[8] *Open and Accountable Government* notes the following with regard to access to information:
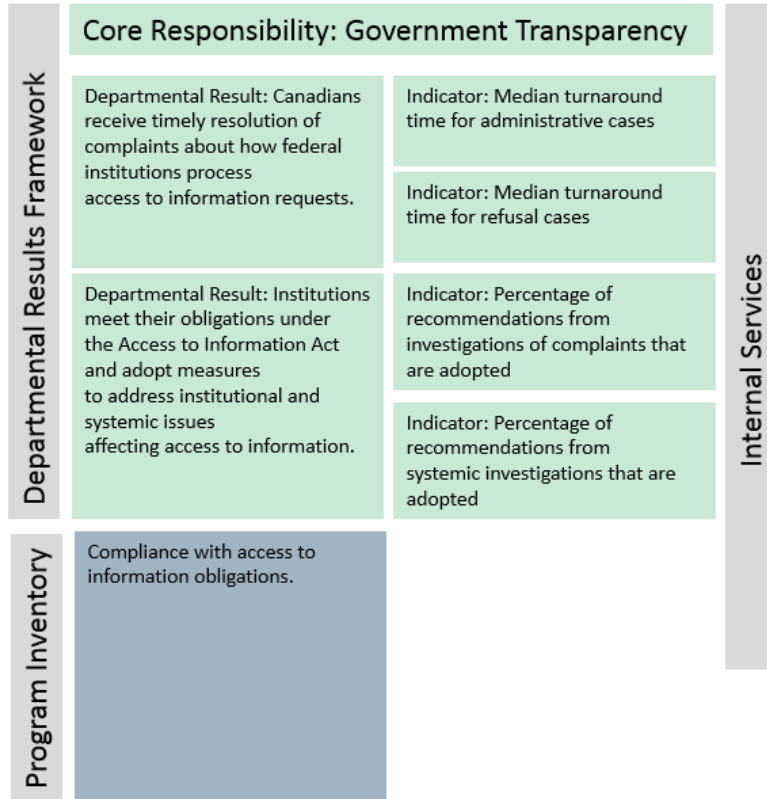
> The *Access to Information Act* provides a right of public access to information in records under the control of government institutions, subject only to certain necessary exceptions limited and specified in law. Ministers, their deputy ministers and heads of agencies are ultimately responsible for the application of the Act in their respective institutions and within the overall ministerial portfolio. Under the Act, decisions can be reviewed by the Information Commissioner and, ultimately, by the Federal Court. The government is committed to ensuring that government data and information is open by default, in formats that are modern and easy to use.[9]

Operating context

Information on the operating context is available on the OIC's website.[10]

Reporting framework

The OIC's approved Departmental Results Framework and Program Inventory for 2020–21 are as follows.

	Core Responsibility: Government Transparency		
Departmental Results Framework	Departmental Result: Canadians receive timely resolution of complaints about how federal institutions process access to information requests.	Indicator: Median turnaround time for administrative cases	**Internal Services**
		Indicator: Median turnaround time for refusal cases	
	Departmental Result: Institutions meet their obligations under the Access to Information Act and adopt measures to address institutional and systemic issues affecting access to information.	Indicator: Percentage of recommendations from investigations of complaints that are adopted	
		Indicator: Percentage of recommendations from systemic investigations that are adopted	
Program Inventory	Compliance with access to information obligations.		

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the OIC's Program Inventory is available in the GC InfoBase.[11]

Supplementary information tables

The following supplementary information tables are available on the OIC's website:

- ▸ Departmental Sustainable Development Strategy[12]
- ▸ Gender-based analysis plus[13]

Federal tax expenditures

The OIC's *Departmental Plan* does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government–wide tax expenditures each year in the Report on Federal Tax Expenditures.[14] This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

Organizational contact information

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Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct form innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

strategic outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

1. Prime Minister's 2019 mandate letters, https://pm.gc.ca/en/mandate-letters/minister-justice-and-attorney-general-canada-mandate-letter
2. United Nations, Sustainable Development Goal 12, https://www.un.org/sustainabledevelopment/sustainable-consumption-production/
3. GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start
4. 2018–19 Main Estimates, https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html
5. Office of the Information Commissioner, 2020–21 Future-Oriented Financial Statements, https://www.oic-ci.gc.ca/en/resources/reports-publications/2020-2021-future-oriented-statement-operations-unaudited
6. *Access to Information Act*, https://laws-lois.justice.gc.ca/eng/acts/a-1/
7. Office of the Information Commissioner, "Raison d'être, mandate and role: who we are and what we do" https://www.oic-ci.gc.ca/en/resources/reports-publications/2020-2021-raison-detre-mandate-and-role
8. Prime Minister's 2019 mandate letters, https://pm.gc.ca/en/mandate-letters/minister-justice-and-attorney-general-canada-mandate-letter
9. Prime Minister of Canada, "Open and Accountable Government," https://pm.gc.ca/en/news/backgrounders/2015/11/27/open-and-accountable-government#Access_to_Information
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