



Office of the Commissioner of Official Languages

Performance Report

For the period ending
March 31, 2001

Canada

Improved Reporting to Parliament Pilot Document

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to this Internet site or to:

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**Office of the
Commissioner
of Official Languages**

Departmental Performance Report

**For the
period ending
March 31, 2001**

**The Right Honourable Jean Chrétien
Prime Minister of Canada**



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I COMMISSIONER'S MESSAGE

I began the second year of my mandate thirty years after the first *Official Languages Act* came into effect. While my first year as Commissioner allowed me to offer a diagnosis of the problems relating to official languages and to sound the alarm in view of the slow but cumulative erosion of language rights in Canada, I note that, in light of the commitments made in particular in the most recent Speech from the Throne, the government seems to have heard my warning.

In spite of these encouraging signs, much remains to be done to redress the damage resulting from years of budget cuts, government restructuring and, more generally, political inattention. I am cautiously optimistic, but I remain on alert waiting for the government to clarify its intentions and unveil an action plan that has clear objectives, a series of specific measures and co-operative mechanisms in order to mobilize all federal government institutions to produce concrete, lasting and measurable results.

The shortcomings and deficiencies observed this year again point to systemic problems in the implementation of Canada's official languages policy. The in-depth studies conducted to identify the root causes generally lead to the same conclusion: the resistance or indifference of the institution against which complaints are filed stands in the way of lasting solutions. Once again, the answer to the problem can be summarized in three key words: leadership, commitment and responsibility.

Overall, I am challenging the government to put words into action and to make the shift in direction necessary to reverse the effects of the cumulative erosion of language rights that has occurred in recent years. I also enjoin the government to respect not only the letter of the *Official Languages Act* but also its spirit. I will continue to work, in various ways, to reinforce linguistic duality as a component of Canadian society.

Dyane Adam
Commissioner of Official Languages

II STRATEGIC CONTEXT

ENVIRONMENT OF THE OFFICE OF THE COMMISSIONER

The Office of the Commissioner (OCOL) is called upon to interact with a large number of public, community and private stakeholders. It must demonstrate leadership to influence federal, provincial, territorial and municipal governments in order to encourage them to fulfill their official languages obligations. It maintains close relationships with official language community organizations and must often react to public discourse that has an impact on linguistic duality. OCOL also intervenes before the courts on many occasions.

Among the federal partners with which OCOL must work most frequently, eight have responsibilities as central agencies under the *Official Languages Act* (hereinafter referred to as the *OLA*). These are the Privy Council Office, the Treasury Board Secretariat, the Public Service Commission, Canadian Heritage, Justice Canada, Public Works and Government Services, Statistics Canada and the Canadian Centre for Management Development. The Federal Court and the Standing Joint Committee on Official Languages are also key stakeholders.

OVERVIEW OF THE OFFICE OF THE COMMISSIONER

The Office of the Commissioner, which serves the public from its headquarters in Ottawa and its five regional offices, supports the Commissioner of Official Languages in fulfilling her mandate. The *mandate* of the Commissioner consists of taking all necessary measures to ensure recognition of the status of each of the official languages and compliance with the letter and the spirit of the *OLA* in the administration of the affairs of federal institutions, including any of their activities relating to the advancement of English and French in Canadian society.

The Commissioner's role has essentially four components:

- To investigate any complaint made to the Commissioner to the effect that the status of an official language was not or is not being recognized, any provision of an Act of Parliament or regulation relating to the status or use of an official language was not or is not being complied with, or the spirit and the letter of the *OLA* was not or is not being complied with in the administration of the affairs of any federal institution, and to make any necessary recommendations to ensure compliance with the *OLA*.
- To conduct studies on any issues of major importance involving the implementation of the *OLA*.
- To report to Parliament and inform the Canadian public about the scope and implementation of the *OLA* and the rights and obligations arising from it.
- To help minority official language communities to develop and obtain for their members the recognition and respect of their language rights under the Constitution and the *OLA*.

The work of OCOL is divided into three business lines: the first involving complaints and investigations; the second one involves information, research and analysis; the third one is corporate services.

Complaints and Investigations

The objective of the Complaints and Investigations business line is to conduct investigations and special studies and make recommendations on the corrective actions that must be taken to ensure full compliance with the *OLA*. As linguistic ombudsman, the Commissioner of Official Languages attempts, through persuasion, discussion and other methods associated with the new conflict resolution philosophy, to resolve complaints received from members of the public to the satisfaction of the parties concerned within a reasonable period of time, as prescribed by the *OLA*.

Full implementation of language rights sometimes requires the linguistic ombudsman, after exhausting all the recourse available to her, to take measures of an exceptional nature. Accordingly, to resolve problems of a systemic nature or to prevent injustices, the Commissioner appears in court. She may take legal action with the consent of members of the public who have filed a complaint or may intervene in cases involving the *OLA*.

Information, Research and Analysis

The objectives of the Information, Research and Analysis business line are to define the strategic orientations for OCOL by conducting research and analysis of language policies, ensuring liaison with the various governmental organizations and associations working in the linguistic area, and to inform Parliament and the public at large about the *OLA* and the role of the Commissioner. It maintains relationships and, in some cases, establishes partnerships with central agencies, members of Parliament and their committees, elected provincial officials and heads of government and various national and regional organizations and associations.

It supports the Commissioner in her role as ombudsman and informs members of the public about OCOL's role and their language rights. It develops various communication tools, such as speeches, media intervention strategies, publications and brochures. It also includes communication programs to promote official languages and OCOL.

Corporate Services

The Corporate Services business line provides a wide variety of services and support to all of OCOL to allow it to fully carry out its mandate and responsibilities. Corporate Services provide both Headquarters and the regional offices with strategic advice, services and products relating to financial management and planning, human resources management, information management and information technology, and administrative services. The Commissioner's Office is included in this business line.

III STRATEGIC OUTCOMES

OCOL has four chief results-oriented commitments: ensuring compliance with the language rights of Canadians, as set out in the *OLA* and its regulations (Official Languages (Communications with and Services to the Public) Regulations); ensuring recognition of the equal status of both official languages through the promotion of English and French by federal institutions; fostering the growth and vitality of minority official language communities; making Canadians aware of their language rights and of the role of the Commissioner of Official Languages.

These commitments are reflected in the number and type of complaints and investigations, and by the level of client satisfaction with the handling of complaints and with the results obtained; by the degree of implementation by institutions subject to the *OLA* of the recommendations made; by the number and type of interventions; by the statistical data on the workforce in the public service and the percentage of bilingual services; and by public attitudes to language rights.

These commitments guide and provide a framework for OCOL's actions and interventions. The following is a description of the main results achieved during the reporting period.

The Commissioner's ombudsman role is primarily carried out by the Investigations Branch, which has employees at headquarters and in the regional offices. Investigations and studies sometimes give rise to recommendations and follow-up studies, and sometimes even court remedies.

TABLE 1
CHANGE IN NUMBER OF COMPLAINTS

	TOTAL lodged	Service to the public	Language of work	Language Requirements	Others ¹
2000-2001	1,320	993	196	40	91
1999 2000 ²	1,872	1,493	184	84	111
1998	1,629	1,323	141	55	110
1997	1,762	1,399	224	46	93
1996	1,717	1,257	202	49	209

¹ complaints regarding public announcements, equitable participation and Part VII of the *OLA*

² 15-month period

The number of complaints received this year dropped by close to 20 percent as compared to 1998 and by 25 percent as compared to 1997. The fact that many complainants are discouraged by a lack of change undoubtedly contributed significantly to this decrease. This has led the Commissioner to review procedures in order to obtain better results.

In-depth studies and an improved ability to analyze compliance with the *OLA* will help identify the source of problems and the appropriate measures to achieve lasting solutions. Repeated problems will be brought to the attention of institutions and the search for common solutions will begin. The new group of officers to provide liaison with institutions will improve the handling of complaints and enhance co operation with institutions by negotiating agreements. In this regard, two memoranda of understanding have already been signed with Transport Canada with respect to complaints about pre-boarding security screenings at airports and safety briefings aboard aircraft.

The Commissioner actively participated in the activities of the Canadian Ombudsman Association and the *Association des ombudsmans et médiateurs de la Francophonie*. Moreover, she helped to create the Forum for Federal Ombudsmen. The purpose of this Forum is to set up a federal network of ombudsmen (e.g., the Privacy Commissioner, National Defence Ombudsman, Canada Post Ombudsman) in order to share information, train investigators and focus on common themes. To date, the Forum has met a number of times and a training session for all members is scheduled for early 2002.

In last year's performance report, the Commissioner presented the results of follow-ups on the study on points of service in the remaining four regions. This year, the Commissioner completed a report on all the follow-up studies conducted in each region of the country between 1996 and 2000. In order to finally give linguistic duality its rightful place in government and its institutions, a significant change in institutional culture is required. Each institution must incorporate linguistic duality into its organizational culture. The duty to offer services of comparable quality in both official languages must be at the very heart of the federal public service ethic.

In June 2000, the Commissioner published a major study on the use of English and French in high performance sport in Canada. In addition to a survey of athletes who receive federal financial assistance, investigators met with about 100 individuals who work in sport and related fields, such as coach training and government funding programs. Following the study, the federal government launched a number of promising initiatives to improve the status of French in high performance sport.

Throughout the year, the Commissioner carried out initiatives or studies in order to promote respect for language rights in the workplace. She focussed on a number of relevant aspects (perceptions and attitudes; conducive environment based on practical experiences; workplace conduct). She found that the conduct of managers is at the very heart of the problem of the equitable use of both languages in the workplace. Work will continue throughout the coming period.

In December 2000, the Commissioner published her *Study of the Official Language Obligations of Federal Crown Agents in the Province of New Brunswick*. This study underlines the need for the Department of Justice to ensure compliance with its linguistic obligations when it appoints lawyers in private practice to represent it in civil and criminal cases. The people of Canada must be able to use the official language of their choice at all stages in the legal process. After reading the draft study, the Department of Justice began to review its *Conditions of Appointment of Crown Agents and Instructions*.

The Commissioner made almost 500 recommendations during the reporting period. These recommendations were the result of investigations and special studies. Although the institutions did in general implement the Commissioner's recommendations, all too often the violations observed recur after a period of time. This explains why the Commissioner is currently reviewing the approach to investigations and dealings with institutions in order to encourage them to implement lasting solutions.

One investigation that led to recommendations is the investigation into the language requirements of constable positions in New Brunswick. The Commissioner concluded that the RCMP had failed to comply with the letter and spirit of section 91 of the *OLA*. She accordingly made five recommendations to the RCMP in order to ensure that New Brunswick residents obtain services in the official language of their choice.

In order to evaluate the degree to which the RCMP implemented her recommendations, the Commissioner conducted a follow-up in November 2000. Her investigators interviewed a number of employees in the National Capital Region, Newfoundland and various locations in New Brunswick. They also met with Francophone community representatives in New Brunswick. The follow-up will continue throughout the coming period.

In a 1997 investigation report, Commissioner Goldbloom highlighted the many linguistic deficiencies in federal-provincial agreements on labour market development. He made a number of recommendations to the appropriate authorities at the departments of Heritage, Human Resources Development and Treasury Board to ensure that the rights of the public are respected. In March 2001, Commissioner Adam advised these departments that she intends to conduct a follow-up to evaluate the implementation of these recommendations. This follow-up should be conducted in the coming period.

TABLE 2
COMPLAINTS AND REQUESTS FOR INFORMATION

Communications		1,976
Complaints lodged		1,320
admissible and investigated	1,049	
withdrawn	42	
refused	229	
Requests for information processed		656

This table shows that OCOL received 1,320 complaints, 1,049 of which were investigated in the 2000-2001 fiscal year. Almost half of these investigations are complete. Following these investigations, either the non-compliance with the *OLA* was resolved to the satisfaction of the complainants, or recommendations were made to the institutions with a view to finding solutions to persistent problems. Less than 15 percent of the allegations were unfounded.

The handling of 656 information requests helped inform citizens, public servants and institutions subject to the *OLA* of their rights and obligations under the *Act*. People were able to demand that their language rights be respected once they were better informed of these rights. In other cases, informing the institutions helped prevent potential non-compliance with the *OLA*.

Work methods improved, in accordance with the recommendations of the Treasury Board task force. Changes were made to the complaints procedure in order to simplify and improve its effectiveness; this also helped improve relations between OCOL and institutions.

Over the course of the 2000-2001 fiscal year, Legal Services continued to represent the Commissioner in various legal cases and closely follow the cases brought before provincial and federal courts that could affect the language rights of Canadians.

- The Commissioner of Official Languages initiated a court remedy against the Department of Justice, arguing that it must ensure that provinces, territories and municipalities comply with the federal government's linguistic obligations when initiating proceedings for federal offences. They can in fact be empowered to do so as the result of a 1996 amendment to the *Contraventions Act*. In March 2001, the Federal Court ruled in favour of the Commissioner. The Court concluded that the measures taken by the Department of Justice in applying the *Contraventions Act* do not adequately protect all the language rights of Canadians. The Department of Justice must as a result take all the necessary measures by March 2002 to ensure that the language rights of the accused are guaranteed in the same manner as if the *Contraventions Act* were applied by the Attorney General of Canada.

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- The reference application filed with the Federal Court by the Commissioner's predecessor seeking clarification on the obligations of Air Canada's subsidiaries under the OLA was withdrawn following the amendment of section 10 of the *Air Canada Public Participation Act*. This section was amended to clarify the linguistic obligations of Air Canada's subsidiaries as regards air services. The court remedy sought by OCOL served to draw attention to the need for such a legislative amendment.
 - The Commissioner intervened in the Montfort Hospital case to stress to the Court of Appeal the need of the Franco-Ontarian community for institutions that ensure its vitality and growth. She also wanted to remind the Government of Ontario (and the governments of Canada and of the other provinces) of their constitutional obligations as regards progress toward the equal status of English and French, as set out in section 16(3) of the *Canadian Charter of Rights and Freedoms*. The Court of Appeal's decision will undeniably have national importance and repercussions for all minority official language communities in the country.
 - The Commissioner intervened in the *Charlebois v. City of Moncton and the Attorney General of New Brunswick* case in view of the need to clarify the province of New Brunswick's constitutional obligations set out in sections 16 and 16.1 of the *Canadian Charter of Rights and Freedoms* with respect to the protection and promotion of the status, rights and privileges of both official language communities. This case involves the constitutional linguistic obligations of municipalities as regards the passing of municipal by-laws in both official languages.
 - The Commissioner also intervened in a case that challenged New Brunswick's *Education Act* under section 23 of the *Canadian Charter of Rights and Freedoms*, which guarantees the right to minority language education. The Commissioner also responded to a public notice in which the provincial government announced its intention to amend the *Education Act* by indicating the Act's shortcomings. The resulting bill amending the Education Act was influenced in part by the many comments made by the various parties involved, including the Commissioner. The parents, however, do not intend to withdraw their court proceedings and have revised their action to take the legislative changes into account.

Through speeches and consultations across the country and various media interventions, the Commissioner actively helped inform Canadians about their language rights and responsibilities, and promoted the value of linguistic duality, an asset to Canada. She also actively promoted the development of minority official-language communities. For example, 191 interviews with the media were conducted between April 2000 and March 2001; 25 speeches were given in Canada and abroad; 60 consultations and important meetings were held with federal, provincial and municipal decision-makers and with various organizations representing Canadians from both official language communities.

To support the Commissioner in achieving her mandate, OCOL provided ongoing liaison with key players in the official languages arena and conducted regular analyses of the linguistic, demographic, social, economic, cultural and political realities that affect the vitality of the Anglophone and Francophone minorities in Canada and public attitudes toward and support for linguistic duality and Canada's official languages system. This involved preparing recommendations and strategies on many issues, some of which are mentioned below. This analysis and liaison work helped raise awareness of the needs of Canadians in both official language communities.

The Commissioner completed the national consultations she had begun during the last fiscal period. This gave her the opportunity to listen to the priorities of Canadians with regard to the official languages and to publish a summary of these public consultations. In total, more than 500 people, divided into 51 groups in 20 Canadian cities, participated in consultations between February and August 2000. There were common themes in the views held by the various client groups, namely, the minority and majority official-language communities and some sub-groups in Canadian society. This initiative allowed OCOL to reach these client groups more effectively and to increase their participation in the progress toward the equality of English and French.

Several communication products were developed and will be distributed over the course of the next fiscal period, specifically, regional information kits about official language communities, regular information bulletins from the Commissioner and their distribution to partners and clients, as well as several pamphlets, vignettes and other promotional tools. Still with regard to communications, OCOL provided ongoing support for the Commissioner's public interventions by preparing strategies, media analyses, speeches and news releases which served to better inform Canadians and Parliament alike.

The Commissioner provided for broader distribution of her Annual Report to Parliament in order to communicate to as many Canadians as possible her analysis of the main issues relating to the implementation of the *OLA*, including the recognition of English and French, the development of minority official language communities, the actions she took and the repercussions they had on progress towards the equality of both official languages. As it does every year, this report also helped make the federal government aware of the needs of Canadians in both official language communities. OCOL initiated a complete update of its Internet site to make it more informative and interactive. There were more than 308,622 visitors to the site in 2000-2001.

The Commissioner wrote more than 30 letters that appeared in various dailies across the country, with a view to restating the facts, correcting disinformation, defending and promoting Canada's system of language rights, and increasing public support when letters to the editor attacked Canada's linguistic duality.

Following the release in the last fiscal period of the study entitled *The Government of Canada and French on the Internet*, OCOL supported federal institutions in the implementation of its recommendations and closely monitored the increasing number and quality of French-language information and services available over the Internet. This study will be updated during the coming fiscal period to help the government better serve Canadians from both official language groups.

The Commissioner published a study entitled *Cooperation Between the Government and the Communities: New Models for Service Delivery*, which described models for cooperation between the federal government and minority communities with regard to the delivery of programs or services to the public. This study outlines the conditions that must be met to ensure compliance with the letter and spirit of the *OLA*. OCOL maintained close contact with interested parties in the communities in question with a view to ensuring compliance with the *OLA* and maximizing the impact of these new service delivery models on community development.

Another national study was published on the implementation of section 23 of the *Canadian Charter of Rights and Freedoms* in light of recent decisions by the Supreme Court of Canada. This study describes the changes in enrolment in homogenous French-language schools between 1986 and 1997 and recommends well-targeted measures for the coming decade in order to ensure full implementation of section 23. This study is a follow-up to *Official Languages Minority Education Rights in Canada: From Instruction to Management*, released in 1991, and a complement to *School Governance: The Implementation of Section 23 of the Charter*, released in 1998. This provides the communities with current information that will help them prepare long term development plans and concrete action in order to exercise their education rights.

The Commissioner undertook a study and consultations in order to foster the equitable demographic renewal of official language communities in Canada and to better support the development of minority language communities. She brought together a group of experts and government and community stakeholders from all across the country. Before the Standing Committee on Citizenship and Immigration, the Commissioner insisted that the new act clearly state that our immigration policies must contribute to the equitable demographic renewal of official language communities.

OCOL worked closely with the Standing Joint Committee on Official Languages and its staff in order to meet the needs and requests of its members, and also with community associations, federal institutions, provincial departments, media and groups likely to have an impact on linguistic duality in Canada. In so doing, the Commissioner helped foster mutual respect between majority and minority official language communities in Canada.

The Commissioner was very active on the issue of the bilingual status of the new City of Ottawa, to ensure that, as the national capital, it would fully reflect the constitutional status of English and French as Canada's official languages and the importance of linguistic duality as a fundamental characteristic of Canadian identity. Several municipal, provincial and federal stakeholders were approached on this issue.

APPENDIX A - CONSOLIDATION OF REPORTS

MATERIAL MANAGEMENT AND PURCHASING

OCOL continues to upgrade the Integrated Material Management System (IMMS) in order to allow for real-time interfacing with the Common Departmental Financial System; to enhance fixed asset record keeping to support FIS requirements for amortization accounting entry generation; and to improve the various administrative and financial transaction processes.

APPENDIX B - FINANCIAL PERFORMANCE

FINANCIAL PERFORMANCE OVERVIEW

The expenditures outlined in the 2000-2001 Report on Plans and Priorities (RPP) for OCOL totalled \$11.2 million. Through the Supplementary Estimates and the Governor General's special warrants, OCOL received an additional \$1.298 million, which includes employee benefit plan contributions, for a total of \$12.6 million in authorities. The most important items in the Supplementary Estimates and the Governor General's special warrants include:

- \$473,700 carried over from the 1999-2000 fiscal period;
- \$324,701 to compensate for the signing of collective agreements;
- \$500,000 to improve the information technology infrastructure;
- \$166,000 in statutory appropriations for employee benefit plan contributions.

APPENDIX C - FINANCIAL TABLES

In order to present information in a consistent and comparative manner, financial tables were prepared for each business line, as in the 2000-2001 Report on Plans and Priorities and in the *Public Accounts*, and not on the basis of chief results-oriented commitments.

Financial Table 1 - Summary of Voted Appropriations

Total authorities correspond to the Main Estimates plus all supplementary estimates and other authorities.

Financial Requirements by Authority (thousands of dollars)

Vote	2000-2001		
	Planned Spending	Total Authorities	Actual
Office of the Commissioner of Official Languages			
25 Operating Expenditures	9,763.0	11,061.4	11,044.7
(S) Crown Assets Surplus	0.0	0.7	0.7
(S) Contribution to the Employee Benefit Plan	1,356.0	1,522.0	1,522.0
Total for OCOL	11,119.0	12,584.1	12,567.4

The discrepancies between planned spending and total authorities for each business line are primarily due to additional appropriations received during the fiscal year.

Financial Table 2 – Departmental Planned versus Actual Spending

This table gives a detailed breakdown of total planned spending, authorities (in italics) and actual spending (in bold) for 2000-2001, by business line and by type of expenditure.

Departmental Planned versus Actual Spending, by business line (thousands of dollars)

Business Lines	FTEs*	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Responsible Revenues	Total Net Expenditures
Complaints and Investigations							
Planned spending	69.0	5,844.0	–	–	5,844.0	–	5,844.0
<i>Total authorities</i>	–	<i>4,496.0</i>	–	–	<i>4,496.0</i>	–	<i>4,496.0</i>
Actuals	54.4	4,059.7	–	–	4,059.7	–	4,059.7
Information, Research and Analysis							
Planned spending	21.0	1,861.0	–	–	1,861.0	–	1,861.0
<i>Total authorities</i>	–	<i>2,450.2</i>	–	–	<i>2,450.2</i>	–	<i>2,450.2</i>
Actuals	26.7	2,693.4	–	–	2,693.4	–	2,693.4
Corporate services							
Planned spending	34.0	3,374.0	–	–	3,374.0	–	3,374.0
<i>Total authorities</i>	–	<i>5,637.9</i>	–	–	<i>5,637.9</i>	–	<i>5,637.9</i>
Actuals	33.7	5,817.3	–	–	5,817.3	–	5,817.3
Total							
Planned spending	124.0	11,119.0	–	–	11,119.0	–	11,119.0
<i>Total authorities</i>	–	<i>12,584.1</i>	–	–	<i>12,584.1</i>	–	<i>12,584.1</i>
Actuals	114.8	12,567.4	–	–	12,567.4	–	12,567.4
Costs of services provided by other departments							
Planned spending							1,305.0
<i>Total authorities</i>							<i>1,305.0</i>
Actuals							1,305.0
Net Cost of the Program							
Planned spending							12,424.0
<i>Total authorities</i>							<i>13,889.1</i>
Actuals							14,017.0

The discrepancies between planned spending and total authorities for each business line are primarily due to additional appropriations received during the fiscal year.

* Full-time equivalents

Financial Table 3 – Historical Comparison of Departmental Planned versus Actual Spending

This table gives an historical overview of spending by business line. It also includes a comparison between total planned spending for 2000-2001 and actual spending, which appears in the *Public Accounts*.

Historical Comparison of Departmental Planned versus Actual Spending, by business line (thousands of dollars)

Business Lines	Actual 1998-1999	Actual 1999-2000	2000-2001		
			Planned Spending	Total Authorities	Actual
Complaints and Investigations	6,081.3	4,869.2	5,884.0	4,496.0	4,049.7
Information, Research and Analysis	2,091.0	1,632.7	1,861.0	2,450.2	2,693.4
Corporate Services	2,778.4	4,957.3	3,374.0	5,637.9	5,814.3
Total	10,950.7	11,459.2	11,119.0	12,584.1	12,567.4

Total authorities correspond to the Main Estimates plus all supplementary estimates and other authorities.

APPENDIX D - OTHER INFORMATION

CONTACTS FOR FURTHER INFORMATION AND THE WEB SITE

<i>HEADQUARTERS</i>			
344 Slater Street, Ottawa, Ontario K1A 0T8		Web site: http://www.ocol-clo.gc.ca	
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