



Office of the Commissioner of Official Languages

Performance Report

For the period ending
March 31, 2002

Canada

The Estimates Documents

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.

©Minister of Public Works and Government Services Canada — 2002

Available in Canada through your local bookseller or by mail from

Canadian Government Publishing — PWGSC

Ottawa, Canada K1A 0S9

Catalogue No. BT31-4/60-2002

ISBN 0-660-62138-X



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. Departments and agencies are 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 outcomes - benefits to Canadians and Canadian society - and describes the contribution the organisation has made toward those outcomes. It sets the department’s performance in context and discusses risks and challenges faced by the organisation in delivering its commitments. The report also associates performance with earlier commitments as well as achievements realised in partnership with other governmental and non-governmental organisations. Supporting the need for responsible spending, it 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 and agencies 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 organisation 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:

Results-based Management Directorate
Treasury Board of Canada Secretariat
L’Esplanade Laurier
Ottawa, Ontario K1A 0R5

OR to this Internet address: rma-mrr@tbs-sct.gc.ca

**Office of the
Commissioner of Official Languages**

**Departmental Performance Report
For the period ending
March 31, 2002**

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



TABLE OF CONTENTS

I Commissioner’s Message	2
II Strategic Context	3
Environment of the Office of the Commissioner	3
Overview of the Office of the Commissioner	3
Complaints and Investigations	4
Information, Research and Analysis	4
Corporate Services	4
III Strategic Outcomes	5
Appendices	11
A Consolidation of Reports	11
B Financial Performance	11
C Financial Tables	12
D Other Information	15

I COMMISSIONER'S MESSAGE

During the period covered by this report, the Office of the Commissioner of Official Languages (OCOL) learned more about influencing new federal agencies that operate differently than do federal departments and Crown corporations. The practice of entrusting entire programs to outside parties requires an ongoing study of the changes in the way government works and the creation of a system of effective networks to ensure that linguistic duality is respected. We must introduce standard governance frameworks that will ensure improved accountability to Parliament.

In addition to performing my role as ombudsman, I have given OCOL a new strategic direction that focuses on three key areas: (1) developing an understanding of the constantly changing reality through the collection of relevant information; (2) researching and preparing official languages reports for institutions subject to the *Official Languages Act* (OLA); and (3) taking a strategic, integrated approach to encourage institutions to include official languages in their programs, services and management practices in order to influence and encourage stakeholders to comply with the provisions of the OLA. In this regard, I have submitted a strategic framework document on official languages to the Minister of Intergovernmental Affairs, suggesting various avenues that the government should explore when developing its framework for action.

I also re-examined our investigations process in order to improve OCOL's ability to persuade institutions to make lasting changes with respect to issues that lead to complaints. Complaints continue to serve as powerful tools in support of my role as an agent for change.

During the year, I once again examined the consequences of new legislative measures on Canada's linguistic duality, and whether these measures related to the modernization of human resource management in the Public Service, the Internet, *Government On-Line*, the new immigration policy, air transportation or health care. The government must quickly develop an overall vision for official languages, complete with objectives, time frames, financial resources and performance measures.

The future for Canadians must see the establishment of substantive equality for the official languages. OCOL has expended considerable effort to date toward achieving this objective, and I firmly intend to stay the course.

Dyane Adam

II STRATEGIC CONTEXT

ENVIRONMENT OF THE OFFICE OF THE COMMISSIONER

OCOL must demonstrate leadership and influence as regards the equality of English and French in Parliament, the federal government, the federal administration and institutions subject to the OLA in order to encourage them to fulfill their official languages obligations. The tragic events of September 11, 2001 have somewhat slowed the government's action on official languages by altering the list of priorities and the resulting allocation of government resources.

OCOL also has the obligation to contribute to the growth and vitality of linguistic communities in Canada. It maintains close relationships with official language community organizations and must often react to public discourse that has an impact on linguistic duality in Canadian society. As part of its duties, OCOL is also called on to intervene before the courts in cases involving the recognition and exercise of language rights.

OCOL has successfully maintained its general ability to conduct research and analysis of social and legal issues during a period of constant social change and globalization, without additional resources. In doing so, OCOL has met a major challenge. Our duty is to take a closer look at the increasingly varied and complex challenges involving language rights in areas such as the new knowledge economy, healthcare, immigration, education and early childhood.

Due to the horizontal nature of these issues, we are working more closely with the federal partners that have responsibilities as central agencies for achieving the objectives of the OLA: the Privy Council Office, the Treasury Board Secretariat, the Public Service Commission, Canadian Heritage, Justice Canada, Public Works and Government Services Canada, Statistics Canada and the Canadian Centre for Management Development. The Standing Joint Committee on Official Languages is also a key stakeholder.

OVERVIEW OF THE OFFICE OF THE COMMISSIONER

OCOL, which serves the public from its offices in Ottawa and its five regional offices, supports the Commissioner of Official Languages in fulfilling her mandate. This mandate 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 and the legislative intent 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 work of OCOL is divided into three business lines, the first involving complaints and investigations, the second one information, research and analysis, and the third one corporate services.

Complaints and Investigations

The Complaints and Investigations business line conducts investigations and special studies and issues recommendations on the corrective actions required to ensure full compliance with the OLA. As linguistic ombudsman, the Commissioner 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 to take exceptional measures and appear in court to resolve systemic problems or to prevent injustices. She may take legal action or intervene in cases involving the OLA.

Information, Research and Analysis

The Information, Research and Analysis business line defines the strategic orientations for OCOL by conducting research and analysis of language policies. It provides liaison with the various governmental organizations and groups working in the linguistic area and informs Parliament and the public at large about the OLA and the role of the Commissioner. It maintains relationships and, in some cases, works with central agencies, Parliament and its committees, elected provincial officials and heads of government and various national and regional organizations and associations.

It also supports the Commissioner in her role as ombudsman and agent for change, and informs members of the public about their language rights and OCOL's role. As well, it develops various communication products, such as speeches, media intervention strategies, publications, brochures and communication programs.

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 OUTCOME

The Commissioner and her staff continued their significant efforts to increase OCOL's effectiveness and efficiency. Although OCOL has improved its performance, the constant pressure of complaints, government transformations, court judgments pertaining to language rights, parliamentary liaison, technological developments and new policies regarding human resource management exceeds the scope of current resources.

The Commissioner must continue to fulfill her mandate by ensuring that institutions subject to the OLA comply fully with the provisions of the OLA and that the government's commitment to linguistic duality leads to lasting results. To do so, the Commissioner must complete the strategic shift in emphasis to the three key areas set forth in this report (see *Commissioner's Message*, page 2).

Here are the main outcomes accomplished by business line during the past year.

Complaints and Investigations

- During the year, OCOL received 1,222 complaints, and 933 of these led to investigations, which were conducted to address situations of non-compliance with the OLA. In some cases, the Commissioner issued recommendations to institutions with a view to resolving persistent problems.
- Complaints also serve as tools to inform managers and institutions of their obligations and encourage them to implement corrective measures that are more than simply administrative arrangements. For example, using influence and persuasion and as a result of an in-depth examination of all complaints filed against Air Canada, OCOL confirmed the existence of systemic problems and entered into a dialogue with Air Canada to prevent similar complaints in the future. Air Canada is finalizing its action plan regarding compliance with the OLA.
- During the year, the Commissioner issued 200 recommendations as a result of investigations and special studies. They stressed the importance of a profound change in culture to counter the resistance or inertia of a number of institutions in the search for lasting solutions.
- Issues involving the formal evaluation of the language skills of deputy ministers, associate deputy ministers and service to the public were closely examined. A summary of the reports of OCOL studies on points of service confirmed that extensive change is required for linguistic duality to become a strong value for the government and its institutions. See OCOL's Web site at <http://www.ocol-clo.gc.ca>.

-
- Complaints and Investigations takes a proactive approach to limiting the new complaints filed: it informs managers, including the most senior levels, about the importance of changing the organizational culture and seeks to strengthen their commitment to linguistic duality. Since OCOL has no direct control over the number of complaints filed this number fluctuates. Various factors can have an impact, including social and political conditions, public opinion and the state of labour relations within an institution, See OCOL's Web site at <http://www.ocol-clo.gc.ca>.
 - OCOL's new approach to investigations promotes dialogue with the manager of the responsibility centre against which a complaint is lodged. For example, by contacting the organizer of an event spanning several days or weeks and discussing a shortcoming as soon as it is identified, the situation can be corrected before the end of the event. The purpose of opening a dialogue with the manager is to address the problem at its source and agree on the required measures and the implementation of sustainable solutions. If necessary, formal recommendations can be made in the investigation report. During the reporting period, this new approach led to a 10% reduction in the time required to handle complaints. Through the efforts we intend to make over the next two years, we expect to be able to reduce the time spent handling complaints by an additional 15%.
 - One of the Commissioner's objectives was to meet with the executive committees of departments and other institutions subject to the OLA in order to inform the most senior managers about the need to change the organizational culture as it pertains to official languages. During the year, the Commissioner participated in about ten meetings, at which she encouraged managers to strengthen their role in advancing both official languages and their commitment to a change in culture. Consequently, the conditions conducive to such change (attitudes, behaviours, shared values, social and organizational interaction) must be present. The Commissioner is continuing her efforts to ensure that official languages constitute a key element in the current modernization of human resource management in the Public Service. See the summary of proposals made by the Commissioner to the President of the Treasury Board: http://www.ocol-clo.gc.ca/ps_modern.htm.
 - Although the number of founded complaints and the nature of complaints are indicators of the prevailing linguistic situation in a given institution, liaison activities allow us to monitor, to a certain degree, the progress made and the difficulties encountered by institutions. The Commissioner, as an officer of Parliament, also wishes to see the auditing function restored, which would assist her in monitoring compliance with the OLA and reporting more accurately to Parliament and Canadians. In assessing the linguistic health of institutions, the Commissioner has too often had to rely on information from various sources, including management reports submitted by the institutions themselves. For this reason, the Commissioner hopes to serve as an external auditor in order to directly examine the extent to which institutions are complying with the requirements of the OLA, both in terms of their

structure and their operations. In view of government transformations, it is crucial that an independent agent conduct adequate and proactive monitoring of all institutions subject to the OLA.

- As in the past, the Commissioner intervened in various legal proceedings intended to ensure compliance with language rights guaranteed by the OLA^[1] and the Canadian *Charter of Rights and Freedoms*. Among her interventions, she participated in Louis Quigley's legal action against the House of Commons^[2] to ensure that Canadians can have equal access to the debates of Parliament in both official languages. The Commissioner also participated in the Ontario Court of Appeal hearing in the Montfort Hospital case^[3] in order to stress the need of the Franco-Ontarian community for institutions that ensure its vitality and growth.
- The Commissioner also intervened in the court challenge by certain municipalities in the Montreal area to municipal merger legislation.^[4] Her intent was to seek clarification of the Quebec government's constitutional obligations under subsection 16(3) of the Charter to advance the equality of status of English and French and pursuant to the unwritten principle of protecting linguistic minorities.^[5] Finally, she intervened in the *Fédération franco-ténoise's* case before the Federal Court of Appeal to remind the Court of the obligations of the governments of the Northwest Territories and Canada to the Francophone minority.^[6]

[1] Note: Following an MOU reached with Air Canada and the union concerned, the Commissioner abandoned two court actions filed in 1996 against Air Canada: *The Commissioner of Official Languages and Air Canada (Halifax)*, Federal Court, T-1989-96; *The Commissioner of Official Languages and Air Canada (Pearson)*, Federal Court, T-2043-96.

[2] *Quigley v. Canada (House of Commons)*, Federal Court, T-2395-00.
http://www.ocol-clo.gc.ca/factum_e_t-2395-00.htm.

[3] *Lalonde v. Ontario (Health Services Restructuring Commission)* (2001), 56 O.R. (3d) 505 (C.A.).

[4] *Baie d'Urfé (Ville) c. Québec (Procureur général)*, [2001] J.Q. no 2954 (S.C.), and [2001] J.Q. no 4821 (C.A.) and [2001] J.Q. no 4916 (C.A.).

[5] The unwritten principle of protecting minorities had been considered by the Supreme Court in the *Reference re Secession of Quebec*, [1998] 2 S.C.R. 217, and subsequently by the Ontario Court of Appeal in the Montfort decision (*supra*, note 3) and the New Brunswick Court of Appeal in *Moncton (City) v. Charlebois*, 2001 NBCA 117.

[6] *Fédération Franco-Ténoise v. Canada*, [2001] 3 F.C. 641 (C.A.).

Information, Research and Analysis

- The Commissioner considers her relations with parliamentary committees to be very important since they allow her. She had to support the work of parliamentarians in a timely manner to exert a positive influence on bills in order to include, when appropriate, provisions reflecting linguistic duality as an essential element in Canada's social fabric. During the reporting period, the Commissioner appeared six times before various House and Senate committees to present her point of view on issues with a significant impact on linguistic duality. In addition to presentations on a regular basis before the Standing Joint Committee on Official Languages, the Commissioner appeared before the Standing Committee on Citizenship and Immigration, the Senate Procedures Committee and the Standing Senate Committee on Legal and Constitutional Affairs. These appearances provided an opportunity to mobilize the government and the administration to more effectively promote community development and the equality of English and French in Canadian society.
- The Commissioner took part in many initiatives designed to support institutions and strengthen the identity and development of official language minority communities. One such initiative was the Montfort Hospital saga, during which the Commissioner spoke publicly on many occasions and intervened before the Court of Appeal in order to save the institution. The impact of this great collective victory will very likely extend beyond Ontario's borders and will encourage provinces and territories to take steps to promote the development and vitality of their own official language minority communities. Another example is the Commissioner's appearance before the Romanow Commission to remind members of the importance of the linguistic dimension of healthcare and to encourage them to consider this aspect in their final report. Liaison activities – with both the institutions and communities – allowed OCOL, as much as possible, to facilitate productive communications and co-operation between the two. As the linguistic conscience of Canadians, the Commissioner intends to continue sounding the alarm each time the vitality of official language communities is threatened by ill-considered policies or administrative decisions.
- In the same vein, OCOL continued to improve its communications with majority communities in order to understand their concerns and their points of view and to better inform the general public and provincial and municipal decision-makers of the advantages of the equal status of both official languages as a fundamental value of our society. An example of this would be the Commissioner's interventions to challenge the constitutionality of the provisions of Bill 171 that imposed more stringent conditions for the granting of bilingual status to municipalities in Quebec. The Commissioner felt that the new criteria would erode the language rights of Anglophones. The first-level judge at the Court of Appeal eventually ruled that the new criteria refusing bilingual status to a municipality that would otherwise have

received it under the old system could constitute a violation of section 16 of the Charter.

- The Commissioner published her study on immigration and linguistic duality in Canada. Despite the growing importance of immigration in ensuring Canada's demographic growth, decision-makers have not necessarily assessed the impact of immigration on linguistic duality and Canada's future. The results of this study revealed a lack of effort to recruit Francophone immigrants to official language communities outside Quebec. See OCOL's Web site at <http://www.ocol-clo.gc.ca>.
- A new study has provided an update on the issue of the development of French on the Internet. This study, including 19 recommendations, is intended to encourage federal departments and agencies to increase the critical mass of French-language content on the Internet, develop the language industries and enhance the window on linguistic duality internationally. See OCOL's Web site at <http://www.ocol-clo.gc.ca>.
- OCOL provided ongoing support for the Commissioner's public interventions by preparing strategies, media analyses, speeches and news releases which served to better inform the federal public administration, Parliament and Canadians. The Commissioner gave 33 public speeches, granted 250 media interviews, issued 11 press releases and published roughly 20 letters to the editor. We found over 1,800 references of the Commissioner and OCOL in the national media. OCOL produced about 50 advertisements to raise awareness of its services and better promote the official languages. See OCOL's Web site at <http://www.ocol-clo.gc.ca>.
- OCOL also operated information booths at 12 fairs and exhibitions across Canada, such as at Regina Buffalo Days, the Canada Games in London, the Education Training Job Fair in Montreal and the Moncton Home Show. The booths attracted people of all ages, including many young people, and raised OCOL's profile. In addition to the Annual Report and special studies, a number of communication products (posters, brochures, vignettes and other promotional tools) were produced and distributed to partners and clients.
- Among the other activities to promote official languages, OCOL participated in the presentation of various awards, including the Quebec Writers' Federation's Translation Prize and the Prix du Commissariat aux langues officielles pour la petite enfance (OCOL prize for children's learning activities), in co-operation with the Association canadienne d'éducation en langue française (ACELF) during National Francophonie Week.
- OCOL ensured that attention was paid to official language issues during major national and international events, such as the Summit of the Americas in Quebec City and the World Championships in Athletics in Edmonton. OCOL also contributed to the content and success of the Atlantic Symposium on Official Languages in Charlottetown organized by the Federal Councils in the Atlantic region and, together

with stakeholders from institutions subject to the OLA, followed up on commitments made during the Symposium.

- OCOL worked with the Treasury Board Secretariat, the Fédération des francophones de la Colombie-Britannique and the Pacific Council of Senior Federal Officials on a pilot project to raise awareness of linguistic obligations and improve quality of service in both languages in offices designated bilingual in British Columbia.
- OCOL also jointly developed a strategy with the Department of Indian Affairs and Northern Development (DIAND) to inform senior executives about their obligations with respect to official languages pursuant to Part VII of the OLA. During meetings with the deputy minister of DIAND, the Commissioner emphasized the Department's responsibilities pertaining to the community development of Northern peoples pursuant to the OLA.
- The Commissioner supported real recognition of the bilingual status of the 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.

Corporate Services

- Technological innovation and changes in the role of government also left a mark at OCOL. OCOL is committed to developing an organization with a structure, infrastructure and operating practices that foster the effective implementation of a renewed approach to fulfilling the Commissioner's mandate.
- OCOL continues to improve its strategic approach to information technology and information management by integrating the file management system with the complaints investigation and management system. This system will integrate all information management systems. In addition, updates to the remote access system will provide improved data access.
- As part of the initiative to modernize the comptroller function, OCOL has evaluated its ability to manage and identify the various business lines that need to improve their practices. OCOL is now in the process of developing an action plan.

APPENDICES

APPENDIX A - CONSOLIDATION OF REPORTS

MATERIAL MANAGEMENT AND PURCHASING

OCOL has tested the latest version of the Integrated Material Management System (IMMS). Decentralized use will begin as soon as the finishing touches to the new computing infrastructure are complete. The purpose of the IMMS is to allow for real-time interfacing with the Common Departmental Financial System; to enhance fixed asset record keeping to support 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 2001-2002 Report on Plans and Priorities (RPP) for OCOL totalled \$11.3 million. Through the Supplementary Estimates, OCOL received an additional \$3.9 million, which includes employee benefit plan contributions, for a total of \$15.2 million in authorities. The most important items in the Supplementary Estimates include:

- \$289,000 carried over from the 2000-2001 fiscal period;
- \$575,000 to compensate for the signing of collective agreements;
- \$2,795,000 through a grant submission to Treasury Board, to improve the information technology infrastructure and to increase OCOL's original operating budget;
- \$59,000 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 2001-2002 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	2001-2002		
	Planned Spending	Total Authorities	Actual
Office of the Commissioner of Official Languages			
25 Operating Expenditures	9,944.0	13,793.8	13,415.0
(S) Crown Assets Surplus	0.0	4.8	0.0
(S) Employee Benefit Plan Contributions	1,391.0	1,450.0	1,450.0
Total	11,335.0	15,248.6	14,865.0

The discrepancies between planned spending and total authorities 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 2001-2002, 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: Respendable Revenues	Total Net Expenditures
Complaints and Investigations							
Planned spending	69.0	5,982.0	0	0	5,982.0	0	5,982.0
<i>Total authorities</i>	<i>63.0</i>	<i>4,723.5</i>	<i>0</i>	<i>0</i>	<i>4,723.5</i>	<i>0</i>	<i>4,723.5</i>
Actuals	53.4	4,621.5	0	0	4,621.5	0	4,621.5
Information, Research and Analysis							
Planned spending	21.0	1,905.0	0	0	1,905.0	0	1,905.0
<i>Total authorities</i>	<i>45.0</i>	<i>4,380.8</i>	<i>0</i>	<i>0</i>	<i>4,380.8</i>	<i>0</i>	<i>4,380.8</i>
Actuals	36.2	4,071.4	0	0	4,071.4	0	4,071.4
Corporate Services							
Planned spending	34.0	3,448.0	0	0	3,448.0	0	3,448.0
<i>Total authorities</i>	<i>37.0</i>	<i>6,144.3</i>	<i>0</i>	<i>0</i>	<i>6,144.3</i>	<i>0</i>	<i>6,144.3</i>
Actuals**	35.0	6,171.9	0	0	6,171.9	0	6,171.9
Total							
Planned spending	124.0	11,335.0	0.0	0.0	11,335.0	0.0	11,335.0
<i>Total authorities</i>	<i>145.0</i>	<i>15,248.6</i>	<i>0.0</i>	<i>0.0</i>	<i>15,248.6</i>	<i>0.0</i>	<i>15,248.6</i>
Actuals	124.6	14,865.0	0.0	0.0	14,865.0	0.0	14,865.0
Costs of services provided by other departments							
Planned spending							1,573.0
<i>Total authorities</i>							<i>1,573.0</i>
Actuals							1,699.2
Net Cost of the Program							
Planned spending							12,908.0
<i>Total authorities</i>							<i>16,821.6</i>
Actuals							16,564.2

Numbers are rounded; they, and the totals shown, may not correspond.

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

** Includes \$1,450,000 for employee benefit plan contributions.

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 2001-2002 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 1999-2000	Actual 2000-2001	Planned Spending	2001-2002	
				Total Authorities	Actual
Complaints and Investigations	4,869.2	4,059.7	5,982.0	4,723.5	4,621.5
Information, Research and Analysis	1,632.7	2,693.4	1,905.0	4,380.8	4,071.4
Corporate Services	4,957.3	5,814.3	3,448.0	6,144.3	6,171.9*
Total	11,459.2	12,567.4	11,335.0	15,248.6	14,865.0

Numbers are rounded; they, and the totals shown, may not correspond.

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

* Includes \$1,450,000 for employee benefit plan contributions.

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	
General Information:	(613) 996-6368	E-Mail: Message@ocol-clo.gc.ca	
Toll-free number:	1-877-996-6368	Complaints:	(613) 992-LANG
Fax:	(613) 993-5082		(613) 992- 5264

<i>REGIONS</i>			
Atlantic	(506) 851-7047 1 800 561-7109	Fax:	(506) 851-7046
Quebec	(514) 283-4996 1-800-363-0628	Fax:	(514) 283-6677
Ontario	(416) 973-1903 1-800-387-0635	Fax:	(416) 973-1906
Manitoba and Saskatchewan	(204) 983-2111 1-800-665-8731	Fax:	(204) 983-7801
Alberta, British Columbia, North West Territories, Yukon and Nunavut	(780) 495-3111 1-800-661-3642	Fax:	(780) 495-4094

Other publications: <http://www.ocol-clo.gc.ca>

