

# Statistics Canada

2015–16

## **Departmental Performance Report**

---

The Honourable Navdeep Bains, P.C., M.P.  
Minister of Innovation, Science and  
Economic Development

© Her Majesty the Queen in Right of Canada,  
represented by the Minister of Innovation, Science and  
Economic Development, 2016

Catalogue no. 11-628-X

ISSN 2368-1160

## Table of Contents

Ministers' Message .....	1
Results Highlights .....	3
Section I: Organizational Overview .....	5
Organizational Profile .....	5
Organizational Context .....	6
Organizational Priorities .....	11
Section II: Expenditure Overview .....	17
Actual Expenditures .....	17
Budgetary Performance Summary .....	19
Departmental Spending Trend .....	20
Expenditures by Vote .....	20
Alignment of Spending with the Whole-of-Government Framework .....	21
Financial Statements and Financial Statements Highlights .....	22
Section III: Analysis of Programs and Internal Services .....	29
Program 1: Economic and Environmental Statistics .....	30
Program 2: Socio-economic Statistics .....	35
Program 3: Censuses .....	40
Program 4: Statistical Infrastructure .....	43
Program 5: Cost-recovered Statistical Services .....	47
Internal Services .....	50
Section IV: Supplementary Information .....	53
Supporting Information on Lower-Level Programs .....	53
Supplementary Information Tables .....	53
Federal Tax Expenditures .....	54
Organizational Contact Information .....	55
Appendix: Definitions .....	57
Endnotes .....	61

---



## Ministers' Message

We are pleased to report the key results of Statistics Canada for 2015-16.

The programs of the Innovation, Science and Economic Development Portfolio work together to deliver what Canada needs to improve productivity performance, to grow the economy and to enhance prosperity and well-being. That means supporting the government's commitment to develop an Innovation Agenda, which will in turn create good-paying jobs for the middle class, drive growth across all industries, and improve the lives of Canadians. The work of the Portfolio includes helping small businesses grow through trade and innovation, promoting increased tourism to Canada, and supporting scientific research and the integration of scientific considerations in our investment and policy choices.

As we approach Canada's 150<sup>th</sup> anniversary, we pledge to continue working with stakeholders from across the country to strengthen our place in the global economy.

It is our honour to present the *2015-16 Departmental Performance Report* for Statistics Canada.



**The Honourable Navdeep Bains**  
Minister of Innovation, Science  
and Economic Development



**The Honourable Kirsty Duncan**  
Minister of Science



**The Honourable Bardish Chagger**  
Minister of Small Business and  
Tourism and Leader of the  
Government in the House of  
Commons



## Results Highlights

What funds were used? (2015-16 Actual Spending)	Who was involved? (2015-16 Actual Full-Time Equivalents [FTEs])
\$517,560,565	5,087

### Results Highlights

Statistics Canada undertook and completed a number of important initiatives during the fiscal year. These accomplishments included:

- successful completion of preparations for the Census of Population and the Census of Agriculture—with early collection activities beginning for both programs
- development of an integrated communications strategy and of components of the Integrated Collection and Operation System required to support the censuses
- progress on items in the mandate letter of the Minister of Innovation, Science and Economic Development: restoration of the long-form census, improving the quality of publicly-available data in Canada including developing an Open Data initiative and making more data available to the public, and updating the legislation governing Statistics Canada to reinforce the Agency's independence
- release of new data products including a revised set of macroeconomic accounts estimates and information from the Job Vacancy and Wage Survey
- completion of the International Statistical Fellowship Program, an initiative to strengthen national statistical systems in developing countries, address gaps in leadership and management, and create capacity to produce reliable statistics.





## Section I: Organizational Overview

### Organizational Profile

**Minister of Innovation, Science and Economic Development:**

The Honourable Navdeep Bains, P.C., M.P.

**Institutional Head:** Anil Arora

**Ministerial Portfolio:** Innovation, Science and Economic Development

**Enabling Instruments:**

- *Statistics Act*<sup>i</sup>
- *Corporations Returns Act*<sup>ii</sup>
- *Corporations Returns Regulations*<sup>iii</sup>

**Year of Incorporation / Commencement:** The Dominion Bureau of Statistics was established in 1918. In 1971, with the revision of the *Statistics Act*, the Agency became Statistics Canada.

**Other:** Under the *Statistics Act*, Statistics Canada is required to collect, compile, analyse, abstract and publish statistical information relating to the commercial, industrial, financial, social, economic and general activities and conditions of the people of Canada.

The Agency has two primary objectives:

- to provide statistical information and analysis of the economic and social structure and functioning of Canadian society, as a basis for the development, operation and evaluation of public policies and programs, for public and private decision making, and for the general benefit of all Canadians
- to promote the quality, coherence and international comparability of Canada's statistics through collaboration with other federal departments and agencies, with the provinces and territories, and in accordance with sound scientific standards and practices.

Statistics Canada's head office is located in Ottawa. There are regional offices across the country—in Halifax, Sherbrooke, Montréal, Toronto, Sturgeon Falls, Winnipeg, Edmonton and Vancouver. As well, there are 27 Research Data Centres (RDCs) located throughout the country. RDCs provide researchers with access, in a secure university setting, to microdata from population and household survey programs. Canadians can follow the Agency on Twitter, and view content on the Agency's Facebook and YouTube accounts.

## Organizational Context

### Raison d'être and Responsibilities

Statistics Canada was established to ensure that Canadians have access to a trusted source of statistics on Canada to meet their highest priority information needs.

The Agency's mandate derives primarily from the *Statistics Act*. The Act requires that Statistics Canada collect, compile, analyze and publish statistical information on the economic, social, and general conditions of the country and its people. It also requires that Statistics Canada conduct a census of population and a census of agriculture every fifth year, and that the Agency protect the confidentiality of the information with which it is entrusted.

Through the *Constitution Act*, 1867, "census and statistics" became a federal jurisdiction. Today, Parliament exercises its responsibility for the census and statistics, primarily through the *Statistics Act*. The Act created Statistics Canada as Canada's national statistical office, and established the Agency's mandate, powers and obligations. The Agency can use both surveys and administrative records<sup>1</sup> to conduct its work. In tandem with these powers, Statistics Canada is also charged with ensuring the confidentiality of information in its hands, and with limiting the use of that information to statistical purposes.

Finally, to promote the efficiency of the national statistical system, Statistics Canada has a mandate to collaborate with other government departments, along with provincial and territorial governments, to develop a well-integrated, coherent, national system of statistics that minimizes duplication and reporting burden on households and businesses.

Statistics Canada also has a mandate, under the *Corporations Returns Act*, to collect and publish information on inter-corporate ownership in Canada, notably foreign ownership of Canadian enterprises.

Numerous federal and provincial laws and regulations specifically require information from Statistics Canada. Some key examples are the *Canada Pension Plan Act* and the *Income Tax Act* (the Consumer Price Index), the *Employment Insurance Act* (small-area employment and unemployment estimates), the *Federal-Provincial Fiscal Arrangements Act* (numerous economic and demographic measures), the regulations to the *Official Languages Act* (census data on official languages) and the *Electoral Boundaries Readjustment Act* (census data on local area population counts).

---

1. Administrative records are data collected for the purpose of carrying out various non-statistical programs. For example, administrative records are maintained to regulate the flow of goods and people across borders, to respond to the legal requirements of registering particular events such as births and deaths, and to administer benefits such as pensions or obligations like taxation. Administrative records present a number of advantages: their use increases the efficiency and quality of the statistical process, and because they already exist, they do not incur additional data cost for collection nor do they impose a further burden on survey respondents.

## Strategic Outcomes and Program Alignment Architecture

**Strategic Outcome 1:** Canadians have access to timely, relevant and quality statistical information on Canada's changing economy and society for informed debate, research and decision making on social and economic issues.

**Program 1:** Economic and Environmental Statistics

**Sub-program 1.1:** Macro Accounts (System of National Accounts)

**Sub-program 1.2:** Industry Statistics

**Sub-program 1.3:** Economy-wide Business Statistics

**Sub-program 1.4:** Environmental Statistics

**Sub-program 1.5:** Analysis of Economic and Environmental Statistics

**Program 2:** Socio-economic Statistics

**Sub-program 2.1:** Labour, Education, Income and Tourism Statistics

**Sub-program 2.2:** Health and Justice Statistics

**Sub-program 2.3:** Demographic, Aboriginal and other Social Statistics

**Sub-program 2.4:** Analysis of Socio-economic Statistics

**Program 3:** Censuses

**Sub-program 3.1:** Census of Population Program

**Sub-program 3.2:** Census of Agriculture

**Program 4:** Statistical Infrastructure

**Sub-program 4.1:** Professional Statistical Services

**Sub-program 4.2:** Operational Statistical Services

**Sub-program 4.3:** Continuity and Quality Maintenance Program

**Strategic Outcome 2:** Specific client needs for high-quality and timely statistical services are met.

**Program 5:** Cost-recovered Statistical Services<sup>1</sup>

**Sub-program 5.1:** Cost-recovered Services related to Economic and Environmental Statistics

**Sub-program 5.2:** Cost-recovered Services related to Socio-economic Statistics

**Sub-program 5.3:** Cost-recovered Services related to the Censuses

**Sub-program 5.4:** Cost-recovered Services related to Statistical Infrastructure

### Internal Services

1. Sub-program 5.5 Cost-recovered Services related to Internal Services is no longer in use at Statistics Canada.

## **Operating Environment and Risk Analysis**

An essential part of Statistics Canada's Risk Management Model is the Corporate Risk Profile, a high-level summary of the most critical risks being managed by Statistics Canada. The Corporate Risk Profile is used as a concise reference tool for decision making, and is subject to a comprehensive annual review.

Changing technology has altered how the Agency interacts with users and providers of information. New technologies affect both the Agency's multi-modal collection strategy and its approach to dissemination. The proliferation of data producers increases the potential use of alternative information sources to replace, complement or supplement survey programs with the goals of 1) reducing program costs, 2) reducing response burden on Canadians and their businesses, and 3) providing additional statistical and analytical outputs.

Current government-wide modernization activities seek to transform and improve federal programs, services and internal operations, and to reduce overall government infrastructure costs. These include the creation of Shared Services Canada to provide information technology infrastructure and to implement whole-of-government solutions.

The following risks were identified in the *2015-16 Report on Plans and Priorities*.

## Key Risks

Risk	Risk Response Strategy	Link to the Organization's Programs
The timely delivery of key statistical programs is adversely affected by inadequate or insufficient information technology services.	Statistics Canada worked collaboratively with all of its service providers. The Agency mitigated associated risks by working through joint governance arrangements to garner support and commitment to Statistics Canada's priorities; prioritized the Agency's requirements for infrastructure services for major projects and established rigorous corporate change-management processes to avoid scope creep and delays in development; identified clear responsibilities, deliverables and timetables; and allowed sufficient time to accommodate external decision-making processes.	All programs are affected.
An error in a major statistical report or program leads to a loss of credibility.	Credibility is of paramount importance to Statistics Canada because stakeholders and Canadians must have confidence in the information produced by the Agency. This risk was mitigated by performing thorough analysis and evaluations of breaks-in-series; testing processes in a rigorous manner; ensuring robust data validation strategies in all major statistical programs; and implementing a variety of actions relating to governance, communication, documentation, diagnostics and testing protocols.	All programs are affected.
Falling household survey response rates may affect results.	Statistics Canada continued to innovate to meet respondent preferences—for example, by making greater use of multi-mode data-collection vehicles such as e-questionnaires and mobile-device-friendly applications. In addition, the Agency continued to seek administrative data alternatives to replace respondent-based information.	<ul style="list-style-type: none"> <li>• Program 2: Socio-economic Statistics</li> <li>• Sub-program 2.1: Labour, Education, Income and Tourism Statistics</li> <li>• Sub-program 2.2: Health and Justice Statistics</li> <li>• Sub-program 2.3: Demographic, Aboriginal and other Social Statistics</li> <li>• Sub-program 2.4: Analysis of Socio-economic Statistics</li> <li>• Sub-program 4.1: Professional and Statistical Services</li> <li>• Sub-program 5.2: Cost-recovered Services related to Socio-economic Statistics</li> </ul>

A release of confidential information leads to a loss of public trust.	The protection of data confidentiality is a fundamental duty of Statistics Canada and its employees. The risk identified was mitigated by ensuring that the state of the informatics infrastructure accessible to the public was assessed on a continual basis; that security and dissemination practices were regularly reviewed and improved; and that confidentiality and security were always top priorities for Agency personnel.	All programs are affected.
Statistics Canada's ability to access and use administrative data is reduced.	The identified risk was mitigated by continuing to uphold a strong commitment to data security and confidentiality protection; by clearly communicating both the value of statistical data and the extent of reduction of response burden made possible by administrative data; and by increasing outreach and communication activities.	All programs are affected.

## Organizational Priorities

The following priorities relate to areas of focus identified in the Minister's mandate letter.<sup>iv</sup> The mandate letter included commitments to restore the long-form census, update the legislation governing Statistics Canada, and improve the quality of publicly-available data in Canada.

### **Deliver the ongoing statistical program in conformity with Statistics Canada's Quality Assurance Framework**

#### **Description**

The *Statistics Act* directs the Agency to collect, compile, analyse, abstract and publish statistical information relating to the commercial, industrial, financial, social, economic, and general activities and conditions of the people of Canada. Statistics Canada also has constitutional and legislative obligations to conduct a census of population every five years, and a legal requirement to conduct a census of agriculture every five years. The censuses produce a statistical portrait of the Canadian population and the agriculture sector. The data are widely used by all levels of government to support legislation, regulations, policies and programs.

#### **Priority Type<sup>1</sup>**

Ongoing

#### **Key Supporting Initiatives**

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Deliver the ongoing program of economic and social indicators.	Ongoing	Ongoing	On track	Program 1: Economic and Environmental Statistics Program 2: Socio-economic Statistics Program 4: Statistical Infrastructure
Complete planning and initial collection of the 2016 Census of Population and the 2016 Census of Agriculture.	April 2015	March 2016	Completed	Program 3: Censuses Program 4: Statistical Infrastructure Internal Services

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

Make significant investments in the redesign of a number of major programs, such as the Canadian Community Health Survey and the Labour Force Survey.	Ongoing	Ongoing	On track	Program 1: Economic and Environmental Statistics Program 2: Socio-economic Statistics Program 4: Statistical Infrastructure
Develop, conduct and maintain a robust quality-assurance program.	Ongoing	Ongoing	On track	Program 4: Statistical Infrastructure
Ensure that all survey documentation is up to date so that data users can properly interpret and use these data.	Ongoing	Ongoing	On track	Program 1: Economic and Environmental Statistics Program 2: Socio-economic Statistics Program 3: Censuses Program 4: Statistical Infrastructure Internal Services
Use social media platforms to better inform data users and other stakeholders about developments in Statistics Canada's program.	Ongoing	Ongoing	On track	Program 4: Statistical Infrastructure Internal Services
<b>Progress Toward the Priority</b>				
A number of initiatives under this priority were accomplished. The Quality Assurance Framework continued to be followed and enhanced by the Agency. These initiatives are ongoing, and work continues in these areas. The accomplishments in this area align with the government's mandate of restoring the long-form census and improving the quality of publicly-available data.				

## Respond to the emerging and evolving information needs of data users and stakeholders

### Description

To maintain the relevance of its programs, Statistics Canada must respond to the evolving information needs of its data users and other stakeholders.

### Priority Type<sup>1</sup>

Ongoing

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.



## Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Introduce or pilot new surveys in areas such as advanced technologies, children's health, job vacancies and wages.	Ongoing	Ongoing	On track	Program 1: Economic and Environmental Statistics Program 2: Socio-economic Statistics Program 5: Cost-recovered Statistical Services
Enhance the coordination and documentation of consultations with users and stakeholders.	Ongoing	Ongoing	On track	Program 1: Economic and Environmental Statistics Program 2: Socio-economic Statistics Program 3: Censuses Program 4: Statistical Infrastructure
Redesign major survey programs to ensure their continued relevance and effectiveness.	Ongoing	Ongoing	On track	Program 1: Economic and Environmental Statistics Program 2: Socio-economic Statistics Program 4: Statistical Infrastructure
Continue to introduce and implement relevant standards such as the new International Monetary Fund standard for government finance statistics.	Ongoing	Ongoing	On track	Program 1: Economic and Environmental Statistics Program 2: Socio-economic Statistics Program 4: Statistical Infrastructure
<b>Progress Toward the Priority</b>				
A number of initiatives under this priority were accomplished. The introduction of new and redesigned surveys allowed the Agency to respond to emerging and evolving information needs of data users and stakeholders. These initiatives are ongoing, and work continues in these areas. The accomplishments in this area align with the government's mandate of improving the quality of publicly-available data.				

## Operate a responsive program that effectively satisfies ad hoc statistical requests on a cost-recovery basis

### Description

By undertaking cost-recovery work, Statistics Canada can meet the needs of users (federal, provincial and territorial institutions, and other clients) where the data are not provided as part of a core program. In so doing, Statistics Canada can also fulfill its second strategic outcome—namely, that specific client needs for high-quality and timely statistical services are met.

### Priority Type<sup>1</sup>

Ongoing

### Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Ensure that Statistics Canada's Centre for Special Business Projects and Special Surveys Division continue to be centres of expertise and coordination in providing cost-recovery services related to business statistics and social statistics.	Ongoing	Ongoing	On track	Program 5: Cost-recovered Statistical Services
Continue moving Statistics Canada's research data centres towards a centralized information technology infrastructure.	Ongoing	Ongoing	Not funded/delayed	Program 5: Cost-recovered Statistical Services
<b>Progress Toward the Priority</b>				
Funding for the centralized information technology infrastructure has not yet been approved. The other initiatives under this priority were successfully accomplished. Statistics Canada's Centre for Special Business Projects and Special Surveys Division continued to deliver high-quality services for cost-recovery projects. This accomplishment aligns with the government's mandate of improving the quality of publicly-available data in Canada.				

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

## Enhance the efficiency, responsiveness and robustness of the Agency's operations

### Description

Statistics Canada must always exercise sound stewardship of the funds entrusted to it by Canadians. Statistics Canada must make itself ready to mount new programs quickly and to deliver quality results in useful time frames for decision makers. Canadians and Canadian institutions expect that Statistics Canada will minimize the burden placed on them by surveys.

### Priority Type<sup>1</sup>

Ongoing

### Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Status	Link to the Organization's Programs
Continue with the Corporate Business Architecture initiative, and develop approaches and strategies to reduce costs and increase operational efficiencies by standardizing, harmonizing and re-using solutions where appropriate.	Ongoing	Ongoing	On track	Program 1: Economic and Environmental Statistics Program 2: Socio-economic Statistics Program 3: Censuses Program 4: Statistical Infrastructure Program 5: Cost-recovered Statistical Services Internal Services
Enhance and update the Departmental Investment Plan to make it comprehensive and to ensure the long-term viability of programs.	Ongoing	Ongoing	Completed	Internal Services
Maintain strong recruitment and development programs to ensure a highly effective, engaged and innovative work force.	Ongoing	Ongoing	On track	Internal Services

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

Continue to support cross-government initiatives such as Open Government.	Ongoing	Ongoing	On track	Program 1: Economic and Environmental Statistics Program 2: Socio-economic Statistics Program 3: Censuses Program 4: Statistical Infrastructure Internal Services
Increase the use of administrative data to complement survey data where appropriate.	Ongoing	Ongoing	On track	Program 1: Economic and Environmental Statistics Program 2: Socio-economic Statistics Program 3: Censuses Program 4: Statistical Infrastructure
Continue to improve the timeliness of statistical outputs.	Ongoing	Ongoing	On track	Program 1: Economic and Environmental Statistics Program 2: Socio-economic Statistics Program 3: Censuses Program 4: Statistical Infrastructure
<b>Progress Toward the Priority</b>				
A number of initiatives under this priority were accomplished. The continued harmonization of the Corporate Business Architecture and the use of administrative data allowed the Agency to accomplish more with current resources. The initiatives associated with this priority are ongoing, and work continues in these areas. This accomplishment aligns with the government's commitment to a strong focus on results and its mandate to improve the quality of publicly-available data in Canada.				

For more information on organizational priorities, see the Ministers' mandate letters.<sup>v</sup>

## Section II: Expenditure Overview

### Actual Expenditures

The Agency's statistical program is funded by two sources: direct parliamentary appropriations and cost-recovery activities. In recent years, "respendable" cost-recovery revenues have contributed \$90 million to \$105 million annually to the Agency's total resources. A large portion of these respendable revenues is provided by federal departments to fund specific statistical projects.

#### Budgetary Financial Resources (dollars)

	2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	Difference (actual minus planned)
Gross Expenditures	645,090,820	645,090,820	657,691,670	621,895,100	-23,195,720
Respendable Revenue	-120,000,000	-120,000,000	-120,000,000	-104,334,535	15,665,465
Net Expenditures	525,090,820	525,090,820	537,691,670	517,560,565	-7,530,255

The gross expenditures represent the total budget spent throughout the year by Statistics Canada. The respendable revenue is the portion of expenditures for which the cost is recovered from external clients for specific statistical services. Net expenditures is the difference between the two (i.e., gross expenditures minus respendable revenue).

The difference between planned spending and the total authorities available for 2015-16 results mainly from budget carried forward from 2014-15, and from in-year funding by the Treasury Board of Canada Secretariat for economic increases pertaining to interviewer compensation.

The difference between total authorities available for use and the actual spending for 2015-16 results mainly from an unspent budget provision for expired collective agreements, and from an unused amount to be carried forward to 2016-17 to support the Agency's Integrated Strategic Planning Process.

**Human Resources (Full-Time Equivalents [FTEs])**

	2015-16 Planned	2015-16 Actual	2015-16 Difference (actual minus planned)
Gross Expenditures	5,027	6,160	1,133
Respendable Revenue	-650	-1,073	-423
Net Expenditures	4,377	5,087	710

The gross expenditures full-time equivalents (FTEs) include approximately 200 public-servant FTEs that are based outside the National Capital Region across Canada. Also included are 956 interviewer FTEs (approximately 1,800 interviewers) outside the National Capital Region. These interviewers are part-time workers whose assigned workweeks are determined by the volume of collection work available; they are hired under the *Statistics Act*, by the authority of the Minister of Innovation, Science and Economic Development. Interviewers are covered by two separate collective agreements and are employed through Statistical Survey Operations. Many of Statistics Canada's main outputs rely heavily on data collection, which takes place in the regions.

Of the 956 interviewer FTEs, 318 FTEs (approximately 600 interviewers) are allocated to respendable revenues.

The difference between actual and planned human resources (the FTEs) for 2015-16 is mainly because of a change in reporting. Starting with the *2016-17 Report on Plans and Priorities* and the *2015-16 Departmental Performance Report*, interviewers are included in the FTEs total.

## Budgetary Performance Summary

### Budgetary Performance Summary for Programs and Internal Services (dollars)

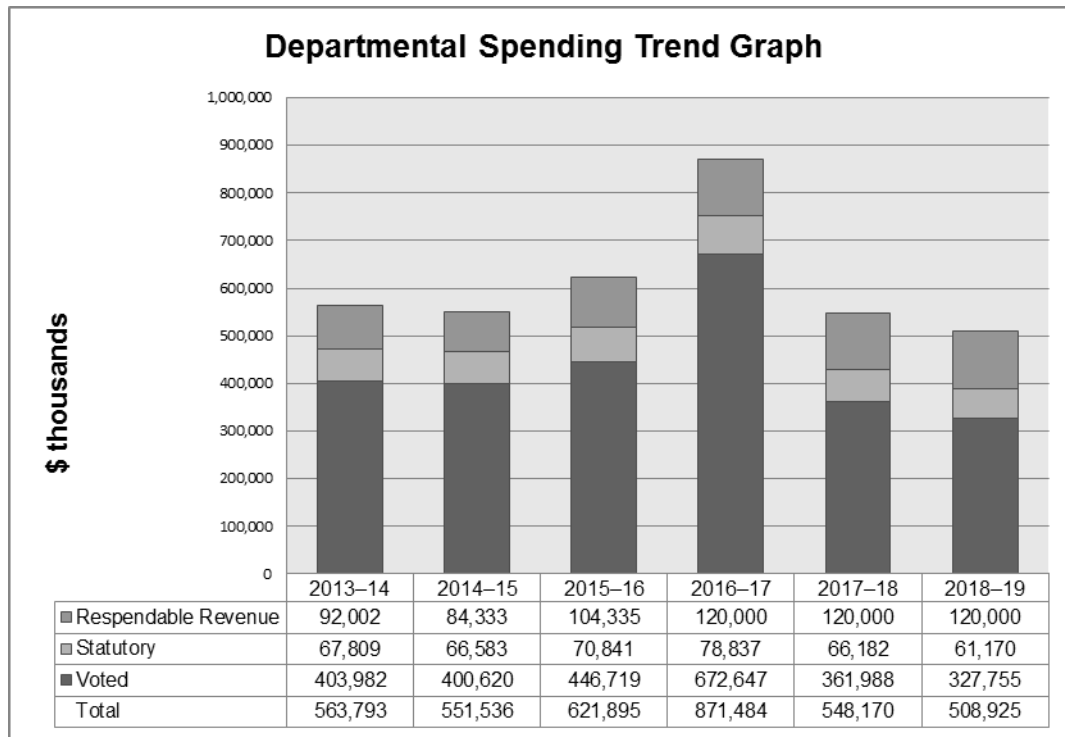
Program(s) and Internal Services	2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	2014-15 Actual Spending (authorities used)	2013-14 Actual Spending (authorities used)
Economic and Environmental Statistics	127,982,162	127,982,162	128,535,138	128,966,864	129,904,043	130,488,036	132,627,053	130,781,314
Socio-economic Statistics	94,887,730	94,887,730	100,763,339	98,938,776	101,692,699	101,784,521	100,399,795	103,547,956
Censuses	153,382,820	153,382,820	374,123,155	53,228,283	143,077,849	143,002,356	69,835,205	57,036,722
Statistical Infrastructure	105,110,975	105,110,975	97,950,720	96,525,394	108,827,938	87,473,605	116,399,563	135,719,900
<b>Subtotal</b>	<b>481,363,687</b>	<b>481,363,687</b>	<b>701,372,352</b>	<b>377,659,317</b>	<b>483,502,529</b>	<b>462,748,518</b>	<b>419,261,616</b>	<b>427,085,892</b>
Cost-recovered Statistical Services	112,060,852	112,060,852	112,025,384	112,025,384	112,025,384	96,359,919	76,333,208	80,001,693
<b>Subtotal</b>	<b>112,060,852</b>	<b>112,060,852</b>	<b>112,025,384</b>	<b>112,025,384</b>	<b>112,025,384</b>	<b>96,359,919</b>	<b>76,333,208</b>	<b>80,001,693</b>
Internal Services	51,666,281	51,666,281	58,086,277	58,485,569	62,163,757	62,786,663	55,940,845	56,705,219
Total Gross Expenditures	645,090,820	645,090,820	871,484,013	548,170,270	657,691,670	621,895,100	551,535,669	563,792,804
Respendable Revenue	-120,000,000	-120,000,000	-120,000,000	-120,000,000	-120,000,000	-104,334,535	-84,333,208	-92,281,029
<b>Total Net Expenditures</b>	<b>525,090,820</b>	<b>525,090,820</b>	<b>751,484,013</b>	<b>428,170,270</b>	<b>537,691,670</b>	<b>517,560,565</b>	<b>467,202,461</b>	<b>471,511,775</b>

The variation between fiscal years is because of the cyclical nature of the census programs.

More information by program is available in the next section.

## Departmental Spending Trend

The Departmental Spending Trend Graph shows trends in planned and actual spending.



Note: Based upon approved Main Estimates funding.

As shown in the Departmental Spending Trend Graph, voted spending peaks in 2016-17 when the Agency conducts the 2016 Census of Population and the 2016 Census of Agriculture, and it drops sharply in 2017-18 as those activities begin to wind down.

## Expenditures by Vote

For information on Statistics Canada's organizational voted and statutory expenditures, consult the *Public Accounts of Canada 2016*.<sup>vi</sup>



## Alignment of Spending with the Whole-of-Government Framework

### Alignment of 2015-16 Actual Spending with the Whole-of-Government Framework<sup>vii</sup> (dollars)

Program	Spending Area	Government of Canada Outcome	2015-16 Actual Spending
Economic and Environmental Statistics	Government Affairs	A transparent, accountable and responsive federal government	130,488,036
Socio-economic Statistics	Government Affairs	A transparent, accountable and responsive federal government	101,784,521
Censuses	Government Affairs	A transparent, accountable and responsive federal government	143,002,356
Statistical Infrastructure	Government Affairs	A transparent, accountable and responsive federal government	87,473,605
Cost-recovered Statistical Services	Government Affairs	A transparent, accountable and responsive federal government	0

### Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending	Total Actual Spending
Economic Affairs	0	0
Social Affairs	0	0
International Affairs	0	0
Government Affairs	481,363,687	462,748,518

## Financial Statements and Financial Statements Highlights

Please note that the figures in this section appear on an accrual accounting basis, which is different from the cash basis on which government appropriations are voted. The differences are reconciled in note 3(a) of the Agency's 2015-16 financial statements.

### Financial Statements

Financial statements<sup>viii</sup> are available on the Statistics Canada website.

### Financial Statements Highlights

The financial highlights presented within this report are intended to serve as a general overview of Statistics Canada's financial position and operations, and should be read in conjunction with the 2015-16 Departmental Financial Statements.

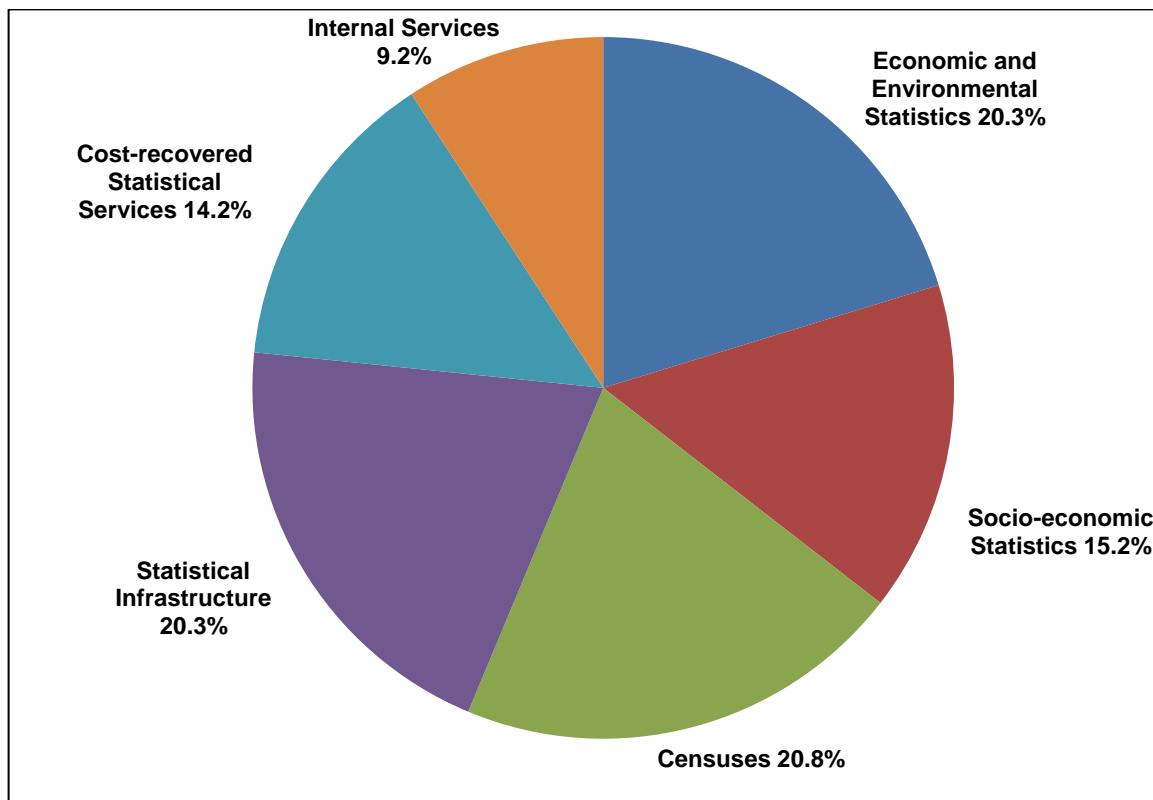
#### Condensed Statement of Operations (unaudited) For the Year Ended March 31, 2016 (dollars)

Financial Information	2015-16 Planned Results	2015-16 Actual	2014-15 Actual	Difference (2015-16 actual minus 2015-16 planned)	Difference (2015-16 actual minus 2014-15 actual)
Total expenses	696,476,416	731,502,346	608,841,186	35,025,930	122,661,160
Total revenues	86,656,675	103,137,103	84,770,468	16,480,428	18,366,635
Net cost of operations before government funding and transfers	609,819,741	628,365,243	524,070,718	18,545,502	104,294,525

The net cost of operations before government funding and transfers was \$628.4 million, an increase of \$104.3 million (19.9%) from \$524.1 million in 2014-15. The increase is mostly because of an increase in expenditures relating to the 2016 Census of Population Program and an allowance for a contingent liability that has been recorded.

The difference between planned and actual net costs for 2015-16 is \$18.5 million (3.0%). This increase is mainly because of an allowance for a contingent liability, offset by increased revenues resulting from new cost-recoverable projects.

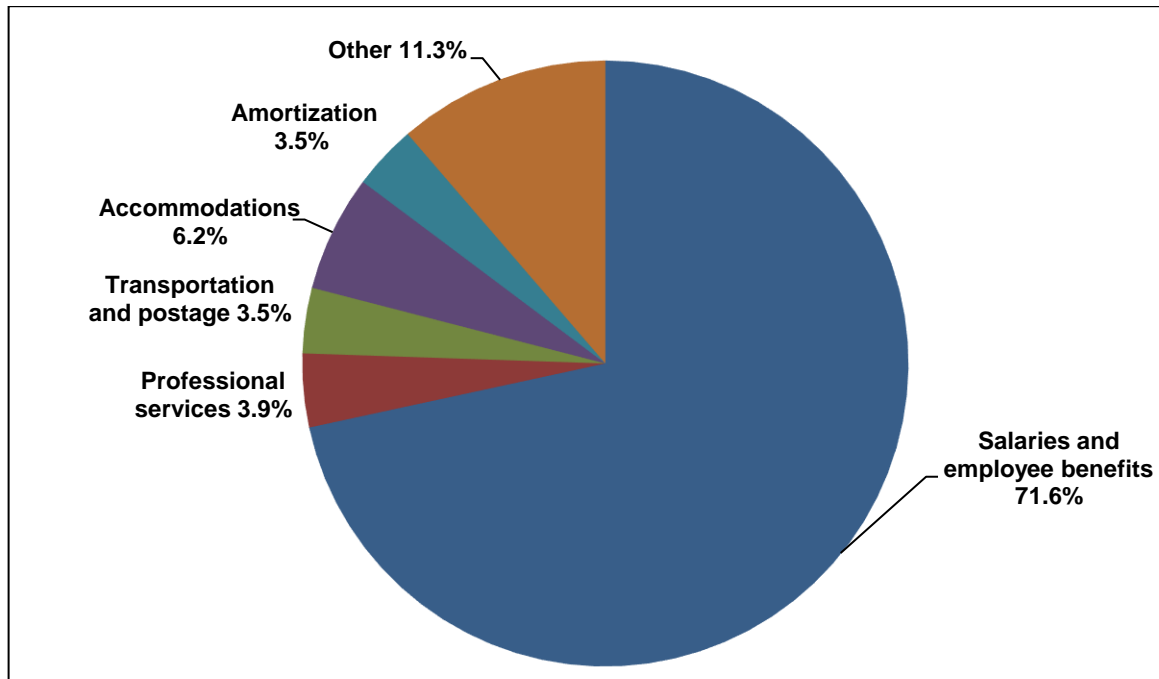
More information on the distribution of the expenses by program and type is available in the two charts below.

**Gross Expenditures by Program Activity<sup>1</sup>**

Total expenses, including spendable revenue and services provided without charge by other government departments, were \$731.5 million in 2015-16. These expenses were for Censuses, \$152.1 million (20.8%); Statistical Infrastructure, \$148.7 million (20.3%); the Economic and Environmental Statistics Program, \$148.3 million (20.3%); the Socio-economic Statistics Program, \$111.4 million (15.2%); Cost-recovered Statistical Services, \$103.7 million (14.2%); and Internal Services, \$67.3 million (9.2%).

1. Gross expenditures: total spending including spendable revenues.

### Gross Expenditures by Type



Statistics Canada spent \$731.5 million in 2015-16. The expenses include the following: salaries and employee benefits, \$523.8 million (71.6%); accommodations, \$45.4 million (6.2%); professional services, \$28.7 million (3.9%); amortization, \$25.3 million (3.5%); transportation and postage, \$25.5 million (3.5%); and other expenses, \$82.8 million (11.3%).

**Condensed Statement of Financial Position (unaudited)**  
**As at March 31, 2016 (dollars)**

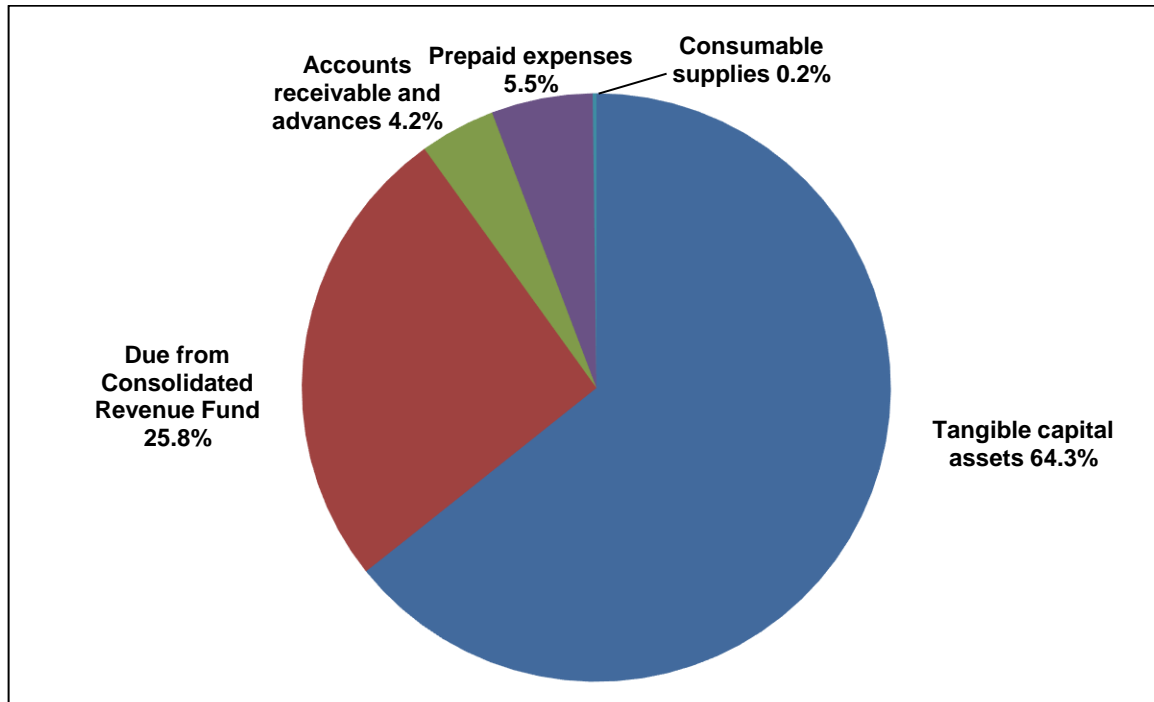
Financial Information	2015-16	2014-15	Difference (2015-16 minus 2014-15)
Total net liabilities	159,294,338	107,568,254	51,726,084
Total net financial assets	68,387,856	55,310,848	13,077,008
Departmental net debt	90,906,482	52,257,406	38,649,076
Total non-financial assets	160,058,640	145,833,856	14,224,784
Departmental net financial position	69,152,158	93,576,450	-24,424,292

The Agency's future-oriented statement of operations<sup>ix</sup> is available on the Statistics Canada website.

The departmental net financial position was \$69.2 million at the end of 2015-16, a decrease of \$24.4 million from \$93.6 million in 2014-15. This decrease is mainly because of the allowance for a contingent liability that has been recorded. The decline is offset by an increase in total financial and non-financial assets, mainly because of the 2016 Census of Population Program.

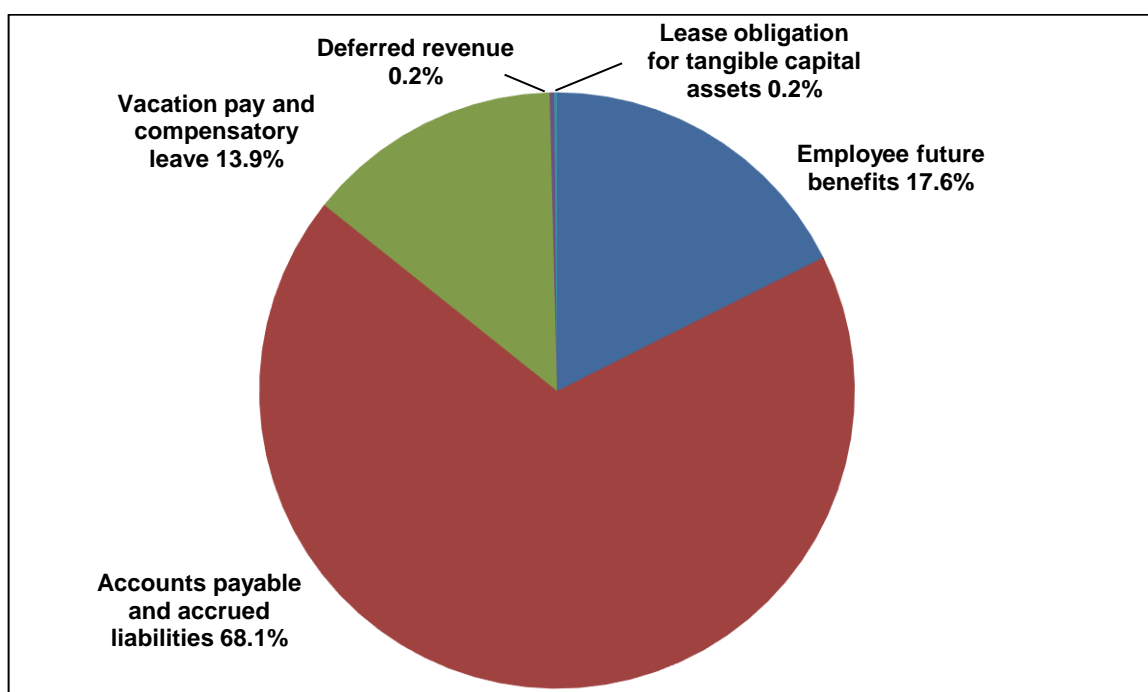
More information on the distribution of the balances in the Statement of Financial Position is available in the two pie charts that follow.

### Assets by Type



Total assets, including financial and non-financial assets, were \$228.4 million at the end of 2015-16. Tangible capital assets represent the largest portion of assets at \$146.9 million (64.3%). These assets include informatics software (\$93.2 million), software under development (\$37.2 million), leasehold improvements (\$14.0 million), and other assets (\$2.5 million). The remaining portion consists of amounts due from the Consolidated Revenue Fund, \$58.9 million (25.8%); prepaid expenses, \$12.7 million (5.5%); accounts receivable and advances, \$9.5 million (4.2%); and consumable supplies, \$0.4 million (0.2%).

## Liabilities by Type



Total liabilities were \$159.3 million at the end of 2015-16. Accounts payable and accrued liabilities made up the largest portion of liabilities at \$108.5 million (68.1%). These liabilities include accounts payable to external parties (\$29.4 million), accounts payable to other federal government departments and agencies (\$4.7 million), accrued salaries and wages (\$31.0 million), and other payables (\$43.4 million). Employee future benefits is the next largest portion at \$28.1 million (17.6%). Vacation pay and compensatory leave make up \$22.1 million (13.9%). The remaining portion consists of deferred revenue and lease obligation for tangible capital assets at \$0.6 million (0.4%).





### **Section III: Analysis of Programs and Internal Services**

This section describes Statistics Canada's program activities and the financial and non-financial resources available to each. Planned activities, indicators, targets and timelines are identified for each program.

#### **Programs**

- Economic and Environmental Statistics
- Socio-economic Statistics
- Censuses
- Statistical Infrastructure
- Cost-recovered Statistical Services

## **Program 1: Economic and Environmental Statistics**

### **Description**

The purpose of this program is to create a trusted, relevant and comprehensive source of information on the entire spectrum of Canada's economy to inform public debate on economic issues; support economic policy development, implementation and evaluation; and guide business decision making. It is the primary source of information for developing the country's fiscal and monetary policies, and for studying the economic evolution of Canadian industries and regions.

These statistics support various statutory requirements, among others, the *Federal-Provincial Fiscal Arrangements Regulations*, the *Bretton Woods and Related Agreements Act*, *Land Claims Settlements Agreements*, and the Comprehensive Integrated Tax Coordination Agreement related to the Harmonized Sales Tax.

The outputs are also vital to research and to economic policy development, implementation, and evaluation by a number of federal departments, such as the Bank of Canada, Finance Canada, Industry Canada,<sup>1</sup> Foreign Affairs, Trade and Development Canada,<sup>2</sup> and by provincial and territorial governments.

They are extensively used by the private sector for business planning and decision making and by international agencies, such as the International Monetary Fund (IMF), the Organisation for Economic Co-operation and Development (OECD), and the United Nations (UN).

Outputs include monthly and annual measures of Gross Domestic Product (GDP), the Consumer Price Index (CPI), current indicators of retail and wholesale trade, Canada's merchandise export and import statistics, estimates of agricultural income and expenditures, transportation statistics, and statistics relevant to the analysis of relationships between human activity and the environment, in Canada.

### **Program Performance Analysis and Lessons Learned**

#### 2015-16 activities

In 2015-16, the Economic and Environmental Statistics Program continued to deliver timely and accurate economic and environmental statistics, as well as analytical data products. The program also continued to develop statistics in key areas such as the environment, energy, and financial stability, while maintaining or improving the data quality and timeliness that data users have come to expect.

---

1. Now called Innovation, Science and Economic Development Canada.

2. Now called Global Affairs Canada.

In addition, the Agency continued to manage and reduce response burden. It did this by examining content changes to ensure that data are not already available from other sources and that sample sizes are appropriately managed. As well, it reviewed existing surveys to identify potential data duplication; it also conducted impact and feasibility studies to identify and minimize the likelihood of selection for multiple surveys, particularly for small and medium-sized enterprises. Statistics Canada has also been moving expeditiously to adopt electronic reporting, the data collection mode favoured by many businesses.

This past year, Statistics Canada completed a comprehensive revision of the Canadian System of Macroeconomic Accounts. In late 2015, the Agency released macroeconomic accounts estimates that incorporated statistical revisions more closely aligned with international standards. The comprehensive revision affected all programs in the Macroeconomic Accounts, including the Provincial/Territorial Economic Accounts and quarterly National Income and Expenditure Accounts. The major changes include statistical improvements (notably, more detailed estimates of government accounts and revised estimates of Canada's capital stock), changes to the treatment of defined benefit pension plans to align with international standards, and the incorporation of natural resource wealth into the quarterly national balance sheet accounts. Another major accomplishment was the staggered release of the revision of government finance statistics.

In 2015-16, the Agency made progress in implementing the framework for environmental statistics. A priority under this framework was the development of new accounts for land cover and land use. The 2015 edition of the annual publication *Human Activity and the Environment* contained analysis and documentation of historical changes in land cover and land use in Canadian metropolitan areas. The environment program provided downloadable geospatial data files for the first time in its history. The program also released updated physical flow accounts for water use, energy use and greenhouse gas emissions.

The Integrated Business Statistics Program (IBSP) initiative is intended to increase efficiency and make the survey infrastructure more robust. When completed, it will provide a common processing environment for approximately 150 business surveys. In 2015-16, data for 60 annual economic surveys were collected, processed, analyzed and disseminated through the IBSP. The most significant change was the adoption of electronic questionnaires, which resulted in improved data quality, reduced burden, and more streamlined and efficient operations.

In 2015-16, the Agency built on the work done under the recently completed multi-year Consumer Price Index (CPI) Enhancement Initiative. The CPI is Canada's most-cited measure of inflation. Additional improvements increased the relevance and robustness of the CPI and ensured that it serves the needs of households, businesses and the public sector better. Particular highlights include developing a cyclical maintenance program to ensure that the CPI's methods and systems are always up to date, as well as experimenting with

various alternate sources of price data to see whether the traditional reliance on in-store collection could be reduced.

Statistics Canada also undertook a survey of advanced technologies used by Canadian businesses. The survey identified the investment in and use of advanced technologies in the private sector. It also sought to identify barriers to the use of these technologies. The results were released in 2015-16.

The Agency began to update the database design and processing environment used for the ownership survey conducted under the *Corporations Returns Act*. This update will enable Statistics Canada to automate the schedules from the recently updated regulations and to increase the flexibility of the program to address emerging data needs, such as globalization, mergers and acquisitions. In addition, the ownership survey adopted the electronic questionnaire as its sole mode of collection, which has enhanced data quality, increased security and reduced respondent burden.

The Agency is in the process of making a number of key investments in the quality of its international accounts program. Statistics Canada released new data on the activities of foreign affiliates operating in Canada as well as Canadian affiliates operating abroad. These data provide new insight into the linkages between the Canadian economy and the global economy. Statistics Canada also released estimates of value-added exports—providing users with a new perspective on Canada's trade with the rest of the world. Finally, the Agency developed and tested a number of new collection instruments that will provide users with new measures of international trade in services and the role that Canada plays in global value chains.

Several other surveys are in the process of being redesigned. In particular, changes were made to surveys in the Energy Statistics Program to address data gaps, improve data quality and reduce response burden. As well, the Agency continued analytical work on its multifactor productivity program, firm dynamics and the changing nature of the Canadian economy. The program produced analytical reports on measurement and determinants of productivity growth in the mining and oil and gas sector; improvements in measuring productivity in residential care facilities; and links between participation in global value chains and productivity growth at the firm level. The program also produced an examination of Canada–United States barriers to trade in the pre- and post-9/11 eras, and it produced a study on the changing nature of the unincorporated self-employed and their importance to employment in Canada. As well, the program released experimental estimates on firm entry and exit, and associated employment changes. Finally, the Agency continued to increase the capacity of the Canadian Centre for Data Development and Economic Research to allow outside analysts from governments, research institutions and academia to use business microdata for research purposes.

**Budgetary Financial Resources (dollars)**

2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	2015-16 Difference (actual minus planned)
127,982,162	127,982,162	129,904,043	130,488,036	2,505,874

**Human Resources (Full-Time Equivalents [FTEs])**

2015-16 Planned	2015-16 Actual	2015-16 Difference (actual minus planned)
1,197	1,384	187

The difference between planned spending and actual spending results mainly from

- salary expenditures reimbursed by Treasury Board (for example, parental leave payments)
- a permanent budget transfer of Socio-Economic Analysis to the Socio-Economic Statistics Program.

The difference between planned and actual full-time equivalents (FTEs) is mainly because of a change in reporting. Starting with the *2016-17 Report on Plans and Priorities* and the *2015-16 Departmental Performance Report*, interviewers are included in the total FTEs. Furthermore, FTEs always vary slightly as a result of variances between the average salary rates paid and the estimated average salary rates used in calculations at the planning stage.

**Performance Results**

Expected Results	Performance Indicators	Targets	Actual Results
Canadians and public- and private-sector organizations use economic and environmental statistics for monitoring the economy, for policy development and research.	Post-release corrections because of accuracy	≤ 4 releases or ≤ 2% of releases	0.80%
	Number of data products released as scheduled	95%	100%
	Up-to-date metadata in the Integrated Metadatabase	Fully compliant	Minor deficiencies
	Percent of technical reference guides up-to-date <sup>1</sup>	Fully compliant	Fully compliant

1. Replaces the indicator presented in the *2015-16 Report on Plans and Priorities*: User guide documentation up-to-date.

The Economic and Environmental Statistics Program met its performance targets for releasing timely and accurate economic and environmental statistics. For accuracy, the program is on target, as 0.8% of the releases were corrected during the fiscal year. As for timeliness, the program exceeded its target, with 100% of products released as scheduled.

To ensure that users have the guidance they require to fully benefit from Statistics Canada's vast information holdings, the Agency must provide documentation that is comprehensive and up-to-date. In 2015-16, the Agency's objective was to identify statistical programs that required technical user guides and to ensure that these technical reference guides have roadmaps. All mandatory technical reference guides provided by the program were deemed available and timely, and roadmaps were provided as planned. These roadmaps indicate when the technical user guides will next be updated, as well as compliant with the new Directive on Documenting Statistical Metadata (effective since January 2016).

As for the indicator on up-to-date metadata in the Integrated Metadatabase, the survey and program descriptions on Statistics Canada's website (IMDB pages) showed minor deficiencies. These relate to records for which there is information missing on such topics as quality evaluation, collection period and questionnaires. In total, 160 (75%) surveys or statistical program pages were deemed fully compliant and 53 (25%) were assessed as having minor deficiencies. Standards Division has begun the process of contacting subject-matter representatives from this program to resolve all deficiencies by January 31, 2017.

## **Program 2: Socio-economic Statistics**

### **Description**

The Socio-economic Statistics Program's purpose is to provide integrated information and relevant analysis on the social and socio-economic characteristics of individuals, families, and households, as well as on the major factors that affect their well-being. This information is used to inform public debate on socio-economic issues; support social policy development, implementation and evaluation; guide public and private decision making; it is the primary source for assessing the impact of changing economic circumstances on Canadians.

The information is used extensively to evaluate and cost economic and social policy options and alternatives by federal departments, such as Employment and Social Development Canada, Industry Canada,<sup>1</sup> Justice Canada, Public Safety Canada, Citizenship and Immigration Canada,<sup>2</sup> Canadian Heritage, Aboriginal Affairs and Northern Development Canada,<sup>3</sup> Transport Canada, and Infrastructure Canada, as well as by provincial governments.

The Socio-economic Statistics Program supports statistical requirements specified by legislation or regulations in the areas of labour, immigration and employment equity. The program also provides information, analysis and measures on publicly-funded facilities, agencies, and systems designed to meet the socio-economic and physical needs of Canadians; on the characteristics of the individual Canadians and families they serve; and on the outcomes of the services they provide, such as justice, health, and education.

### **Program Performance Analysis and Lessons Learned**

#### **2015-16 activities**

The Socio-economic Statistics Program continued to deliver timely and accurate social and socio-economic statistics. Releases from a number of new or redesigned socio-economic surveys took place in 2015-16.

The Labour Force Survey (LFS), Statistics Canada's largest ongoing household survey, completed a sample redesign and moved to an online questionnaire in 2016. Preparations are underway for the redesign of the LFS collection and processing systems, which will take place over the course of several years, ending in 2018. Through the inclusion of

---

1. Now called Innovation, Science and Economic Development Canada.

2. Now called Immigration, Refugees and Citizenship Canada.

3. Now called Indigenous and Northern Affairs Canada.

additional questions on the LFS, the Agency developed measures of labour-market performance, by field of study, for the highest and most recent educational credential obtained. Data collection took place in 2014, and results were released in 2016.

New data and analytical products based on the 2011 Aboriginal Peoples Survey (APS) and the 2011 Canadian Survey on Disability (CSD) were disseminated. Plans to conduct the 2017 surveys for the APS and the CSD continued to progress on schedule.

Results from the Canadian Income Survey were released in December 2015, including a revised series of income statistics that allowed for the comparison of 2012 and 2013 income data with data for earlier years.

Starting with user requirements, the Job Vacancy and Wage Survey (JVWS), a new quarterly survey of 100,000 businesses, was developed within 12 months, with the first release of data published in *The Daily* on August 13, 2015. The success of the JVWS is a demonstration of strong internal collaboration at Statistics Canada that enabled the organization to respond to emerging data needs by implementing a large-scale survey in a timely fashion.

The Canadian Community Health Survey (CCHS) was redesigned in 2015 to ensure continued relevance and data quality. As well, preparations were completed for a pilot children's health survey to be undertaken in 2016. As part of the regular cycle of the health-focused surveys, the 2015 Nutrition Survey collected data on food and dietary supplement consumption, dietary intake, and related factors.

In co-operation with representatives of the National Justice Statistics Initiative, the Agency completed the second phase of a multi-year project to create and deliver indicators of re-contact with, and pathways through, the Canadian criminal justice system. The first release of data for the province of Saskatchewan will be in 2016. Collaborative work was completed on a pilot Police Performance Metrics project involving the collection of national-level calls for service data.

The Agency is well advanced on a comprehensive redesign of the General Social Survey (GSS) Program and is moving to integrate multi-mode collection. In 2015-16, Statistics Canada conducted the GSS on Time Use, and also developed a new policy-relevant theme for the 2016 GSS on Canadians at Work and Home.

The Social Data Linkage Environment (SDLE) promotes the innovative use of existing administrative and survey data to address important research questions and inform socio-economic policy through record linkage. This fiscal year, the SDLE production version was launched, and several projects began, including the Extending the Relevance of Longitudinal Surveys project.

In 2015-16, the Agency engaged in an ambitious program of immigration research. Studies in this area shed new light on non-permanent residents in Canada, the educational and labour market outcomes of childhood immigrants, and immigrant business ownership. As



well, all-cause and circulatory hospitalizations by generation status among immigrants was investigated using the 2006 Census, linked to hospital data.

Using multiple waves of the Canadian Health Measures Survey, several studies were published, including on oral contraceptive use among women and on differences by socio-economic and demographic characteristics, and on the association between bisphenol A exposure and behaviour problems of children.

Multiple studies were conducted on the topic of Indigenous people, including Inuit housing and health, the association between understanding Indigenous language and educational outcomes, and geographic trends in community well-being and association with health.

The Agency also published innovative studies documenting the effect of regional wage differences on labour mobility and job vacancies, retirement savings behaviours, life satisfaction across Canadian cities, and the earnings of postsecondary graduates from detailed fields of study.

The microdata access programs increased the number of, and expanded the types of, data files available to clients. The programs also increased access to data by enhancing metadata and improving the technological infrastructure. Building on the infrastructure and expertise established in the access programs, Statistics Canada continued its development of the Generalized Tabulation Tool, which will facilitate data tabulation for surveys across the social, health and labour statistics fields.

In 2015-16, Maritime student data from the Postsecondary Student Information System (PSIS) were combined over time to facilitate analysis of student pathways through the postsecondary education system. This pilot also included combining the PSIS data for graduates with tax data over time. These results allow for research on student outcomes in the labour market, a key information need in Canada. The Education Longitudinal Linkage Platform demonstrates the power of combining administrative data with the goal of filling data gaps without imposing a new response burden on the Canadian population.

In 2015-16, the Agency also continued to strengthen its socio-economic microsimulation modelling capacity, which includes the following models:

- The Social Policy Simulation Database and Model (SPSD/M) simulates the effect of various tax and other policy interventions on socio-economic outcomes.
- The Population Health Model (POHEM) performs comparative evaluations of health-related interventions on outcomes, such as the prevalence of risk factors and disease, costs and economic indicators, and health status and life expectancy.
- The Cancer Risk Management Model (CRMM) allows for assessment of the effect of cancer control programs on population health and the economy. Cancer control programs include smoking reduction, organized screening for colorectal and lung cancers, and the evaluation of new treatment options.

- The Demosim model generates population projections, taking into account key characteristics associated with the ethnocultural diversity of the population, such as visible minority and Indigenous populations.

Work began on a new platform for a simple dynamic model. This model includes demographic modules on mortality, interprovincial migration, and immigration and emigration, as well as modules on education, earnings and income.

### **Budgetary Financial Resources (dollars)**

2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	2015-16 Difference (actual minus planned)
94,887,730	94,887,730	101,692,699	101,784,521	6,896,791

### **Human Resources (Full-Time Equivalents [FTEs])**

2015-16 Planned	2015-16 Actual	2015-16 Difference (actual minus planned)
644	1,136	492

The difference between planned spending and actual spending results mainly from

- salary expenditures reimbursed by Treasury Board (for example, parental leave payments)
- a funding reallocation made during the year from the Statistical Infrastructure Program, for the Labour Force Survey to better align resources with the Agency's priorities
- budget carried forward from previous years to account for the cyclical nature of the Canadian Community Health Survey
- a permanent budget transfer of Socio-Economic Analysis from the Economic and Environmental Statistics Program.

The difference between planned and actual full-time equivalents (FTEs) is mainly because of a change in reporting. Starting with the *2016-17 Report on Plans and Priorities* and the *2015-16 Departmental Performance Report*, interviewers are included in the total FTEs. Furthermore, FTEs always vary slightly as a result of variances between the average salary rates paid and the estimated average salary rates used in calculations at the planning stage.

## Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadians and public- and private-sector organizations use socio-economic statistics for policy development and research.	Post-release corrections because of accuracy	≤ 4 releases or ≤ 2% of releases	0%
	Number of data products released as scheduled	95%	100%
	Up-to-date metadata in the Integrated Metadatabase	Fully compliant	Minor deficiencies
	Percent of technical reference guides up-to-date <sup>1</sup>	Fully compliant	Fully compliant

1. Replaces the indicator presented in the 2015-16 Report on Plans and Priorities: User guide documentation up to date.

The Socio-economic Statistics Program exceeded its performance targets for releasing timely and accurate economic and environmental statistics. No releases required correction, and 100% of products were released as scheduled during the fiscal year.

To ensure that users have the guidance they require to fully benefit from Statistics Canada's vast information holdings, the Agency must provide documentation that is comprehensive and up to date. In 2015-16, the Agency's objective was to identify statistical programs that required technical user guides and to ensure that these technical reference guides have roadmaps. All mandatory technical reference guides provided by the program were deemed available and timely, and roadmaps were provided as planned. These roadmaps indicate when the technical user guides will next be updated and be compliant with the new Directive on Documenting Statistical Metadata (effective since January 2016).

As for the indicator on up-to-date metadata in the Integrated Metadatabase, the survey and program descriptions on Statistics Canada's website (IMDB pages) showed minor deficiencies. These relate to records for which there is information missing on such topics as program end dates, quality evaluation and questionnaires. In total, 50 (78%) surveys or statistical program pages were deemed fully compliant and 14 (22%) were assessed as having minor deficiencies. Standards Division has begun the process of contacting subject-matter representatives from this program to resolve all deficiencies by January 31, 2017.

## **Program 3: Censuses**

### **Description**

The Census Program's purpose is to provide statistical information, analyses, and services that measure changes in the Canadian population, in demographic characteristics, and in the agricultural sector. It serves as a basis for public and private decision making, and research and analysis in areas of concern to the people of Canada. The program includes the Census of Population Program (including the National Household Survey) and the Census of Agriculture.

The Census of Population Program provides detailed information on population sub-groups for small geographic areas, which is required to assess the effects of specifically targeted policy initiatives, and serve as a foundation for other statistical surveys. Population counts and estimates are used in determining electoral boundaries, the distribution of federal transfer payments, and the transfer and allocation of funds among regional and municipal governments, school boards, and other locally based agencies within provinces.

The Census of Agriculture provides a comprehensive picture of the agriculture sector at the national, provincial and sub-provincial levels, and is mandated by the *Statistics Act*.

The program meets statistical requirements specified constitutionally, and supports those in statutory requirements and regulatory instruments. All per capita measures in fiscal policies and arrangements, in other economic analysis, and in program and service planning, come from this program's statistical information.

### **Program Performance Analysis and Lessons Learned**

#### 2015-16 activities

In late 2015, the Government of Canada announced its decision to reinstate the long-form census. All of the changes required to implement this decision were completed for both the electronic and paper questionnaires, as well as for the collection and processing systems. Preparations for collection activities were completed, including the following:

- operational testing of the systems and related infrastructure
- opening field offices and recruiting public servants
- final setting up of the Data Operations Centre
- printing questionnaires and letters for collection, preparing maps and other geographic tools to support operations
- finalizing the communications campaign, which included paid advertising.

Collections in Northern Canada began in February 2016.

To support the Census of Population, an integrated communications strategy was developed that used proactive social marketing practices to develop and deliver messaging that would encourage all Canadians to self-respond. The strategy leveraged a multi-mode approach and deployed behavioural economics strategies to target audiences that had previously proven difficult to enumerate. The approaches were designed to lower operational costs by reducing the number of non-response follow-up cases.

Statistics Canada also increased development efforts for the 2016 Census of Agriculture. These efforts included elaborating methods, processes and tools; testing systems and tools; analyzing results; and integrating lessons learned from the previous census. Data collection for the largest and most complex agricultural operations began in 2015-16. The Agency also undertook final preparations for the start of the main data-collection period in 2016-17. This work involves an ongoing investigation of how administrative sources and technologies, such as remote sensing, can improve the quality and efficiency of the program and reduce respondent burden.

### Budgetary Financial Resources (dollars)

	2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	2015-16 Difference (actual minus planned)
Gross Expenditures	153,382,820	153,382,820	143,077,849	143,002,356	-10,380,464
Respendable Revenue	-7,939,148	-7,939,148	-7,974,616	-7,974,616	-35,468
Net Expenditures	145,443,672	145,443,672	135,103,233	135,027,740	-10,415,932

### Human Resources (Full-Time Equivalents [FTEs])

	2015-16 Planned	2015-16 Actual	2015-16 Difference (actual minus planned)
Gross Expenditures	959	1,087	128
Respendable Revenue	-34	-60	-26
Net Expenditures	925	1,027	102

The difference between planned spending and actual spending is explained mainly by budget being carried forward from 2015-16 to 2016-17.

The difference between planned and actual full-time equivalents is explained by funding received in-year for additional content for the 2016 Census long-form, and by changes in planned salary expenditures, made after the submission of the *2015-16 Report on Plans and Priorities*. As a result of the cyclical nature of the censuses, budget and spending profile may vary slightly between years.

### Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Canadians and government policy makers use Census of Population and Census of Agriculture data to make informed decisions.	Up-to-date metadata in the Integrated Metadatabase	Fully compliant	Minor deficiencies
	Percent of technical reference guides up-to-date <sup>1</sup>	Fully compliant	Fully compliant

1. Replaces the indicator presented in the *2015-16 Report on Plans and Priorities*: User guide documentation up to date.

To ensure that users have the guidance they require to fully benefit from Statistics Canada's vast information holdings, the Agency must provide documentation that is comprehensive and up to date. In 2015-16, the Agency's objective was to identify statistical programs that required technical user guides and to ensure that these technical reference guides have roadmaps. All mandatory technical reference guides provided by the program were deemed available and timely, and roadmaps were provided as planned. These roadmaps indicate when the technical user guides will next be updated and be compliant with the new Directive on Documenting Statistical Metadata (effective since January 2016).

As for the indicator on up-to-date metadata in the Integrated Metadatabase, the survey and program descriptions on Statistics Canada's website (IMDB pages) showed minor deficiencies. These relate to records for the Census of Population – Reverse Record Check missing questionnaires and the Agriculture Frame Update Survey missing quality evaluation and questionnaires. In total, 4 (67%) surveys or statistical program pages were deemed fully compliant and 2 (33%) were assessed as having minor deficiencies. The records for the Census of Population and National Household Survey were fully compliant. Standards Division has begun the process of contacting subject matter representatives from this program in order to resolve all deficiencies by January 31, 2017.

## **Program 4: Statistical Infrastructure**

### **Description**

Statistical infrastructure comprises activities and services that are administered to support a strong statistical system.

Professional and Statistical Services include the development of sound statistical methodology, standardized concepts and classifications (including geographic concepts), the development and provision of statistical metadata, the development and maintenance of registers of enterprises and addresses for statistical purposes, and the provision of advice with respect to the *Statistics Act*, and data-sharing agreements.

Operational Statistical Services provide support to data collection activities for Statistics Canada's surveys, such as data capture, coding, editing, interviewer hiring and training, and the provision of advice to clients regarding statistical products. It also includes the production of Statistics Canada's catalogued publications, online databases, as well as the dissemination of Statistics Canada's official release vehicle, *The Daily*.

The Continuity and Quality Maintenance Program includes the co-ordination of the aspects of the Agency's Integrated Strategic Planning Process that ensure the continuity and quality maintenance of programs.

### **Program Performance Analysis and Lessons Learned**

#### 2015-16 activities

In 2015-16, the Statistical Infrastructure Program continued to support a strong statistical system.

An important accomplishment in 2015-16 was the development and testing of components of the Integrated Collection and Operation System required and planned by the census programs to support the collection of all surveys. This multi-year transformational project delivered on its objective of providing the infrastructure and functionality required to conduct the 2016 censuses of population and agriculture collection operations. Results include the collection management portal, a tool to manage collection operations and communications with field staff, the Internet applications, and the management information system required to monitor the progress of survey programs.

Under the Corporate Business Architecture initiative, Statistics Canada established a policy framework for statistical information management across the Agency. In addition to developing a strategy to adopt GCDOCS as a corporate tool, a multi-year project was launched to make it easier for all employees to find, access and re-use statistical metadata and data from both survey and administrative sources. The first release showcased a new

powerful search capability, allowing searches by survey, variable, concept and even classification.

Statistics Canada currently has responsibility for the development and maintenance of the Open Data Portal on behalf of the Government of Canada. The portal serves as a central location for making government data freely available for use by Canadians and Canadian businesses; most of the data in the portal at present comes from Statistics Canada. The Agency also disseminates aggregate data, as well as analytical and information products through its website. Microdata are accessible through the research data centres, the Canadian Centre for Data Development and Economic Research, and Real Time Remote Access.

In 2015-16, methodological work continued to explore new frontiers to support a number of programs (such as census collection, weighting and variance estimation) and projects (such as measuring the effect of electronic collection on the Labour Force Survey). The suite of generalized methodology systems grew with implementation of a new estimation system (G-EST) for the Integrated Business Statistics Program, with substantial progress on confidentiality (G-CONFID) and record linkage (G-LINK) systems, and with development of a prototype for Small Area Estimation and its assessment in four key programs.

The Big Ideas II Conference, held in 2015, celebrated grassroots innovative ideas on the theme of local-area data. All-staff presentations highlighted local data projects already underway in the organization; a speaker series showcased innovation in municipal, federal and academic arenas; and, in a unique boot camp process, senior managers mentored idea submitters and promoted ideas with promise beyond the concept stage. A number of these projects will move to a proof of concept stage next year.

In 2015-16, Statistics Canada worked with other federal departments and agencies to explore the extent to which significant gains could be made if administrative programs and data collections were modified to better support statistical uses, greater engagement were secured from provinces and territories, and existing legislative and policy frameworks were modified to strongly support the statistical use of administrative data sources.

Work continued in 2015-16 on a project to update and modernize Statistics Canada's dissemination strategy. Several milestones were reached, including the completion of a beta test, a series of usability tests and migration of information to the new model. Development of external features and internal tools and processes is well underway. The new model is scheduled to be launched in spring 2018.

The Agency's core strategy for ensuring robustness is to develop and maintain a 10-year plan that identifies all investments required to ensure the efficiency, continuity and quality of all statistical programs. This plan is a key part of the Integrated Strategic Planning Process, a rigorous multi-year planning framework that incorporates all Agency requirements for financial, information technology and human resources. In 2015-16, the



10-year plan included investments in the redesign of major survey programs to ensure their continued relevance and effectiveness; in the introduction and implementation of relevant standards, such as the new International Monetary Fund standard for government finance statistics; and in a comprehensive review of the potential for administrative and other alternative data sources to replace, complement or supplement the Agency's statistical programs.

### **Budgetary Financial Resources (dollars)**

2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	2015-16 Difference (actual minus planned)
105,110,975	105,110,975	108,827,938	87,473,605	-17,637,370

### **Human Resources (Full-Time Equivalents [FTEs])**

2015-16 Planned	2015-16 Actual	2015-16 Difference (actual minus planned)
1,123	954	-169

The difference between planned spending and actual spending for this program results mainly from:

- budget provision for expired collective agreements
- structural budget realignments to meet the new guidelines on internal services
- unused amounts to be carried forward to 2016-17 to support the Agency's Integrated Strategic Planning Process.

The difference between planned and actual full-time equivalents is mainly because of the structural budget realignment to meet the new guidelines on internal services, along with changes in the planned salary expenditures made after the submission of the Report on Plans and Priorities to better align with the Agency's priorities.

### Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
An infrastructure of statistical services and activities is administered to support an effective statistical system.	Percentage of programs using methodology services	100%	100%
	Percentage of programs using statistical infrastructure services	100%	100%
	Percentage of programs using operational statistical services	100%	100%

The program met its performance targets.

## **Program 5: Cost-recovered Statistical Services**

### **Description**

This activity produces high-quality, cost-recovered statistical services that meet the needs of specific federal and provincial institutions and other clients. The projects are grouped according to type, with the groupings comprising projects that involve Economic and Environmental Statistics, Socio-economic Statistics, the Censuses, as well as Statistical Infrastructure and Internal Services.

### **Program Performance Analysis and Lessons Learned**

#### 2015-16 activities

By undertaking cost-recovery work, Statistics Canada fulfills its second strategic outcome and ensures that data are made available to all Canadians. Federal departments use Statistics Canada's cost-recovery services for surveys, microdata linkages and access, special tabulations, impact studies, satellite accounts, and associated studies.

Statistics Canada continues to expand its microdata access programs by increasing the number and types of data available for access by researchers. As a result, the programs saw an increase in the number and types of users who accessed their services. Plans to open new Research Data Centres across Canada continued. A second Federal Research Data Centre, funded by Employment and Social Development Canada, opened in March 2016, which broadened federal government researchers' access to Statistics Canada's microdata. Development projects to facilitate access through new tools and to improve metadata also continued throughout the year.

With funding from the Canadian International Development Agency, Statistics Canada completed the International Statistical Fellowship Program. This initiative strengthens national statistical systems in developing countries, addresses gaps in leadership and management, and creates capacity to produce reliable statistics. The Agency also started the Project for Regional Advancement of Statistics in the Caribbean, a seven-year project aimed at helping Caribbean statistical offices to improve their statistical infrastructure. Over 60 agreements have been signed with countries to undertake projects targeting the various priorities of the countries.

Statistics Canada also engaged in program and knowledge-transfer activities, such as joint training with international organizations, regional symposiums and the documentation of managerial best practices.

The seventh edition of *Women in Canada*, a compendium of papers on different themes related to women living in Canada, was initiated in 2015-16, and a number of papers were published, with more to come in 2016-17.

New data and analytical products based on the Aboriginal Peoples Survey (APS) and the Canadian Survey on Disability (CSD) were also disseminated in 2015-16.

A number of new surveys were developed for collection in 2016-17, such as the 2017 round of post-censal surveys, namely the CSD and the APS, and the Nunavut Inuit Labour Force Analysis project.

New projections of Indigenous populations were prepared and released in the fall of 2015.

### **Budgetary Financial Resources (dollars)**

	2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	2015-16 Difference (actual minus planned)
Gross Expenditures	112,060,852	112,060,852	112,025,384	96,359,919	-15,700,933
Respendable Revenue	-112,060,852	-112,060,852	-112,025,384	-96,359,919	15,700,933
Net Expenditures	0	0	0	0	0

### **Human Resources (Full-Time Equivalents [FTEs])**

	2015-16 Planned	2015-16 Actual	2015-16 Difference (actual minus planned)
Gross Expenditures	616	1,013	397
Respendable Revenue	-616	-1,013	-397
Net Expenditures	0	0	0

The Agency's statistical program is funded from two sources: direct parliamentary appropriations and cost-recovery activities. Statistics Canada has the authority to generate \$120 million annually. In recent years, "respendable" cost-recovery revenues have contributed \$90 million to \$105 million annually to the Agency's total resources and have thereby provided funds for approximately 1,000 full-time equivalents. A large portion of

these spendable revenues comes from federal departments to fund specific statistical projects.

In accordance with government-wide presentation standards, all numbers in the Budgetary Financial Resources table (dollars) are presented net of spendable revenue. As shown in the table, spendable revenue less actual expenditures results in a net authority of zero.

All numbers in the Human Resources table include full-time equivalents funded by spendable revenue. The difference between planned and actual full-time equivalents is mainly because of a change in reporting. Starting with the *2016-17 Report on Plans and Priorities* and the *2015-16 Departmental Performance Report*, interviewers are included in the total full-time equivalents. Furthermore, full-time equivalents always vary slightly as a result of variances between the average salary rates paid and the estimated average salary rates used in calculations at the planning stage.

## Performance Results

Expected Results	Performance Indicators	Targets	Actual Results
Government policy makers, institutions and private-sector clients use Statistics Canada's cost-recovery services.	Volume of cost-recovery contracts conducted by Statistics Canada—Statistical Surveys and Related Surveys	264	254
	Value of cost-recovery contracts conducted by Statistics Canada—Statistical Surveys and Related Surveys	\$80,698,000	\$89,956,980
	Value of cost-recovery contracts conducted by Statistics Canada—custom requests and workshops	\$5,729,000	\$4,385,410

There were 254 cost-recovered contracts undertaken by the Agency for Statistical Surveys and Related Surveys, for a total value of \$89,956,980. The total value of all cost-recovery contracts for custom requests and workshops (\$4,385,410) was lower than expected.

## Internal Services

### Description

Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

### Program Performance Analysis and Lessons Learned

#### 2015-16 activities

The Departmental Project Management Framework (DPMF) was reviewed and streamlined in 2015-16 in response to improvement proposals received from users of the framework and from audit recommendations. The DPMF applies to all projects with total costs of \$150,000 or more. Effective management of projects is key to providing value for money and demonstrating sound stewardship in program delivery. In addition, the Agency ensures that all direct program spending is evaluated every five years.

Human resources goals and objectives are aligned with the priorities of Statistics Canada and the Government of Canada through the continued implementation of the three-year *Integrated Business and Human Resources Plan (2015-16 to 2017-18)*. In 2015-16, the Agency began hiring for the 2016 Census Program, and continued to support employees to contribute fully and perform their best by completing the implementation of the new Performance Management Directive.

The Agency continued to provide the advice and support required to deliver its programs effectively. To this end, the Agency actively participated in the government-wide financial and human resources management-transformation working groups tasked with developing plans to adopt common business processes and systems. The Agency is also working diligently to implement the new Phoenix pay system.

Responding to the Treasury Board directive on recordkeeping, Statistics Canada made progress on its five-year project to implement GCDOCS as a corporate electronic document and records management system.

Statistics Canada is continuing its multi-year implementation plan to convert its office space to Workplace 2.0—the new Government of Canada space standard.

The Agency is working with Shared Services Canada to modernize the delivery of information technology and telecommunications infrastructure. In 2015-16, work was conducted on a network transformation roadmap, and this work continues. To support employee productivity, workstations on the Agency's internal Network A received network connectivity to certain external applications. Census production will be carried out in the census enclave, set up specifically for Statistics Canada and located at the Data Operations Centre in Gatineau. Migration to the new Government of Canada common email service was completed successfully. The Agency also continued the migration from Centrex phones (land lines) to cellphones.

Engagement with the public continued using Web 2.0 tools, including social media platforms, chat sessions with Statistics Canada experts, blog discussions, online tutorials and videos promoting highlights of major releases.

*The Daily* is Statistics Canada's official release bulletin. In June 2015, the modernized *Daily* was launched online. The redesign was based on feedback from users. *The Daily* now includes interactive charts, automated tables, indicators and photos. It features new navigation and increased search capability, and can be displayed on any device. In addition, this innovative product enhances user experience and provides analysts with built-in automation features that increase quality and consistency across statistical outputs.

Finally, as part of an ongoing effort to improve the efficiency and effectiveness of back-office processes, the Agency implemented an electronic requests and approvals process for the purchase of goods and services. This replaced the paper-based Goods and Services Acquisition Form. This new, automated workflow results in time savings for all involved.

### Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2015-16 Total Authorities Available for Use	2015-16 Actual Spending (authorities used)	2015-16 Difference (actual minus planned)
51,666,281	51,666,281	62,163,757	62,786,663	11,120,382

### Human Resources (Full-Time Equivalents [FTEs])

2015-16 Planned	2015-16 Actual	2015-16 Difference (actual minus planned)
488	586	98

The difference between planned and actual spending results mainly from:

- structural budget realignments to meet the new guidelines on internal services
- salary expenditures reimbursed by Treasury Board (for example, parental leave payments).

The difference between planned and actual full-time equivalents is mainly because of the structural budget realignments to meet the new guidelines on internal services.



## **Section IV: Supplementary Information**

### **Supporting Information on Lower-Level Programs**

Supporting information on lower-level programs<sup>x</sup> is available on the Statistics Canada website.

### **Supplementary Information Tables**

The following supplementary information tables<sup>xi</sup> are available on the Statistics Canada website.

- ▶ Departmental Sustainable Development Strategy
- ▶ Internal Audits and Evaluations
- ▶ User Fees, Regulatory Charges and External Fees

## **Federal Tax Expenditures**

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the Report of Federal Tax Expenditures.<sup>xii</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

## **Organizational Contact Information**

### **Email**

STATCAN.infostats-infostats.STATCAN@canada.ca

### **Telephone**

1-800-263-1136 or 613-951-8116

### **Fax**

1-877-287-4369 or 613-951-0581

### **TTY**

1-800-363-7629

### **Mail**

Statistics Canada  
150 Tunney's Pasture Driveway  
Ottawa, Ontario  
K1A 0T6

### **Website**

[www.statcan.gc.ca](http://www.statcan.gc.ca)



## 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.

**Departmental Performance Report** (*rapport ministériel sur le rendement*): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

**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.

**Government of Canada outcomes** (*résultats du gouvernement du Canada*): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

**gross expenditures** (*dépenses brutes*): Total spending including spendable revenues.

**Management, Resources and Results Structure** (*Structure de la gestion, des ressources et des résultats*): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

**net expenditures** (*dépenses nettes*): Spending net of spendable revenue.

**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.

**planned spending** (*dépenses prévues*): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures 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 RPPs and DPRs.

**plans** (*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.

**priorities** (*priorité*): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

**program** (*programme*): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

**Program Alignment Architecture** (*architecture d'alignement des programmes*): A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**Report on Plans and Priorities** (*rapport sur les plans et les priorités*): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

**respendable revenues** (*revenus disponibles*): Revenues that the Agency has specific authority from Parliament to respend. For Statistics Canada, this refers to the portion of expenditures for which the cost is recovered from external clients for specific statistical services.

**results** (*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.

**sunset program** (*programme temporisé*): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**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.

**Whole-of-government framework** (*cadre pangouvernemental*): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.





## Endnotes

- i. *Statistics Act*, <http://laws-lois.justice.gc.ca/eng/acts/S-19/FullText.html>
- ii. *Corporations Returns Act*, <http://laws-lois.justice.gc.ca/eng/acts/C-43/FullText.html>
- iii. *Corporations Returns Regulations*,  
<http://laws-lois.justice.gc.ca/eng/regulations/SOR-2014-13/index.html>
- iv. Minister's mandate letter, <http://pm.gc.ca/eng/minister-innovation-science-and-economic-development-mandate-letter>
- v. Ministers' mandate letters, <http://pm.gc.ca/eng/mandate-letters>
- vi. *Public Accounts of Canada 2016*,  
<http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- vii. Whole-of-government framework,  
<http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>
- viii. Financial statements,  
<http://www.statcan.gc.ca/eng/about/dpr/2015-2016/s02p01>
- ix. Future-oriented statement of operations,  
<http://www.statcan.gc.ca/eng/about/rpp/2015-2016/s03p01-1>
- x. Supplementary Information: Supporting Information on Lower-Level Programs,  
<http://www.statcan.gc.ca/eng/about/dpr/2015-2016/s04#a1>
- xi. Supplementary Information: Supplementary Information Tables,  
<http://www.statcan.gc.ca/eng/about/dpr/2015-2016/s04#a2>
- xii. Report of Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>