

VETERANS AFFAIRS CANADA

Departmental Plan 2022–23



The Honourable Lawrence MacAulay, PC, MP
Minister of Veterans Affairs and
Associate Minister of National Defence

Cette publication est également disponible en français.

© Her Majesty the Queen in Right of Canada, as represented by the Minister of Veterans Affairs, 2022.

Catalogue No. V1-9E-PDF

ISSN 2371-7033

Table of contents

From the Minister	1
Plans at a glance.....	3
Core responsibilities: planned results and resources	7
CR1: Benefits, Services and Support.....	7
CR2: Commemoration	18
CR3: Veterans Ombudsperson.....	22
Internal Services: Planned results and resources	25
Our internal services	25
Planned spending and human resources.....	29
Planned spending	29
Planned human resources	31
Estimates by vote	31
Future-oriented condensed statement of operations.....	32
Corporate information.....	33
Organizational profile	33
Our raison d'être, mandate, and role: who we are and what we do.....	33
Veterans Ombud's mandate	33
Operating context and Risks.....	33
Reporting framework.....	34
Supporting information on the Program Inventory.....	35
Supplementary information tables	35
Federal tax expenditures.....	36
Organizational contact information	36
Appendix: definitions	37
Endnotes.....	41

Page intentionally left blank.

From the Minister

Canada's Veterans have served our country with honour, and they deserve not only our greatest recognition and respect for their service, but also the best possible services and support that we can provide to them and their families. This Departmental Plan outlines our priorities for achieving that in 2022–23.

At the top of our list is reducing processing times for disability benefits decisions. I know this is the issue of greatest concern for Veterans and their families, and justifiably so. We will build on the positive changes and momentum of recent years, and continue to report transparently on a regular basis.



Part of this work goes hand-in-hand with our focus on modernizing the way we operate. This includes leveraging technology where we can, increasing automation and digitization, using human-centred design, and making sure employees have the right tools and skills to get the job done. All this will help the Department be more efficient and improve the way we deliver services.

As we work to fulfill our mandate, we remain committed to gender equality, diversity, and inclusion for all of our Veterans. In terms of service delivery, we will continue to reach out to the most vulnerable Veterans to make sure they can easily access the services they need in a timely manner. This is especially important as COVID-19 continues to impact people in a variety of ways that can affect their well-being.

Our staff aren't immune to these impacts either. Just as we treat Veterans with care, compassion, and respect, we must do the same for our employees. We'll continue to put their health and well-being front and center as we navigate the later stages of this pandemic, allowing for flexibility and creativity in getting the job done for our Veterans and their families.

Finally, it is our collective responsibility to remember and honour the sacrifices of those who have served our country. This year, we will commemorate the 105th anniversary of the Battle of Vimy Ridge and the 30th anniversary of the first large-scale Canadian participation in the Balkans with the United Nations Protection Force. More broadly, we will continue to modernize our commemoration efforts, leveraging technology and virtual engagement, so that we can bring the experience of our overseas memorials back home to Canadians.

All of this is no small feat, but I know we are up to the task. Our employees across the country will work together as a team to achieve these goals, so that we can provide Veterans, former Canadian Armed Forces and RCMP members, and their families, with the vital services that they deserve.

Sincerely,

The Honourable Lawrence MacAulay, PC, MP
Minister of Veterans Affairs and
Associate Minister of National Defence

Plans at a glance

Our country owes a debt of gratitude to all Canadian Veterans. Our focus is on continuing to support their well-being and recognizing the sacrifices both they and their families have made. We define the well-being of a Veteran as one with purpose and who is financially secure, safely housed, in good health physically and mentally, adaptable to change, part of their community, proud and aware of their legacy, and who is valued and celebrated.

We continue to monitor the pandemic situation closely across the country. Until it is safe to re-enter offices, we will continue to deliver services remotely to Veterans and their families through My VAC Account secure messaging and by phone. Veterans can also interact with their Case Manager or a Veteran Service Agent through videoconferencing when appropriate.

Our main priorities for 2022–23 are:

Service Excellence

- ➔ Reduce processing times.
- ➔ Support our most vulnerable Veterans (mental health, employment, homeless, underrepresented or marginalized groups).
- ➔ Recognize and commemorate well-being of Veterans and their families Veterans.

We are continually looking to improve our services to Veterans and their families by changing the way we work to make faster disability benefits decisions.

We will improve our processes, modernize our policies and advance innovative digital solutions. We will find new ways of making our processes more efficient and effective by using available data to help guide decision-making.

When emergency situations arise causing widespread service disruptions that can impact the physical, mental and economic well-being of Veterans and their families, we conduct proactive outreach to confirm Veterans are safe, healthy and that their basic needs are met. In the case where our most vulnerable Veterans are in need, we help them access the supports they require. Just as our staff show great care in all interactions with Veterans, we will continue to deliver that same level of care and respect to our employees—our most valuable resource.

Highlights for 2022–23

- Extend resources for 2022–23 and further develop automated processes via funding from Budget 2021.
- Committed to advancing gender equality and promoting diversity and inclusion.
- Continue conducting outreach to ensure our most vulnerable Veterans can access the supports they need when they need them.
- Develop and test virtual presentations and tours to bring the experience and messages of our overseas memorials back to Canadians.

We honour the sacrifices and achievements of all those who served in the Canadian Armed Forces (CAF). We will make sure that memorials, cemeteries and gravemarkers are preserved and cared for, and engage Canadians in remembrance through various national and international events, learning resources and commemorative projects.

We commit to advancing gender equality, respecting diversity, and promoting inclusion for all Veterans in our policies, programs and services. We will do this with the inclusion of gender identity/expression, biological sex and/or sexual orientation, as well as intersecting identity factors, such as age, disability, indigeneity, race/ethnicity, religion, and language.

Modernization

- ➔ Increase use of automation/digitization.
- ➔ Increase innovation using human-centred design.
- ➔ Improve business processes, including better tracking of data.
- ➔ Support remote work.

Veterans are at the centre of everything we do: our philosophies, our ideas, our operations. To be Veteran-centric means we are proactive, responsive and compassionate to the needs of Veterans and their families, and ensuring they have all the benefits and services for which they are eligible. We will continue to streamline our processes to make them easier to follow.

Highlights for 2022–23

- Apply human-centred design when advancing the “Digital @ VAC” initiative to achieve digital end-to-end services.
- Introduce the new Mental Health Benefits starting in April 2022, for earlier Mental Health Benefits coverage while a Veteran waits for a decision on their disability benefits application.

To ensure we meet their changing needs, we are always evolving and adapting what we do and how we do it by implementing human-centred design, such as the new Mental Health Benefits which can provide earlier access to mental health supports. This helps us improve processes, experiment to find the best solution, increase automation, leverage technology, and improve service delivery.

We are committed to innovating and making the changes required to modernize the way we do business. One single initiative will not solve current challenges. It is the collective impact of retaining staff with the right skills, digitizing wherever possible, improving the efficiency of decision-making and integrating processes that will help us accomplish this goal.

Care for our People

- ➔ Ensure everyone's safety.
- ➔ Support flexibility.
- ➔ Provide tools needed to adapt and work differently.

As the COVID-19 situation continues to evolve, we will continue to take measures to ensure the ongoing health and safety of our employees and the Veterans they serve. Our approach to increasing occupancy in our offices will be gradual and flexible given local realities and the unique opportunities and challenges of our worksites across the country. We will lead change management initiatives in support of our vision for a hybrid work model—a combination of remote and in-office work when it is safe to do so.

We will renew our commitment to maintaining a diverse and inclusive workplace, one that empowers and develops employees with a goal of recruiting, developing, and retaining top talent.

Our employees are dedicated to delivering services and benefits to Veterans and their families with care, compassion, and respect. We are committed to creating a workplace that provides employees with authority to make decisions and gives them the tools they need to provide excellent service. We value teamwork and promote discussion and open communication to create a positive workplace where employees feel recognized and valued.

For more information on our plans, priorities and planned results, see the “[Core responsibilities: planned results and resources](#)” section of this report.

Highlights for 2022–23

- Encourage a work culture that increases awareness and uses best practices to promote mental health, safety, and well-being for all employees.
- Lead initiatives to support our vision of a hybrid work model.

Page intentionally left blank.

Core responsibilities: planned results and resources

This section contains detailed information on our planned results and resources for our three Core Responsibilities (CR) and internal services as presented in our Departmental Results Framework. We categorized our plans under the departmental result they affect the most, and provided visual tags to the [Minister's Mandate Letter Commitments \(MLC\)](#)ⁱ where applicable.

CR1: Benefits, Services and Support

Description: Support the care and well-being of Veterans and their dependents or survivors through a range of benefits, services, research, partnerships, and advocacy.

Planning highlights

Under this core responsibility, we continue to work on improving our benefits and services to Veterans and other clients through various initiatives.

DEPARTMENTAL RESULT: Veterans are physically and mentally well.

The following plans will contribute to this departmental result in 2022–23:

- Reducing processing times for disability benefit applications is our number one priority. For example:
 - We published [Timely disability benefits decisions: Strategic direction for improving wait times](#)ⁱⁱ in June 2020. Since then, we have made progress and will continue to advance this work in 2022–23. We will continue to report transparently, updating quarterly via our [Disability Benefit Processing – Summary Report](#).ⁱⁱⁱ
 - We received approximately \$28M through Budget 2021 to: extend some resources for 2022–23; and to further develop automated processes.
[MLCs: reduce wait times]
- We will continue to improve our approach to case management services to ensure a balanced delivery model. Efficiencies in our practices will ensure Veterans receive the right level of services at the right time based on their needs, risk, and complexity to improve their well-being.
- Further to Budget 2021, we will introduce the new Mental Health Benefits initiative. Starting in April 2022, Veterans living in Canada who apply for a disability benefit for certain mental health conditions – as well as those waiting for a decision – will qualify for early Mental Health Benefits coverage. Veterans will be covered for up to two years, regardless of the outcome of their application. *[MLC: mental health resources, services and training programs]*

- We will continue to monitor the progress of the [Veteran Family Telemedicine Service](#)^{iv} pilot program we are funding in partnership with Canadian Forces Morale and Welfare Services. It gives medically released Veterans and their families free virtual health services which provides access to a national network of doctors, nurse practitioners, and other healthcare providers.
- Starting 1 April 2022, the contribution agreement with the Centre of Excellence on Post Traumatic Stress Disorder (PTSD) and related Mental Health Conditions will extend for an additional 5 years. In 2022–23, we will also start work with the Centre of Excellence on Chronic Pain to renew their contribution agreement which currently ends on 31 March 2023.
- We will continue to collect data and information, study, and learn. We will:
 - work with Statistics Canada to learn about modern-day Canadian Veterans based on data from the 2021 Census and to produce key Veteran health estimates through the 2022 Canadian Survey on Disability and the 2022 Canadian Community Health Survey.
 - partner with McGill University and the Canadian Longitudinal Study on Aging to measure long-term health paths of older Veterans to better understand their experiences and their needs.
 - continue to collaborate with and support the work of the Canadian Institute for Military and Veteran Health Research through a 10-year funding agreement ending in 2030.
- Through the Veterans and Family Well-being Fund, we will continue to support organizations that are undertaking research, initiatives and projects that support the well-being of Veterans and their families, including those impacted by COVID-19, as committed in Budget 2021.

DEPARTMENTAL RESULT: Veterans and their families are financially secure.

We will undertake the following activities to advance this departmental result:

- We will leverage available data to better understand the financial position and needs of our diverse Veteran population.
- Continue to reduce complexity and improve service delivery to strengthen the delivery of Income Support Programs by holding regular meetings with the CAF to discuss processes, improving shared online tools and increasing data-sharing, further aligning processes and systems between departments. *[MLC: work with Department of National Defence (DND) to simplify, improve and strengthen]*
- Consistent with Canada's [National Financial Literacy Strategy](#),^v we will conduct evidence-based research on the financial knowledge, abilities, and behaviours of Veterans to better understand factors relevant to their financial well-being. In turn, we will use this information to identify and leverage resources to better support them.
- We will strengthen financial supports for low-income Veterans, survivors and their families by increasing benefits available to them through the Canadian Forces

Income Support (CFIS) benefit and the War Veterans Allowance (WVA) in line with the Old Age Security (OAS) increase scheduled for July 2022.

- Through the Veterans Emergency Fund, we will continue providing emergency financial assistance to support Veterans and their families who are facing an immediate financial crisis that threatens their health and well-being.

DEPARTMENTAL RESULT: Veterans have a sense of purpose.

To contribute to this departmental result:

- We will identify opportunities for Veteran employment by:
 - promoting Veteran-hirings in the private sector in Canada by updating the contract for career transition services to reflect the latest digital advancements in employment support services;
 - working with others to champion Veterans as skilled, experienced, and diverse candidates for the future workforce in a post-pandemic environment; and,
 - providing personalized support and coaching to help Veterans transition into a range of private, public and self-employment career opportunities.
 - supporting projects related to employment, retraining and job skills through the Veteran and Family Well-being Fund;
 - ensuring that key stakeholders, organizations, and industries that support Veteran employment are included in the development of the Department's strategic vision in this area; and,
 - developing a National Veteran Employment Strategy with the goal of ensuring that every Veteran can find meaningful work after release.

[MLCs: work with the DND to simplify, improve and strengthen; National Veterans Employment Strategy]

- We will help Veterans find purpose through volunteer activities and community engagement by learning new skills, leveraging funding from either the Education and Training Benefit or through courses and workshops funded through the Veterans and Family Well-Being Fund. *[MLC: work with the DND to simplify, improve and strengthen]*

DEPARTMENTAL RESULT: Veterans are able to adapt, manage, and cope with post-service life.

In 2022–23, the following activities will contribute to this departmental result:

- We will implement a new national rehabilitation services contract that will provide streamlined, high-quality services. Highlights include:
 - A single point of contact for Case Managers to ensure streamlined service delivery;
 - Timely coordination and oversight to ensure Veterans receive the support and services when and where it is needed;
 - training for all contractor employees and 3rd party providers on our Rehabilitation program, military culture, cultural sensitivity, Gender-based Analysis (GBA) Plus and accessibility; and,

- Decreased administrative tasks for Case Managers providing more time to connect, assess overall Veterans' needs and monitor progress.
- We will advance our work on the Closing the Seam project and CAF/Veterans Affairs Canada (VAC) Seamless Transition Task Force initiative by:
 - Improving shared online tools and platforms to link services and by increasing data-sharing with the DND while further aligning our processes and systems; and,
 - Following the conclusion of the Transition Trials in December 2021, we plan to roll-out the joint Military to Civilian Transition (MCT) process at each Transition Center by 2024. This will happen in a staggered approach with three phases beginning January 2022 in partnership with CAF.
[MLCs: work with the DND to simplify, improve and strengthen]
- We will develop solutions to support ongoing departmental priorities and initiatives to ensure that programs and services are designed to meet the needs of users. We will focus on the processes and tools used to adjudicate disability applications in an effort to help reduce processing times. *[MLCs: reduce wait times]*

DEPARTMENTAL RESULT: Veterans are living in safe and adequate housing.

To contribute to this departmental result, we will:

- continue to make emergency funding available to Veterans who are homeless or at risk of becoming homeless via the Veterans Emergency Fund.
- work with our partners on Veteran housing initiatives through the Veterans and Family Well-being Fund, as per the commitment in Budget 2021, to help Veterans who are homeless or at risk of becoming homeless establish safe and secure environments and to develop long-term stability.
- continue to work with the Canada Mortgage and Housing Corporation and Infrastructure Canada, to meet the Government of Canada's commitment to ensure that every Veteran has a place to call home, and to support the development and implementation of a Veteran Homelessness Program announced in Budget 2021 and other housing supports.
- conduct proactive outreach with Veterans, their families, and with organizations who work with the homeless when emergency situations arise, to ensure our most vulnerable Veterans' basic needs are met and they can access the supports they need when and where they need them.

DEPARTMENTAL RESULT: Veterans are socially supported.

In 2022–23, the following activities will contribute to this departmental result:

- We will contribute to initiatives, such as the Sexual Misconduct Response Centre (SMRC) expansion, to ensure consideration is given to impacts on Veteran programming as service members and Veterans seek benefits, services, and support for physical and/or mental health conditions related to sexual trauma during service. We will engage with the DND and the SMRC to pilot online and in-person peer support services for CAF members and Veterans who have experienced sexual misconduct during their military service. *[MLC: support for those affected by sexual misconduct in the military]*
- Renewal of the contract for the delivery and evaluation of the Mental Health First Aid program. *[MLC: mental health resources, services and training programs]*
- Assessing the social integration needs of Veterans as part of the case management process to support positive outcomes for their efforts to build social relationships and engage within their community.

DEPARTMENTAL RESULT: Veterans are satisfied with the services they receive.

We are committed to ensuring Veterans are satisfied with our services. In 2022–23, we commit to the following:

- To reduce processing times for the most common disability benefit applications, we will continue to leverage existing research, learn from our partners, modernize the tools used by decision-makers, and continue to develop computer-assisted processes to improve the transfer and input of information. *[MLC: reduce wait times]*
- To improve our services to strategically use data and new technologies such as Artificial Intelligence to improve processes and shorten processing times so that Veterans can access benefits and services in a timely manner. *[MLC: reduce wait times]*
- Further to the review of the disability benefits reassessment process, we are working to:
 - send requests directly to medical advisory for reassessment for certain conditions, which normally are reviewed by that office; and, *[MLC: reduce wait times]*
 - design and implement clear and concise communications to Veterans that explains the reassessment process in plain language.
- We will begin to modernize the [Table of Disabilities](#) in order to provide the best service possible to Veterans.
- We are continuing improvements to our [Entitlement Eligibility Guidelines \(EEGs\)](#),^{vi} which will allow us to make faster decisions on the entitlement aspect of a Veteran's application. *[MLC: reduce wait times]*

- Develop an action plan in response to the 2021 consultations held with Veterans on the barriers Veterans face in applying for Disability Benefits This report is expected to be released in 2022. *[MLC: reduce wait times]*
- Bureau of Pensions Advocate’s (BPA) Veteran Excellence Team initiative in 2021–22 proved that using junior lawyer teams and simplified Statements of Case to address simple claim types results in faster service for Veterans. The Bureau will work toward integrating processing efficiencies into regular operations. *[MLC: reduce wait times]*
- We will apply human-centred design when advancing the “Digital @ VAC” initiative to achieve digital end-to-end services. Veterans and their families will be engaged to ensure their needs and challenges are addressed in the design of tools and technology.
- We will support employees to better serve Veterans and their families with the use of user validated digital tools and increased digital skill sets.
- We will work with stakeholders to study best practices in meeting the needs of women and LGBTQ2 Veterans, and survivors of military sexual trauma to foster a culture of inclusion, open communication and collaboration, understanding, trust, and compassion. *[MLC: support for those affected by sexual misconduct in the military]*
- We will work with Women and Gender Equality Canada which is leading the first ever LGBTQ2 Federal Action Plan by consulting with LGBTQ2 Veterans and LGBT Purge Survivors about their unique service-related needs and any potential systemic challenges or barriers they face in accessing equitable programs and services. *[MLC: ensure benefits/services meet the needs of underrepresented Veterans]*
- The pandemic has changed many processing aspects, in some instances for the better. We will continue to pursue virtual opportunities to streamline processes in assessing a Veterans medical condition. Many of our medical staff have shifted to completing virtual assessments saving Veterans from having to travel great distances to one of our offices. Staff are also engaging non-VAC community physicians to assist with Medical Questionnaires when a Veteran has difficulty getting a family physician.
- To better understand Veteran satisfaction with VAC services, we will:
 - implement a user survey in My VAC Account focused on the online application process.
 - Complete a secondary analysis of the 2022 National VAC Client Survey to provide insight into satisfaction levels, help improve service delivery, and support further research on the needs of Veterans.
 - Analyze data from quarterly user satisfaction surveys from My VAC Account to provide an up-to-date understanding of Veteran needs, allowing us to engage in continuous service improvement.
 - Launch a digital client satisfaction questionnaire for BPA clients.

Gender-based analysis plus (GBA Plus)

As our client population continues to diversify, we expect to see an increased need for supports for women, gender and sexual minorities, as well as from groups representing a variety of intersecting identity factors such as race, ethnicity, indigeneity, religion, social status, age, ability, etc. Multiple identity factors intersect and have an impact on individuals' needs and therefore the effectiveness of our benefits, programs and services. In 2022–23, we will:

- Continue to support the implementation of the [Veterans Affairs Canada Gender-Based Analysis Plus Strategy](#)^{vii} to fully integrate GBA Plus into our work at all stages of design, development, implementation, monitoring and decision-making; supporting the development of tailored training and resource tools; and supporting the application of a GBA Plus lens on all Budget Proposals, Memoranda to Cabinet, Treasury Board Submissions and Regulatory Packages.
[MLC: ensure benefits/services meet the needs of underrepresented Veterans]
- Continue to refine the analysis and reporting of GBA Plus information to enable a deeper understanding of Veterans unique needs related to the domains of well-being, and to identify potential barriers with the outcome of improving (or increasing) equitable access to programs, benefits and services for all Veterans.
[MLC: ensure benefits/services meet the needs of underrepresented Veterans]
- Support the implementation of the Government of Canada's policy direction on the Modernization of Sex and Gender Information Practices through the Gender Inclusive Services Project, which outlines best practices for reporting on information related to sex and gender.
- Continually work to improve accessibility of My VAC Account, as well as other external and internal VAC systems to ensure their ease of use and understandability by diverse groups. This includes ensuring any identifying information across systems is gender inclusive, and reviewing all new enhancements to ensure they meet or exceed accessibility standards, in accordance with the [Standard on Web Accessibility](#)^{viii} and the [Policy on Service and Digital](#).^{ix}
[MLC: ensure benefits/services meet the needs of underrepresented Veterans]
- Develop and implement a Sex-and GBA Plus Action plan for disability benefits to identify areas for improvement and plans to address issues raised. The action plan will demonstrate action, progress, and tangible improvements within VAC.
[MLC: ensure benefits/services meet the needs of underrepresented Veterans]
- Begin to and improve the Table of Disabilities, using GBA Plus to provide evidence-based decisions concerning the disability which are reflective of sex, gender, and other identity factors. *[MLC: ensure benefits/services meet the needs of underrepresented Veterans]*
- A new Sexual Dysfunction EEG^{vi} was implemented in 2022. This new EEG will address gaps in guidance related to sexual dysfunction. All new EEGs developed over the next year will apply a GBA Plus review to ensure they are reflective of sex, gender

and other underrepresented groups such as Indigenous, Black and racialized Veterans, and Veterans with disabilities. *[MLC: ensure benefits/services meet the needs of underrepresented Veterans]*

- Continue to ensure that research funded by the Department conforms to principles of Sex and Gender Equity in Research (SAGER). These guidelines inform how we design, conduct, and report findings to ensure equitable representation of women Veterans and underrepresented groups in our research initiatives.
[MLC: ensure benefits/services meet the needs of underrepresented Veterans]

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

We are committed to supporting Canada's efforts to implement the UN's 2030 Agenda for SDGs. Of [the 17 SDGs](#),^x this Core Responsibility contributes to these specific goals:

SDG 1: No Poverty

These existing programs directly contribute to this SDG:

- Income Support; Transition Services; Health Care Services; Long Term Care; Caregiver Recognition Benefit.

SDG 3: Good Health and Well-being

We provide support to Veterans whose needs and complexity levels are highly varied:

- Veterans who are self-sufficient with minimal needs are accessing services and benefits using My VAC Account or by phone.
- Veterans with moderate needs are accessing services and benefits through Guided Support from a Veteran Service Agent, who becomes their primary point of contact.
- Veterans with complex and challenging needs are accessing Case Management Services, where a Case Manager provides a specialized service which is adapted to their individual challenges and needs.

SDG 4: Quality Education

- We have [several programs](#)^{xi} that provide financial support for education, training and their related financial costs for Veterans and their families.

SDG 5: Gender Equality and SDG 10: Reduced inequalities

- The Office of Women and LGBTQ2 Veterans supports these UN goals by working collaboratively with women and LGBTQ2 Veterans, stakeholders and Departmental areas to ensure that their voices are heard. The Office engages Veterans with diverse lived experiences to help inform research and the development of benefits, programs and services that impact them. This collaborative approach supports the empowerment of historically marginalized groups and supports equitable outcomes for all.
- We added a team dedicated exclusively to processing Disability Benefit claims from female applicants. This team will develop expertise to ensure we can systematically address the

current barriers to timely decisions for female Veterans and continue to close the gap in processing times between female and male applicants.

SDG 8: Decent Work and Economic Growth

- We have [several programs](#)^{xii} to help CAF Veterans find jobs and provide other career-related services and information.

SDG 11: Sustainable Cities and Communities

- Our pan-governmental work towards ending homelessness among Veterans supports the UN goal of making cities and human settlements inclusive, safe, resilient and sustainable.

SDG 16: Peace and Justice Strong Institutions

- BPA specializes in administrative law, particularly various legislations that apply to the Veteran community. The Bureau's mandate is to represent Veterans, *for free*, before the Veterans Review and Appeal Board in support of Veterans receiving entitlement to disability benefits. This contributes to promoting the rule of law and providing access to justice for all.

Experimentation

- We plan to measure and validate the effectiveness of an innovative solution to enable health professionals to submit electronic documentation to us in support of disability claims. Understanding that the current manual practices result in delays to obtain information, we will explore opportunities to measure the effectiveness of a new solution (i.e., Audiologists submitting audiograms and their invoices electronically) in order to support senior management in making the decision to proceed with implementation. *[MLC: reduce wait times]*

Planned results for CR1: Benefits, Services and Support¹

The following table shows, for Benefits, Services and Support, the planned results, the result indicators, the targets, and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental Results	Departmental Result Indicators	Targets	Date to achieve targets	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Veterans are physically and mentally well.	% of Veterans who report that their health is very good or excellent.*	50%	March 2023	46%	39%	
	% of Veterans who report that their mental health is very good or excellent.*	60%	March 2023	56%	48%	
	% of Veterans accessing national network of Operational Stress Injury Clinics reporting improved overall mental health. ²	50%	March 2024	47%	47%	50%
	% of Veterans who report they need help with an activity of daily living.*	20% ³	March 2023	20%	25%	
Veterans and their families are financially secure.	% of Veterans whose household income is below the Low Income Measure.*	5% ³	March 2023	4%	6%	
	% of Veterans who are satisfied with their financial situation.*	75%	March 2023	69%	72%	
Veterans have a sense of purpose.	% of Veterans who are satisfied with their job or main activity.*	75%	March 2023	74%		71%
	% of Veterans who are employed.*	70%	March 2023	65%		60%
Veterans are able to adapt, manage, and cope within post-service life.	% of Veterans who report an easy adjustment to post-service life.*	55%	March 2023	52%		45%
	% of Veterans who have completed a post-secondary education.*	55%	March 2023	54%		58%
	% of Veterans who have high level of mastery of their life skills.*	40%	March 2023	n/a ⁴		26%
Veterans are living in safe and adequate housing.	% of Veterans who are in core housing need.	3% ³	March 2023	3.6%	n/a ⁵	
	% of Veterans Affairs Canada clients 65 years and older living in their own homes that report satisfaction with their housing.	97%	March 2024	97% ⁶	n/a ⁷	90%
Veterans are socially supported.	% of Veterans who have a strong sense of community belonging.*	60%	March 2027	n/a ⁸		53%
	% of Veterans Affairs Canada clients who are satisfied with their relationships with friends or family.	85%	March 2026	n/a ⁸		83%
Veterans are satisfied with the services they receive.	% of Veterans Affairs Canada clients who are satisfied with the quality of service delivery they receive from Veterans Affairs Canada.	85%	March 2024	81% ⁶	n/a ⁷	81%
	% of Veterans Affairs Canada clients who are satisfied with the quality of Veterans Affairs Canada's programs and services offered.	85%	March 2024	81% ⁶	n/a ⁷	80%

¹ Indicators identified with an asterisk (*) reflect data from the Life After Service Studies (LASS) which is conducted every three years. The 2018–19 results are derived from the 2016 LASS and the 2019 LASS results are shown under 2019–20/2020–21.

² Results are based on data for respectively 10% (2018–19 fiscal year), 15% (2019–20 fiscal year), and 10% (2020–21 fiscal year) of total number of clients served each year in the VAC-funded Network of Operational Stress Injury (OSI) Clinics. Based on these samples, the yearly percentage of clients demonstrating significantly improved mental health (47% in fiscal years 2018–19 and 2019–20, and 50% in fiscal year 2020–21) are higher than the 30% of mental health treatment outcome monitoring improvement reported in the scientific literature. CROMIS 2.0 training is being rolled out with the aim of increasing participation in the OSI Clinic-wide standardized treatment outcome monitoring program.

³ These represent maximum targets; the lower the result, the better the outcome for Veterans.

⁴ This indicator was not included in the 2016 LASS but was included in the 2019 edition.

⁵ The results were not available as the Canadian Housing Survey was delayed due to COVID-19.

⁶ This result was carried over from the 2017 VAC National Client Survey, as a follow up survey was delayed in 2018–19.

⁷ The results from the 2020 VAC National Client Survey were not available at that time. We suspended fieldwork for this on 20 March 2020 because of public health measures.

⁸ No historical information is available.

Planned budgetary spending for CR1: Benefits, Services and Support (dollars)

2022–23 budgetary spending (From Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
5,358,759,533	5,358,759,533	4,336,186,036	4,331,177,587

Planned human resources for CR1: Benefits, Services and Support

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
2,216.7	2,029.0	2,029.0

Future spending and staffing levels are under ongoing review. A full analysis of the planned budgetary financial resources and full-time equivalents is available in the [“Spending and human resources”](#) section of this report.

Complete framework methodologies, as well as financial, human resources and performance information for the Program Inventory (PI) are available in [GC InfoBase](#).^{xiii}

CR2: Commemoration

Description: Pay tribute to the sacrifices and achievements of those who served in Canada's military efforts.

Planning highlights

We will continue to support the Government of Canada's duty to pay tribute to the contribution and sacrifice of all who have served and continue to serve Canada in times of war, military conflict, and peace.

DEPARTMENTAL RESULT: Veterans and those who died in service are honoured.

To contribute to this departmental result in 2022–23, we will:

- honour the memory of Veterans by completing the five-year effort to address a national backlog of over 57,000 Veteran grave markers needing repairs. In 2022–23, we will complete any outstanding repairs.
- continue to work closely with Canadian Heritage and the National Capital Commission on the creation of the National Monument to Canada's Mission in Afghanistan.
- support efforts in Canada and abroad to mark:
 - the 30th anniversary of the first large-scale Canadian participation in the United Nations Protection Force in the Balkans;
 - National Peacekeepers' Day;
 - the 80th anniversary of the Dieppe Raid;
 - the 105th anniversary of the Battle of Vimy Ridge, and;
 - the dedication of the final Caribou Monument in Gallipoli, Turkey.
- safeguard important cultural resources for future generations using responsible conservation management practices and environmental stewardship as we:
 - continue our work on a forest management plan for our National Historic Sites;
 - develop a comprehensive visitor experience strategy; and,
 - continue to explore new methods and partnerships to bring the experience of visiting these important sites to Canadians through virtual tours and digital platforms.
- complete an evaluation of the [Canada Remembers Program](#)^{xiv} to assess the extent to which the Program is meeting the needs of Veterans and Canadians, and the extent to which the Program is achieving its outcomes in an effective and efficient manner.
- implement recommendations stemming from the 2021–22 Evaluation of the Funeral and Burial and Cemetery and Grave Marker Maintenance Programs.

DEPARTMENTAL RESULT: Canadians remember and appreciate Veterans and those who died in service.

To contribute to this departmental result in 2022–23, we will:

- Implement our [10-year Strategic Plan for Commemoration](#),^{xv} which sets a clear vision and objectives for us to continue to be a leader in the field of military commemoration.
- To ensure that all Veterans—including modern Veterans, women, Indigenous, racialized and LGBTQ2 Veterans—from all conflicts are recognized and commemorated, we will:
 - launch an inclusive, geographically themed “Canadian Armed Forces Around the World” approach to commemoration and recognition. In 2022, events and programming will highlight Canadian service in Europe across our military history, from major conflicts of the 20th century to modern day. We will also we recognize the valuable contributions of CAF Veterans who have served our country in domestic operations such as wildfires, ice storms and floods. This theme will influence all our outreach activities, including events, learning resources and digital strategies;
 - begin development of an Indigenous Consultation and Action Plan to ensure commemorative programming honours the contributions and accomplishments of Indigenous Canadians who served; and
 - ensure our programming, ceremonies and events, content and learning resources reflect the diversity of our Veteran, and broader Canadian populations.

[MLC: recognition and commemoration for underrepresented groups]

- Use new technologies and virtual engagement opportunities to inspire and support Canadian commemoration. As part of these continuing modernization efforts, we will:
 - develop and user test virtual presentations and tours to bring the experience and messages of our overseas memorials back to Canadians;
 - make our Community Partnership funding program more accessible by digitizing the application process;
 - work on a new, web-based Learning Hub to better support educators and students by making learning plans and products easier to find and use; and
 - leverage digital commemorative content in a way that engages and resonates with a variety of Canadian audiences, including educators, youth, Indigenous communities, and new Canadians as well as Veterans of more recent conflicts and peacekeeping missions and those from underrepresented communities, including women, Indigenous, racialized and LGBTQ2 Veterans.

[MLC: recognition and commemoration for underrepresented groups]

- Continue to partner with or provide grants and contributions to groups across Canada that are leading innovative commemorative initiatives honouring those who served.

Gender-based analysis plus (GBA Plus)

- Commemoration Division will continue to apply a GBA Plus lens to planning and delivery of our initiatives, including consultations, product development and delivery of events, initiatives, and publications. Our ceremonies and events will reflect the diversity of our Veteran, and broader Canadian populations. Our activities, publications, website, social media and learning resources will demonstrate gender balance as well as diverse cultural, ethnic, and regional backgrounds. We will also apply GBA Plus when consulting with Canadians and Veterans to understand how their perspectives and preferences may align with numerous identity factors.
[MLC: recognition and commemoration for underrepresented groups]

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

Our goal is for this Core responsibility to contribute to the following UN sustainable development goals:

SDG 3: Good Health and Well-Being

- By recognizing Veterans through commemorative initiatives which support overall well-being, especially mentally and socially.

SDG 15: Life on Land

- By implementing sustainable management practices to restore degraded forests and protect biodiversity at the Canadian National Vimy Memorial and the Beaumont-Hamel Newfoundland Memorial.

Planned results for CR2: Commemoration

Departmental Results	Departmental Result Indicators	Targets	Date to achieve targets	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Veterans and those who died in service are honoured.	% of Veterans Affairs Canada clients who are satisfied with the way Veterans Affairs Canada's commemorative initiatives honour Veterans and those who died in service.	80%	March 2024	76%	n/a ⁹	71%
	# of page views of the Canadian Virtual War Memorial.	2,000,000	March 2023	2,175,446	2,659,840	2,261,122
	% of visitors to Vimy and Beaumont-Hamel overseas memorials who report they have a better understanding of the sacrifice and contribution of those who served.	95%	March 2024	n/a ¹⁰		97%
Canadians remember and appreciate Veterans and those who died in service.	% of Canadians who indicate they make an effort to appreciate Veterans and those who died in service.	75%	March 2023	74%	75%	71%
	# of Canadians who participated in community engagement activities financially supported by Veterans Affairs Canada.	200,000	March 2023	436,969	548,512	1,546,859

Planned budgetary financial resources for CR2: Commemoration (dollars)

2022–23 budgetary spending (From Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
42,775,123	42,775,123	38,148,297	37,648,297

Planned human resources for CR2: Commemoration

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
92.6	87.6	87.6

Future spending and staffing levels are under ongoing review. A full analysis of the planned budgetary financial resources and full-time equivalents is available in the [“Spending and human resources”](#) section of this report.

Complete framework methodologies, as well as financial, human resources and performance information for the PI are available in [GC InfoBase](#).^{xiii}

⁹ The results from the 2020 VAC National Client Survey were not available at that time as the fieldwork had been suspended because of public health measures.

¹⁰ No historical information is available because this specific indicator was not previously measured.

CR3: Veterans Ombudsperson¹¹

Description: Provide an independent and impartial review of complaints and issues related to programs and services delivered by the Veterans Affairs Portfolio and uphold the *Veterans Bill of Rights*.

Planning highlights

Under this core responsibility, the Office of the Veterans Ombudsperson (OVO) will continue to look into issues and complaints related to programs and services to determine whether Veterans and their families are treated fairly.

DEPARTMENTAL RESULT: Veterans and their families have access to a timely review of complaints about the programs, services and support delivered by the Veterans Affairs Portfolio.

The Office of the Veterans Ombudsperson intends to address complaints in a timely manner by reviewing client files and intervening where appropriate with the Veterans Affairs Portfolio to obtain resolution.

In 2022–23, the following activities will contribute to this departmental result:

- Reviewing and addressing individual complaints related to programs and services provided by VAC or by third parties on VAC's behalf, including decisions related to programs and services for which there is no right of appeal to the Veterans Review and Appeal Board.
- Improving general awareness of OVO services through planned communication activities such as social media campaigns, advertising and events.

DEPARTMENTAL RESULT: Issues about the programs, services and support provided to Veterans and their families by the Veterans Affairs Portfolio are identified.

The Office of the Veterans Ombudsperson addresses complaints of fairness from individual Veterans and their families. This includes assessing if such complaints are valid (based on treatment, process and/or outcome) and are within the mandate of the Office. Complaints with recommendations are then submitted to the Veterans Affairs Portfolio for resolution.

In 2022–23, we commit to continue:

- Conducting systemic investigations, research and analysis, and making recommendations to address issues of fairness for Veterans and their families with a focus on:
 - identifying gaps in the benefits and services provided by VAC to improve the health and well-being of Veterans and their families; and
 - identifying unfairness, inefficiency and excessive complexity in how VAC administers its programs and services.

¹¹ To ensure gender inclusivity, the title has been changed to Ombudsperson.

- Explaining OVO’s recommendations through outreach and engagement activities with key stakeholders and Parliamentarians.
- Monitoring the response of Veterans Affairs Canada to individual complaints investigated by the OVO that identify an element of unfairness.

Gender-based analysis plus (GBA Plus)

- As part of the government-wide priorities of gender equality, diversity and inclusiveness, the OVO will continue to advocate for fairness for Canada’s diverse Veteran population, including Women, Francophone, and Indigenous Veterans, as well as other groups.
- The OVO is planning to expand its data analytics collection and is currently identifying and developing new analytics to better report on GBA Plus data.

Planned results for CR3: Veterans Ombudsperson

Departmental Results	Departmental Result Indicators	Targets	Date to achieve targets	2018–19 Actual results	2019–20 Actual results	2020–21 Actual results
Veterans and their families have access to a timely review of complaints about the programs, services and support delivered by the Veterans Affairs Portfolio.	% of complaints completed within 60 working days.	85%	March 2024	68%	89%	83%
Issues about the programs, services and support provided to Veterans and their families by the Veterans Affairs Portfolio are identified.	% of Office of the Veterans Ombudsperson recommendations related to individual complaints implemented by the Veterans Affairs Portfolio.	85%	March 2024	Data available starting in 2021–22 ¹²		80%
	% of Office of the Veterans Ombudsperson recommendations related to systemic issues accepted by the Veterans Affairs Portfolio.	75%	March 2024	Data available starting in 2021–22 ¹²		72%

¹² No historical information is available.

Planned budgetary financial resources for CR3: Veterans Ombudsperson (dollars)

2022–23 budgetary spending (From Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
4,481,326	4,481,326	4,511,059	4,511,058

Planned human resources for CR3: Veterans Ombudsperson¹³

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
39.0	39.0	39.0

Future spending and staffing levels are under ongoing review. A full analysis of the planned budgetary financial resources and full-time equivalents is available in the “[Spending and human resources](#)” section of this report.

Complete framework methodologies, as well as financial, human resources and performance information for the PI are available in [GC InfoBase](#).^{xiii}

¹³ These figures include 10 VAC positions that provide support to the OVO.

Internal Services: Planned results and resources

Our internal services

Description: Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management Services
- Financial Management Services
- Information Management Services
- Information Technology Services
- Real Property Management Services
- Materiel Management Services
- Acquisition Management Services

Planning highlights

Our internal services contribute core business functions that support the outcomes identified in the Departmental Results Framework. Planning objectives have been aligned to support program delivery and evolving how we do business to ensure we can continue to provide the programs and services Veterans need and expect in the future.

Internal services contribute to all departmental results.

We will continue to optimize delivery of core services and pursue continual improvement of our corporate services. Planned initiatives include:

- Continuing the implementation of our Information and Data Strategy to maximize the impact of VAC's enterprise information and data assets.
- Using research, data and business intelligence to strengthen analysis and reporting, support decision making and support strategic management of resources.
- Continued integration of new financial management application – SAP – supported by changes to processes and procedures.
- Digitization of processes based on legacy forms to better support clients and achieve greater efficiency.
- Building upon lessons learned during the pandemic to improve our Business Continuity Program.
- Improving our overall security position, including initiatives aimed at increasing personnel security, as well as physical security in Area Offices.
- Improving and strengthening our information management through a number of measures, including a departmental Open Government action plan.
- Enhancing Access to Information and Privacy (ATIP) Services through introduction of systems aimed at streamlining the processing of ATIP requests and needs assessments.

- Continuing response to the Pandemic and support development and implementation of future workplace models.
- Continuing to improve our integrated approach to service delivery through close collaboration with internal and external partners.

We will maintain a diverse and inclusive workplace, that empowers and develops employees with a goal of recruiting, developing, and retaining top talent. We will continue to do this in a non-traditional setting due to the COVID-19 pandemic. To support this, we will:

- Solicit input to identify talent needs and strategies that focus on attracting, developing and retaining a diverse workforce with the experience and skills required to meet the changing work environment.
- Develop a new Employment Equity and Diversity Action Plan that is responsive to the Clerk of the Privy Council's "Call to Action".
- Encourage a work culture that increases awareness and uses best practices to promote mental health, safety, and well-being for all employees.
- Ensure implementation of the [Accessible Canada Act](#)^{xvi} through the development of an integrated departmental action plan.
- Increase digital literacy through design and implementation of a departmental Digital Literacy Program.
- Enhance onboarding practices as well as develop and update an integrated learning strategy aimed at aligning corporate learning priorities with employee investment for all levels of the Department.

We will continue to pursue modernization objectives. Planned initiatives supporting this objective include:

- Improving our Information Technology (IT) infrastructure through digitization, cloud adoption and modernization of key applications and network infrastructure to increase effectiveness and support program delivery.
- Continuing modernization of Daniel J. MacDonald facility in Charlottetown.
- Providing flexible, digitally enabled tools to support flexible work arrangements and modernization of core business processes.
- Leading change management initiatives in support of our vision for a hybrid work model—a combination of remote and in-office work.

We will continue to roll out our communications outreach and engagement strategy, adjusting as we go based on evidence and research. We will focus on:

- expanding the use of podcasting and other digital communications tools to share and commemorate Veterans' stories, building on the success of our 2020 [Faces of Freedom series](#);^{xvii}
- engaging the Veteran community through our [Let's Talk Veterans](#)^{xviii} consultation platform and other methods to reach a larger audience for inclusive, collaborative, and transparent discussions on Veteran issues;

- understanding digital analytics, the media environment and stakeholder analysis to inform decision-making on internal and external communications approaches.

Gender-based analysis plus (GBA Plus)

- GBA Plus will continue to be applied to the development and implementation of new and existing applications and the data they collect and use. Additionally, GBA Plus considerations will be accounted for as we pursue updates to existing data processing systems, client forms, and client letters to ensure we maintain data collection and management approaches that align with GBA Plus principles. This will support program management and delivery by ensuring GBA Plus information and data needs are met.
- We will implement communications plans related to GBA Plus, diversity and inclusion, to raise employee awareness and understanding of these issues.
- We will increase representation of underrepresented Veteran groups on the Ministerial Advisory Groups and in communications products, increasing the presence of modern-day conflicts in commemorative content and focusing on the diversity of our clients.

United Nations’ 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

Our Internal Services are aligned to the UN’s [17 SDGs](#)^x across a broad spectrum of activities, ranging from infrastructure management to procurement. As part of this strategy, we have implemented a number of measures in support of these specific Sustainable Development Goals:

- | | |
|--|--|
| ▪ SDG 5: Gender equality | ▪ SDG 11: Sustainable cities and communities |
| ▪ SDG 7: Affordable and clean energy | ▪ SDG 12: Responsible consumption and production |
| ▪ SDG 9: Industry, innovation and infrastructure | ▪ SDG 13: Climate action |
| ▪ SDG 10: Reduced inequalities | |

For details on our efforts, please refer to our [2020-2023 Departmental Sustainable Development Strategy](#).^{xix}

Experimentation

- We will use experimentation to advance understanding and use of automation in application development and deployment through use of infrastructure as code and automated deployment. These efforts will include measurement of areas such as efficiency and success rates to inform further expansion or iteration. For example, the Service Health Records search tool is being developed in a cloud-based environment and using container-based technology. We will attempt to use the DevOps Research and Assessment (DORA) metrics to measure the effectiveness of the processes. These metrics include Change Lead Time, Deployment Frequency, Change Failure Rate, and Mean Time to Recovery. *[MLC: reduce wait times]*

Planned budgetary spending for internal services (dollars)

2022–23 budgetary spending (From Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
101,444,483	101,444,483	96,082,653	96,058,036

Planned human resources for internal services

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
757.6	747.6	747.6

Future spending and staffing levels are under ongoing review. A full analysis of the planned budgetary financial resources and full-time equivalents is available in the [“Spending and human resources”](#) section of this report.

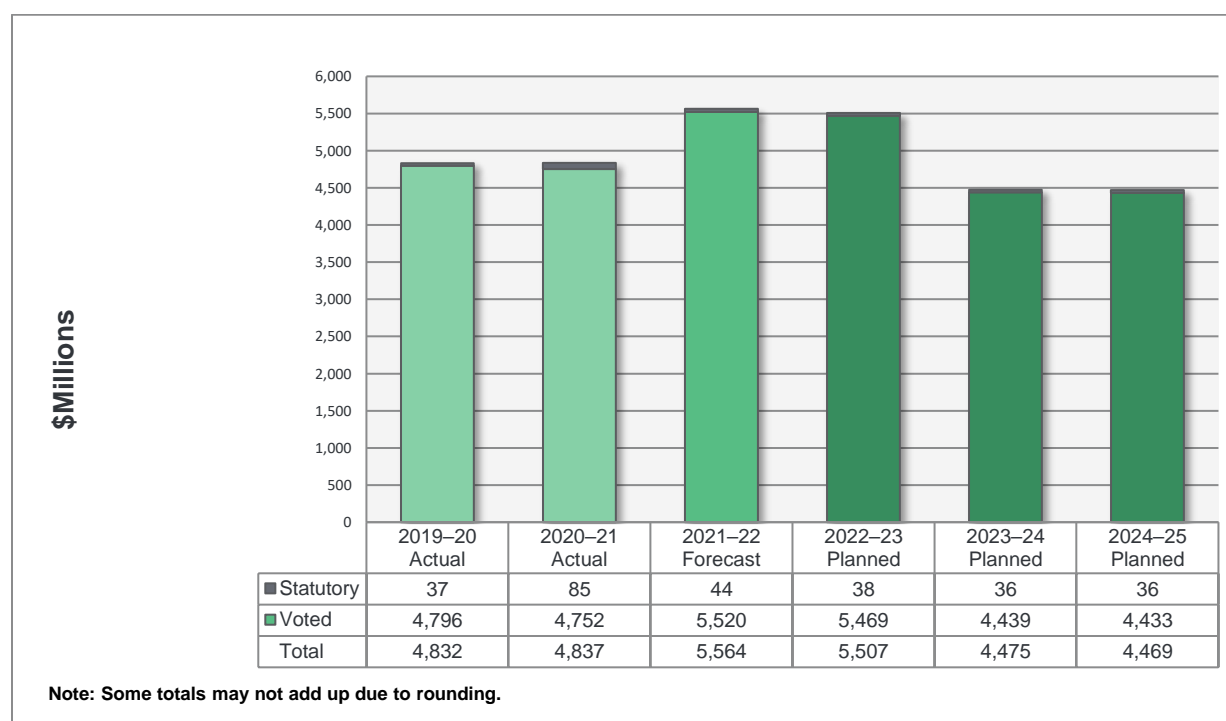
Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022–23 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2019–20 to 2024–25

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



Our budget changes each year because of the demand-driven nature of our programs and services, which are based on Veterans’ needs and entitlements. Annually, we update our client and expenditure forecast to ensure that all Veterans who come forward receive the benefits and services that they require.

In other words, a Veteran who is entitled to a benefit is paid that benefit, no matter how many Veterans come forward. Over 90% of our budget is allocated for expected payments to Veterans, their families and other program recipients.

Currently, planned spending is forecasted to decrease in the outer years. This decrease is attributed to the conclusion of temporary funding to address the backlog, as we are

forecasting less spending as operational capacity normalizes. While planned spending is currently shown to decrease in the outer years, it is expected the Department will see increased demand for many of its programs and services. In the future, the budgets for Veteran benefits will be updated through the Estimates process to align with the latest forecast of client demand and expenditures.

Budgetary planning summary for core responsibilities and internal services (dollars)¹⁴

The following table shows information on spending for each of our core responsibilities and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibilities and internal services	2019–20 expenditures	2020–21 expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Benefits, Services and Support	4,625,183,299	4,660,494,971	5,393,668,226	5,358,759,533	5,358,759,533	4,336,186,036	4,331,177,587
Commemoration	81,485,684	42,205,327	44,436,179	42,775,123	42,775,123	38,148,297	37,648,297
Veterans Ombudsperson	4,115,574	5,193,514	4,467,605	4,481,326	4,481,326	4,511,059	4,511,058
Subtotal	4,710,784,557	4,707,893,812	5,442,572,010	5,406,015,982	5,406,015,982	4,378,845,392	4,373,336,942
Internal services	121,589,799	128,739,691	121,973,377	101,444,483	101,444,483	96,082,653	96,058,036
Total	4,832,374,356	4,836,633,503	5,564,545,387	5,507,460,465	5,507,460,465	4,474,928,045	4,469,394,978

With respect to each core responsibility; Benefits, Services and Support is a large piece of our budget. Planned spending will decrease in the future due to the conclusion of temporary funding to address the backlog as operational capacity returns to historical levels. While planned spending is currently shown to decrease in the outer years, it is expected the Department will see increased demand for many of its programs and services. Additional funding for this demand will be sought through future Estimates process to align with the latest forecast of client demand and expenditures (as previously discussed).

Planned spending for Commemoration will decrease as temporary funding ends from the Budget 2018 initiative to expedite repairs to graves cared for by Veterans Affairs concludes.

Planned spending for Veterans Ombudsman remains stable and is not expected to change.

Finally, approximately 2% of our total planned spending is allocated to internal services, to support program delivery and the corporate obligations of the organization. The

¹⁴ Future spending is under ongoing review.

planned spending for internal services is forecasted to decrease due to the conclusion of temporary funding related to our initiative to reduce the backlog and improve the delivery of services and programs, as mentioned above.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of our core responsibilities and for its internal services for 2022–23 and the other relevant years.

Human resources planning summary for core responsibilities and internal services¹⁵

Core responsibilities and internal services	2019–20 actual FTEs	2020–21 actual FTEs	2021–22 forecast FTEs	2022–23 planned FTEs	2023–24 planned FTEs	2024–25 planned FTEs
Benefits, Services and Support	2,326.4	2,549.7	2,757.4	2,216.7	2,029.0	2,029.0
Commemoration	90.0	70.0	67.1	92.6	87.6	87.6
Veterans Ombudsperson	32.5	34.2	31.9	39.0	39.0	39.0
Subtotal	2,448.9	2,653.9	2,856.4	2,348.3	2,155.6	2,155.6
Internal services	749.1	801.3	815.5	757.6	747.6	747.6
Total	3,198.0	3,455.2	3,671.9	3,105.9	2,903.2	2,903.2

In 2022–23, we will be maintaining close to 200, of roughly 700 temporary Human Resources, related Service Excellence initiative, which was part of the Government’s [Economic and Fiscal Snapshot](#)^{xx} in August 2020. The temporary increase in FTE resources were hired with the purpose of addressing the backlog of disability applications. These resources, also include 15 FTEs to support initiatives to improve automation and peer support. While planned human resource levels return to previous levels in 2023–24, we will continue to reassess our capacity as we move forward in improving service to Veterans and their families.

Estimates by vote

Information on our organizational appropriations is available in the [2022–23 Main Estimates](#).^{xxi}

¹⁵ Future staffing levels are under ongoing review.

Future-oriented condensed statement of operations

The future oriented condensed statement of operations provides an overview of our operations for 2021–22 to 2022–23.

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

A more detailed future oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on [our website](#).^{xxii}

Future oriented condensed statement of operations for the year ending 31 March 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	5,576,648,263	5,527,435,387	(49,212,876)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	5,576,648,263	5,527,435,387	(49,212,876)

The estimated net cost of operations for fiscal year 2022–23 is \$5.527 billion. Over 93% of the planned spending for fiscal year 2022–23 is paid directly to, or on behalf of, the people we serve, in the form of compensation, financial support, health care and commemoration. When comparing 2021–22 Forecast Results to 2022–23 Planned Results, the decrease is due to the conclusion of temporary funding to address the backlog as operational capacity returns to historical levels.

Corporate information

Organizational profile

Appropriate minister: The Honourable Lawrence MacAulay, PC, MP

Institutional head: Paul Ledwell, Deputy Minister

Ministerial portfolio: Veterans Affairs

Enabling instruments:

- ▶ [Department of Veterans Affairs Act](#)^{xxiii}
- ▶ [Veterans Well-being Act](#)^{xxiv}
- ▶ [Pension Act](#)^{xxv}

Year of incorporation / Commencement: 1923

Our raison d’être, mandate, and role: who we are and what we do

Information on our Raison d’être, mandate and role is available on [our website](#).^{xxvi}

For more information on our organizational mandate letter commitments, see the “[Minister’s mandate letter](#)”.ⁱ

Veterans Ombud’s mandate

The mandate for the OVO is available on the [Ombud’s website](#).^{xxvii}

Operating context and Risks

Information on the operating context and key risks is available on [our website](#).^{xxviii}

Reporting framework

Our approved Departmental Results Framework and Program Inventory of record for 2022–23:

#1 Core Responsibility: Benefits, Services and Support		
DEPARTMENTAL RESULTS	INDICATORS	PROGRAM INVENTORY
Veterans are physically and mentally well	<ul style="list-style-type: none"> • % of Veterans who report that their health is very good or excellent • % of Veterans who report that their mental health is very good or excellent • % of Veterans accessing national network of Operational Stress Injury Clinics reporting improved overall mental health • % of Veterans who report they need help with an activity of daily living 	<ul style="list-style-type: none"> • Caregiver Recognition Benefit • Disability Benefits • Health Care Benefits • Income Support • Long Term Care • Research and Innovation • Transition Services • Veterans Emergency Fund • Veterans Independence Program • War Veterans Allowance
Veterans and their families are financially secure	<ul style="list-style-type: none"> • % of Veterans whose household income is below the Low Income Measure • % of Veterans who are satisfied with their financial situation 	
Veterans have a sense of purpose	<ul style="list-style-type: none"> • % of Veterans who are satisfied with their job or main activity • % of Veterans who are employed 	
Veterans are able to adapt, manage, and cope within post-service life	<ul style="list-style-type: none"> • % of Veterans who report an easy adjustment to post-service life • % of Veterans who have completed a post-secondary education • % of Veterans who have high level of mastery of their life skills 	
Veterans are living in safe and adequate housing	<ul style="list-style-type: none"> • % of Veterans who are in core housing need • % of Veterans Affairs Canada clients 65 years and older living in their own homes that report satisfaction with their housing 	
Veterans are socially supported	<ul style="list-style-type: none"> • % of Veterans who have a strong sense of community belonging • % of Veterans Affairs Canada clients who are satisfied with their relationships with friends and family 	
Veterans are satisfied with the services they receive	<ul style="list-style-type: none"> • % of Veterans Affairs Canada clients who are satisfied with the quality of service delivery they receive from Veterans Affairs Canada • % of Veterans Affairs Canada clients who are satisfied with the quality of Veterans Affairs Canada's programs and services offered 	
#2 Core Responsibility: Commemoration		
DEPARTMENTAL RESULTS	INDICATORS	PROGRAM INVENTORY
Veterans and those who died in service are honoured	<ul style="list-style-type: none"> • % of Veteran clients who are satisfied with the way Veterans Affairs Canada's commemorative initiatives honour Veterans and those who died in service • # of page views of Canadian Virtual War Memorial • % of visitors to Vimy and Beaumont-Hamel overseas memorials who report they have a better understanding of the sacrifice and contribution of those who served 	<ul style="list-style-type: none"> • Canada Remembers Program • Funeral and Burial Program
Canadians remember and appreciate Veterans and those who died in service	<ul style="list-style-type: none"> • % of Canadians who indicate they make an effort to appreciate Veterans and those who died in service • # of Canadians who participated in community engagement activities financially supported by Veterans Affairs Canada 	
#3 Core Responsibility: Veterans Ombudsperson		
DEPARTMENTAL RESULTS	INDICATORS	PROGRAM INVENTORY
Veterans and their families have access to a timely review of complaints about the programs, services and support delivered by the Veterans Affairs Portfolio	<ul style="list-style-type: none"> • % of complaints completed within 60 working days 	<ul style="list-style-type: none"> • Veterans Ombudsperson
Issues about the programs, services and support provided to Veterans and their families by the Veterans Affairs Portfolio are identified	<ul style="list-style-type: none"> • % of Office of the Veterans Ombudsperson recommendations related to individual complaints implemented by the Veterans Affairs Portfolio • % of Office of the Veterans Ombudsperson recommendations related to systemic issues accepted by the Veterans Affairs Portfolio 	
INTERNAL SERVICES		

Changes to the approved reporting framework since 2021–22

Structure	2022–23	2021–22	Change	Reason for change
Core responsibility	Benefits, Services and Support	Benefits, Services and Support	No change	—
Program	Caregiver Recognition Benefit	Caregiver Recognition Benefit	No change	—
Program	Disability Benefits	Disability Benefits	No change	—
Program	Health Care Benefits	Health Care Benefits	No change	—
Program	Income Support	Income Support	No change	—
Program	Long Term Care	Long Term Care	No change	—
Program	Research and Innovation	Research and Innovation	No change	—
Program	Transition Services	Transition Services	No change	—
Program	Veterans Emergency Fund	Veterans Emergency Fund	No change	—
Program	Veterans Independence Program	Veterans Independence Program	No change	—
Program	War Veterans Allowance	War Veterans Allowance	No change	—
Core Responsibility	Commemoration	Commemoration	No change	—
Program	Canada Remembers Program	Canada Remembers Program	No change	—
Program	Funeral and Burial Program	Funeral and Burial Program	No change	—
Core Responsibility	Veterans Ombudsperson	Veterans Ombudsperson	Title Change	Note 1
Program	Veterans Ombudsperson	Veterans Ombudsperson	Title Change	Note 1

Note 1: To ensure gender inclusivity, the Core Responsibility and Program titles have been changed to Ombudsperson.

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to our Program Inventory is available in the [GC InfoBase](#).^{xiii}

Supplementary information tables

The following supplementary information tables are available on [our website](#).^{xxix}

- Departmental Sustainable Development Strategy
- Details on transfer payment programs
- Gender-based analysis plus

Federal tax expenditures

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{xxx} This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

Organizational contact information

Veterans Affairs Canada

161 Grafton Street
P.O. Box 7700
Charlottetown, PE
C1A 8M9

Toll free:
1-866-522-2122
TDD/TTY: 1-833-921-0071
www.veterans.gc.ca

Veterans Ombud

134 Kent Street
P.O. Box 66
Charlottetown, PE
C1A 7K2

Toll free:
1-877-330-4343
TDD/TTY: 1-833-978-1639
www.ombudsman-veterans.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.

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

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

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

experimentation (expérimentation)

The conducting of activities that explore, test, and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, is experimentation.

full-time equivalent (équivalent temps plein)

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

hours of work. Scheduled hours of work are set out in collective agreements.

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

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

**government-wide priorities (priorités
pangouvernementales)**

For the purpose of the 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

**horizontal initiative (initiative
horizontale)**

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

**Human-centered design (conception
centrée sur la personne)**

Human-centered design is an approach to problem-solving which focuses on the people involved and results in a solution that is tailor made to suit the needs of those people. Human-centred design looks at how people think, what they do, and how they do it and works collaboratively with them to design new and innovative ways of doing those things. Throughout the process, users are involved in the design, testing and iteration of ideas, concepts and prototypes to ensure that the final solution is user-centric.

**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.

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

**program inventory (répertoire des
programmes)**

An inventory of a department’s programs that describes how resources are organized to carry out the department’s core

responsibilities and achieve its planned results.

result (résultat)

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

statutory expenditures (dépenses législatives)

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

table of disabilities (table des invalidités)

The Table of Disabilities is a legislated/ statutory instrument used to assess the

extent of a disability for the purposes of determining disability benefits. The Table considers the relative importance of a certain body part/system to assess the level of impairment and the impact that impairment has on the individual's quality of life.

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.

Page intentionally left blank.

Endnotes

- i. Mandate Letter Commitments, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-veterans-affairs-and-associate-minister-national-defence>
- ii. *Timely disability benefits decisions: Strategic direction for improving wait times*, <https://www.veterans.gc.ca/eng/about-vac/addressing-wait-times/wait-time-strategic-direction>
- iii. Disability Benefit Processing – Summary Report, <https://www.veterans.gc.ca/eng/about-vac/news-media/media-kits/dis-ben-process-summary-report>
- iv. Veteran Family Telemedicine Service, <https://www.cafconnection.ca/National/Programs-Services/For-Transitioning-Veterans-and-their-Families/Veteran-Family-Telemedicine-Service.aspx>
- v. National Financial Literacy Strategy, <https://www.canada.ca/en/financial-consumer-agency/programs/financial-literacy/financial-literacy-strategy-2021-2026.html>
- vi. Entitlement Eligibility Guidelines, <https://www.veterans.gc.ca/eng/health-support/physical-health-and-wellness/compensation-illness-injury/disability-benefits/benefits-determined/entitlement-eligibility-guidelines>
- vii. Veterans Affairs Canada Gender-Based Analysis Plus Strategy, <https://duyxyr8txy49.cloudfront.net/pdf/about-vac/what-we-do/women-LGBTQ2/GBA-plus/VAC-GBA-plus-strategy-1.pdf>
- viii. *Standard on Web Accessibility*, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601>
- ix. *Policy on Service and Digital*, <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32603>
- x. The 17 Sustainable Development Goals, <https://sdgs.un.org/goals>
- xi. Support for education, training and their related financial costs, <https://www.veterans.gc.ca/eng/education-and-jobs/back-to-school>
- xii. Career-related services and information, <https://www.veterans.gc.ca/eng/education-and-jobs/finding-a-job>
- xiii. GC Infobase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- xiv. Canada Remembers Program, <https://www.veterans.gc.ca/eng/remembrance/about-canada-remembers>
- xv. 10-year Strategic Plan for Commemoration, <https://www.veterans.gc.ca/eng/about-vac/what-we-do/public-engagement/remembrance-planning/strategic-plan>
- xvi. *Accessible Canada Act*, <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- xvii. Faces of Freedom series, <https://www.veterans.gc.ca/eng/remembrance/people-and-stories/faces-of-freedom>
- xviii. Let's Talk Veterans, <https://letstalkveterans.ca/>
- xix. Departmental Sustainable Development Strategy, <https://www.veterans.gc.ca/eng/about-vac/publications-reports/reports/2020-2023-sustainable-development-strategy>
- xx. Economic and Fiscal Snapshot, <https://www.canada.ca/en/departement-finance/services/publications/economic-fiscal-snapshot.html>
- xxi. 2022–23 Main Estimates, <http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp>
- xxii. Future-Oriented Financial Statements, <https://www.veterans.gc.ca/eng/about-vac/publications-reports/reports/future-oriented-financial-statements>
- xxiii. *Department of Veterans Affairs Act*, <http://laws.justice.gc.ca/eng/acts/V-1/index.html>
- xxiv. *Veterans Well-being Act*, <http://laws-lois.justice.gc.ca/eng/acts/C-16.8/>
- xxv. *Pension Act*, <http://laws-lois.justice.gc.ca/eng/acts/p-6/index.html>
- xxvi. Raison d'être, mandate and role, <http://www.veterans.gc.ca/eng/about-us/mandate>
- xxvii. Veterans Ombudsman's Mandate, <http://www.ombudsman-veterans.gc.ca/eng/about-us/mandate>

- xxviii. Operating Context, <https://www.veterans.gc.ca/eng/about-vac/what-we-do/operating-context-risks>
- xxix. Supplementary Information Tables, <http://www.veterans.gc.ca/eng/about-us/reports/departmental-plan/2022-2023/supplementary-tables>
- xxx. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>