



Office of the Commissioner of  
Official Languages  
2022–23  
Departmental Results Report

The Honourable Sean Fraser, PC, MP  
Minister of Housing, Infrastructure and  
Communities

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## Commissioner's message

I am pleased to report on my office's activities results over the past year. In 2022–2023, my team and I continued to focus on the four main priorities that I established at the beginning of my mandate:

- Modernizing the *Official Languages Act*
- Making sure that federal institutions meet their official languages obligations
- Monitoring the *Action Plan for Official Languages 2018-2023: Investing in our Future*
- Fostering a culture of continuous improvement, collaboration and resource optimization within the Office of the Commissioner of Official Languages.



After more than two years of the COVID-19 pandemic, the resumption of activities that had been put on hold because of pandemic-related health restrictions highlighted official languages issues that I have repeatedly raised in the past but that are still very much present.

My team worked hard to effectively manage the 1,788 admissible complaints that were filed with my office in 2022–2023. Among other things, we introduced a new strategy to process complaints about infringements of the travelling public's language rights more quickly and efficiently.

In April 2022, the Federal Court's decision in *Thibodeau v St. John's International Airport Authority*, a case in which I intervened, clarified airport authorities' obligations and the interpretation of "travelling public." Following the airport authority's appeal of the decision, I received permission to intervene before the Federal Court of Appeal, and I filed an appeal factum with the Court.

Yet again this year, my office received a significant volume of complaints relating to section 91 of the *Official Languages Act*, which seeks to ensure that the language requirements of federal public service positions are established objectively. We are currently conducting a follow-up to the recommendations made in my report, *Implementing Section 91 of the Official Languages Act: A Systemic Problem*, which were to be implemented by November 2022. The recommendations were made to the Treasury Board of Canada and the deputy heads of federal institutions responsible for implementing the *Official Languages Act*.

In order to help federal institutions to better understand their language obligations, my office created a series of national-level workshops on official languages for managers, aspiring managers, supervisors and human resources professionals. Through these

workshops, my office has been able to reach more than 1,600 public servants in 70 federal departments and agencies.

Needless to say, one of the main files that had a significant impact on my office in 2022–2023 was the progress in Parliament of Bill C-13 to modernize the *Official Languages Act*.

In addition to closely monitoring the bill's progress through the legislative process, I conducted an in-depth analysis of the measures proposed by the federal government. The results of my analysis are available in my brief, *Seizing a Historic Opportunity: For a Complete Modernization of the OLA*, which also contains a series of recommendations I made to help strengthen the bill.

Together with the modernization of the Act, a strong and well-designed action plan is essential to ensure a bright and vibrant future for Canada's official language communities. In May 2022, I published a report on monitoring the implementation of the *Action Plan for Official Languages 2018-2023: Investing in Our Future*, which includes a number of recommendations to help improve the next five-year plan.

Internally, several projects were completed to improve our processes and optimize our resources, particularly on a technological level, and to prepare for the next chapter in official languages.

The new measures proposed in Bill C-13 to modernize the *Official Languages Act* have the potential to change the federal government's current language policy. I look forward to these changes, and my team and I will make sure that they are implemented quickly and effectively so that we can continue to ensure respect for the language rights of all Canadians.

Raymond Théberge

## Results at a glance

### Actual spending

Total actual spending for 2022–23 (dollars)	Actual full-time equivalents for 2022–23
\$22,432,923	162

### Summary of results for 2022–23

- The Office of the Commissioner of Official Languages implemented initiatives to urge federal institutions to break down the barriers that are preventing the objectives of the *Official Languages Act* (the Act) from being met.
  - The Office of the Commissioner continued its efforts to effectively manage the increasingly significant volume of complaints it receives from Canadians, particularly in relation to airport authorities. In the interests of efficiency, the Office of the Commissioner developed a strategy for managing complaints and for interventions with these institutions in order to ensure that complaints are handled more quickly, more efficiently and in a more organized fashion. The strategy enhances the Office of the Commissioner’s ability to meet its service standards and public expectations while fostering communication with federal institutions.
  - The Commissioner sent letters to senior leaders of several federal institutions that provide services to the travelling public to remind them of their official languages obligations in anticipation of the resumption of their activities after the pandemic.
  - The Office of the Commissioner’s regional offices also followed up with airport authorities they contacted to invite them to discuss the challenges they face and the practices that need to be implemented to meet these challenges. These invitations proved effective, and 11 meetings were held with airport authorities.
  - In 2022–2023, eight federal institutions participated in a formal Official Languages Maturity Model exercise.
- The Commissioner of Official Languages submitted his brief, *Seizing a Historic Opportunity: For a Complete Modernization of the OLA*, to Parliament, where he

presented his office's analysis of Bill C-13, *An Act for the Substantive Equality of Canada's Official Languages*.

- In his brief, the Commissioner made a number of recommendations to help clarify and strengthen the wording in some of the bill's provisions to make their application as effective as possible.
- The Commissioner published his report, *Monitoring the Implementation of the Action Plan for Official Languages 2018-2023: Investing in Our Future – Analysis and Recommendations for the Next Five-Year Plan*, in which he presented his analysis on federal institutions' activities and his recommendations for the next action plan.

For more information on the Office of the Commissioner of Official Languages' plans, priorities and results achieved, see the "Results: What we achieved" section of this report.

## **Results: What we achieved**

### **Core responsibilities**

#### **Core responsibility 1: Protection of rights related to official languages**

##### **Description**

Under this core responsibility, the Office of the Commissioner of Official Languages investigates complaints filed by Canadians who believe their language rights have not been respected, assesses compliance with the *Official Languages Act* by federal institutions and other organizations subject to the Act through performance measurements and audits, and intervenes proactively to prevent non-compliance with the Act. The Commissioner of Official Languages may also intervene before the courts in cases that deal with non-compliance with the *Official Languages Act* and to protect language rights under the *Canadian Charter of Rights and Freedoms*.

##### **Results**

#### **Departmental result 1: Rights related to official languages are protected**

Over the past year, the Office of the Commissioner of Official Languages received a total of 1,788 complaints. Not all complaints result in an investigation, and an investigation can cover multiple complaints. In 2022–2023, 634 investigations were completed, as were 132 follow-ups to the recommendations and commitments made as part of investigations.

The past few years have seen an increase in complaints, specifically in relation to the travelling public. The Office of the Commissioner developed a new strategy to deal with the growing number of complaints about airport authorities and the Canadian Air Transport Security Authority. The strategy aims to group together all complaints received about an institution over a certain period and investigate them as a single case.

The Office of the Commissioner is also continuing its activities with regard to the strategy for section 91 of the *Official Languages Act*, which included a report on the status of implementation of this section of the Act in the federal public service. A follow-up to the recommendations contained in this report has been undertaken with the Treasury Board of Canada Secretariat.

The Office of the Commissioner completed the first cycle of the Official Languages Maturity Model with 38 federal institutions. An assessment of the impact of the new



*Official Languages Act* on the Office of the Commissioner's current activities was completed, and a decision was made to pause the Maturity Model exercises. Federal institutions will be able to use the tool, which will remain accessible online, and the Office of the Commissioner will continue to be available to answer their questions.

## **Departmental result 2: Canadians benefit from the Commissioner's interventions before the courts**

The Office of the Commissioner of Official Languages intervened in the case of *Thibodeau v St. John's International Airport Authority*. In April 2022, the Federal Court ruled favourably on the language rights of the travelling public and the general public and extended the right to be served in English or French at airports to those contemplating or intending to travel. Following the airport authority's appeal of the decision, the Commissioner received permission in June 2022 to intervene before the Federal Court of Appeal. He subsequently filed an appeal factum, arguing that the Federal Court of Appeal should uphold Federal Court's decision and explaining why the trial judge did not err in his interpretation of sections 22 and 23 of the *Official Languages Act*.

The Office of the Commissioner participated in another Federal Court case, *Thibodeau v Greater Toronto Airports Authority*, that raised questions about the interpretation of travellers' rights.

### **Innovation**

In 2022–2023, the Office of the Commissioner focused on making greater use of its data to build a business intelligence tool to improve its efficiency in responding to the high volume of complaints and to recurring complaints.

### **Results achieved**

The following table shows the results achieved by the Office of the Commissioner of Official Languages, as well as the performance indicators, targets, target dates for 2022–2023, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2020–21 actual results	2021–22 actual results	2022–23 actual results
Rights related to official languages are protected	Percentage of the Commissioner's recommendations, made in response to the shortcomings identified through audit and investigation reports, that have been completely or partially implemented	60%	March 2022	81%	57% <sup>1</sup>	69% <sup>2</sup>
	Percentage of complaints and enquiries processed within the timelines set out by the service standards.	70%	March 2022	50% <sup>3</sup>	73%	84%
Canadians benefit from the Commissioner's interventions before the courts	Percentage of court remedies involving the Commissioner that had a positive impact on the interpretation or application of the <i>Official Languages Act</i> or the <i>Canadian Charter of Rights and Freedoms</i> .	60%	March 2022	71%	81%	90%

Financial, human resources and performance information for the Office of the Commissioner's program inventory is available in [GC InfoBase](#).<sup>i</sup>

## Budgetary financial resources (dollars)

The following table shows budgetary spending for the protection of official languages rights in 2022–2023, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
\$7,783,829	\$7,773,257	\$8,230,298	\$7,510,619	(\$262,638)

<sup>1</sup> Federal institutions are responsible for implementing the Commissioner's recommendations. In 2021–2022, the Office of the Commissioner noted a significant drop in the measures taken by a number of uncooperative institutions to implement the Commissioner's recommendations. The Commissioner is continuing to monitor the situation.

<sup>2</sup> Federal institutions are responsible for implementing the Commissioner's recommendations.

<sup>3</sup> This standard was not achieved because of the continued increase in complaints in recent years, the efforts made to reduce the number of outstanding files, and the staff turnover rate at the Office of the Commissioner.

Financial, human resources and performance information for the Office of the Commissioner's program inventory is available in [GC InfoBase](#).<sup>ii</sup>

## Human resources (full-time equivalents)

The following table shows the human resources (in full-time equivalents) the organization needed to fulfill this core responsibility for 2022–2023.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
64	63	1

Financial, human resources and performance information for the Office of the Commissioner's program inventory is available in [GC InfoBase](#).<sup>iii</sup>

## Core responsibility 2: Advancement of English and French in Canadian society

### Description

Under this core responsibility, the Office of the Commissioner of Official Languages works with parliamentarians, federal institutions and other organizations subject to the *Official Languages Act*, official language minority communities, and Canadians in promoting linguistic duality. It builds ties between federal institutions, official language minority communities and the various levels of government to help them better understand the needs of official language minority communities and the importance of the value of respecting Canada's linguistic duality. To carry out its promotion role, the Office of the Commissioner conducts research and studies, undertakes awareness-raising activities with the public and with federal employees, and intervenes with senior federal officials so that they instill a change in culture in order to fully integrate linguistic duality in their organizations.

### Results achieved

To advance linguistic duality, the Commissioner of Official Languages issued a series of recommendations in his report on the implementation of the *Action Plan for Official Languages 2018–2023: Investing in Our Future*. In order to expand on this effort, the Office of the Commissioner has continued its intervention activities to influence the next action plan (to be launched by the federal government in April 2023), including through consultations with its partners and official language minority communities.

With regard to the modernization of the *Official Languages Act*, the Commissioner published a brief that he presented before the House of Commons and Senate standing committees on official languages. In his brief, the Commissioner presented his position on Bill C-13, *An Act for the Substantive Equality of Canada's Official Languages* and proposed a series of amendments to clarify and strengthen the wording of several of the bill's provisions. The recommendations are aimed to help ensure official languages governance that is clear and that promotes accountability, federal institutions that promote official languages among their employees and in their interactions with the public, support for official language minority communities and advancement of official languages to preserve gains and clarify institutions' obligations, new powers for the Commissioner of Official Languages that are strong and effective, and a consistent language policy for federally regulated private businesses.

The Office of the Commissioner completed the third year of its Promotion Activities Management Framework. It carried out 243 promotional activities during the year, 83% of which were aimed at priority audiences (newcomers, parents and federal public service managers), meeting the 70% target set for year three of the Framework exercise. The Commissioner participated in 10 citizenship ceremonies, in cooperation with Immigration, Refugees and Citizenship Canada, to promote the value of linguistic duality to newcomers. In keeping with its liaison role and its efforts to build networks and maintain ongoing relationships with a wide range of stakeholders, the Office of the Commissioner held more than 560 meetings with partners from federal institutions, official language minority communities, second language groups, and provincial and territorial governments, far exceeding the target set for 2022–2023.

The Office of the Commissioner expanded ways to better coordinate its information sessions with federal institutions across the country in order to meet the needs identified by the activities of the Protection of Official Languages Rights program. A national calendar of official languages workshops was produced for managers, aspiring managers, supervisors and human resources professionals in the federal public service. Five workshops were given on 18 dates between January and March 2023, involving over 1,600 federal public servants representing 70 federal departments and agencies.

The Office of the Commissioner also developed intervention and engagement strategies with various stakeholders, including federal institutions and official language minority communities, to foster enhanced collaboration among them. It was actively involved in promoting linguistic duality at the Canada Games in Niagara, Ontario, in August 2022 (over 3,000 young Canadians from across the country visited the Office of the Commissioner's booth) and played an important liaison role between the local Francophone community and the host organization of the Niagara 2022 Canada

Summer Games. This collaboration culminated during the Games in the signing of a formal partnership agreement between the Niagara 2022 Canada Games Host Society and the Assemblée de la francophonie de l'Ontario.

The Office of the Commissioner continued its research activities to better understand the challenges and opportunities related to official languages, to inform the various target audiences and to influence public policy. Among other things, it disseminated the results of its public opinion study and published an article exploring the intersection between diversity and official languages in the federal government (October 2022).

To advance linguistic duality among the general population, the Office of the Commissioner enhanced its social media presence. Since its launch in November 2022, the Office of the Commissioner's Instagram account has grown steadily. As of March 31, 2023, the social media platform had almost 820 subscribers in French and 680 in English. The content, light in form but just as relevant, has helped to reach a younger, more diverse audience. The Office of the Commissioner's Facebook account exceeded 4,350 subscribers in French and 2,800 in English, and its Twitter account reached some 5,000 subscribers in French and 3,100 in English. This growing popularity is the result of trend-driven promotional campaigns, attractive visuals and language issues that have a direct impact on people's daily lives.

## **Innovation**

The Policy and Communications Branch concluded the implementation of its three-year Promotion Activities Management Framework, having fully achieved its objective of focusing more than 70% of its activities on specific audience segments.

The Office of the Commissioner also continued its digital shift for presentations to federal institutions, initiated in response to the COVID-19 pandemic. The move online has increased the number of key public servants who can access the presentations and fostered a culture of collaboration between presentation teams across the country.

## **Results achieved**

Departmental results	Performance indicators	Target	Date to achieve target	2020-2021 actual results	2021-2022 actual results	2022-2023 actual results
Canadians know their language rights and those of official language minority	Number of Canadians who have been informed of issues related to the <i>Official Languages Act</i>	350,000	March 2022	443,497	469,129	890,469

Departmental results	Performance indicators	Target	Date to achieve target	2020-2021 actual results	2021-2022 actual results	2022-2023 actual results
communities, and they recognize the importance of linguistic duality and bilingualism.	Percentage of public support for linguistic duality and bilingualism (measured every five years)	73%	March 2022	Not available	91%	Not available <sup>4</sup>
The Commissioner influences decision-makers in Parliament, government and communities on issues relating to the <i>Official Languages Act</i> .	Number of parliamentary proceedings making reference to the <i>Official Languages Act</i> and/or reports and recommendations of the Office of the Commissioner of Official Languages	15	March 2022	99	69	79
	Percentage of recommendations from the annual report and research reports prepared by the Office of the Commissioner of Official Languages that were implemented <sup>5</sup>	60%	March 2022	N/A <sup>6</sup>	N/A <sup>7</sup>	N/A <sup>8</sup>

The financial, human resources and performance information for the Office of the Commissioner's program inventory is available in [GC InfoBase](#).<sup>iv</sup>

<sup>4</sup> The last result dates from 2021–2022. Since this is measured every five years, the next result should be in 2026–2027 or 2027–2028.

<sup>5</sup> This indicator was modified in 2018–2019.

<sup>6</sup> No follow-up was conducted because of the shift in priorities across the federal government during the COVID-19 pandemic.

<sup>7</sup> The follow-up to the recommendations was postponed to 2022–2023, given the changes in the past year, including the COVID-19 pandemic.

<sup>8</sup> The follow-up of the annual report recommendations since 2019 has been consolidated and will begin in 2023–2024.

## Budgetary financial resources (dollars)

The following table shows the budgetary spending for the advancement of English and French in Canadian society in 2022–2023, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
\$7,339,039	\$7,329,071	\$7,759,995	\$6,934,354	(\$394,717)

Financial, human resources and performance information for the Office of the Commissioner's program inventory is available in [GC InfoBase](#).<sup>v</sup>

## Human resources (full-time equivalents)

The following table shows the human resources (in full-time equivalents) the organization needed to fulfill this core responsibility for 2022–2023.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
57	52	5

Financial, human resources and performance information for the Office of the Commissioner's program inventory is available in [GC InfoBase](#).<sup>vi</sup>

## Internal services

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are:

- ▶ Acquisition Management Services
- ▶ Communication Services
- ▶ Financial Management Services
- ▶ Human Resources Management Services
- ▶ Information Management Services



- ▶ Information Technology Services
- ▶ Legal Services
- ▶ Material Management Services
- ▶ Management and Oversight Services
- ▶ Real Property Management Services

However, since court remedies are set out in the *Official Languages Act*, the Office of the Commissioner of Official Languages' Legal Services are excluded from Internal Services and are an integral part of the Protection of Official Languages Rights program. Also, given their specific mandate, the Office of the Commissioner of Official Languages' Communications Services are not included in Internal Services but are part of the Advancement of Official Languages program.

### **Contracts awarded to Indigenous businesses**

The Office of the Commissioner of Official Languages is a Phase 3 organization and is aiming to achieve the minimum 5% target by the end of 2024–2025. Whenever possible, it will use the tools available from Public Services and Procurement Canada and Shared Services Canada that have an Indigenous component, and it will use the Indigenous business directory to find businesses that can meet its needs. All procurement team members at the Office of the Commissioner have taken the Canada School of Public Service's "Indigenous Considerations in Procurement" mandatory course (COR409).

### **Results**

As part of the upcoming modernization of the *Official Languages Act*, a human resources strategy was developed to support organizational renewal. This strategy includes a critical path in terms of organizational design and the recruitment component. Implementation of the strategy has begun and will continue after Royal Assent for the modernization of the Act has been received.

The Office of the Commissioner is continuing its work on the classification renewal exercise for certain professional groups, including the Program and Administrative Services group. The work plan was adapted based on the deadlines identified by the Treasury Board of Canada Secretariat.

The Office of the Commissioner is committed to fostering a culture of collaboration and resource optimization, particularly in the hybrid work environment imposed by the COVID 19 pandemic. It completed the deployment of teleconference equipment and underlying technology at its headquarters in 2022–2023 and will complete the set-up in



its regional offices in 2023–2024 to ensure seamless hybrid collaboration across the organization.

The Office of the Commissioner also completed the migration of five corporate applications to its integrated management solution platform in support of its mandate. This platform will continue to be further leveraged to deliver on key organizational initiatives and projects supporting the Office of the Commissioner’s mandate.

### **Budgetary financial resources (dollars)**

The following table shows budgetary spending for internal services in 2022–2023, as well as spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
\$7,116,643	\$7,106,978	\$7,524,843	\$7,987,950	\$880,972 <sup>9</sup>

### **Human resources (full-time equivalents)**

The following table shows the human resources (in full-time equivalents) the organization needed to carry out its internal services for 2022–2023.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
45	47	2

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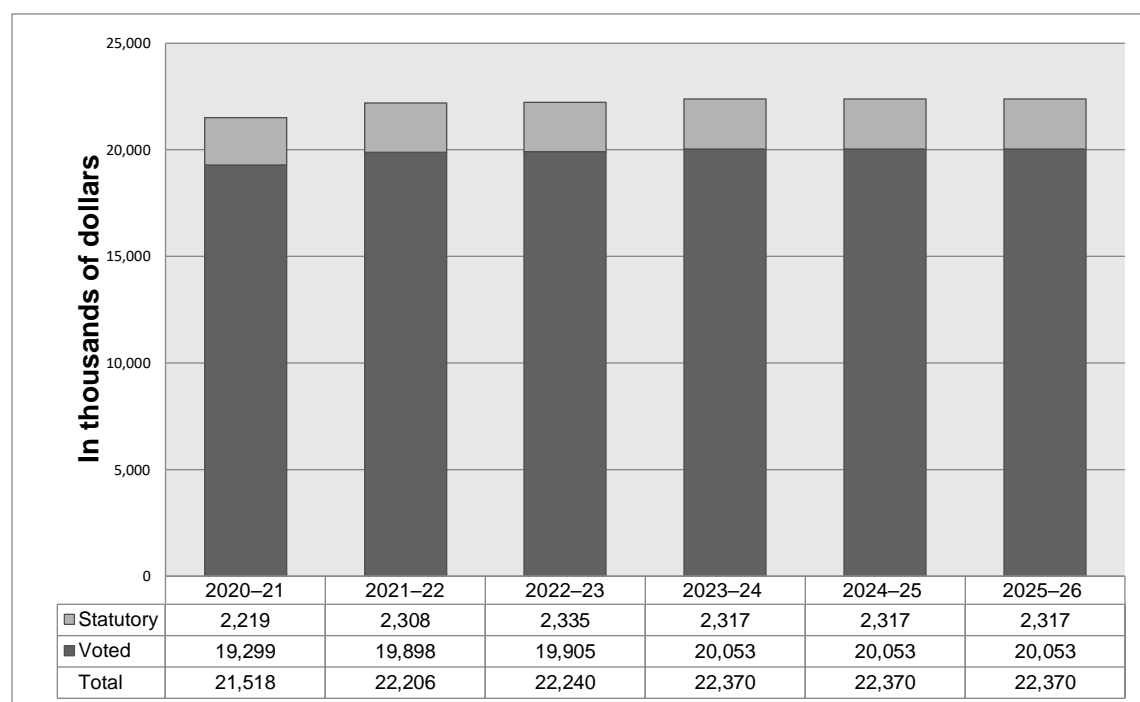
<sup>9</sup> The difference between planned expenditures and actual expenditures is due mainly to higher than anticipated expenditures for the reconfiguration of the Office of the Commissioner’s workspace.

## Spending and human resources

### Spending

#### Spending 2020–21 to 2025–26

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



### Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

The “Budgetary performance summary for Core Responsibilities and Internal Services” table presents the budgetary financial resources allocated for the Office of the Commissioner of Official Languages’ core responsibilities and for its internal services.

Core Responsibilities and Internal Services	2022–23 Main Estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
Protection of Official Languages Rights	\$7,783,829	\$7,773,257	\$7,899,692	\$7,899,692	\$8,230,298	\$7,657,634	\$7,821,975	\$7,510,619
Advancement of English and French in Canadian society	\$7,339,039	\$7,329,071	\$7,448,281	\$7,448,281	\$7,759,995	\$6,911,473	\$7,080,393	\$6,934,354
<b>Subtotal</b>	<b>\$15,122,868</b>	<b>\$15,102,328</b>	<b>\$15,347,973</b>	<b>\$15,347,973</b>	<b>\$15,990,293</b>	<b>\$14,569,107</b>	<b>\$14,902,368</b>	<b>\$14,444,973</b>
Internal Services	\$7,116,643	\$7,106,978	\$7,222,575	\$7,222,575	\$7,524,843	\$8,093,977	\$8,211,938	\$7,987,950
<b>Total</b>	<b>\$22,239,511</b>	<b>\$22,209,306</b>	<b>\$22,570,548</b>	<b>\$22,570,548</b>	<b>\$23,515,136</b>	<b>\$22,663,084</b>	<b>\$23,114,306</b>	<b>\$22,432,923</b>

For fiscal years 2020–21 to 2022–23, actual spending matches actual spending as reported in the Public Accounts of Canada. The amounts shown for the 2023–24 to 2024–25 periods represent planned spending.

The \$1.3M increase between total authorities available for use in 2022–23 (\$23.5M) and planned spending for 2022-23 (\$22.2M) is due to funding received through the operating budget carry-forward exercise, compensation related to new collective agreements and adjustments to employee benefit plans.

The \$0.7M decrease in actual spending in 2022–23 (\$22.4M) compared with 2021–22 (\$23.1M) is due mainly to the completion of the reconfiguration of the Office of the Commissioner's workplace undertaken in 2021–22 and completed in 2022–23.

## Human resources

The “Human resources summary for Core Responsibilities and Internal Services” table presents the full-time equivalents (FTEs) allocated to each of the Office of the Commissioner of Official Languages' core responsibilities and to its internal services.

## Human resources summary for Core Responsibilities and Internal Services

Core Responsibilities and Internal Services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Protection of Official Languages Rights	67	67	64	63	64	64
Advancement of English and French in Canadian society	55	54	57	52	57	57
<b>Subtotal</b>	<b>122</b>	<b>121</b>	<b>121</b>	<b>115</b>	<b>121</b>	<b>121</b>
Internal Services	46	46	45	47	44	44
<b>Total</b>	<b>168</b>	<b>167</b>	<b>166</b>	<b>162</b>	<b>165</b>	<b>165</b>

There have been no significant differences in the past three years. The Office of the Commissioner's human resources are expected to remain constant. Minor fluctuations reflect normal staff turnover.

### Expenditures by vote

For information on the Office of the Commissioner of Official Languages' organizational voted and statutory expenditures, see the [Public Accounts of Canada](#).<sup>vii</sup>

### Government of Canada spending and activities

Information on the alignment of the Office of the Commissioner of Official Languages' spending with Government of Canada's spending and activities is available in [GC InfoBase](#).<sup>viii</sup>

## Financial statements and financial statements highlights

### Financial statements

The Office of the Commissioner of Official Languages' financial statements (unaudited) for the year ended March 31, 2023, are available on the organization's website.

## Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual results)
Total expenses	\$25,712,018	\$25,428,783	\$26,314,015	(\$283,235)	(\$885,232)
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	\$25,712,018	\$25,428,783	\$26,314,015	(\$283,235)	(\$885,232)

The 2022–2023 planned results information is provided in the Office of the Commissioner of Official Languages' Future-Oriented Statement of Operations and Notes 2022–23.

Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022–2023	2021–2022	Difference (2022–23 minus 2021–22)
Total net liabilities	\$3,406,447	\$3,642,778	(\$236,331)
Total net financial assets	\$1,832,671	\$1,881,132	(\$48,461)
Office of the Commissioner's net debt	\$1,573,776	\$1,761,646	(\$187,870)
Total non-financial assets	\$2,057,476	\$1,882,621	\$174,855
Office of the Commissioner's net financial position	\$483,700	\$120,975	\$362,725

## Corporate information

### Organizational profile

**Commissioner of Official Languages:** Raymond Théberge

**Enabling instrument:** Subsection 56(1)<sup>ix</sup> of the *Official Languages Act*

**Year of incorporation / commencement:** 1970

**Other:** The Commissioner of Official Languages is appointed by commission under the Great Seal, after approval by resolution of the House of Commons and the Senate. The Commissioner reports directly to Parliament.

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

Information on the organization's raison d'être, mandate and role is available on [the Office of the Commissioner of Official Languages' website<sup>ix</sup>](#).

## Operational context

Information on the organization's operational context is available on [the Office of the Commissioner of Official Languages' website<sup>x</sup>](#).

## Reporting framework

The Office of the Commissioner of Official Languages' Departmental Results Framework and Program Inventory of record for 2022–2023 are shown below.

Departmental Results Framework	Core Responsibility: Protection of rights related to official languages		Core Responsibility: Advancement of English and French in Canadian society		Internal Services
	Rights related to official languages are protected.	Percentage of the Commissioner's recommendations, made in response to the shortcomings identified through audit and investigation reports, that have been completely or partially implemented.	Canadians know their language rights and those of official language minority communities, and they recognize the importance of linguistic duality and bilingualism.	Number of Canadians who have been informed of issues relating to the <i>Official Languages Act</i> .	
		Percentage of complaints and enquiries processed within the timelines set out by the service standards.		Percentage of public support for linguistic duality and bilingualism.	
	Canadians benefit from the Commissioner's interventions before the courts.	Percentage of court remedies involving the Commissioner that had a positive impact on the interpretation or application of the <i>Official Languages Act</i> or the <i>Canadian Charter of Rights and Freedoms</i> .	The Commissioner influences decision-makers in Parliament, government and communities on issues relating to the <i>Official Languages Act</i> .	Number of parliamentary proceedings making reference to the <i>Official Languages Act</i> and/or reports and recommendations of the Office of the Commissioner of Official Languages.	
				Percentage of recommendations from the annual report and research reports prepared by the Office of the Commissioner that were implemented.	

Program Inventory	Protection of Official Languages Rights	Advancement of Official Languages
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## Supporting information on the program inventory

Financial, human resources and performance information for the Office of the Commissioner's program inventory is available in [GC InfoBase](#).<sup>xi</sup>

## Supplementary information tables

The following supplementary information tables are available on the Office of the Commissioner of Official Languages' website:

- ▶ Reporting on Green Procurement

## 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 each year in the [Report on 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, as well as evaluations and Gender-Based Analysis Plus of tax expenditures.

## Organizational contact information

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## Appendix: Definitions

### **appropriation** (*crédit*)

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

### **budgetary expenditures** (*dépenses budgétaires*)

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

### **core responsibility** (*responsabilité essentielle*)

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

### **Departmental Plan** (*Plan ministériel*)

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

### **departmental priority** (*priorité*)

A plan or project that a department 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 departmental results.

### **departmental result** (*résultat ministériel*)

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

### **departmental result indicator** (*indicateur de résultat ministériel*)

A quantitative measure of progress on a departmental result.

### **departmental results framework** (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

### **Departmental Results Report** (*Rapport sur les résultats ministériels*)

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

### **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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.



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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

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

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the November 23, 2021, Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighting 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 where two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**Indigenous business** (*entreprise autochtone*)

An organization that meets the definition and requirements set out in the Indigenous Business Directory, in accordance with the Directive on the Management of Procurement (Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses) and the Government of Canada's commitment to award a mandatory minimum target of 5% of the total value of contracts to Indigenous businesses.

**non-budgetary expenditures** (*dépenses non budgétaires*)

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

**performance** (*rendement*)

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

**performance indicator** (*indicateur de rendement*)

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

**performance reporting** (*production de rapports sur le rendement*)

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

**plan** (*plan*)

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

**planned spending** (*dépenses prévues*)

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

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

**program** (*programme*)

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

**program inventory** (*répertoire des programmes*)

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

**result** (*résultat*)

A 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.

**target** (*cible*)

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

**voted expenditures** (*dépenses votées*)

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

## Endnotes

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- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- viii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix. Canada, *Official Languages Act*, R.S.C., 1985, c. 31 (4th Supp.), s 56(1), <https://laws-lois.justice.gc.ca/eng/acts/o-3.01/>
- x. Office of the Commissioner of Official Languages, “Mandate & roles,” <https://www.clo-ocol.gc.ca/en/mission>
- xi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xii. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>