



Canadian  
human rights  
commission

Commission  
canadienne des  
droits de la personne

# Canadian Human Rights Commission 2026–2027 Departmental Plan

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The Honourable Sean Fraser, P.C., M. P.

Minister of Justice and Attorney General of Canada

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# Canadian Human Rights Commission's 2026–2027 Departmental Plan

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## At a glance

This departmental plan details the Canadian Human Rights Commission's (Commission's) priorities, plans, and associated costs for the upcoming three fiscal years.

These plans align with the Commission's [Vision, mission, raison d'être](#) and [operating context](#).

## Key priorities

The Commission identified the following key priorities for 2026–2027:

- engaging in promotion, monitoring, and advocacy efforts to achieve meaningful change, and advance human rights in Canada
- providing meaningful access to human rights justice through timely and fair dispute resolution processes
- overseeing compliance with statutory human rights obligations in accessibility, pay equity, and employment equity
- modernizing the Commission to meet emerging challenges and opportunities in delivering our mandate
- fostering a diverse and thriving workforce and workplace that embodies the values of the Commission, and that is dedicated to excellence in advancing human rights

## Comprehensive Expenditure Review

The government is committed to restraining the growth of day-to-day operational spending to make investments that will grow the economy and benefit Canadians.

As part of meeting this commitment, the Commission is planning the following spending reductions:

- **2026–2027: \$476,666**
- **2027–2028: \$1,202,406**
- **2028–2029: \$2,492,094**

It is anticipated that these spending reductions may involve a decrease in full-time equivalents by 2028–2029; however, planned reductions remain to be finalized as a decision on the Commission's Comprehensive Expenditure Review (CER) proposal is still pending. As such, details are not currently available.

The figures in this departmental plan reflect these reductions.

## Highlights for the Canadian Human Rights Commission in 2026–2027

In 2026–2027, the Commission will advance human rights in Canada through coordinated action across its Core Responsibilities, guided by a “One Commission” approach that promotes alignment, consistency, and shared outcomes across all its mandates. Using this approach, the Commission will strengthen outreach with civil society, governments, employers, rights holders, and regulated entities.

The Commission will support the Pay Equity Commissioner and the Accessibility Commissioner in their continued outreach, compliance promotion, monitoring and oversight, and the publication of guidance to support proactive compliance with both the Pay Equity Act (PEA) and the Accessible Canada Act (ACA). The Commission will also continue to support, the Federal Housing Advocate in her collaborative engagement with communities, civil society organizations, and individuals with lived experience and support an annual systemic housing issue referral to the National Housing Council.

The Commission will update its Complaints Processing Accountability Framework to improve efficiency, prioritize vulnerable complainants and systemic cases, and modernize core tools, while advancing accessible, user-centred digital services, enhanced processing tools, alternative redress and mediation options, and continued jurisprudence development across its mandates under the Canadian Human Rights Act (CHRA), the PEA, and the ACA.

Across its Employment Equity, Pay Equity, and Accessibility mandates, the Commission will advance compliance and oversight by launching audits and publishing related reports, producing guidance and tools to support employer obligations, enhancing digital portals and information management systems, and implementing the necessary policies and systems to support consistent, modern, and data-informed oversight.

Across all core responsibilities, the Commission will emphasize equity, accessibility, digital modernization, early resolution, and strong accountability to strengthen access to justice, enhance compliance oversight, and advance systemic equity.

In 2026–2027, total planned spending (including internal services) for the Commission is \$38,268,771 and total planned full-time equivalent staff (including internal services) is 267.

## Summary of planned results

The following provides a summary of the results that the department plans to achieve in 2026–2027 under its main areas of activity, called “core responsibilities.”

### Core responsibility 1: Engagement and Advocacy

In 2026–2027, the Commission, through its various legislative mandates, will continue to provide a national, credible voice for human rights in Canada. The Commission will advance this core responsibility through public awareness initiatives, engagements with civil society and monitoring, advising Parliament on new laws and emerging human rights issues, and reporting on Canada’s compliance with international human rights commitments. The Commission will maintain alignment with the Paris Principles, as established by the United Nations General Assembly, reinforcing its independence, credibility, and A-status as Canada’s National Human Rights Institution.

As Canada’s national human rights institution, the Commission will continue to highlight systemic discrimination and advocate for coordinated government action in line with the pillars of the Second International Decade for People of African Descent (2025–2034). The Commission will also carry out its work with a steadfast commitment to upholding and advancing the rights of Indigenous peoples by promoting equality, addressing discrimination, and supporting the implementation of the United Nations Declaration on the Rights of Indigenous Peoples.

Using a “One Commission” engagement approach, the Commission will strengthen outreach with civil society, governments, employers, rights holders, and regulated entities. This will include targeted meetings and engagements with civil society groups, and sector-specific outreach to promote awareness of rights and obligations across federal human rights and equity legislation.

The Commission will also support engagement and advocacy through public statements, reports, parliamentary communications, newsletters, media relation efforts, social media, and website content, with a focus on increasing reach and public awareness of human rights issues.

In its role as the National Monitoring Mechanism, the Commission will continue to monitor progress and report on whether the Government of Canada is doing all it can to meet its human rights obligations as outlined in the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD).

In support of the Pay Equity Commissioner and Accessibility Commissioner mandates under the Pay Equity Act (PEA) and the Accessible Canada Act (ACA), the Commission will continue outreach, compliance promotion, and the publication of guidance to support understanding and proactive compliance.

The Federal Housing Advocate will continue collaborative engagement with communities, civil society organizations, and individuals with lived experience and support one annual systemic housing issue referral to the National Housing Council.

Planned spending: \$6,029,311

Planned human resources: 35

More information about [Engagement and Advocacy](#) can be found in the full plan.

## Core responsibility 2: Complaints

In 2026–2027, the Commission will continue to provide people in Canada with accessible, fair, and efficient mechanisms to file and resolve complaints under the Canadian Human Rights Act (CHRA), PEA, and ACA, while representing the public interest in advancing equity.

Processing of complaints under the CHRA will continue to be guided by the Commission’s Complaints Processing Accountability Framework and Anti-Racism Action Plan. Continued emphasis will be placed on prioritizing barrier removal for Indigenous, Black, racialized, and other equity-deserving groups through trauma-informed and culturally responsive approaches. The Commission will update its processes to further improve efficiency, prioritize vulnerable complainants and systemic cases, and modernize core tools, including updated CHRA Complaint Rules. The Commission will also strengthen referral pathways to external supports, and enhance staff training in equity, bias awareness, and trauma-informed practice.

For disputes under the PEA, the Commission will continue delivering efficient accessible and user centred digital solutions, alternate redress mechanisms, mediation, and jurisprudence development.

For complaints under the ACA, the Commission will advance accessible, user-centred digital solutions, develop processing tools, and promote early resolution through mediation.

Planned spending: \$12,503,045

Planned human resources: 85

More information about [Complaints](#) can be found in the full plan.

### Core responsibility 3: Proactive Compliance

In 2026–2027, the Commission will strengthen proactive compliance, oversight, and auditing activities to ensure federally regulated entities meet their obligations under the Employment Equity Act, the PEA, and the ACA.

In support of the implementation of the Employment Equity mandate, the Commission will launch new audits, issue individual employer audit reports across the public and private sectors and draft a sector-wide horizontal audit report on racialized people in the ground transportation sector.

In support of the implementation of the Pay Equity Commissioner’s mandate, the Commission will continue producing guidance and tools to promote compliance; advance the Annual Statement Portal to support employer reporting and data analysis; finalize and implement the Administrative Monetary Penalties policy and system; and launch the Pay Equity audit function to strengthen oversight.

In support of the implementation of the Accessibility Commissioner’s mandate, the Commission will continue to promote the use of the My Accessibility Portal; enhance information management systems to support communication, compliance promotion, monitoring and oversight, and complaint handling; and develop and implement programming to monitor and oversee compliance with new accessibility regulations.

Planned spending: \$8,307,970

Planned human resources: 53

More information about [Proactive Compliance](#) can be found in the full plan.

For complete information on the Commission’s total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

## From the Interim Chief Commissioner



Charlotte-Anne Malischewski  
Interim Chief Commissioner  
Canadian Human Rights Commission

It is my pleasure to present the Canadian Human Rights Commission’s Departmental Plan for fiscal year 2026–2027.

As Canada navigates some of the most significant challenges in our history, there is a pressing need to hold firmly to the human rights commitments that have long defined and strengthened who we are as a nation.

In 2026–2027, the Canadian Human Rights Commission will advance a more unified and coordinated approach, with a sharper focus on mandate and impact. Through a “One Commission” approach, we are aligning our work across all mandates toward our shared mission to protect and promote human rights in Canada. We are building the agility needed to respond to new challenges, while focusing our efforts where they matter most to deliver results that meaningfully address the human rights challenges facing people in Canada.

Through collaboration among our statutory office holders—including the Accessibility Commissioner, the Pay Equity Commissioner, and the Federal Housing Advocate—and across the Commission’s dedicated staff, we will continue to advocate for human rights, and provide oversight and dispute resolution processes that are fair, equitable, and respect the inherent dignity of all. We will advance human rights in Canada by representing the public interest, identifying emerging issues and advocating for change that keeps pace with society so that Canada is inclusive, equitable and barrier-free.

The Commission will continue to work closely with partners in civil society, governments, employers, and federally regulated organizations, while strengthening engagement with rights holders and people with lived experience.

Across all our work, we are guided by our vision for Canada as an inclusive society where everyone is valued and respected, and has access to equal opportunities, free from discrimination.

Sincerely,

Charlotte-Anne Malischewski  
Interim Chief Commissioner  
Canadian Human Rights Commission

## Plans to deliver on core responsibilities and internal services

### Core responsibilities and internal services

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### Core responsibility 1: Engagement and Advocacy

#### In this section

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- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
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#### Description

Provide a national, credible voice for equality in Canada by raising public awareness of human rights issues; engaging civil society, governments, employers and the public to affect human rights change; and monitoring and reporting on the implementation of the Government of Canada's obligations under the United Nations Convention on the Rights of Persons with Disabilities.

#### Quality of life impacts

This Core Responsibility contributes to the “Good Governance” domain of the [Quality of Life Framework for Canada](#) and, more specifically, “Discrimination and unfair treatment,” “Access to fair and equal justice,” and “Confidence in institutions,” through all the activities mentioned in the Core Responsibility description.

This Core Responsibility also contributes to the “Prosperity,” “Health,” and “Society” domains of the Quality of Life Framework for Canada and, more specifically, “Functional health status,” “Children vulnerable in early development,” “Economic security and deprivation,” and “Self-rated mental health,” through advocating for equality in Canada.

#### Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Engagement and Advocacy. Details are presented by departmental result.

Table 1: Full Compliance with the Paris Principles

Table 1 provides a summary of the target and actual results for each indicator associated with the results under Engagement and Advocacy.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve target
Maintain A-status accreditation as Canada's national human rights institution	2022–2023: A-status 2023–2024: A-status 2024–2025: A-status	A-status	March 2027

Table 2: People in Canada are informed of their rights and responsibilities

Table 2 provides a summary of the target and actual results for each indicator associated with the results under Engagement and Advocacy.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve target
Number of Canadians who have been informed about the Canadian Human Rights Act, the Employment Equity Act, the Pay Equity Act, and the Accessible Canada Act	2023–2024: 2 million 2024–2025: 3.5 million	At least 3.6 million	March 2027

**Note:** This indicator was added in 2023–2024; results are not available for preceding years.

Table 3: CHRC interventions influence law and support the advancement of human rights, employment equity, pay equity, and accessibility

Table 3 provides a summary of the target and actual results for each indicator associated with the results under Engagement and Advocacy.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve target
Number of interventions in the public interest before the Canadian Human Rights Tribunal and the Courts	2023–2024: 290 2024–2025: 254	At least 250	March 2027

**Note:** This indicator was added in 2023–2024; results are not available for preceding years.

Additional information on the [detailed results and performance information](#) for the Commission's program inventory is available on GC InfoBase.

## Plans to achieve results

The following section describes the planned results for Engagement and Advocacy in 2026–2027.

### Full Compliance with the Paris Principles

#### Results we plan to achieve

In 2026-2027, the Commission will continue to adhere to the Paris Principles and maintain its A-status designation.

- The Paris Principles is a framework established by the United Nations General Assembly in 1993 to guide National Human Rights Institutions (NHRIs) in promoting and protecting human rights. By emphasizing independence, transparency, and pluralism, the Paris Principles ensure institutions operate autonomously, with adequate resources and broad mandates.

### People in Canada are informed of their rights and responsibilities

#### Results we plan to achieve

- Influencing Law & Advancing Human Rights

In 2026–2027, the Commission will continue to help shape the human rights agenda in Canada through engagement with the international human rights community, public service networks, law practitioners, lawmakers, Parliament, government, civil society organizations and communities of practice. More specifically, the Commission will:

- implement a “One Commission” stakeholder engagement strategy across all mandates including the Canadian Human Rights Act (CHRA), the Employment Equity Act (EEA), the Pay Equity Act (PEA), the Accessible Canada Act (ACA), and the National Housing Strategy Act (NHS) to ensure coordinated outreach and engagement
  - highlight systemic discrimination and advocate on the need for government action to accelerate progress
  - conduct targeted meetings with rights holders, civil society, employers, and federally regulated organizations to address human rights issues, including systemic concerns
  - maintain ongoing communication with rights holders to reduce barriers to accessing complaints processes
  - expand engagement with respondents to raise awareness of discrimination trends in federal sectors
  - disseminate information through periodic newsletters on Commission initiatives and human rights topics
  - communicate and disseminate human rights information through public statements, reports, media outreach, social media and website updates, Parliamentary and stakeholder remarks, and supporting program areas in sharing guidance, newsletters, and other stakeholder communications
- Advancing Employment Equity

In 2026–2027, the Commission, in support of its mandate under the EEA, will:

- conduct targeted outreach with employers to increase awareness of their rights and obligations
- expand sector-specific engagement to highlight discrimination trends and promote compliance

- Advancing Pay Equity

In 2026–2027, in support of the Pay Equity Commissioner’s mandate, the Commission will:

- continue to engage with various key civil society organizations to inform them of their rights and obligations under the PEA
- continue to support employees, bargaining agents, and employers in understanding their rights and obligations under the PEA, and to promote compliance
- continue to make decisions interpreting pay equity requirements publicly available to enhance transparency and understanding

- Advancing Accessibility

In 2026–2027, in support of the Accessibility Commissioner’s mandate, the Commission will:

- engage federally regulated entities in outreach and compliance promotion under the ACA, including inspections and targeted communication
- publish guidance and information for federally regulated entities, to foster proactive compliance
- support accessible, consistent understanding of obligations across sectors through stakeholder engagement and Commission communications

- Advancing Housing Rights

In 2026–2027, the Federal Housing Advocate (FHA), supported by the Office of the Federal Housing Advocate, will:

- provide resources for one systemic housing issue referral to the National Housing Council annually
- conduct FHA-led systemic reviews every two years
- follow up on reports addressing Inuit and Métis housing conditions and homelessness encampments
- maintain collaboration with civil society organizations, community organizations, and individuals with lived experience
- remain engaged with the ongoing review panel on accessible housing initiated in 2025

CHRC interventions influence law and support the advancement of human rights, employment equity, pay equity, and accessibility

#### Results we plan to achieve

- In 2026–2027, the Commission will continue to influence law and advance human rights, employment equity, pay equity, and accessibility through strategic interventions, litigation, and public decisions that promote systemic change. More specifically, the Commission will:
  - participate in some cases before the Canadian Human Rights Tribunal and the courts to help develop human rights law and combat systemic discrimination
  - represent the public interest in cases with the potential to set important precedents and drive broader societal change

#### Gender-based Analysis Plus

In 2026–2027, the Commission will continue to apply an intersectional lens, including Gender-based Analysis Plus (GBA Plus), to plan, deliver, and evaluate engagement, advocacy, and program activities, ensuring that intersecting forms of discrimination affecting diverse groups—including women, gender-diverse people, Indigenous peoples, and other marginalized communities—are fully considered.

To support data-driven insights, the Commission will work to enhance its data collection capacity in order to collect and disaggregate human rights complaints data, to identify barriers, and improve accessibility for rights holders. Where data collection gaps exist, the Commission is committed to improving mechanisms to capture disaggregated data and integrate gender and diversity analysis.

Inclusive engagement practices with civil society will be strengthened to ensure diverse voices are represented, including inviting feedback on complaint forms, CHRA Complaint Rules.

Under the Federal Housing Advocate’s mandate, GBA Plus will continue to guide the assessment of systemic housing issues, with a focus on how housing barriers uniquely affect marginalized groups, particularly women, gender-diverse people, and persons with disabilities. Disaggregated data on gender, disability, and indigeneity will inform monitoring, reporting, and advocacy to support inclusive policy development and equitable outcomes.

#### Planned resources to achieve results

Table 4: Planned resources to achieve results for Engagement and Advocacy

Table 4 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$6,029,311
Full-time equivalents	35

[Complete financial](#) and [human resources information](#) for the Commission’s program inventory is available on GC InfoBase.

## Program inventory

Engagement and Advocacy is supported by the following program:

- Promotion Program

Additional information related to the program inventory for Engagement and Advocacy is available on the [Results page on GC InfoBase](#).

## Core responsibility 2: Complaints

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- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
- [Planned resources to achieve results](#)
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### Description

Provide people in Canada with a mechanism to file and resolve complaints under the Canadian Human Rights Act, Pay Equity Act, and Accessible Canada Act, and to represent the public interest in achieving equality in Canada.

### Quality of life impacts

This Core Responsibility contributes to the “Good Governance” domain of the [Quality of Life Framework for Canada](#) and, more specifically, “Discrimination and unfair treatment,” “Access to fair and equal justice,” and “Confidence in institutions,” through all the activities mentioned in the Core Responsibility description.

### Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Complaints. Details are presented by departmental result.

Table 5: People in Canada have access to a complaint system for human rights, pay equity and accessibility complaints

Table 5 provides a summary of the target and actual results for each indicator associated with the results under Complaints.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve target
Percentage of complaints completed by the Commission	2022–2023: 90% 2023–2024: 96% 2024–2025: 91%	At least 90%	March 2027

## Table 6: Complaints are resolved consistent with private and public interests

Table 6 provides a summary of the target and actual results for each indicator associated with the results under Complaints.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve target
Mediation settlement rate	2022–2023: 63% 2023–2024: 56% 2024–2025: 61%	At least 55%	March 2027

Additional information on the [detailed results and performance information](#) for the Commission’s program inventory is available on GC InfoBase.

### Plans to achieve results

The following section describes the planned results for Complaints in 2026–2027.

People in Canada have access to a complaint system for human rights, pay equity and accessibility complaints

### Results we plan to achieve

- Complaints under the Canadian Human Rights Act (CHRA)

In 2026–2027, for complaints under the CHRA, the Commission will:

- ensure all work undertaken with respect to CHRA complaints is informed by its Accountability Framework, which promotes the dismantling of barriers for Indigenous, Black, and other racialized complainants, as well as other equity-deserving groups, and furthers the ongoing implementation of the Commission’s Anti-Racism Action Plan, which specifically addresses anti-Black racism
- update and enhance its Accountability Framework to identify CHRA complaints processing efficiencies, with a focus on prioritizing complaints due to complainant vulnerability, public policy implications, and the potential for systemic remedies
- continue to assess staffing needs and ensure that employees with lived experience from equity-deserving groups are available and considered in staffing decisions, where relevant
- focus on updating and improving procedures, processes, and tools, including:
  - implementing and communicating updated CHRA Complaint Rules that:
    - better define the rights and responsibilities of the parties throughout the complaints process
    - remove access barriers
    - improve accessibility for those navigating the CHRA complaints process
  - launching new tools that will:
    - improve accessibility, communication, data management, reporting of complaints

- create overall efficiency across the various complaints processing stages
  - enhance trends analysis and disaggregation of data across protected grounds of discrimination in order to report on systemic discrimination within federally regulated sectors
- updating templates to ensure external communications are accessible and inclusive
- identifying files for early resolution through mediation and conciliation and streamlined screening
- updating the CHRA complaint form to enable complaints to move through the process more efficiently
- strengthen referral pathways to those requiring additional supports outside the Commission’s mandates
- continue to provide training to new and existing staff on equity, diversity, and inclusion, as well as bias, trauma-informed approaches, and how to recognize subtle acts of exclusion and understand their impact

- Complaints under the Pay Equity Act (PEA)

In 2026–2027, for complaints under the PEA, the Pay Equity Commissioner (PEC) will implement leaner and more efficient Pay Equity (PE) dispute resolution process for employees, bargaining agents, and employers (collectively “workplace parties”). More specifically, the PEC will:

- continue to provide workplace parties with a range of online services to file requests for authorization, matters in disputes, objections, and PEA complaints
- continue the implementation of the PEA Case Management System to ensure efficient data management, reporting, and processing of PEA disputes
- continue to deliver a range of PE alternate redress mechanisms, including mediation, to assist workplace parties in complying with the PEA
- continue building a body of jurisprudence through decisions interpreting the PEA

- Complaints under the Accessible Canada Act (ACA):

In 2026–2027, for complaints under the ACA, the Accessibility Commissioner (AC) will ensure the process for filing ACA complaints is expeditious, accessible, and easy to understand. More specifically, the AC will:

- explore digital solutions and system infrastructure to support an efficient user-centred ACA complaints service
- develop ACA complaint processing tools to enhance the efficient management of complaints received by the AC

Complaints are resolved consistent with private and public interests

Results we plan to achieve

- Complaints under the Canadian Human Rights Act (CHRA)

In 2026–2027, the Commission will:

- continue the use of case conferences with parties to address operational obstacles that cause delays in CHRA complaints processing, and to increase awareness about the steps in our CHRA complaints process
- increase the use of mediation and conciliation for early resolution of CHRA complaints through building internal capacity through recruitment, training and development
- Complaints under the Pay Equity Act (PEA)

In 2026–2027, under the PEA, the Pay Equity Commissioner will:

- continue to expand the use of alternate redress mechanisms with parties to cultivate understanding and collaboration in the PEA disputes process
- continue to promote the use of mediation for early resolution of PEA disputes
- Complaints under the Accessible Canada Act (ACA)

In 2026–2027, the Accessibility Commissioner will promote mediation as a tool for early resolution of ACA complaints.

### Gender-based Analysis Plus

The Commission continues to use gender-inclusive language in its forms, letter templates, and communications to respect diversity, equity and inclusion. As new tools and processes are implemented or updated, they will contain important complainant information, including access needs, and pronoun and language preferences. The Commission will also engage user testers with diverse lived experiences to help inform systems and process improvements across all complaints mandates.

Employees will continue to receive GBA Plus training, including trauma-informed approaches.

The Commission will continue to monitor and assess the effectiveness of its Accountability Framework, ensuring that multidisciplinary teams with varied lived experiences contribute to CHRA complaint processes. To further promote inclusion, GBA Plus, including inclusion, diversity, equity, accessibility and anti-racism lenses, will continue to be applied when evaluating the framework's impact. This approach will help identify barriers faced by equity-deserving groups while supporting the design and delivery of CHRA complaints programming, ultimately enhancing access and reducing barriers for those who need the system most. Engagement with civil society organizations will continue throughout the fiscal year to seek input as needed.

The Commission will also revisit, and update training materials related to the processing of race-based complaints to ensure they remain current and effective.

Planned resources to achieve results

Table 7: Planned resources to achieve results for Complaints

Table 7 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$12,503,045
Full-time equivalents	85

[Complete financial](#) and [human resources information](#) for the Commission’s program inventory is available on GC InfoBase.

Program inventory

Complaints are supported by the following program:

- Protection Program

Additional information related to the program inventory for the Commission is available on the [Results page on GC InfoBase](#).

### Core responsibility 3: Proactive Compliance

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- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
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#### Description

Ensure federally regulated organizations comply with the requirements set out in the Employment Equity Act, Pay Equity Act, and the Accessible Canada Act and hold those who do not comply accountable.

#### Quality of life impacts

The Core Responsibility contributes to the “Prosperity” domain of the [Quality of Life Framework for Canada](#), more specifically “Household income,” “Productivity,” and “Firm growth.”

This Core Responsibility also contributes to the “Health,” “Society,” and “Good Governance” domains of the Quality of Life Framework for Canada through all the activities mentioned in the Core Responsibility description.

#### Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates for Engagement and Advocacy. Details are presented by departmental result.

Table 8: Employers are fostering a work environment that promotes equality of opportunities

Table 8 provides a summary of the target and actual results for each indicator associated with the results under Proactive Compliance.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve target
Number of employment equity goal setting reports validated for conventional and horizontal audits	2023–2024: 17 2024–2025: 4	At least 15	March 2027

**Note:** This Departmental Result was introduced in 2023–2024; results are not available for preceding years.

**Table 9: Workplace parties have the tools and support to implement the pay equity plan process**

Table 9 provides a summary of the target and actual results for each indicator associated with the results under Proactive Compliance.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve target
Percentage of stakeholder feedback indicating satisfaction with support and guidance provided	2023–2024: 83% 2024–2025: 87.5%	At least 70%	March 2027

**Note:** This Departmental Result was introduced in 2023–2024. The methodology for calculating it was updated in 2024–2025; therefore, results are not available for 2022–2023, and comparisons with previous years cannot be made.

**Table 10: Regulated entities have published accessibility plans, feedback mechanisms and progress reports**

Table 10 provides a summary of the target and actual results for each indicator associated with the results under Proactive Compliance.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve target
Percentage of regulated entities that are using my Accessibility Portal	2023–2024: 84.5% 2024–2025: 76.7%	At least 80%	March 2027

**Note:** This indicator was added in 2023–2024; results are not available for preceding years.

Additional information on the [detailed results and performance information](#) for the Commission’s program inventory is available on GC InfoBase.

**Plans to achieve results**

The following section describes the planned results for Proactive Compliance in 2026–2027.

**Employers are fostering a work environment that promotes equality of opportunities**

**Results we plan to achieve**

- In 2026–2027, as part of its mandate under the Employment Equity Act (EEA), the Commission will:
  - launch Employment Equity (EE) compliance audits of selected federally regulated employers
  - issue individual EE audit reports to employers in both the public and private sectors
  - draft a sector-wide EE horizontal audit report on racialized people in the ground transportation sector

Workplace parties have the tools and support to implement the pay equity plan process

Results we plan to achieve

- In 2026–2027, in support of the Pay Equity Commissioner’s mandate, the Commission will:
  - continue to produce quality guidance and tools to support employees, bargaining agents, and employers in understanding their rights and obligations under the Pay Equity Act (PEA) and to promote compliance
  - continue the development and the maintenance of the Annual Statement Portal for receiving, managing, and analyzing employer annual statement data
  - finalize and implement the Administrative Monetary Penalties policy and system
  - launch the Pay Equity audit function

Regulated entities have published accessibility plans, feedback mechanisms and progress reports

Results we plan to achieve

- In 2026–2027, in support of the Accessibility Commissioner’s mandate, the Commission will:
  - continue to encourage regulated organizations to use the My Accessibility Portal to submit and manage accessibility plans and progress reports
  - enhance information management technology to improve communication with regulated entities, support the promotion, monitoring, and oversight of compliance with the Accessible Canada Act (ACA) and its regulations, and manage ACA complaints
  - develop and implement programming to promote, monitor, and oversee compliance with new accessibility regulations

### Gender-based Analysis Plus

The Commission will continue to apply GBA Plus and an intersectional lens to ensure proactive compliance initiatives address the unique barriers faced by diverse groups.

Pay equity efforts specifically target gender-based discrimination arising from the undervaluation of work traditionally performed by women. Upon completion of a pay equity exercise under the PEA, all incumbents in female-predominant jobs found to be underpaid—including workers from marginalized groups—would benefit from necessary adjustments.

The Commission recognizes that people with disabilities often belong to other equity-deserving groups, including women, Indigenous peoples, racialized groups, and 2SLGBTQI+ people. Accordingly, the unique barriers faced by individuals from diverse communities and with different lived experiences must be considered. Compliance efforts will continue to apply an intersectional approach aligned with the principles of the ACA.

## Planned resources to achieve results

Table 11: Planned resources to achieve results for Proactive Compliance

Table 11 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$8,307,970
Full-time equivalents	53

[Complete financial](#) and [human resources information](#) for the Commission's program inventory is available on GC InfoBase.

### Program inventory

Proactive Compliance is supported by the following program:

- Audit Program

Additional information related to the program inventory for Proactive Compliance is available on the [Results page on GC InfoBase](#).

## Internal services

In this section

- [Description](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Planning for contracts awarded to Indigenous businesses](#)

### 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:

- acquisition management services
- communications 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

### Plans to achieve results

This section presents details the department's plans to achieve results and meet targets for internal services.

In 2026–2027, the Commission will continue to prioritize the development, updating, and implementation of standardized tools, systems, and guidelines to strengthen internal capacity, optimize performance, and improve service delivery.

Under its Digital Strategy, the Commission will continue to deploy modern and accessible digital tools for internal and external groups, advance the standardization of its case management systems, maintain a modern, reliable, and secure information technology infrastructure, and strengthen the effective management and use of data and information.

The Commission will continue to advance its IDEA-AR (Inclusion, Diversity, Equity, Accessibility, Anti-Racism) priorities, investing in initiatives that strengthen diversity in leadership, remove barriers to advancement, and foster a more inclusive workplace. Key efforts will focus on embedding IDEA-AR principles into governance structures, performance management, and leadership development. The Commission will maintain commitments to mentorship and sponsorship of equity-deserving groups, provide job-specific learning on anti-racism, accessibility, and allyship.

Building on progress from previous years, the Commission will continue implementing actions outlined in its [Anti-Racism Action Plan](#) and explore developing an integrated IDEA-AR strategy to provide overarching strategic direction.

Implementation of the [2026–2028 Accessibility Plan](#) will advance accessibility in employment, the built environment, information and communication technologies, communications, procurement, and program delivery. Tools and support for employees will be strengthened to ensure services and processes across all programs remain barrier-free.

Building on the three umbrella goals of the 2016 Government of Canada Federal Public Service Workplace Mental Health Strategy, the Commission will focus its Mental Health Action Plan on encouraging growth by expanding learning, coaching, and stretch opportunities; communicating clearly by sharing progress and reinforcing Mental Health Action Plan priorities; empowering collaboration by engaging teams and networks in mental health initiatives; strengthening career development by increasing access to training and defining advancement pathways; and promoting workload transparency by using tools and guidelines to support fair task allocation and by sharing insights on a regular basis.

#### Planned resources to achieve results

Table 12: Planned resources to achieve results for internal services this year

Table 12 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$11,428,445
Full-time equivalents	94

[Complete financial](#) and [human resources information](#) for the Commission’s program inventory is available on GC InfoBase.

#### Planning for contracts awarded to Indigenous businesses

The Commission plans to achieve the mandatory minimum target of at least 5% of the total value of contracts to Indigenous businesses annually by doing procurement planning, market analysis and selecting Indigenous suppliers where it is possible. More specifically, the following measures will help the Commission achieve its goal of awarding 5% of its contracts to Indigenous businesses by:

- planning
  - integrate Indigenous providers into the corporate planning function for procurement and investment planning that supports forecasting
  - align expected outcomes of procurement with opportunities to support Indigenous peoples’ participation, where appropriate

- consider unbundling requirements, where appropriate, to support the participation of Indigenous suppliers, who tend to be smaller and more specialized
- conducting a market analysis
  - consult the Indigenous Business Directory to identify potential Indigenous businesses
  - use the Public Services and Procurement Canada's Standing Offers and Supply Arrangements application to view detailed information on existing standing offers or supply arrangements, including the ability to filter results to search for Indigenous businesses
- selecting suppliers
  - use set-asides for professional services under the Procurement Strategy for Indigenous Business (e.g., THS, Proservices, etc.)
    - optional set-aside: only qualified Indigenous firms are invited to bid on the contract
  - issue Task Authorizations under the Indigenous set-aside for task-based informatics professional services competitive contracts
  - use Indigenous resellers from the Standing Offer when buying IT hardware via Shared Services Canada IT Procurement
  - use Indigenous suppliers capable of providing Network Software licenses and maintenance
  - use Indigenous resellers from the Furniture Supply arrangement when purchasing

**Table 13: Percentage of contracts planned and awarded to Indigenous businesses**

Table 13 presents the current, actual results with forecasted and planned results for the total percentage of contracts the department awarded to Indigenous businesses.

5% Reporting Field	2024–2025 Actual Result	2025–2026 Forecasted Result	2026–2027 Planned Result
Total percentage of contracts with Indigenous businesses	7.84%	6.25%	5%

**Note:** The 2024–2025 Actual Result differs from what was published in the Commission’s 2024–2025 Departmental Results Report (7.96%). The actual results for 2024–2025 was 7.84%. The data in the Commission’s financial system changed between the Departmental Results Report and the submission of the Indigenous Procurement Report.

## Department-wide considerations

- [Related government priorities](#)
- [Key risks](#)

### Related government priorities

#### Artificial Intelligence

In 2026–2027, the Commission will prioritize the implementation, updating, and development of standardized tools and systems to improve service delivery, including the responsible adoption and integration of Artificial Intelligence (AI). Guidelines will be established to support the responsible use of AI within operations, enhancing efficiency and innovation. This work will include upskilling the workforce to effectively leverage AI tools, and putting in place governance frameworks and ethical guidelines to maintain compliance and trust.

#### Key risks

The Commission faces several risks in delivering its mandates due to external obligations, evolving compliance expectations, and resource constraints. Key risks and planned actions include:

- complexity of multiple mandates
  - Misunderstanding of the Commission’s roles could create false expectations or inefficiencies.
  - To address this, the Commission will continue to clarify responsibilities under the Canadian Human Rights Act (CHRA), Employment Equity Act (EEA), Pay Equity Act (PEA), Accessible Canada Act (ACA), and the National Housing Strategy Act (NHSA) through targeted communications and engagement with civil society organizations.
- resource pressures and unpredictable workloads
  - Limited financial and human resources may hinder timely service delivery and increase backlogs.
  - To address this, the Commission will realign resources, implement structural improvements, optimize workforce allocation, and invest in long-term technological solutions to improve efficiency and service quality.
- compliance monitoring limitations
  - Staffing constraints and technology gaps could reduce the Commission’s ability to monitor and oversee compliance with the EEA, PEA, and ACA effectively.
  - To address this, the Commission will adopt integrated and risk-based audit approaches, upgrade information systems, implement innovative technological solutions, and focus on high-impact compliance activities.
- delays in complaint processing
  - Slow CHRA or PEA complaint resolution could harm civil society relationships.

- To address this, the Commission will undertake a variety of activities including realignment of resources and organizational structure, and implementation of a modernized CHRA complaint form and improved tools.
- communications capacity constraints
  - Limited resources affect improvements to the online complaint form, mandate awareness, and social media reach.
  - To address this, the Commission will leverage external support, optimize web and social media platforms, and prioritize key communications activities.
- limited funding for the National Monitoring Mechanism (NMM)
  - Limited funding may hinder the Commission's ability to meet stakeholder expectations under the United Nations Convention on the Rights of Persons with Disabilities.
  - To address this, the Commission will prioritize available resources and clearly communicate the scope and limitations of the NMM to civil society organizations.

## Planned spending and human resources

This section provides an overview of the Commission’s planned spending and human resources for the next three fiscal years and of planned spending for 2026–2027 with actual spending from previous years.

In this section

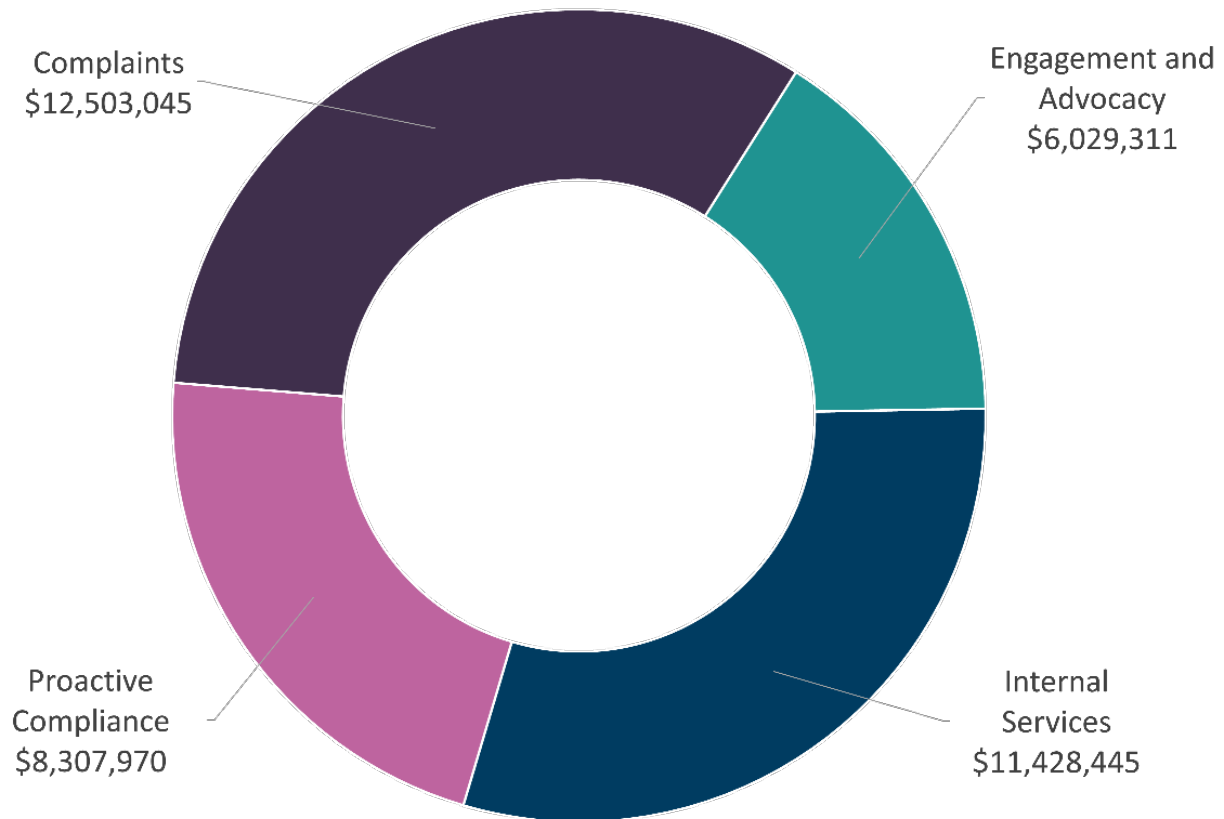
- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

### Spending

This section presents an overview of the department's planned expenditures from 2023–2024 to 2028–2029.

Graph 1: Planned spending by core responsibility in 2026–2027

Graph 1 presents the department’s planned spending in 2026–2027 by core responsibility and for internal services.



Text description of Graph 1

Core responsibilities and internal services	2026–2027 planned spending
Engagement and Advocacy	\$6,029,311
Complaints	\$12,503,045
Proactive Compliance	\$8,307,970
Internal services	\$11,428,445

Analysis of planned spending by core responsibility

The Commission has reduced its overall planned spending in 2026–2027 due to lower budgetary authorities compared with 2025–2026. These reductions come from the Comprehensive Expenditure Review, sunsetting funding to support the Federal Housing Advocate and sunsetting funding to support the National Monitoring Mechanism.

Budgetary performance summary

Table 14: Three-year spending summary for core responsibilities and internal services (dollars)

Table 14 presents the Commission’s spending over the past three years to carry out its core responsibilities and for internal services. Amounts for the 2025–2026 fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2023–2024 Actual Expenditures	2024–2025 Actual Expenditures	2025–2026 Forecast Spending
Engagement and Advocacy	\$7,373,685	\$6,510,598	\$6,115,693
Complaints	\$13,706,079	\$13,582,070	\$14,046,858
Proactive Compliance	\$8,627,465	\$8,392,074	\$7,857,267
<b>Subtotal (s)</b>	<b>\$29,707,229</b>	<b>\$28,484,742</b>	<b>\$28,019,818</b>
Internal services	\$15,171,244	\$13,079,349	\$12,867,513
<b>Total (s)</b>	<b>\$44,878,473</b>	<b>\$41,564,092</b>	<b>\$40,887,331</b>

Analysis of the past three years of spending

Spending in 2023–2024 was higher than in 2024–2025 and 2025–2026 primarily due to the signing of new collective bargaining agreements with a significant number of employment groups. The signing of these new collective agreements required one-time retroactive salary payments, which led to an increase in authorities and expenditures of \$3.4 million in 2023–2024.

More financial information from previous years is available on the [Finances section of GC Infobase](#).

Table 15: Planned three-year spending on core responsibilities and internal services (dollars)

Table 15 presents the Commission’s planned spending over the next three years by core responsibilities and for internal services.

Core responsibilities and Internal services	2026–2027 Planned Spending	2027–2028 Planned Spending	2028–2029 Planned Spending
Engagement and Advocacy	\$6,029,311	\$5,936,246	\$5,723,508
Complaints	\$12,503,045	\$12,298,164	\$11,835,029
Proactive Compliance	\$8,307,970	\$8,173,070	\$7,867,616
<b>Subtotal (s)</b>	<b>\$26,840,326</b>	<b>\$26,407,480</b>	<b>\$25,426,153</b>
Internal services	\$11,428,445	\$11,183,494	\$10,636,410
<b>Total (s)</b>	<b>\$38,268,771</b>	<b>\$37,590,974</b>	<b>\$36,062,563</b>

### Analysis of the next three years of spending

The Commission's planned spending steadily decreases over the next three years mainly due to the CER Reductions that are being implemented. One of the Commission's CER proposals is still pending final approval therefore the assumption included in the table is that it will proportionately affect all four core responsibilities of the Commission.

More [detailed financial information on planned spending](#) is available on the Finances section of GC Infobase.

Table 16: Budgetary gross and net planned spending summary (dollars)

Table 16 reconciles gross planned spending with net spending for 2026–2027.

Core responsibilities and Internal services	2026–2027 Gross planned spending (dollars)	2026–2027 Planned revenues netted against spending (dollars)	2026–2027 Planned net spending (authorities used)
Engagement and Advocacy	\$6,029,311	\$0	\$6,029,311
Complaints	\$12,503,045	\$0	\$12,503,045
Proactive Compliance	\$8,307,970	\$0	\$8,307,970
<b>Subtotal</b>	<b>\$26,840,326</b>	<b>\$0</b>	<b>\$26,840,326</b>
Internal services	\$13,967,012	-\$2,538,567	\$11,428,445
<b>Total</b>	<b>\$40,807,338</b>	<b>-\$2,538,567</b>	<b>\$38,268,771</b>

### Analysis of budgetary gross and net planned spending summary

The Commission provides internal support services to other small government departments and agencies such as finance, human resources, acquisition and information technology services. These Internal Support Services agreements are recorded as revenues as per section 29.2 of the Financial Administration Act.

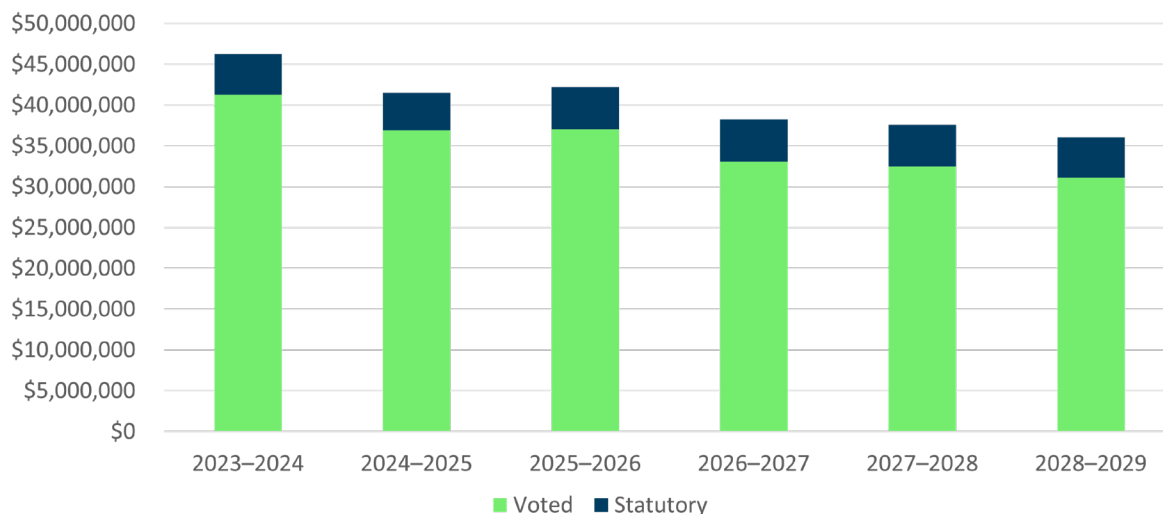
Information on the alignment of the Commission's [spending with Government of Canada's spending and activities](#) is available on GC InfoBase.

## Funding

This section provides an overview of the department's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

Graph 2: Approved funding (statutory and voted) over a six-year period

Graph 2 summarizes the department's approved voted and statutory funding from 2023–2024 to 2028–2029.



Text description of graph 2

Fiscal year	Total	Voted	Statutory
2023–2024	\$46,252,108	\$41,270,000	\$4,982,108
2024–2025	\$41,499,213	\$36,896,644	\$4,602,569
2025–2026	\$42,220,145	\$37,050,691	\$5,169,454
2026–2027	\$38,268,771	\$33,077,305	\$5,191,466
2027–2028	\$37,590,974	\$32,473,682	\$5,117,292
2028–2029	\$36,062,563	\$31,117,437	\$4,945,126

### Analysis of statutory and voted funding over a six-year period

The Commission's authorities increased in 2023–2024 due to a one-time payment of \$3.4 million in salary adjustments related to new collective bargaining agreements and a maximized operating budget carryforward which declined by \$845 thousand in 2024–2025. Authorities decrease starting in 2026–2027 due to the sunsetting of funds for the National Monitoring Mechanism and the sunsetting of funds to support the Federal Housing Advocate. Also starting in 2026–2027, gradual reductions in funding due to the CER exercise.

For further information on the Commission's departmental appropriations, consult the [2026–2027 Main Estimates](#).

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Commission's for 2025–2026 to 2026–2027.

Table 17: Future-oriented condensed statement of operations for the year ended March 31, 2027 (dollars)

Table 17 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2025–2026 to 2026–2027. 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.

Financial information	2025–2026 Forecast results	2026–2027 Planned results	Difference (Planned results minus forecasted)
Total expenses	\$48,720,519	\$47,643,733	-\$1,076,786
Total revenues	-\$2,439,361	-\$2,538,567	-\$99,206
Net cost of operations before government funding and transfers	\$46,281,158	\$45,105,166	-\$1,175,992

### Analysis of forecasted and planned results

The decrease in forecast results in 2025-2026 and planned results 2026-2027 is mainly due to CER reductions, sunsetting funding to support the Federal Housing Advocate and sunsetting funding to support the National Monitoring Mechanism.

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2026–2027](#), including a reconciliation of the net cost of operations with the requested authorities, is available on the Commission's website.

## Human resources

This section presents an overview of the department’s actual and planned human resources from 2023–2024 to 2028–2029.

Table 18: Actual human resources for core responsibilities and internal services

Table 18 shows a summary of human resources, in full-time equivalents, for the Commission’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the 2025–2026 fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2023–2024 Actual full-time equivalents	2024–2025 Actual full-time equivalents	2025–2026 Forecasted full-time equivalents
Engagement and Advocacy	40	38	36
Complaints	97	91	96
Proactive Compliance	56	54	50
<b>Subtotal</b>	<b>193</b>	<b>183</b>	<b>182</b>
Internal services	107	100	100
<b>Total</b>	<b>300</b>	<b>283</b>	<b>282</b>

**Note:** FTEs under Internal Services for 2023–2024 include 19 FTEs for internal support services that the Commission offers to other small government departments. The Commission reported higher FTEs in 2023–2024 due to higher temporary funding available in that fiscal year. FTEs have since declined to reflect the Commission's available authorities.

### Analysis of human resources over the last three years

In 2024–2025, increased budgetary uncertainty prompted the Commission to take a more cautious approach to staffing. This, combined with a higher number of employees on secondment and parental leave, resulted in a significant decrease in FTEs.

Table 19: Human resources planning summary for core responsibilities and internal services

Table 19 shows information on human resources, in full-time equivalents, for each of the Commission’s core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2026–2027 Planned full-time equivalents	2027–2028 Planned full-time equivalents	2028–2029 Planned full-time equivalents
Engagement and Advocacy	35	35	33
Complaints	85	84	82
Proactive Compliance	53	52	50
<b>Subtotal</b>	<b>173</b>	<b>171</b>	<b>165</b>
Internal services	94	92	89
<b>Total</b>	<b>267</b>	<b>263</b>	<b>254</b>

Analysis of human resources for the next three years

Planned FTEs are projected to decrease over the next three years due to the implementation of the CER reductions. Figures in the table are based on an assumption of even distribution across all core responsibilities since decisions on the Commission's proposal is still pending.

## Supplementary information tables

Information on the Commission's [Departmental Sustainable Development Strategy](#) can be found on the Commission's website.

### Federal tax expenditures

The Commission's Departmental Plan does not include information on 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](#).

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 GBA Plus of tax expenditures.

## Corporate information

### Departmental profile

Appropriate minister: The Honourable Sean Fraser, P.C., M.P.

Institutional head: (Interim Chief Commissioner) Deputy Chief Commissioner Charlotte-Anne Malischewski

Ministerial portfolio: Justice

Enabling instruments: [Canadian Human Rights Act](#) and the [Employment Equity Act](#)

Ministerial portfolio: Jobs and Families

Enabling instruments: [Pay Equity Act](#) and [Accessible Canada Act](#)

Ministerial portfolio: Housing and Infrastructure

Enabling instrument: [National Housing Strategy Act](#)

### Departmental contact information

Canadian Human Rights Commission  
344 Slater Street, 8th Floor  
Ottawa, Ontario K1A 1E1

Telephone: 613-995-1151

Toll Free: 1-888-214-1090

TTY: 1-888-643-3304

Fax: 613-996-9661

Website: <http://www.chrc.ccdp.gc.ca>

X (formerly Twitter): [@CdnHumanRights](#)

Facebook: <https://www.facebook.com/CanadianHumanRightsCommission>

Bluesky: [@CdnHumanRights.bsky.social](#)

## 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, departments 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 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])

Is an analytical tool used to support the development of responsive and inclusive policies, programs, and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs

of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

**government priorities** (priorités gouvernementales)

For the purpose of the 2026-27 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the [2025 Speech from the Throne](#).

**horizontal initiative** (initiative horizontale)

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

**Indigenous business** (entreprise autochtones)

Requirements for verifying Indigenous businesses for the purposes of the departmental result report are available through the Indigenous Services Canada [Mandatory minimum 5% Indigenous procurement target](#) website.

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

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

**performance** (rendement)

What a department did with its resources to achieve its results, how well those results compare to what the department 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 a department, program, policy or initiative respecting expected results.

**plan** (plan)

The articulation of strategic choices, which provides information on how a department 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 a department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department'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 a department, 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.