



Office of the
Commissioner of
Official Languages

Commissariat
aux langues
officielles

Office of the Commissioner of Official Languages
2026–2027 Departmental Plan

The Honourable Steven MacKinnon, P.C., M.P.

Leader of the Government in the House of Commons

Canada

To reach the Office of the Commissioner of Official Languages
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Office of the Commissioner of Official Languages' 2026–2027 Departmental Plan

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At a glance

This departmental plan details the priorities, plans and associated costs of the Office of the Commissioner of Official Languages (the Office of the Commissioner) for the next three fiscal years.

This plan aligns with the Office of the Commissioner's [mission](#) and is inspired by the Clerk of the Privy Council and Secretary to Cabinet's message to focus, simplify and be accountable.

Key priorities

The Office of the Commissioner identified the following key priorities for 2026–2027:

- Optimize existing compliance processes and implement processes related to the new regulations.
- Work with the federal government on official languages compliance.
- Contribute to and maintain the vitality of official language minority communities.
- Support an organizational culture that optimizes internal synergy and strengthens employee engagement.

Comprehensive Expenditure Review

The Office of the Commissioner does not have planned reductions under the Comprehensive Expenditure Review.

It will, however, respect the spirit of the exercise by doing the following:

- Monitor and review certain spending areas, including travel, communications and professional services, to eliminate redundant costs, overlapping activities and overall inefficiencies.
- Assess the need to replace staff and fill vacant positions as part of its review of the organizational structure to better support the Commissioner's expanded mandate.

This departmental plan takes these measures into account.

Office of the Commissioner's highlights in 2026–2027

The Office of the Commissioner's priorities come from its three-year plan, which is entering its third year. The priorities were established with a view to optimizing resources and focusing efforts on the activities that are most important for implementing the mandate of the Commissioner of Official Languages (the Commissioner).

In 2026–2027, the Office of the Commissioner plans to prepare and strengthen its internal processes in anticipation of potential regulatory changes. It will also continue to ensure compliance within federal institutions.

The Office of the Commissioner has also established a number of priorities related to the vitality of official language minority communities and the advancement of official languages in Canadian society, including through monitoring the implementation of the *Official Languages Act* (the Act) and the Action Plan for Official Languages.

The Office of the Commissioner will continue to support an organizational culture that optimizes synergy between its branches and strengthens the commitment of all employees to its mandate.

The Office of the Commissioner is preparing for changes to its mandate in light of its new powers and a potential new statutory regime that will require reviewing its internal processes and identifying implementation mechanisms.

In 2026–2027, total planned spending (including internal services) for the Office of the Commissioner is \$27,033,917 and total planned full-time equivalent staff (including internal services) is 189.

Summary of planned results

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

Core responsibility 1: Protection of rights related to official languages

The Office of the Commissioner will prioritize the judicious use of all of the Commissioner's powers, including the new powers introduced during the modernization of the Act. It will also continue to play a leadership role with federal institutions to ensure that they meet their obligations under the Act and will continue to intervene before the courts to ensure that language rights are interpreted broadly and liberally and that the Act is implemented as intended.

In addition, the Office of the Commissioner is preparing for the coming into force of the regulations on administrative monetary penalties and on Part VII of the Act, which will require a review of internal processes to ensure that the regulations are implemented. The Office of the Commissioner is also anticipating the coming into force of the *Use of French in Federally Regulated Private Businesses Act*, which will require making organizational adjustments, defining this addition to its mandate and identifying implementation mechanisms.

Planned spending: \$9,191,532

Planned human resources: 73

More information about the [protection of rights related to official languages](#) is available in the full plan.

Complete information on Office of the Commissioner's total planned spending and human resources is available in the [Planned spending and human resources section](#) in the full plan.

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

The Office of the Commissioner will continue its plan to establish mechanisms to evaluate the impact of the implementation of the Act on the vitality of official language minority communities. At the same time, it plans to organize activities to strengthen its relationships with official language minority communities and to inform them of its new compliance mechanisms.

Planned spending: \$8,380,514

Planned human resources: 56

More information about the [advancement of English and French in Canadian society](#) is available in the full plan.

Complete information on Office of the Commissioner's total planned spending and human resources is available in the [Planned spending and human resources section](#) in the full plan.

From the Commissioner

I am pleased to present the 2026–2027 Departmental Plan for the Office of the Commissioner of Official Languages, which describes the planned activities and expected results in support of the organization’s mandate.

Once again this year, my team and I will work diligently to meet the core responsibilities entrusted to me as Commissioner of Official Languages: protecting official languages rights and advancing English and French in Canadian society.

My office will soon begin the final year of implementing its three-year strategic plan for 2024–2027. The plan’s priorities reflect the modernized *Official Languages Act* (the Act) and the organizational renewal needed to adapt to this new reality. The judicious use of the powers at my disposal to ensure federal institutions’ compliance and uphold Canadians’ language rights will continue to guide all of the work we do over the coming year. We will also be keeping an eye on the steps being taken to bring into force the regulations resulting from the implementation of the modernized Act, as these will impact official language minority communities, Canadians and my office’s operations.

Although the modernization of the Act is a historic and positive step forward, there is still work to be done. The Act’s long-term success depends on the federal government’s willingness to ensure its full implementation. A true cultural shift is needed within federal institutions so that they understand the importance of complying with the Act and take the necessary measures to ensure full compliance. Their language obligations must also be clear and precise, and executives need to lead by example, even in times of budget cuts.

One thing is certain: in 2026–2027, my office will continue to leverage its expertise by working with federal institutions, official language minority communities and other stakeholders. My team and I are planning on playing a key role in ensuring that the equality of English and French continues to be a national priority and a fundamental value shared by all Canadians.



Raymond Thériault, Commissioner of Official Languages

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services

- [Core responsibility 1](#): Protection of rights related to official languages
- [Core responsibility 2](#): Advancement of English and French in Canadian society
- [Internal services](#)

Core responsibility 1: Protection of rights related to official languages

In this section

- [Description](#)
- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
- [Planned resources to achieve results](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

Description

In meeting this core responsibility, the Office of the Commissioner of Official Languages (the Office of the Commissioner) takes the appropriate steps—including complaints processing, audits, and interventions—to ensure compliance with the *Official Languages Act* (the Act) and language rights in Canada.

Quality of life impacts

Official languages are listed under the “society” domain in the Quality of Life framework, and the Office of the Commissioner has identified the “knowledge of official languages” indicator as the one that most affects its responsibility to protect official languages rights.

Official languages are one of Canada’s fundamental values and are at the heart of its social fabric. Therefore, the Office of the Commissioner will use the coming year to examine how the other indicators can align with its core responsibilities and mandate.

Indicators, results and targets

This section presents details on the Office of the Commissioner’s indicators, the actual results from the three most recently reported fiscal years, and the targets and target dates for the protection of rights related to official languages.

Table 1: Rights related to official languages are protected

Table 1 provides a summary of the target and actual results for each indicator associated with the results under the protection of rights related to official languages.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve target
Percentage of the Commissioner’s recommendations, made in response to shortcomings identified through audit reports and investigation reports, that have been fully or partially implemented. ¹	2022–2023: 69% 2023–2024: 66% 2024–2025: 67%	60%	March 2027
Percentage of complaints and inquiries processed within the timelines set out by the service standards.	2022–2023: 84% 2023–2024: 33% ² 2024–2025: 79% ³	70%	March 2027

Table 2: Canadians benefit from the Commissioner’s interventions before the courts

Table 2 provides a summary of the target and actual results for each indicator associated with the results under the protection of rights related to official languages.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve target
Percentage of remedies involving the Commissioner that had a positive impact on the interpretation or the application of the <i>Official Languages Act</i> or the <i>Canadian Charter of Rights and Freedoms</i> .	2022–2023: 90% 2023–2024: 92% 2024–2025: 100%	60%	March 2027

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

Plans to achieve results

The following section describes the planned results for the protection of rights related to official languages in 2026–2027.

1. Note that this percentage is based solely on the recommendations in the Commissioner’s investigation reports where the Office of the Commissioner conducted a follow-up.

2. In 2023–2024, the Office of the Commissioner prioritized the processing of pending complaints that did not meet its service standards. It processed a great number of these complaints, meaning that most of the files processed during this fiscal year did not meet the service standards.

3. In 2024–2025, the Office of the Commissioner amended its service standards; therefore, this year will be used as a reference. The following changes were made to the standards because calendar days make it easier to calculate the standard:

- For complaints, the 175 working day standard to issue the preliminary investigation report was changed to 365 calendar days to issue the final investigation report.
- For enquiries, the 30 working day standard for responses was changed to 35 calendar days.

Rights related to official languages are protected.

Results we expect to achieve

In 2026–2027, the Office of the Commissioner plans to establish a framework for tailoring compliance processes to the new powers granted under the modernized Act so that it can be agile when using the powers at its disposal and implementing future regulations as they are adopted.

Whether in terms of complaint processing or compliance activity promotion, the Office of the Commissioner will also continue to influence federal institutions and strongly encourage them to meet their obligations under the Act. Promotional work also involves influencing key people so that they take official languages into account in the current context of budget reviews and economic development.

The Commissioner is working tirelessly to use his compliance powers to protect the language rights of public servants. In addition, preliminary work has been done in anticipation of implementing the administrative monetary penalty system and assessing the impact of the Part VII regulations on federal institutions' obligations.

Canadians benefit from the Commissioner's interventions before the courts.

Results we expect to achieve

The Commissioner will continue to intervene before the courts to ensure that language rights are interpreted broadly and liberally and that the Act is implemented as intended.

Gender-based Analysis Plus

The Office of the Commissioner conducted an initial in-depth assessment of activities, programs and areas where Gender-based Analysis Plus (GBA Plus) could be integrated, including the Protection of Official Languages Rights program. A final report was produced from the analysis of the data collected and contains recommendations on potential strategies for implementing GBA Plus within the framework of this program.

Planned resources to achieve results

Table 3: Planned resources to achieve results for the protection of rights related to official languages

Table 3 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$9,191,532
Full-time equivalents	73

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

Program inventory

The protection of rights related to official languages is supported by the following program:

- Protection of Official Languages Rights program

Additional information related to the program inventory for the protection of rights related to official languages is available on the [Results page on GC InfoBase](#).

Summary of changes to reporting framework since 2024–2025

No changes were made to the approved Departmental Results Framework associated with the Protection of Official Languages Rights program.

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

In this section

- [Description](#)
- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Gender-based Analysis Plus](#)
- [Planned resources to achieve results](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

Description

In meeting this core responsibility, the Office of the Commissioner has a keen interest in issues related to the advancement of the equal status of English and French in federal institutions and Canadian society while supporting the development and vitality of official language minority communities.

Quality of life impacts

The “society” domain in the Quality of Life framework is the category that most affects the Office of the Commissioner’s core responsibility of advancing English and French in Canadian society. This specifically refers to the indicator of positive perceptions of diversity in relation to the Office of the Commissioner’s mandate to support the development and vitality of official language minority communities.

Official languages are one of Canada’s fundamental values and are at the heart of its social fabric. The Office of the Commissioner will use the coming year to examine how the other indicators can align with its core responsibilities and mandate.

Indicators, results and targets

This section presents details on the Office of the Commissioner’s indicators, the actual results from the three most recently reported fiscal years, and the targets and target dates for the advancement of English and French in Canadian society.

Table 4: Canadians know their language rights and those of official language minority communities and recognize the importance of linguistic duality and bilingualism

Table 4 provides a summary of the target and actual results for each indicator associated with the results under the advancement of English and French in Canadian society.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve targets
Number of Canadians who have been informed of issues related to the <i>Official Languages Act</i> .	2022–2023: 890,469 2023–2024: 427,858 2024–2025: 393,329	350,000	March 2027
Percentage of public support for linguistic duality and bilingualism (measured every five years).	2022–2023: Not measured 2023–2024: Not measured 2024–2025: Not measured ⁴	73%	March 2027

Table 5: Federal institutions know their official languages obligations

Table 5 provides a summary of the target and actual results for each indicator associated with the results under the advancement of English and French in Canadian society.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve targets
Number of official languages presentations or workshops given to federal institutions.	2022–2023: Not measured 2023–2024: Not measured 2024–2025: Not measured ⁵	40	March 2027
Number of federal public servants who have been informed of the federal government’s official languages obligations.	2022–2023: Not measured 2023–2024: Not measured 2024–2025: Not measured ⁶	3,000	March 2027

Table 6: The Commissioner influences decision-makers in Parliament, government and communities on issues related to the *Official Languages Act*

Table 6 provides a summary of the target and actual results for each indicator associated with the results under the advancement of English and French in Canadian society.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve targets
Number of parliamentary deliberations making reference to the <i>Official Languages Act</i> and/or reports and recommendations of	2022–2023: 79 2023–2024: 63 2024–2025: 38	15	March 2027

4. The last result measured was in 2021–2022. Because the result is measured every five years, the next result will be in 2026–2027.

5. The Office of the Commissioner amended its departmental framework by adding this indicator. It will be able to report results in its 2026–2027 Departmental Results Report.

6. The Office of the Commissioner amended its departmental framework by adding this indicator. It will be able to report results in its 2026–2027 Departmental Results Report.

Departmental Result Indicators	Actual Results	2026–2027 Target	Date to achieve targets
the Office of the Commissioner of Official Languages.			
Number of meetings held with federal government representatives.	2022–2023: Not measured 2023–2024: Not measured 2024–2025: Not measured ⁷	300	March 2027

Additional information on the [detailed results and performance information](#) for the Office of the Commissioner of Official Languages’ program inventory is available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for the advancement of English and French in Canadian society in 2026–2027.

Canadians know their language rights and those of official language minority communities and recognize the importance of linguistic duality and bilingualism.

Results we expect to achieve

The Office of the Commissioner will continue to organize a number of activities, including policy and research projects and social media and website content, to promote official languages, reinforce positive perceptions of them, encourage their use in various contexts and highlighting their role as a fundamental Canadian value.

Federal institutions know their official languages obligations.

Results we expect to achieve

The Office of the Commissioner will focus on raising awareness among federal institutions of their *language obligations*, particularly in terms of their impact official language minority communities and the promotion of official languages.

The Office of the Commissioner will continue to deliver presentations and workshops to federal institutions on best practices for making an active offer and holding bilingual meetings, and it will provide relevant resources on its website and social media platforms. It will also complete its third annual series of workshops—available to all federal institutions—on best practices related to five topics in addition to delivering customized workshops on request. It will continue to provide relevant resources on its website and social media platforms.

In the same vein, the Office of the Commissioner will continue to carry out research projects in order to better understand official languages-related issues and to develop positions on key issues. The Office of the Commissioner will also continue to monitor the implementation of the Act and the Action Plan for Official Languages to understand the impact on official language minority communities and on official languages promotion. It will publish some of its findings.

7. The Office of the Commissioner amended its departmental framework by adding this indicator. It will be able to report results in its 2026–2027 Departmental Results Report.

Advancing Canada’s linguistic duality will continue to be a fundamental aspect of the Commissioner’s mandate. As agent of Parliament, the Commissioner will continue to influence federal institutions so that they take official language minority community issues into account, given their new obligations under Part VII of the modernized Act.

The Commissioner influences decision-makers in Parliament, government and communities on issues related to the *Official Languages Act*.

Results we expect to achieve

As an agent of Parliament, the Commissioner will continue to raise awareness among parliamentarians and parliamentary committees about various issues related to official languages and to work closely with them to achieve the common goal of fostering greater respect for language rights in federal institutions.

Gender-based Analysis Plus

The Office of the Commissioner conducted an initial in-depth assessment of activities, programs and areas where Gender-based Analysis Plus (GBA Plus) could be integrated, including the Advancement of Official Languages program. A final report was produced from the analysis of the data collected and contains recommendations on potential strategies for implementing GBA Plus within the framework of this program.

Planned resources to achieve results

Table 7: Planned resources to achieve results for the advancement of English and French in Canadian society

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

Resource	Planned
Spending	\$8,380,514
Full-time equivalents	56

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

Program inventory

The advancement of English and French in Canadian society is supported by the following program:

- Advancement of Official Languages program

Additional information related to the program inventory for the advancement of English and French in Canadian society is available on the [Results page on GC InfoBase](#).

Summary of changes to reporting framework since 2024–2025

New indicators were developed to measure the effectiveness and positive impact of official languages obligations on federal institutions following the implementation of the Commissioner’s new powers.

Internal services

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- [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

Since court remedies are provided for in the Act, the Office of the Commissioner’s legal services are excluded from internal services and are an integral part of its Protection of Official Languages Rights program. The same is true of the Office of the Commissioner’s communications services, which, in light of its specific mandate, are not included in internal services but are instead part of the Advancement of Official Languages program.

Plans to achieve results

The Office of the Commissioner’s internal services will continue to adapt and provide support and solutions to meet the changing context of the public service and the new demands and challenges facing the organization.

The implementation of the new provisions of the modernized Act will continue in 2026–2027, as well as the evaluation of the Office of the Commissioner’s capacity to operationalize the changes, update the technological tools and analyze financial and human resources needs.

Although the Office of the Commissioner is evolving as an organization, it maintains the fundamental principles of the public service at the heart of its actions.

As part of its ongoing commitment to a strong organizational culture, the Office of the Commissioner will implement its organizational action plan in response to the 2024 Public Service Employee Survey [results](#). The plan will help to advance existing initiatives and target areas for improvement. The plan’s activities will also complement other organizational plans, including the employment equity, diversity and inclusion plan.

The Office of the Commissioner is committed to fostering a culture of cooperation and will continue to explore ways of maintaining a cooperative work environment. In 2026–2027, it will implement new cooperative practices to achieve this goal.

In 2026–2027, the Office of the Commissioner will begin to modernize its case management and content management solutions and will move them to cloud-based platforms to align with the Government of Canada’s “Cloud Smart” principle. These tools will serve as a springboard for the migration of the Office of the Commissioner’s other digital solutions. The Office of the Commissioner will also continue its cybersecurity efforts to increase employee awareness and knowledge and to ensure a safe digital work environment.

Planned resources to achieve results

Table 8: Planned resources to achieve results for internal services this year

Table 8 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$9,461,871
Full-time equivalents	60

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

Planning for contracts awarded to Indigenous businesses

Government of Canada departments are required to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year.

The Office of the Commissioner plans to proactively meet the minimum 5% objective in 2026–2027. It will review current and planned procurement to identify opportunities for Indigenous businesses and will use Public Services and Procurement Canada and Shared Services Canada procurement tools related to the participation of Indigenous businesses.

Table 9: Percentage of contracts planned and awarded to Indigenous businesses

Table 9 presents the current, actual results with forecasted and planned results for the total percentage of contracts the Office of the Commissioner 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	3.86%	5%	5%

Department-wide considerations

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

Related government priorities

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The Office of the Commissioner subscribes to a sustainable development approach that contributes to the advancement of both Canada's official languages. This approach integrates respect for the path of reconciliation with First Nations, Inuit and Métis communities; for equality and diversity; for inclusion and accessibility; for responsible consumption; and for climate change and its impacts. The Office of the Commissioner's sustainable development goals are the following:

- Advance reconciliation with Indigenous peoples and take measures to reduce inequalities.
- Reduce waste and move toward zero-emission vehicles.
- Take measures related to climate change and its impacts.

More information on the Office of the Commissioner's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy is available in its [Departmental Sustainable Development Strategy](#).

Artificial intelligence

The Office of the Commissioner will implement its organizational policy position on artificial intelligence (AI) and continue to familiarize itself with the relevant tools and, more broadly, the opportunities and challenges that AI presents for official languages. A policy priority will be to ensure that federal institutions take official languages obligations and linguistic duality into account when using AI.

Key risks

The two key risks identified are the Office of the Commissioner's ability to achieve the priorities outlined in its 2024–2027 strategic plan, as well as its ability to implement its full powers in the current political context. Because the Commissioner's powers will expand when the new administrative monetary penalties come into force and given that his mandate will expand under the *Use of French in Federally Regulated Private Businesses Act*, the Office of the Commissioner may have to manage competing priorities within tight deadlines, with limited resources and uncertainty as to whether additional resources will be allocated to implement the additional legislation.

To mitigate the risks identified, the Office of the Commissioner has already taken concrete steps to make full use of its powers while developing procedures to operationalize the regulations as they come into force.

Planned spending and human resources

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

In this section

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

Spending

This section presents an overview of the Office of the Commissioner’s planned expenditures from 2023–2024 to 2028–2029.

Budgetary performance summary

Table 10: Three-year spending summary for core responsibilities and internal services (dollars)

Table 10 presents the Office of the Commissioner’s spending over the past three fiscal 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 Forecasted Spending
Protection of rights related to official languages	\$8,582,140	\$8,844,674	\$9,495,062
Advancement of English and French in Canadian society	\$7,687,040	\$7,902,119	\$8,657,262
Subtotal	\$16,269,180	\$16,746,793	\$18,152,324
Internal services	\$8,816,403	\$9,401,302	\$9,774,329
Total	\$25,085,583	\$26,148,095	\$27,926,653

Analysis of the past three years of spending

The variance in expenditures over the three fiscal years is primarily the result of additional costs related to the modernization of the *Official Languages Act*, as well as adjustments resulting from collective agreements that led to additional payroll expenditures.

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

Table 11: Planned three-year spending on core responsibilities and internal services (dollars)

Table 11 presents the Office of the Commissioner’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
Protection of rights related to official languages	\$9,191,532	\$9,191,532	\$9,193,657
Advancement of English and French in Canadian society	\$8,380,514	\$8,380,514	\$8,382,452
Subtotal	\$17,572,046	\$17,572,046	\$17,576,109
Internal services	\$9,461,871	\$9,461,871	\$9,464,060
Total	\$27,033,917	\$27,033,917	\$27,040,169

Analysis of the next three years of spending

Planned spending for future years remains stable and does not show any significant variances, reflecting business continuity without major fluctuations.

However, in addition to planned spending over the next three fiscal years, additional expenditures may be incurred as a result of the coming into force of the Regulations on Administrative Monetary Penalties and the anticipated Regulations on the Use of French in Federally Regulated Private Businesses.

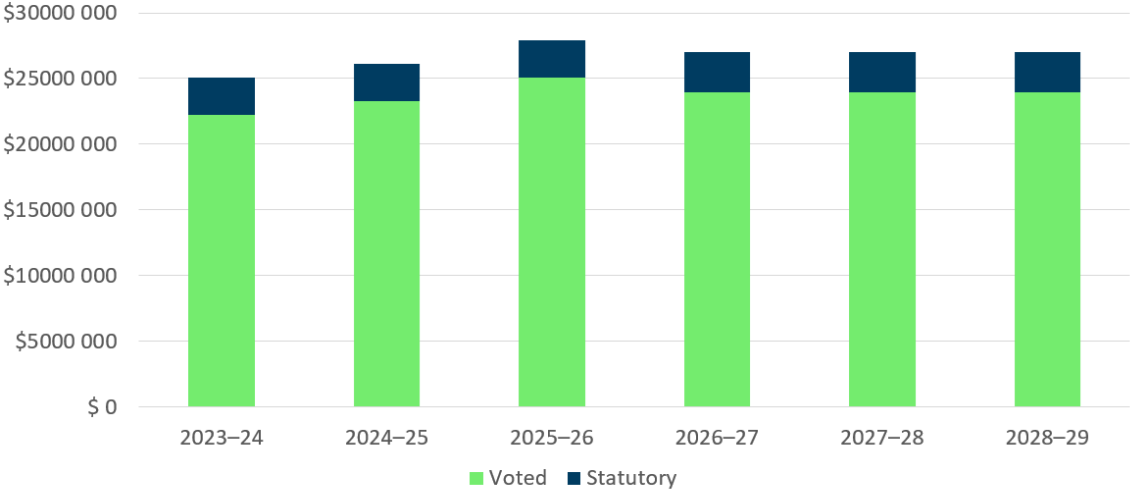
More detailed financial information on planned spending is available in the [Finances section of GC Infobase](#).

Funding

This section provides an overview of the Office of the Commissioner’s voted and statutory funding for its core responsibilities and for internal services. More information on funding authorities is available in the [Government of Canada budgets and expenditures](#).

Graph 1: Approved funding (voted and statutory) over a six-year period

Graph 1 summarizes the Office of the Commissioner’s approved voted and statutory funding from 2023–2024 to 2028–2029.



Text description of Graph 1

Fiscal year	Total	Voted	Statutory
2023–2024	\$25,085,583	\$22,264,196	\$2,821,387
2024–2025	\$26,148,095	\$23,261,603	\$2,886,492
2025–2026	\$27,926,653	\$25,056,850	\$2,869,803
2026–2027	\$27,033,917	\$23,939,974	\$3,093,943
2027–2028	\$27,033,917	\$23,939,974	\$3,093,943
2028–2029	\$27,040,169	\$23,946,226	\$3,093,943

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

The variance in expenditures over the three fiscal years is primarily the result of additional costs related to the modernization of the *Official Languages Act*, as well as adjustments resulting from collective agreements. Planned spending for future years remains stable, reflecting business continuity.

However, additional expenditures may be incurred as a result of the coming into force of the Regulations on Administrative Monetary Penalties and the anticipated Regulations on the Use of French in Federally Regulated Private Businesses. Although additional resources may be required, it is still uncertain as to how much funding will be allocated to implement these new regulations.

More information on the Office of the Commissioner’s departmental appropriations is available in the [2026–2027 Main Estimates](#).

Future-oriented condensed statement of operations

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

Table 12: Future-oriented condensed statement of operations for the year ended March 31, 2027 (dollars)

Table 12 summarizes the expenses and revenues that net to the cost of operations before government funding and transfers for 2025–2026 to 2026–2027. The forecasted and planned amounts in this statement of operations were prepared on an accrual basis. The forecasted 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 Forecasted results	2026–2027 Planned results	Difference (Planned results minus forecasted)
Total expenses	\$32,093,034	\$31,003,610	\$1,089,424
Total revenues	\$0	\$0	\$0
Net cost of operations before government funding and transfers	\$32,093,034	\$31,003,610	\$1,089,424

Analysis of forecasted and planned results

The net cost of operations before government funding and transfers planned for 2026–2027 is expected to decrease by \$1,089,424 compared with the 2025–2026 forecasted results, mainly due to the inclusion of the operating budget carry-forward in the 2025–2026 fiscal year.

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 Office of the Commissioner’s website.

Human resources

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

Table 13: Actual human resources for core responsibilities and internal services

Table 13 shows a summary of human resources, in full-time equivalents, for the Office of the Commissioner’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
Protection of rights related to official languages	69	67	73

Core responsibilities and internal services	2023–2024 Actual full-time equivalents	2024–2025 Actual full-time equivalents	2025–2026 Forecasted full-time equivalents
Advancement of English and French in Canadian society	52	55	56
Subtotal	121	122	129
Internal services	46	50	60
Total	167	172	189

Analysis of human resources over the past three years

The number of full-time equivalents increased over the three years, mainly due to the implementation of the modernized *Official Languages Act*.

Table 14: Human resources planning summary for core responsibilities and internal services

Table 14 shows information on human resources, in full-time equivalents, for each of the Office of the Commissioner’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
Protection of rights related to official languages	73	73	73
Advancement of English and French in Canadian society	56	56	56
Subtotal	129	129	129
Internal services	60	60	60
Total	189	189	189

Analysis of human resources for the next three years

Staffing levels for the coming years reflect the currently approved resources.

Federal tax expenditures

The Office of the Commissioner’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

Organizational profile

Commissioner of Official Languages: Raymond Th  berge

Enabling instrument(s): [Subsection 56\(1\)](#) of the *Official Languages Act*

Year of incorporation/commencement: 1970

Departmental contact information

Mailing address: 30 Victoria Street, 6th floor, Gatineau, Quebec K1A 0T8

Telephone: 819-420-4877

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Fax: 819-420-4873

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Website: <https://www.clo-ocol.gc.ca/en>

Definitions

appropriation (cr  dit)

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

budgetary expenditures (d  penses budg  taires)

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

core responsibility (responsabilit   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 minist  riel)

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

departmental result (r  sultat minist  riel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside a department's 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 the 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. 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 benefiting 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 the department's 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 2026–2027 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 Results Report are available on Indigenous Services Canada's [Mandatory minimum 5% Indigenous procurement target](#) web page.

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 the 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 in terms of 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 explains the logic behind the strategies chosen and tends 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.