



Office of the Commissioner
of Lobbying of Canada

Commissariat au lobbying
du Canada

Departmental results report 2020-21

Nancy Bélanger
Commissioner of Lobbying

The Honourable Mona Fortier, PC, MP
President of the Treasury Board

Transparency | Fairness | Impartiality | Independence



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Message from the Commissioner of Lobbying



I am pleased to present the 2020-21 departmental results report for the Office of the Commissioner of Lobbying.

Although nobody could have anticipated the fundamental changes the pandemic brought to our work, the results we achieved in the 2020-21 fiscal year highlight the value of thoughtful and effective planning.

Our efforts in previous years to assemble a talented and flexible workforce in a modern workplace ensured that we had the right people and tools in place to adapt quickly when the pandemic demanded it.

This set the stage for continued success in delivering results with only minor adjustments, despite spending an entire reporting cycle teleworking at home.

We delivered on our mandate by advising and supporting those who need to register and those already registered, by improving the Registry of Lobbyists, by engaging in investigation and verification activities to ensure compliance with the *Lobbying Act* and *Lobbyists' Code of Conduct*, including tabling a report to Parliament, and by delivering new information products that expand awareness and understanding of Canada's federal lobbying regime.

In addition, we submitted preliminary recommendations for improving the *Lobbying Act* to the House of Commons Standing Committee on Access to Information, Privacy and Ethics, and we launched a consultation process to gather stakeholder input on a planned revision of the *Lobbyists' Code of Conduct*.

These are also the first results under a new reporting framework that took effect on April 1, 2020, and we look forward to giving Canadians a better picture of what our work achieves.

I am proud of how we faced a year of challenge with a clear resolve to continue to support transparent and ethical federal lobbying.

The dedication and high level of professionalism of employees played a central role in the success we enjoyed over the past year. I am continuously impressed by their adaptability and resilience and immensely proud of what we accomplished together.

Nancy Bélanger
Commissioner of Lobbying

Key 2020-21 results include:

- improved usability and effectiveness of the Registry of Lobbyists
- increased understanding of federal lobbying requirements

Results at a glance

As in previous years, our results for 2020-21 support openness and transparency in government.

Our work further strengthens the regulation of lobbying by ensuring a modern lobbying registry, effective compliance and enforcement, and enhanced outreach and communications for Canadians.

2020-21 key results that support transparent and ethical lobbying

Enhancing registration and compliance

- improved the usability and effectiveness of the Registry of Lobbyists, such as adding quick and easy access to registrations with COVID-19 as a subject matter and improving the user experience and processes for new registrants
- supported desired compliance outcomes, including responding to more than 5,700 calls and emails from stakeholders, clarifying registration and reporting requirements in light of COVID-19 funding programs, and conducting 135 compliance activities related to the enforcement of the *Lobbying Act* and the *Lobbyists' Code of Conduct*

Expanding awareness and understanding

- increased the understanding of federal lobbying requirements by reaching over 900 stakeholders through nearly 100 information sessions
- engaged with stakeholders on the renewal of the federal lobbying regime, including sharing preliminary recommendations for improving the *Lobbying Act* with a Parliamentary committee and initiating public consultation on future changes to the *Lobbyists' Code of Conduct*

We remained committed to fostering an exceptional workplace. Of particular note, we continued to implement and evolve our focus on mental health. We took measures that helped alleviate stress and feelings of isolation among staff related to the shift to telework due to the COVID-19 pandemic.

We realized our 2020-21 results with a total spending of \$4.9 million and 28 full-time equivalents.

Results: Core responsibility

Regulation of lobbying

DESCRIPTION

The purpose of the *Lobbying Act* and the *Lobbyists' Code of Conduct* is to provide a regime for the transparent and ethical lobbying of public office holders. This regime contributes to public confidence in the integrity of decision making by public office holders. The mandate of the Commissioner of Lobbying is to establish and maintain the Registry of Lobbyists, ensure compliance with the Act and the Code, and develop and implement educational programs to foster awareness about the Act and the Code.

RESULTS

Taking effect on April 1, 2020, our updated reporting framework makes it easier for the public to understand what we aim to achieve with our resources and how we measure results. Despite shortening the name of our core responsibility, the function remains the same as in previous years.

Our activities support the outcome of transparent and ethical lobbying.

In 2020-21, actual spending of \$3.6 million and 24 full-time equivalents supported the work of a newly unified 'Registry services and compliance' program. This new program combines the functions of three previous programs focused on the Registry of Lobbyists, education and outreach, and compliance and enforcement.

To support the Commissioner in the regulation of lobbying, we achieved the following results in 2020-21:

That lobbyists register and report their lobbying activities in compliance with requirements

We continued to maintain the Registry of Lobbyists and provide support to lobbyists. Through registration support, monitoring and verification, we provided information to lobbyists that encourages appropriate use of the Registry. Where necessary to ensure compliance with lobbying requirements, suspected offences of the Act were investigated and, when appropriate, referred to peace officers. At the conclusion of an investigation, findings were reported to Parliament.

In particular, registration and compliance were enhanced in 2020-21 by:

- improving the usability and effectiveness of the Registry of Lobbyists, as a result of
 - adding quick and easy access to registrations with COVID-19 as a subject matter
 - improving the monthly communication reporting process with a new auto complete function to assist with the correct spelling of designated public office holders' names
 - simplifying registration and reporting for lobbyist representatives
 - improving the user experience and processes for new registrants by streamlining some data entry
 - enhancing the overall security of the Registry and the integrity of its data by enforcing stronger password/passphrase requirements
- supporting desired compliance outcomes, as a result of:
 - responding to 5,781 calls and emails from stakeholders, representing a 21% increase compared to 2019-20
 - clarifying registration and reporting requirements in light of COVID-19 funding programs
 - conducting 135 compliance activities related to the enforcement of the *Lobbying Act* and the *Lobbyists' Code of Conduct*, including tabling an investigation report in Parliament and referring three files to the Royal Canadian Mounted Police

That stakeholders understand federal lobbying requirements

We continued to develop and disseminate information about legal requirements under the *Lobbying Act* and adherence with the *Lobbyists' Code of Conduct*. This included sharing information with key stakeholders (lobbyists, their clients, and public office holders) and the public.

In particular, awareness and understanding were expanded in 2020-21 by:

- increasing the understanding of the federal lobbying regime, as a result of
 - reaching 933 stakeholders through 96 information sessions, representing a 36% increase in stakeholders reached compared to 2019-20
 - achieving an average 37% increase in each stakeholder's level of understanding of federal lobbying requirements, among 18 stakeholders that provided pre-learning and post-learning ratings
 - publishing information to help stakeholders understand our investigation process
- engaging with stakeholders on the renewal of the federal lobbying regime, including
 - sharing preliminary recommendations for improving the *Lobbying Act* with the House of Commons Standing Committee on Access to Information, Privacy and Ethics
 - initiating public consultation on future changes to the *Lobbyists' Code of Conduct*

GENDER-BASED ANALYSIS PLUS

In 2020-21, we began asking stakeholders to offer GBA Plus information voluntarily through the feedback mechanism we use for our outreach services.

As we received only a small sample in 2020-21, we will examine the data with a view to identifying ways to improve the inclusiveness and accessibility of our services and information resources once the volume enables a proper analysis. This analysis is expected to result in changes that improve the inclusiveness and accessibility of our services and information resources.

2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

In 2021-21, we furthered work aligned with the United Nations' goal on peace, justice and strong institutions (Goal 16). Our collaborations with the Lobbyists Registrars and Commissioners Network, the Council on Governmental Ethics Laws, and the Organization for Economic Cooperation and Development provided opportunities for us to share our expertise with provincial and international counterparts and to help foster effective, accountable and inclusive institutions at all levels.

Common goals of transparency and accountability in the principles of lobbying registration and compliance support the development of open standards that can strengthen democratic systems.

EXPERIMENTATION

As a micro-organization operating with a limited budget, we do not have the flexibility to devote a fixed percentage of program funds to rigorous experimentation in program design and delivery. While we did not undertake any such experiments in 2020-21, we remain committed to undertake small-scale, simple experiments when resources permit. This will help us innovate and find new ways to improve program delivery.

RESULTS ACHIEVED (REGULATION OF LOBBYING)

Departmental result	Performance indicator	Target	Date to achieve target	2018-19 actual result	2019-20 actual result	2020-21 actual result
Lobbyists and public office holders understand the requirements of the <i>Lobbying Act</i> and the <i>Lobbyists' Code of Conduct</i>	Change in stakeholders' level of understanding of federal lobbying requirements *	To be determined	To be determined	-	-	37% ^Δ
Lobbyists register and report their lobbying activities in compliance with the <i>Lobbying Act</i>	Percentage of registrations by lobbyists not requiring correction *	At least 75%	March 31, 2021	-	-	80%
	Percentage of verified monthly communication reports by lobbyists not requiring correction	At least 90%	March 31, 2021	90%	91%	89% **
	Percentage of on-time new registrations by lobbyists *	To be determined	To be determined	-	-	96%
	Percentage of on-time monthly communication reports by lobbyists	At least 90%	March 31, 2021	94%	92%	92%

* Denotes an indicator introduced on April 1, 2020. Targets for these new indicators will be set in our 2022–23 departmental plan, following the examination and analysis of the 2020–21 actual results reported above.

** While this result is 0.8% short of the target, it is in line with the actual results of recent years and is not indicative of a significant decline in the accuracy of monthly communication reports.

^Δ Among our new 2020-21 performance indicators is our 'Change in stakeholders' level of understanding of federal lobbying requirements' indicator. To enable this qualitative assessment, we ask those taking part in our learning activities to self-rate their level of understanding of federal lobbying requirements before and after learning about the Act and/or Code.

Stakeholders use seven-option rating scales to self-assess their level of understanding, ranging from 'none' to 'advanced'. They provide us with two ratings, one representing their level of understanding before their learning activity and one following the activity. We then compare the difference between their pre-learning rating and the post-learning rating to determine the change (increase or decrease) in their level of understanding.

To calculate the degree of change pre and post learning, we assign a 16.6% difference between each of the seven rating options. For example, if a stakeholder reports that their level of understanding has gone up two steps on the rating scale, we calculate the change as a 33.2% increase in their level of understanding.

In 2020-21, we sought learning feedback from 269 stakeholders and received 18 responses. On average, these stakeholders reported a 37% increase in their understanding of the Act and/or Code, equivalent to an increase of at least 2 levels on the 7-option scale. Sixteen of these stakeholders reported a high level of understanding (a rating of 5 or more out of 7) after their learning activity.

BUDGETARY FINANCIAL RESOURCES (REGULATION OF LOBBYING)

2020-21 Main Estimates	2020-21 planned spending	2020-21 total authorities available	2020-21 actual spending (authorities used)	2020-21 difference: actual minus planned
3,743,769	3,743,769	3,668,481	3,609,912	(133,857)

HUMAN RESOURCES (REGULATION OF LOBBYING)

2020-21 planned full-time equivalents	2020-21 actual full-time equivalents	2020-21 difference: actual minus planned
24	24	0

Financial, human resources and performance information related to our program inventory is available in [GC InfoBase](#).¹

Results: Internal services

DESCRIPTION

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

- acquisition management
- communications
- financial management
- human resources management
- information management
- information technology
- legal
- materiel management
- management and oversight
- real property management

Given our responsibilities under the *Lobbying Act* to maintain the Registry of Lobbyists, provide education to stakeholders, and verify that lobbyists are compliant with lobbying requirements, communications, information technology, and legal services are integrated into our Registry services and compliance program.

RESULTS

Fostering an exceptional workplace

The results of the 2020 Public Service Employee Survey demonstrate the efforts made to create an exceptional workplace. We scored well in areas related to a safe workplace, work-life balance, and employee engagement. Almost all respondents said that they would recommend our organization to others as an exceptional workplace, while a wide majority indicated that they like their job.

All employees indicated that they have the tools and equipment needed to do their work, which reflects the planning during our office relocation in 2019 to support a mobile and adaptable workforce with new technology. This was a key factor in the team's ability to telework effectively for the entire 2020-21 fiscal year

In 2020-21, we have continued implementing our mental health strategy, which was launched in the 2019-20 fiscal year. The plan strives to create a workplace that supports employee health, safety and well-being through collaboration, inclusiveness, respect and continuous learning.

With the rapid shift to telework and the loss of in-person interactions having the potential to cause additional stress, we took measures to help alleviate the impact on staff through virtual social events that connected co-workers in an open and relaxed atmosphere. Regular all-staff meetings also occurred virtually, which helped sustain the cohesion of the team.

BUDGETARY FINANCIAL RESOURCES (INTERNAL SERVICES)

2020-21 Main Estimates	2020-21 planned spending	2020-21 total authorities available	2020-21 actual spending (authorities used)	2020-21 difference: actual minus planned
813,151	813,151	1,294,717	1,278,466	465,315

The variance between planned and actual internal services spending is mainly due to the use of the previous year-end carryforward, which is not included in the Main Estimates, plus compensation adjustments related to collective agreements.

HUMAN RESOURCES (INTERNAL SERVICES)

2020-21 planned full-time equivalents	2020-21 actual full-time equivalents	2020-21 difference: actual minus planned
4	4	0

Analysis of trends in spending and human resources

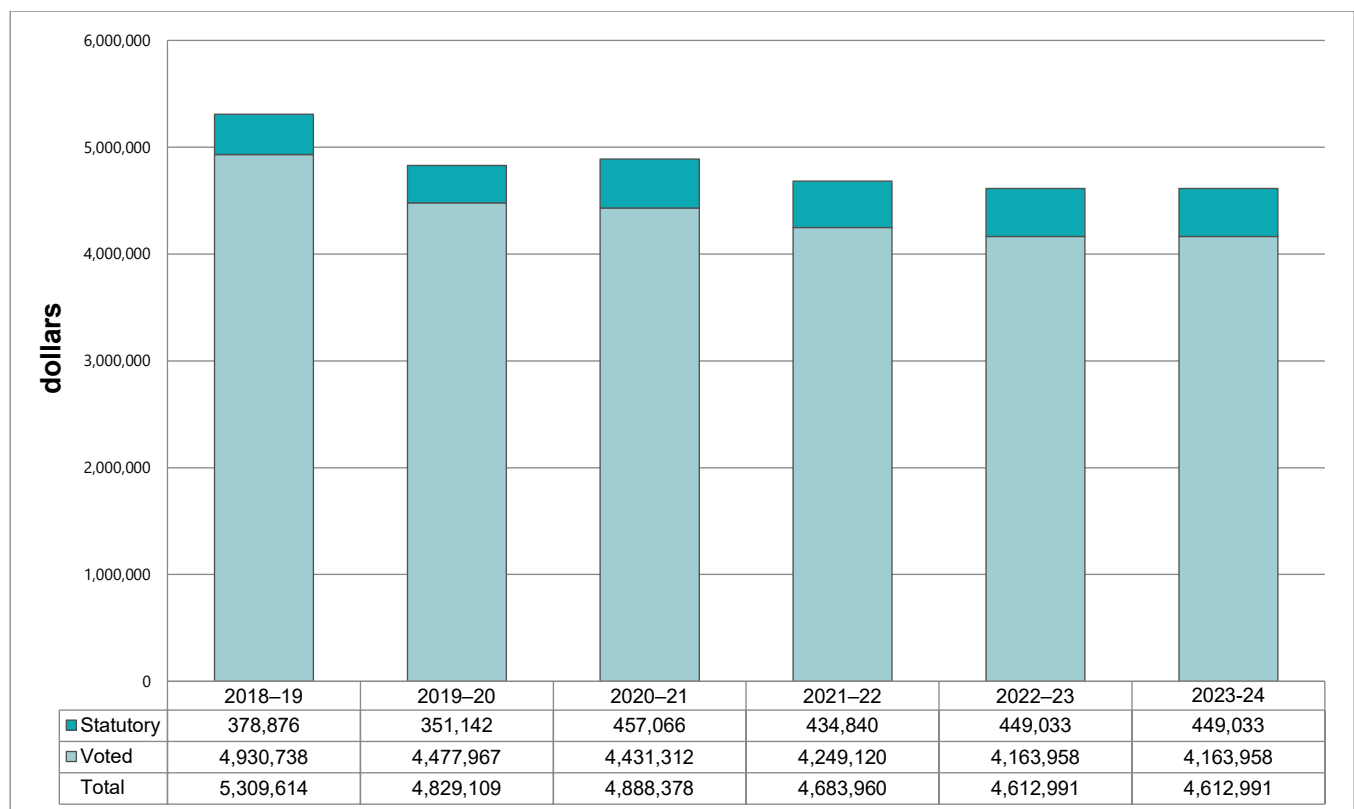
This section provides an overview of our financial and human resources for 2020-21 compared with those of other years.

ACTUAL EXPENDITURES

Spending trend graph

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

Actual spending for 2018-19, 2019-20 and 2020-21 corresponds to total expenditures as published in the Public Accounts of Canada. Planned spending for 2021-22, 2022-23 and 2023-24 reflects the resources approved through the Main Estimates and our departmental plan.



Actual spending in 2018-19 and 2019-20 includes additional costs (\$750,000 and \$350,000 respectively) for our office relocation. Planned spending in subsequent years has increased due to changes in statutory vote expenditures which reflect increase in personnel cost and employee benefit plan (EBP) rate normalization.

Planned spending for subsequent years does not reflect Budget 2021’s planned increase of \$556,000 in 2021-22 and \$590,000 in 2022-23 and ongoing to our organization’s spending. These additional funds only become part of voted spending during the Main Estimates process.

Budgetary performance summary for our core responsibility and internal services

Core responsibility and internal services	2020-21 Main Estimates	2020-21 planned spending	2021-22 planned spending	2022-23 planned spending	2020-21 total authorities available	2018-19 actual spending	2019-20 actual spending	2020-21 actual spending
Regulation of lobbying	3,743,769	3,743,769	3,660,963	3,589,994	3,668,481	3,281,717	3,257,743	3,609,912
Internal services	813,151	813,151	1,022,997	1,022,997	1,294,717	2,027,897	1,571,366	1,278,466
Total	4,556,920	4,556,920	4,683,960	4,612,991	4,963,198	5,309,614	4,829,109	4,888,378

Planned spending for 2021-22 and future years reflects approved resources that have remained constant since 2008. Overall costs linked to providing our core mandate continue to increase, such as maintaining and developing the Registry of Lobbyists and our information technology infrastructure.

Planned spending for 2021-22 and 2022-23 does not reflect Budget 2021's planned increase to our organization's vote. These additional funds only become part of voted spending during the Main Estimates process.

ACTUAL HUMAN RESOURCES

The following table summarizes actual and planned full-time equivalents (FTEs) for our core responsibility and internal services.

Human resources summary for our core responsibility and internal services

Core responsibility and internal services	2018-19 actual	2019-20 actual	2020-21 planned	2020-21 actual	2021-22 planned	2022-23 planned
Regulation of lobbying	22	22	24	24	24	24
Internal services	6	6	4	4	4	4
Total	28	28	28	28	28	28

As we updated our reporting framework and program inventory effective April 1, 2020, the table above reflects the updated distribution of full-time equivalents for 2020-21 onwards. This updated allocation of full-time equivalents better reflects how we use resources to achieve our mandate.

Planned full-time equivalents for 2021-22 and 2022-23 do not reflect Budget 2021's planned increase to our organization's vote.

EXPENDITURES BY VOTE

Information on our organizational voted and statutory expenditures is available in the [Public Accounts of Canada 2020–2021](#).²

GOVERNMENT OF CANADA SPENDING AND ACTIVITIES

Information on the alignment of our organizational spending with the Government of Canada's spending and activities is available in [GC InfoBase](#).¹

FINANCIAL STATEMENTS AND HIGHLIGHTS

Financial statements

Our audited [financial statements](#)³ for the year ended March 31, 2021 are available [on our website](#).⁴

The Office of the Auditor General of Canada (OAG) audits our financial statements annually. On July 15, 2021, the OAG issued an unmodified opinion on our financial statements and compliance with the legislative authorities. The audit concentrated on the completeness and accuracy of salaries and on the management override of controls. In the OAG's opinion, the transactions of the Office of the Commissioner of Lobbying that came to their notice during the audit of the financial statements have complied, in all material respects, with the specified authorities referred to above.

Highlights

Condensed statement of operations (unaudited) for the year ended March 31, 2021

Financial information	2020-21 planned results	2020-21 actual results	2019-20 actual results	Difference: 2020-21 actual minus 2020-21 planned	Difference: 2020-21 actual minus 2019-20 actual
Total expenses	5,475,443	5,591,450	5,274,087	116,007	317,363
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	5,475,443	5,591,450	5,274,087	116,007	317,363

The condensed statement of operations financial information is extracted from our audited financial statements.

The increase of 2.1% in actual expenses from the planned results is attributable to an increase in personnel cost linked to collective agreements, an increase in amortization, and a decrease in professional services.

The 2020-21 actual results over the 2019-20 actual results increased by 6.0%, which is attributable to an increase in personnel cost, an increase in amortization, and a decrease in professional services.

Our future-oriented statements of operations are available [on our website](#).⁴

Condensed statement of financial position (unaudited) as of March 31, 2021

Financial information	2020-21	2019-20	Difference: 2020-21 minus 2019-20
Total net liabilities	588,535	744,949	(156,414)
Total net financial assets	374,252	527,778	(153,526)
Departmental net debt	214,283	217,171	(2,888)
Total non-financial assets	1,648,301	1,697,543	(49,242)
Departmental net financial position	1,434,018	1,480,372	(46,354)

The condensed statement of financial position financial information is extracted from our audited financial statements.

The decrease in the total net liabilities coincides with having fewer unpaid expenditures at year-end. The normal amortization of existing assets reflects the decrease in total non-financial assets.

Additional information

ORGANIZATIONAL PROFILE

Institutional head

Nancy Bélanger, Commissioner of Lobbying of Canada

Enabling instrument

[Lobbying Act, R.S.C. 1985, c. 44 \(4th Supp.\)](#)⁵

Year of incorporation

2006

Ministerial portfolio

Treasury Board

Other

For administrative purposes, the President of the Treasury Board tables our departmental plans and departmental results reports in Parliament.

RAISON D'ÊTRE, MANDATE AND ROLE

The Commissioner of Lobbying is an independent Agent of Parliament responsible for regulating federal lobbying activities.

The Office of the Commissioner of Lobbying ensures transparent and ethical lobbying by administering the *Lobbying Act* and the *Lobbyists' Code of Conduct*. Responsibilities of the Office include maintaining a searchable registry of information reported by lobbyists, providing education to stakeholders about lobbying requirements, and verifying that lobbyists are compliant.

More information about who we are and what we do is available [on our website](#).⁴

OPERATING CONTEXT

Information on our operating context is available [on our website](#).⁴

REPORTING FRAMEWORK

Office of the Commissioner of Lobbying of Canada Departmental results framework and program inventory of record for 2020-21	
Core responsibility: Regulation of lobbying	
Results:	Indicators:
Lobbyists and public office holders understand the requirements of the <i>Lobbying Act</i> and the <i>Lobbyists' Code of Conduct</i>	Change in stakeholders' level of understanding of federal lobbying requirements
Lobbyists register and report their lobbying activities in compliance with the <i>Lobbying Act</i>	Percentage of registrations by lobbyists not requiring correction
	Percentage of verified monthly communication reports by lobbyists not requiring correction
	Percentage of on-time new registrations by lobbyists
	Percentage of on-time monthly communication reports by lobbyists
Program inventory:	
Registration services and compliance	

Internal services

SUPPORTING INFORMATION ON THE PROGRAM INVENTORY

Financial, human resources, and performance information related to our program inventory is available in [GC InfoBase](#).¹

SUPPLEMENTARY INFORMATION TABLES

The following supplementary information tables are available on our website:

- [Reporting on green procurement](#)⁶
- [Gender-based analysis plus](#)⁷

FEDERAL TAX EXPENDITURES

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).⁸ 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+ of tax expenditures.

ORGANIZATIONAL CONTACT INFORMATION

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Appendix: definitions

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.

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances.

Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new

website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person year charge against a departmental budget. For a particular position, the full time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

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

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2020–21 departmental results report, those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting climate change; Strengthening the Middle Class; Walking the road of reconciliation; Keeping Canadians safe and healthy; and Positioning Canada for success in an uncertain world.

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

For departmental plans and departmental results reports, planned spending refers to those amounts presented in the Main Estimates.

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

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- 1 GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- 2 Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- 3 Office of the Commissioner of Lobbying, Reports and publications, <http://lobbycanada.gc.ca/en/reports-and-publications/>
- 4 Office of the Commissioner of Lobbying of Canada website, <http://lobbycanada.gc.ca/en/>
- 5 Justice Canada – Lobbying Act, R.S.C., 1985, c. 44 (4th Supp.), <http://laws.justice.gc.ca/eng/acts/L-12.4/>
- 6 Office of the Commissioner of Lobbying, Reporting on green procurement, <http://lobbycanada.gc.ca/en/reports-and-publications/reporting-on-green-procurement/>
- 7 Office of the Commissioner of Lobbying, Gender-based analysis plus, <http://lobbycanada.gc.ca/en/reports-and-publications/gender-based-analysis-plus/>
- 8 Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>