



Office of the Commissioner  
of Lobbying of Canada

Commissariat au lobbying  
du Canada

# Departmental results report 2021-22

**Nancy Bélanger**  
Commissioner of Lobbying

**The Honourable Mona Fortier, 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 2021-22 departmental results report for the Office of the Commissioner of Lobbying.

In regulating the federal lobbying regime, our focus in 2021-22 continued to be on enhancing the Registry of Lobbyists, conducting efficient and timely compliance work and raising awareness and understanding of the *Lobbying Act* and the *Lobbyists' Code of Conduct*.

We also advanced work to update the *Lobbyists' Code of Conduct*. Between December 2021 and February 2022, stakeholders were invited to comment on initial draft changes to the Code. Submissions from stakeholders informed a subsequent draft that we consulted on in 2022-23. I expect that an updated Code will take effect in early 2023.

## Key 2021-22 results include:

- user-friendly data entry and finding of information in the Registry of Lobbyists
- effective compliance work that supports respect of federal lobbying requirements
- increased awareness and understanding of the *Lobbying Act* and *Lobbyists' Code of Conduct* through education

I am also pleased to note that we received additional resources in Budget 2021 to support the staffing of 5 new positions for the maintenance and enhancement of the Registry of Lobbyists and to maintain exceptional service to Canadians.

Finding candidates to fill these new positions and manage turnover in existing positions has proven difficult considering workforce shortages in the skillsets we need. As a result, we had fewer staff in place than normal during 2021-22 but staffing efforts in early 2022-23 have proved successful.

Reflecting on the importance of our work and the need for continued innovation, efficiency and effectiveness in our small organization, we have begun identifying additional resources to deliver and support our mandate – particularly in the areas of education, compliance and policy.

As always, what we accomplish is due to the unwavering support and commitment of my team of dedicated professionals. I can't thank them enough for their hard work and dedication.

**Nancy Bélanger**  
Commissioner of Lobbying

## Results at a glance

As in previous years, our results for 2021-22 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.

### 2021-22 key results that support transparent and ethical lobbying

#### Enhancing registration and compliance

- improved the usability and effectiveness of the Registry of Lobbyists, such as making the registration interface more user-friendly and upgrading the search function to help users more easily find the information they are looking for in the Registry
- supported compliance by engaging with stakeholders and performing compliance activities, including responding to more than 4,200 calls and emails from stakeholders, completing 19 investigation files to ensure compliance with federal lobbying requirements and performing 90 compliance assessments to address late filings by registrants

#### Expanding awareness and understanding

- increased the understanding of federal lobbying requirements by reaching over 1,300 stakeholders through more than 80 information sessions
- published and communicated information relevant to the September 2021 general election, including registration requirements and the 5-year restriction on lobbying that former designated officials must respect
- engaged with stakeholders on the renewal of the federal lobbying regime by consulting on an initial draft update to the *Lobbyists' Code of Conduct*

### 2021-22 key results related to internal services

#### Fostering an exceptional workplace

- fostered a healthy and productive team environment adapted to the realities of working virtually
- focused on mental health supports as well as diversity and inclusion

We realized our 2021-22 results with a total spending of \$4.7 million and 26 full-time equivalents.

# Results: Core responsibility

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## Regulation of lobbying

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### 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

Our activities support the outcome of transparent and ethical lobbying.

In 2021-22, actual spending of \$3.2 million and 21 full-time equivalents supported the work of our 'Registry services and compliance' program.

**To support the Commissioner in the regulation of lobbying, we achieved the following results in 2021-22:**

#### **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 2021-22 by:

- improving the usability and effectiveness of the Registry of Lobbyists, as a result of
  - changing the registration interface to be more user friendly and intuitive
  - upgrading the search function to improve results and help users find information
  - providing a new password reset process so that registrants can regain access to their accounts more quickly
  - improving the underlying system to increase the security of the Registry and the data it holds
  - improving compatibility for mobile and tablet devices
- supporting compliance, as a result of
  - responding to 4,209 calls and emails from stakeholders, a 27% decrease compared to 2020-21 (years with a general election tend to result in decreases)
  - completing 19 investigation files related to the enforcement of the *Lobbying Act* and the *Lobbyists' Code of Conduct*, including tabling an investigation report in Parliament and referring one file to the Royal Canadian Mounted Police
  - performing 90 compliance assessments to address late filings in the Registry of Lobbyists

### **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 2021-22 by:

- increasing the understanding of the federal lobbying regime, as a result of
  - reaching 1,327 stakeholders through 83 information sessions – representing a 42% increase in stakeholders reached compared to 2020-21 – including sessions offered in February 2022 in coordination with the Library of Parliament
  - achieving an average 43% increase in each stakeholder's level of understanding of federal lobbying requirements among stakeholders that provided pre-learning and post-learning ratings
  - publishing information about the status of elected officials and their staff during an election period to support registrants in complying with registration requirements
  - communicating information about the federal lobbying regime – including the 5-year restriction on lobbying that applies to former designated officials – to members of the House of Commons before and after the September 2021 general election
  - responding to 35 media inquiries related to compliance activities, the Registry and the consultation on the *Lobbyists' Code of Conduct*
- engaging with stakeholders on the renewal of the federal lobbying regime by consulting on an initial draft update to the *Lobbyists' Code of Conduct*, which led to 49 stakeholders sharing comments and suggestions for improving the Code



## 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.

Given that we continued to receive a small sample of feedback in 2021-22, 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.

## UNITED NATIONS 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

In 2021-22, 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. As always, we remain committed to undertake small-scale, simple experiments when resources permit. This helps us innovate and find new ways to improve program delivery.

In fall 2021, our staff identified three areas where we could focus experimentation at a small scale to improve how we work: document writing, early collaboration and information retrieval. Small experiments in these areas are being explored in 2022-23.

**RESULTS ACHIEVED** (REGULATION OF LOBBYING)

Corresponding to our core responsibility, the following table shows our results achieved, the performance indicators, targets and target dates for 2021–22, and actual results for the three most recent fiscal years for which results are available.

Departmental result	Performance indicator	Target	Date to achieve target	2019-20 actual result	2020-21 actual result	2021-22 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 *	(At least 33%)	(March 31, 2022)	-	37%	43% <sup>Δ</sup>
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, 2022	-	80%	81%
	Percentage of verified monthly communication reports by lobbyists not requiring correction	At least 90%	March 31, 2022	91%	89%	87%**
	Percentage of on-time new registrations by lobbyists *	(At least 90%)	(March 31, 2022)	-	96%	95%
	Percentage of on-time monthly communication reports by lobbyists	At least 90%	March 31, 2022	92%	92%	94%

\* Denotes an indicator introduced on April 1, 2020. Targets for two of the new indicators were set in our 2022–23 departmental plan, following the examination and analysis of the 2020–21 actual results. While targets and dates in brackets were not set in our 2021-22 departmental plan, they reflect the standards that were established in March 2022.

\*\* Over-reporting of information was the most common inaccuracy identified in the 1,813 communication reports reviewed during 2021-22. During a six-month period – September to February – a slightly higher percentage of filed communication reports were verified (10% instead of the 5%). Comparative to previous years, no significant difference in the accuracy rate was observed.

<sup>Δ</sup> Among our performance indicators introduced in 2020-21 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-point 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 2021-22, stakeholders providing learning feedback reported an average 43% increase in their understanding of the Act and/or Code, equivalent to an increase of at least 2.5 points on the 7-point scale. Of these stakeholders, 84% 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)

Corresponding to our core responsibility, the following table shows budgetary spending for 2021-22 as well as actual spending for the year.

<b>2021-22 Main Estimates</b>	<b>2021-22 planned spending</b>	<b>2021-22 total authorities available</b>	<b>2021-22 actual spending (authorities used)</b>	<b>2021-22 difference: actual minus planned</b>
3,599,949	3,660,963	3,590,659	3,150,858	(510,105)

The main difference between actual and planned results is linked to vacant positions that were not filled during the year in addition to a decrease in actual employee benefit plan costs.

## HUMAN RESOURCES (REGULATION OF LOBBYING)

The following table shows, in full-time equivalents, the human resources needed to fulfill our core responsibility for 2021-22.

<b>2021-22 planned full-time equivalents</b>	<b>2021-22 actual full-time equivalents</b>	<b>2021-22 difference: actual minus planned</b>
24	21	(3)

The variance in full-time equivalents is due to vacant positions that were not staffed during the year.

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

# 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

As most employees teleworked throughout 2021-22, the organization continued to find ways to encourage staff to connect and collaborate virtually. This included regular all-staff meetings, virtual fireside chats where employees could share their expertise and projects with colleagues, as well as social events such as virtual coffees.

Launched in 2019-20, our Mental Health Strategy continues to support employee health, safety, and well-being through collaboration, inclusiveness, respect, and continuous learning. Over the course of the year, staff attended workshops and information sessions from the Canadian Innovation Centre for Mental Health in the Workplace and Lifespeak. Similarly, employees made use of resources to help them navigate difficulties encountered, including those related to the COVID-19 pandemic.

Our efforts toward ensuring a diverse and inclusive workforce included two mandatory training courses from the Canada School of the Public Service for all staff and additional training on inclusive hiring practices for managers.

## BUDGETARY FINANCIAL RESOURCES (INTERNAL SERVICES)

Corresponding to internal services, the following table shows budgetary spending for 2021-22 as well as actual spending for the year.

<b>2021-22 Main Estimates</b>	<b>2021-22 planned spending</b>	<b>2021-22 total authorities available</b>	<b>2021-22 actual spending (authorities used)</b>	<b>2021-22 difference: actual minus planned</b>
1,022,997	1,022,997	1,725,954	1,510,705	487,708

The variance between planned and actual spending is mainly related to the use of the year-end carry forward of \$156,000 from 2020-21, which is not included in the Main Estimates or the planned spending amounts.

## HUMAN RESOURCES (INTERNAL SERVICES)

The following table shows, in full-time equivalents, the human resources needed to fulfill internal services for 2021-22.

<b>2021-22 planned full-time equivalents</b>	<b>2021-22 actual full-time equivalents</b>	<b>2021-22 difference: actual minus planned</b>
4	5	1

The additional resource is linked to transitions between various positions within the organization over the course of the year.

## Spending and human resources

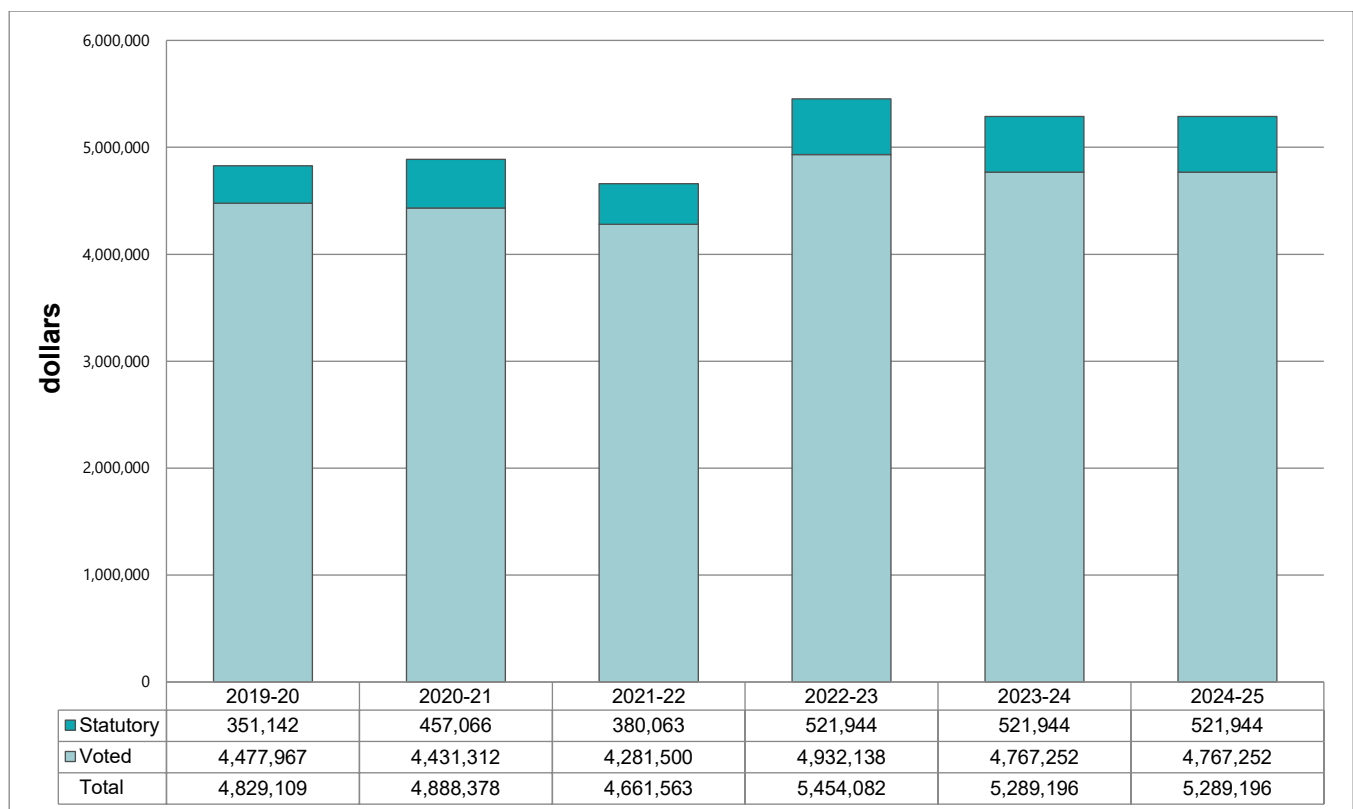
This section provides an overview of our financial and human resources for 2021-22 compared with those of other years.

### SPENDING

#### Spending 2019-20 to 2024-25

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

Actual spending for 2019-20, 2020-21 and 2021-22 corresponds to total expenditures as published in the Public Accounts of Canada. Planned spending for 2022-23, 2023-24 and 2024-25 reflects the resources approved through the Main Estimates and our departmental plans.



Spending in 2019-20 includes additional costs of \$350,000 for our office relocation and spending in 2020-21 includes collective agreement retroactive payments as well as Phoenix-related damages compensation.

While authorities increased by \$556,000 in December 2021 for fiscal year 2021-22, we were not able to complete the staffing of five additional full-time equivalents by fiscal year-end. This resulted in lower actual spending in 2021-22 than permitted by available authorities.

Planned spending for 2022-23 and subsequent years includes the Budget 2021 increase of \$590,000, with planned spending for 2022-23 also including an estimated year-end carry forward of \$165,000 from 2021-22.

### Budgetary performance summary for our core responsibility and internal services (dollars)

The following presents the budgetary financial resources allocated for our core responsibility and internal services.

Core responsibility and internal services	2021-22 Main Estimates	2021-22 planned spending	2022-23 planned spending	2023-24 planned spending	2021-22 total authorities available	2019-20 actual spending	2020-21 actual spending	2021-22 actual spending
Regulation of lobbying	3,599,949	3,660,963	4,243,271	4,078,385	3,590,659	3,257,743	3,609,912	3,150,858
Internal services	1,022,997	1,022,997	1,210,811	1,210,811	1,725,954	1,571,366	1,278,466	1,510,705
<b>Total</b>	<b>4,622,946</b>	<b>4,683,960</b>	<b>5,454,082</b>	<b>5,289,196</b>	<b>5,316,613</b>	<b>4,829,109</b>	<b>4,888,378</b>	<b>4,661,563</b>

Planned spending for 2021-22 does not include the Budget 2021 increase to the total authorities available for the same year or the year-end carry forward of \$156,000 from 2020-21. Planned spending for the subsequent years reflects the increase identified in Budget 2021.



## 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	2019-20 actual	2020-21 actual	2021-22 planned	2021-22 actual	2022-23 planned	2023-24 planned
Regulation of lobbying	22	24	24	21	27	27
Internal services	6	4	4	5	6	6
<b>Total</b>	<b>28</b>	<b>28</b>	<b>28</b>	<b>26</b>	<b>33</b>	<b>33</b>

Reflecting our updated reporting framework and program inventory that took effect April 1, 2020, the table reflects the updated distribution of full-time equivalents for 2020-21 and 2021-22. This updated allocation better reflects how we use resources to achieve our mandate.

Planned full-time equivalents for 2021-22 do not reflect the increase to our organization's vote from Budget 2021. The 2021-22 variance in full-time equivalents is due to vacant positions that could not be staffed during the year.

Planned full-time equivalents for 2022-23 and 2023-24 includes the Budget 2021 increase.

## EXPENDITURES BY VOTE

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

## 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](#).<sup>1</sup>

## FINANCIAL STATEMENTS AND HIGHLIGHTS

### Financial statements

Our audited [financial statements](#)<sup>3</sup> for the year ended March 31, 2022 are available [on our website](#).<sup>4</sup>

The Office of the Auditor General of Canada (OAG) audits our financial statements annually. On September 29, 2022, the OAG issued an unmodified opinion on our financial statements and compliance with the legislative authorities. In the OAG's opinion, our financial statements present fairly, in all material respects, our financial position on March 31, 2022 and the results of our operations, changes in net debt and the cash flows were in accordance with Canadian public sector accounting standards. It was also found that our transactions that came to their notice during the audit of the financial statements complied, in all material respects, with the legislated authorities.

### Highlights

#### Condensed statement of operations (unaudited) for the year ended March 31, 2022

Financial information	2021-22 planned results	2021-22 actual results	2020-21 actual results	Difference: 2021-22 actual minus 2021-22 planned	Difference: 2021-22 actual minus 2020-21 actual
Total expenses	5,457,971	5,117,860	5,591,450	(340,111)	(473,590)
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	<b>5,457,971</b>	<b>5,117,860</b>	<b>5,591,450</b>	<b>(340,111)</b>	<b>(473,590)</b>

The condensed statement of operations financial information is extracted from our audited financial statements which are prepared on an accrual basis of accounting instead of on a government funding basis of accounting. Note 3 to our audited financial statements provides a reconciliation of the differences.

There is a 6.2% decrease when comparing 2021-22 planned results and actual expenses. Actual results for 2021-22 over those for 2020-21 decreased by 8.5%.

Both decreases are mainly attributable to lower personnel costs due to unstaffed positions.

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

## Condensed statement of financial position (unaudited) as of March 31, 2022

<b>Financial information</b>	<b>2021-22</b>	<b>2020-21</b>	<b>Difference: 2021-22 minus 2020-21</b>
Total net liabilities	561,780	588,535	(26,755)
Total net financial assets	340,345	374,252	(33,907)
Departmental net debt	221,435	214,283	7,152
Total non-financial assets	1,734,064	1,648,301	85,763
Departmental net financial position	1,512,629	1,434,018	78,611

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 and the acquisition of assets reflect the increase 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 \(4<sup>th</sup> Supp.\)](#)<sup>5</sup>

#### Year of commencement

2008

#### 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](#).<sup>4</sup>

### OPERATING CONTEXT

Information on our operating context is available [on our website](#).<sup>4</sup>

## REPORTING FRAMEWORK

Office of the Commissioner of Lobbying of Canada <b>Departmental results framework and program inventory of record for 2021-22</b>		
Core responsibility: <b>Regulation of lobbying</b>		Internal services
<b>Results:</b>	<b>Indicators:</b>	
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	
<b>Program inventory:</b>		
Registration services and compliance		

## SUPPORTING INFORMATION ON THE PROGRAM INVENTORY

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

## SUPPLEMENTARY INFORMATION TABLES

The following supplementary information tables are available on our website:

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

## FEDERAL TAX EXPENDITURES

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).<sup>8</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

## ORGANIZATIONAL CONTACT INFORMATION

**Office of the Commissioner of Lobbying of Canada**

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Website: [lobbycanada.gc.ca](http://lobbycanada.gc.ca)

## Appendix: definitions

### **appropriation (crédit)**

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

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

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

For the purpose of the 2021-22 departmental results report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

**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 (4<sup>th</sup> 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>