

VETERANS AFFAIRS CANADA Departmental Results Report



2019–20

The Honourable Lawrence MacAulay, PC, MP
Minister of Veterans Affairs and Associate Minister of National Defence

Cette publication est également disponible en français.

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Minister's message

It is an honour to serve as the Minister of Veterans Affairs and Associate Minister of National Defence, and I'm pleased to present the 2019–20 Departmental Results Report.

Reducing wait times for Disability Benefit applications remains our top priority. We've hired hundreds of new employees since the summer of 2020, improved how we use technology, and tested new innovative ways to make the application process more efficient.

In 2019, the Department introduced [Pension for Life](#),ⁱ a combination of benefits that provide recognition, income support and stability to members and Veterans who experience a service related illness or injury. The experience gained through this work will inform and shape future improvements.

Improving the transition of CAF members and their families to post-service life is also vitally important. We hosted two Career and Education Fairs, provided \$390,000 over three years for Operation Entrepreneur and as a result of investments made in Budget 2019, the Chronic Pain Centre of Excellence officially opened its doors on 1 April 2020. We also held our first [Women Veterans Forum](#)ⁱⁱ and created the [Office of Women and LGBTQ2 Veterans](#).ⁱⁱⁱ These efforts are an important step in ensuring truly equal access to our benefits and services for women and LGBTQ2 Veterans.

This past year also marked a number of important commemorative anniversaries. In 2019–20, we recognized the 75th anniversaries of D-Day and the Battle of Normandy, the Italian Campaign and the Battle of the Scheldt—all key events leading to the end of the Second World War. As we adapt to fewer in-person events and ceremonies as a result of COVID-19, we will need to continue to find new and exciting ways to tell these important stories, and too keep alive the legacies of those who fought and died in service of Canada.

All of this work is made possible by our dedicated employees who strive to meet the needs of Canada's Veterans and their families. I am especially proud of how they responded to the challenges presented by the COVID-19 pandemic to maintain the services we provide to Veterans.

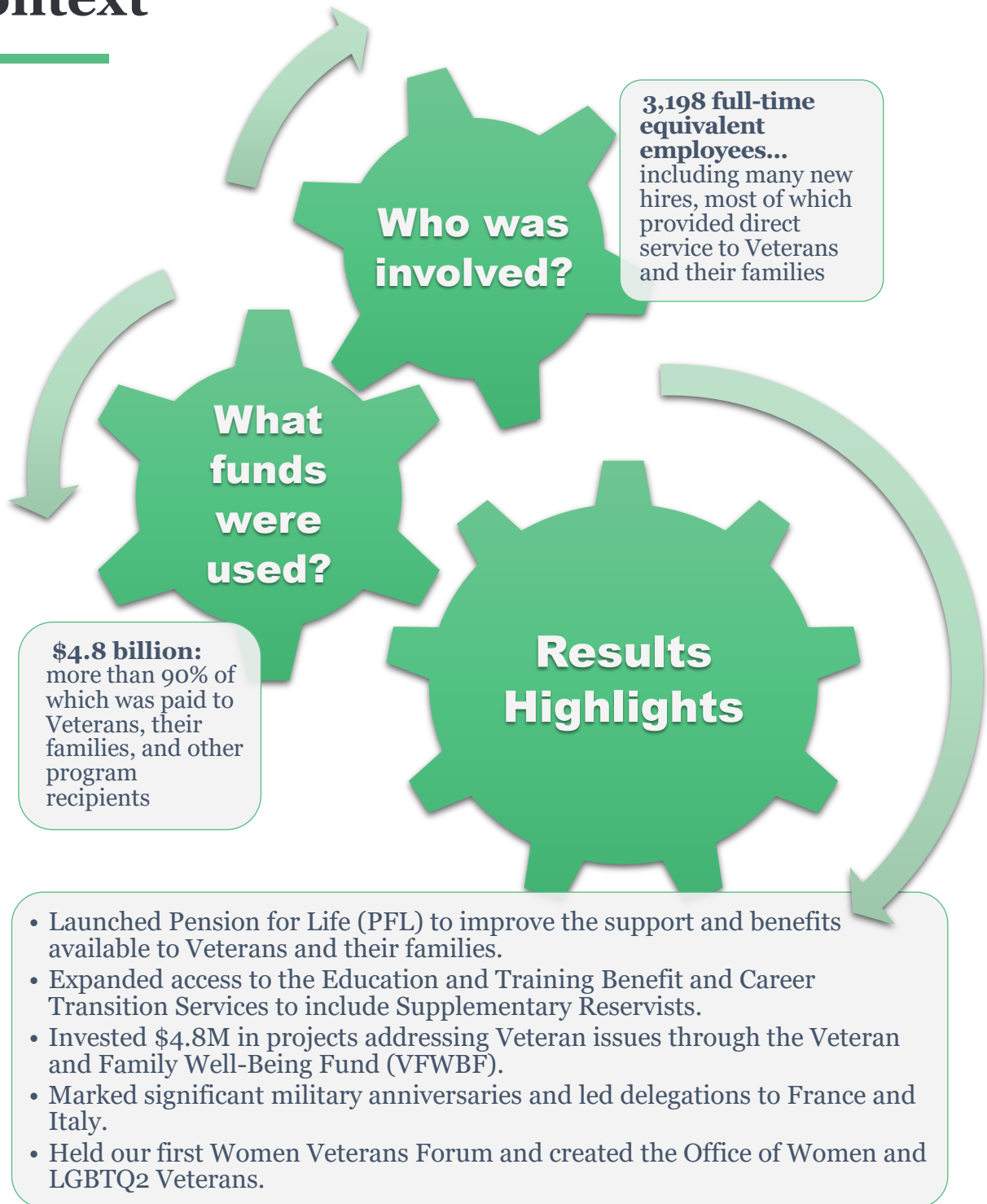


We will continue to push forward on these and other priorities in the years ahead. After all, Canada's Veterans deserve our very best.

Sincerely,

The Honourable Lawrence MacAulay, PC, MP
Minister of Veterans Affairs and
Associate Minister of National Defence

Results at a glance and operating context



For additional details on our plans, priorities and results achieved, see the “[Results: what we achieved](#)” section of this report. Additional information on operating context as well as key risks is available on [our website](#).^{iv}

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Results: what we achieved

What is a Departmental Results Framework?

The Departmental Results Framework (DRF) outlines what we do (Core Responsibilities), what we aim to achieve (Departmental Results) and how progress is measured (Departmental Result Indicators). The well-being of Veterans and their families is at the centre of this framework.

We used well-established research about well-being to put together this framework. This includes health, purpose, finances, housing and physical environment, social integration, life skills, as well as culture and social environment. Results under the Core Responsibility of Benefits, Services and Support focus on Veterans' well-being. The results of the second Core Responsibility focus on Commemoration and the third focus on the Office of the Veterans Ombudsman (OVO).

We strive for a balance between short/medium-term results, and longer-term, more ambitious results. We cannot do this work alone. To truly impact the well-being of Veterans, we must continue to work closely with partners across all levels of government, with stakeholder and advisory groups, and with communities both nationally and internationally.

The [Life After Service Study \(LASS\)](#)^v (conducted every three years) provides us with the best source of information and evidence available on the Veteran community. Work continues with other government departments to: gather more information to support the LASS findings; do more with data analytics; and collect information more often to expand our understanding of the Veteran community.

To complement the LASS, Census 2021 will include a Veteran identifier question. This will provide us with the demographic, social and economic characteristics of Veterans in Canada, giving us a better understanding of the needs of all Veterans and their families. A better understanding of the demographic and geographic makeup of Canada's former service members will allow us to adapt our policies and services to better meet the diverse needs of Veterans and their families.

For a visual representation of our results framework and associated Program Inventory, please consult the "[Reporting framework](#)" section of this report. Complete framework methodologies, as well as financial, human resources and performance information for the Program Inventory are available in [GC InfoBase](#).^{vi}

Core responsibilities

Benefits, Services and Support

Description: Support the care and well-being of Veterans and their dependents or survivors through a range of benefits, services, research, partnerships and advocacy.

RESULTS

As Canada’s Veteran population continues to change and evolve, we are also continuously evolving what we do and how we do it in order to meet their needs. Under this Core Responsibility, we continue to work on improving our benefits and services to Veterans and other clients through various initiatives. We listed efforts toward achieving each of our goals, also known as Departmental Results (DR) and highlighted where the results were driven by the [Minister’s 2017^{vii}](#) and/or [2019 mandate letter commitments^{viii}](#) (MLC)¹.

Departmental Result: Veterans are physically and mentally well.

Health is broader than just physical health or the absence of disease. Chronic physical and mental health problems are common challenges to well-being among Veterans, especially when they occur together. In 2019–20, we achieved the following to support this result:

- In June 2019, the Royal Ottawa Mental Health Centre, through funding provided by us, opened the Centre of Excellence on Post Traumatic Stress Disorder (PTSD) and related Mental Health Conditions. Its mandate is to create knowledge networks with researchers across Canada and abroad to increase expertise on military and Veteran mental health, suicide prevention and substance use disorder. *[MLC: Centre of Excellence in mental health]*
- We established a Research Funding Program in June 2019. Through this:
 - ▶ we will provide \$25M over ten years to continue the operations of the Canadian Institute for Military and Veteran Health Research; and
 - ▶ we provided funding to McMaster University—Canada’s leader in chronic pain treatment and research—to establish a Chronic Pain Centre of Excellence to research one of the most common health concerns among the Canadian Veteran population.
[MLC: Centre of Excellence on Chronic Pain]
- Through the VFWBF, we spent \$4.8 million on projects that addressed issues such as homelessness, mental health, employment, and transition to life after service.

¹ The Prime Minister updated the Mandate Letter Commitments during the fiscal year on December 13, 2019; therefore, MLCs may be tagged from the archived and/or current list.

- We worked with Statistics Canada on the 2019 Canadian Community Health Survey, to give us new insights about the physical and mental health of Veterans.

Departmental Result: Veterans and their families are financially secure.

Financial status, one of the domains of well-being, is recognized as one of the key factors in well-being. Higher levels of income and financial stability are associated with:

- greater independence;
- health;
- access to health services;
- quality of housing;
- family stability; and
- greater control and choice in managing life’s challenges in general.

In order to help Veterans and their families feel financially secure, we:

- Launched Pension for Life (PFL) to improve the support and benefits available to Veterans and their families. Key features of PFL include:

More than
80,000
Veterans, CAF members and their families transitioned to PFL’s new suite of benefits, which includes Pain and Suffering Compensation, Additional Pain and Suffering Compensation, and IRB.

- ▶ Lifelong monthly compensation recognizing the pain and suffering related to a service-related illness or injury;
 - ▶ One monthly benefit that provides short and long-term income support for themselves and their families;
 - ▶ Increased financial support for survivors from 50% to 70% of the Income Replacement Benefit (IRB) the Veteran or CAF member would have received after age 65; and
 - ▶ New guided web forms in My VAC Account for these new benefits.
- [MLC: Re-establish lifelong pension; streamlining; increase survivor’s pension amount]*

Departmental Result: Veterans have a sense of purpose.

Having a sense of purpose is the motivation that drives someone toward a satisfying future and is integral to well-being. Participating in fulfilling activities contributes to one’s health, social integration, fundamental sense of meaning and identity, as well as providing structure to day-to-day life. In 2019–20, the following activities contributed to this departmental result:

- We funded the new Métis Veterans Recognition Payment (MVRP), administered by the Métis National Council (MNC), which provides qualifying Second World War Métis Veterans and their survivors with a \$20,000 individual recognition payment.

- We worked with the Department of National Defence (DND)/CAF and the Public Service Commission to improve the hiring of Veterans in the federal public service. We completed the following actions:
 - ▶ Put job development services in place to engage and support job matches;
 - ▶ Hosted two career and education fairs with a focus on jobs and learning opportunities in the community; and
 - ▶ Put information sessions together for CAF members, Veterans and their families about VAC transition programs and initiatives.

[MLC: closing the seam]

Departmental Result: Veterans are able to adapt, manage, and cope within post-service life.

Releasing from the military is a major transition in a Veteran’s life. This departmental result focuses on the skills, knowledge and abilities required for “managing life,” which includes coping with stress and adapting to change. We achieved the following in 2019–20 to make progress on this departmental result:

- We changed legislation in July 2019 so that Supplementary Reservists could access the Education and Training Benefit.
- We updated the policy on Career Transition Services to expand services to members of Supplemental Reserves.
- As previously mentioned, we worked with DND and the Public Service Commission to support the hiring of Veterans in the federal public service by introducing job development services, hosting career and education fairs as well as information sessions about our transition programs and initiatives. *[MLC: closing the seam]*
- We worked with the CAF to make the transition process better for Veterans, including successfully completing the first year of the Closing the Seam project. Highlights include:
 - ▶ An easier way for releasing CAF members to get a list of their medications and approved medical coverage;
 - ▶ A shared screening tool between CAF and us to ensure consistency in information during transition;
 - ▶ More capacity and resources in My VAC Account to better support releasing members; and
 - ▶ Implementation of the Veteran Service Card to recognize former military members and support a smooth transition.*[MLC: closing the seam]*
- To improve interactions with Veterans, CAF members and their families, we engaged them by:

- ▶ facilitating 142 presentations to over 3,000 CAF participants about our services and benefits, including Second Career Assisted Network (SCAN) seminars; and
- ▶ setting up information booths at 27 CAF Family Activity Days and took part in 52 other related transition outreach activities.

[MLC: closing the seam]

- The Transition Trial, set up to support and provide services to CAF members transitioning into life after service, is still underway at the base in Borden and we are looking into a possible future trail at CFB Petawawa as well. Additionally, we put in place 28 VAC-CAF Transition Centres across Canada.

[MLC: closing the seam]

- Continued to take a proactive role in [engaging with organizations to eliminate homelessness and in reaching out to Veterans about services and benefits available to them](#).^{ix} In this fiscal year, we visited shelters every 8-12 weeks to engage with struggling Veterans, delivered 42 presentations to organizations to grow our outreach, and collaborated on a housing project for Veterans in Edmonton. *[MLC: affordable housing]*

Departmental Result: Veterans are satisfied with the services they receive.

We are constantly working to improve the effectiveness of our programs by measuring Veterans' health and well-being and satisfaction with service delivery, which helps us determine our next steps. In 2019–20, the following activities contributed to this departmental result:

- In 2019–20, we continued to work towards timely decisions and decrease delays by: improving and simplifying processes; hiring an additional 260 full-time equivalents to support program delivery and the rollout of PFL; and establishing Veteran Benefit Teams (VBTs) to process an application from beginning to end.

[MLC: streamlining]

We launched a new IT system for case management to help support the modernization of systems and the introduction of new benefits. This resulted in 66% of all PFL applications coming in electronically through My VAC Account.

- We continued to facilitate Veterans' access to benefits and services by:
 - ▶ establishing My VAC Account ambassadors in our offices to better equip employees to assist Veterans and CAF members; and

- ▶ working with VAC physicians to simplify the medical questionnaires and to shorten the paper application. *[MLC: streamlining]*
- During the fiscal year, the Bureau of Pension Advocates (BPA) provided free legal advice to 11,406 clients, supporting them in receiving compensation that recognizes the pain and suffering resulting from their service-related disabilities.
- We reviewed our plan to adjust the process for entitlement for the six consequential disabilities as mentioned in our [Departmental Plan](#),^x and decided to further examine this work and include it in a broader, multi-year approach to provide faster decisions by modernizing the Table of Disabilities. *[MLC: streamlining]*
- We worked with Statistics Canada on various initiatives, such as:
 - ▶ the fourth survey cycle of the LASS, our primary source of information on the Canadian Veteran population. Data from the 2019 survey, published in this report, measures results and helps inform improvements to our programs and services; and
 - ▶ including a Veteran identifier question in Census 2021 to better understand the needs of all Veterans and their families to help us improve our programs and services.

Gender-based analysis plus (GBA+)

Throughout the fiscal year, we continued to implement and consider all aspects of GBA+ to ensure that our policies, programs and initiatives are free of bias.

- After the [GC's official apology to LGBTQ2 Canadians](#),^{xi} we created a unit to prioritize calls and speed up disability benefit claims from applicants who previously thought they did not qualify.
- In support of the GC's promise to advance gender equality, diversity and inclusion, we created the [Office of Women and LGBTQ2 Veterans](#)ⁱⁱⁱ to contribute to our efforts to advance gender equality, diversity and inclusion across the Veterans Affairs Portfolio.
- We focused efforts on developing a GBA+ Strategy for our department to help advance equitable outcomes for all Veterans.
- In response to the [findings of the OVO](#)^{xii} regarding timely transparent decisions, we recruited a Sex and GBA expert to examine our tools, processes and procedures used in the adjudication of disability benefits. The review confirmed the OVO's findings and found opportunities for improvements.
- Hosted a [Women Veterans Forum](#),ⁱⁱ the first of its kind in Canada. Women Veterans, stakeholders, researchers, subject matter experts and government officials met to talk openly about the challenges facing women Veterans.

Experimentation

Working with CAF, we developed the Transition Task List tool. This tool provides members with information on the steps to complete during their transition to post-service life. We tested the systems, completed a user trial, and made recommendations for improvements based on the results.

[MLC: closing the seam]

- Our Artificial Intelligence (AI) team developed a software prototype with the potential to automate the review process of Service Health Records (SHR) related to hearing loss and tinnitus to help streamline the decision making process. In 2020–21, we plan to continue testing in order to understand its impact and potential use with other health conditions. *[MLC: automation; streamlining]*

Results achieved²

Departmental Results	Performance indicators	Targets	Date to achieve targets	2019–20 Actual results	2018–19 Actual results ³	2017–18 Actual results ³
Veterans are physically and mentally well.	% of Veterans who report that their health is very good or excellent*	50%	31 March 2020	39%	46%	
	% of Veterans who report that their mental health is very good or excellent*	60%	31 March 2020	48%	56%	
	% of Veterans accessing national network of Operational Stress Injury Clinics having improved overall mental health	30%	31 March 2020	47% ⁴	47% ⁵	Data available starting 2018–19 ⁶
Veterans and their families are financially secure.	% of Veterans whose household income is below the low income measure*	5% ⁷	31 March 2020	6%	4%	
	% of Veterans who are satisfied with their financial situation*	70%	31 March 2020	72%	69%	
Veterans have a sense of purpose.	% of Veterans who are satisfied with their job or main activity*	75%	31 March 2020	71%	74%	
	Veterans employment rate*	70%	31 March 2020	60%	65%	
Veterans are able to adapt, manage, and cope within post-service life.	% of Veterans who report an easy adjustment to post-service life*	55%	31 March 2020	45%	52%	
	% of Veterans who report they need help with an activity of daily living*	20% ⁷	31 March 2020	25%	20%	
Veterans are satisfied with the services they receive.	% of clients who are satisfied with the quality of service delivery they receive from Veterans Affairs Canada	85%	31 March 2021	N/A ⁸	81% ⁹	81%

The detailed LASS report was not available for this DRR and an analysis is currently underway. The continual improvements we make to programs and services for Veterans and their families are meant to help improve the results.

² Indicators identified with an asterisk (*) are measured using data from the LASS. This survey is only conducted every three years as significant changes in responses would not be expected to occur over shorter periods of time. Increased frequency of the survey could also result in survey fatigue of respondents and would be costly. The 2017–18 and 2018–19 results are derived from the 2016 LASS. The 2019 LASS results are now available under 2019–20.

³ The 2017–18 and 2018–19 results are from the 2016 LASS results. This survey is only conducted every three years as significant changes in responses would not be expected to occur over shorter periods of time, therefore the result is carried over until a new result is available.

⁴ During the 2019–20 fiscal year, VAC-funded Network of Operational Stress Injury Clinics (OSI) Clinics served 10,067 clients. Based on data for approximately 15% (1,534) of these clients, 47% demonstrated significantly improved mental health. This percentage is equivalent to that reported in fiscal year 2018–19 but significantly higher than 30% of mental health treatment outcome monitoring improvement reported in the scientific literature.

⁵ During the 2018–19 fiscal year, 9,351 clients were served in the VAC-funded Network of OSI Clinics. Due to a variety of outcome monitoring implementation difficulties, data for approximately 10% (915) of clients served in the last fiscal year was analyzed. Of these 915 OSI Clinic clients, 47% demonstrated significantly improved mental health.

⁶ As this specific indicator was not previously measured, no historical information is available.

⁷ These represent maximum targets. In other words, the lower the result, the better the outcome for Veterans.

⁸ The results from the 2020 VAC National Survey are not yet available. We suspended fieldwork for this project (including data collection) on 20 March 2020 after halting all VAC Public Opinion Research projects because of COVID-19 Public Health measures. The project’s fieldwork and data collection will resume at a later date (TBD).

⁹ This result was carried over from the 2017 VAC National Survey as a follow up survey was delayed in 2018–19 due to varying circumstances.

Budgetary Financial Resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
4,205,757,171	4,205,757,171	5,045,620,982	4,625,183,299	419,426,127

Human Resources (full-time equivalents)

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
2,310.5	2,326.4	15.9

A full analysis of the budgetary financial resources and full-time equivalents is available in the “[Analysis of trends in spending and human resources](#)” section of this report.

Complete framework methodologies, as well as financial, human resources and performance information for the Program Inventory are available in [GC InfoBase](#).^{vi}

Commemoration

Description: Pay tribute to the sacrifices and achievements of those who served in Canada’s military efforts.

RESULTS

Veterans want Canadians to understand the price of freedom. They want the people of Canada to remember their sacrifices and ensure the values they fought for will live on in all of us. With this in mind, we will continue to support the Government of Canada in its duty to pay tribute to the contribution and sacrifice of all who have served and continue to serve Canada in times of war, military conflict and peace through various initiatives and the Minister’s mandate letter commitments (MLC)¹⁰. We have listed our efforts toward achieving our goals below.

Departmental Result: Veterans and those who died in service are honoured.

Canada is a great country, due in no small part to the sacrifices of the men and women who have served and continue to serve in the CAF. We strive to honour them now and for many years to come. In 2019–20, the following activities contributed to this departmental result.

- We marked the 75th anniversary of D-Day and the Battle of Normandy, the 75th anniversary of the Battle of the Scheldt and the 75th anniversary of the Italian Campaign by leading GC delegations to France and Italy and through a variety of initiatives in Canada and in Europe. These included ceremonies, events, the development of the new “Boot of Remembrance” commemorative pin, and the distribution of approximately 4.5 million learning resources, historical products and commemorative items to engage youth and educators.
- Continued to work with partners Canadian Heritage and the National Capital Commission on realizing a National Monument to Canada’s Mission in Afghanistan located in Ottawa. This included inviting prospective design teams to provide submissions through the Request for Qualifications process (led by Canadian Heritage), and holding consultations with Veterans, family members, and other stakeholders—including the Canadian public—on design considerations for the Monument.



¹⁰ The Prime Minister updated the Mandate Letter Commitments on December 13, 2019, therefore MLCs may be tagged from the archived and/or current list.

- Developed plans to mark the 75th anniversary of the Liberation of the Netherlands.
- Undertook site maintenance at two overseas memorial sites (Bourlon Wood and Hill 62) and the continued stewardship of 12 other memorial sites in Europe.

Grave Maintenance Project

We approached the half-way mark in repairs on this five-year project

Total repairs required:	57,179
Completed in 2018–19:	12,141 (21%)
Completed in 2019–20:	13,569 (24%)
Total repairs completed to date:	25,710 (45%)

- We launched new web features on [Jewish Veterans](#)^{xiii} and [British Home Children](#),^{xiv} as well as on [various CAF efforts](#)^{xv} in Afghanistan, the Balkans, Rwanda, Cyprus and during the Gulf War.

- Adapted almost all of our web features to fit a dynamic new web design and enhanced web content for several 2019–20 milestones, such as the 75th anniversaries of D-Day/Battle of Normandy, Italian Campaign and Battle of the Scheldt.
- We added new lesson plans to the [Indigenous web feature](#).^{xvi}

Departmental Result: Canadians remember and appreciate Veterans and those who died in service.

As a department, we work towards engaging Canadians of all ages in paying tribute to Veterans and those who died in service, appreciating them and ensuring the preservation of the legacy of their tremendous contributions to peace and freedom for generations to come. In 2019–20, the following activities contributed to this goal:

- Provided funding for 206 commemorative projects through the Commemorative Partnership Program;
- Conducted a visitor experience survey at the Canadian National Vimy Memorial and the Beaumont-Hamel Newfoundland Memorial with plans to do it every two or three years going forward; the intent of the survey is to determine what the visitors feel works well on the sites and what could make their experience more meaningful.
- Enhanced visitor experience at our overseas memorial sites by installing a new [Faces of Freedom](#)^{xvii} exhibit at the Vimy Visitor Education Centre;

Gender-based analysis plus (GBA+)

- Ensured multi-generational representation in overseas event delegations to both France (June 2019) and Italy (November/December 2019).
- Marked the 75th anniversary of D-Day and the Battle of Normandy with commemorative events in Canada that included the participation of Veterans, Indigenous groups, youth groups, and current serving members of the CAF.
- Learning materials captured a diversity of Canadian identities, explaining the significant contributions and sacrifices of those who served and continue to serve our country.

Results achieved

Departmental Results	Performance indicators	Targets	Date to achieve targets	2019–20 Actual results	2018–19 Actual results	2017–18 Actual results
Veterans and those who died in service are honoured.	% of Veteran clients who are satisfied with the way Veterans Affairs Canada's commemorative initiatives honour Veterans and those who died in service	80%	31 March 2020	N/A ¹¹	76% ¹²	76%
	# of visits to the Canadian Virtual War Memorial	2,000,000	31 March 2020	2,659,840	2,175,446	2,548,041
	# of visitors to the overseas memorials, Vimy and Beaumont-Hamel	900,000	31 March 2020	815,291 ¹³	904,249	1,077,506
Canadians remember and appreciate Veterans and those who died in service.	% of Canadians who indicate they make an effort to appreciate Veterans and those who died in service	75%	31 March 2020	75%	74%	73%
	# of "Likes" on the Canada Remembers Facebook page ¹⁴	1,000,000	31 March 2020	1,060,007	1,059,735	1,065,795
	# of Canadians who participated in community engagement activities financially supported by Veterans Affairs Canada	200,000	31 March 2020	548,512	436,969	474,945

¹¹ The results from the 2020 VAC National Survey are not yet available. We suspended fieldwork for this project (including data collection) on 20 March 2020 after halting all VAC Public Opinion Research projects because of COVID-19 Public Health measures. The project's fieldwork and data collection will resume later (TBD).

¹² Carried over this result from the 2017 VAC National Survey due to a delay with the follow up survey in 2018–19.

¹³ Visitation to Vimy and Beaumont-Hamel declined because large-scale commemorations marking 100th anniversaries of various First World War milestones finished in 2018–19; in addition, COVID-19 impacts began in February 2020.

¹⁴ The target for this indicator was set in error at 4,000,000 "Likes" annually. This target was based on a methodology of adding results from each quarter to produce the yearly total; however, Facebook page "Likes" accumulate daily as a running total. Due to this error, the target and all three fiscal years shown above have been corrected. Targets and results figures in the 2018–19 and 2019–20 Departmental Plans have also been corrected (indicator was introduced in 2018–19). This indicator will be retired starting in 2020–21.

Budgetary Financial Resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
44,916,250	44,916,250	84,184,571	81,485,684	36,569,434

Human Resources (full-time equivalents)

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
95.4	90.0	(5.4)

A full analysis of the budgetary financial resources and full-time equivalents is available in the “[Analysis of trends in spending and human resources](#)” section of this report.

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Veterans Ombudsman

Description: Provide an independent and impartial review of complaints and issues related to programs and services delivered by the Veterans Affairs Portfolio and uphold the *Veterans Bill of Rights*.

RESULTS

Under this Core Responsibility, the OVO continued to look into issues and complaints related to programs and services offered by VAC (or third parties on VAC's behalf) to determine fair treatment of Veterans and their families.

Departmental Result: Veterans and their families have access to a timely review of complaints about the programs, services and support delivered by the Veterans Affairs Portfolio.

Veterans and their families reach out to the Office for many reasons. If a Veteran calls because they feel they have been treated unfairly by VAC, it is the OVO's role to investigate complaints against the Department and advocate for fairness. In 2019–20:

- The Office of the Veterans Ombudsman (OVO) addressed 1,874 files (98%) of the 1,916 files created with the OVO during 2019–20. Of these files, the Office classified 1,596 (83%) as complaints related to the Veterans Affairs Portfolio and addressed 1,415 (89%) within the service standard of 60 working days. The improved turnaround times are the result of simplified business processes, new employee hires and a realignment of the files received and investigative functions.

Departmental Result: Issues about the programs, services and support provided to Veterans and their families by the Veterans Affairs Portfolio are identified and addressed.

As a follow-up to the first departmental result, the OVO further identifies systemic issues they hear about from Veterans calling in, as well as by reaching out across the country to capture any other common matters of importance. In 2019–20, the following activities contributed to this departmental result:

- The OVO initiated micro-investigations to address systemic single-issue concerns to allow them to move quickly from investigation to providing report and recommendations. Three were initiated in 2019–20, which included:

- ▶ IRB for Reserve Force Veterans containing two recommendations, which VAC partially accepted to implement;
 - ▶ Supplementary Retirement Benefit Payout;¹⁵ and
 - ▶ Mental Health Benefits for Family Members in their own right.¹⁵
- To create more awareness and expand the reach of the Office’s services, the Veterans Ombudsman engaged with people across the country. Organized into seven mini tours, he met one-on-one and in groups to identify concerns of Veterans and their families, as well as educating a variety of groups about their services. In addition, the OVO also:
 - ▶ met with key partners in the areas of research, Veteran programs, and ombudsmanry;
 - ▶ raised national attention via two parliamentary committee appearances and media outreach on the topics of wait times and the need for a more harmonized system for Veterans;
 - ▶ received national media coverage on the issue of mental health supports to families; and
 - ▶ developed a new electronic newsletter “Focus on Fairness,” launching in 2020–21, to create more awareness and expand the reach of OVO services.
 - Completed work on the report, [Financial Compensation for Canadian Veterans: A comparative analysis of benefit regimes](#).^{xviii} The OVO also started a complete investigation into VAC’s review and appeal processes, and led a review to find issues affecting women Veterans related to VAC programs and services.
 - Started a new investigative framework using a fairness triangle format similar to a number of provincial Ombuds offices to explain their work too. This framework allows them to review cases for fairness with a focus on relational engagement, processes for decision-makers, and the outcomes resulting from the decision.



Gender-based analysis plus (GBA+)

- While working on the organization’s priorities, including investigations, the OVO applied a GBA+ lens to their plans. Systemic investigations undergo a GBA+ review during the planning phase too.
- The OVO continued to enhance the diversity of the Veterans Ombudsman Advisory Council to include additional women (Veterans, caregivers and medical professionals) and Indigenous Veterans.

¹⁵ Not yet published as of the end of 2019–20.

Experimentation

- The Office continued to digitize their services to better support Veterans’ access to services they offer. VAC postponed the planned implementation of an online booking tool and the full integration of the online complaint form with the GC case management system in order to implement other Government priorities. These initiatives are now planned for 2020–21.

Results achieved

Departmental Results	Performance indicators	Targets	Date to achieve targets	2019–20 Actual results	2018–19 Actual results	2017–18 Actual results
Veterans and their families have access to a timely review of complaints about the programs, services and support delivered by the Veterans Affairs Portfolio	% of complaints closed within 60 working days	75%	31 March 2020	89%	68%	68%
Issues about the programs, services and support provided to Veterans and their families by the Veterans Affairs Portfolio are identified and addressed	% of the Office of the Veterans Ombudsman recommendations on emerging and systemic issues implemented by the Veterans Affairs Portfolio	70%	31 March 2021	n/a ¹⁶	79%	75%

Budgetary Financial Resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
5,502,468	5,502,468	5,370,414	4,115,575	(1,386,893)

Human Resources (full-time equivalents)

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
38.0	32.5	(5.5)

A full analysis of the budgetary financial resources and full-time equivalents is available in the “[Analysis of trends in spending and human resources](#)” section of this report.

Complete framework methodologies, as well as financial, human resources and performance information for the Program Inventory are available in [GC InfoBase](#).^{vi}

¹⁶ The result is not available as it had been modified to a 3-year cycle; in addition, it has been modified for fiscal year 2020–21 as indicated on the 2020–21 Departmental Plan (indicator 3.2.2), thus the methodology will differ from this point forward.

Our Internal Services

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

- Acquisition Management Services
- Communications Services
- Financial Management Services
- Human Resources Management Services
- Information Management Services
- Information Technology (IT) Services
- Legal Services
- Materiel Management Services
- Management and Oversight Services
- Real Property Management Services

RESULTS

Our internal services continue to advance the Minister’s MLCs and Government of Canada priorities. By providing corporate support, our internal services ensure that our program areas have the tools and resources needed to deliver results to Veterans and their families, as well as Canadians.

Our internal services directly or indirectly contribute to **all Departmental Results** identified in the Departmental Results Framework.

The following contributed to our goals in 2019–20:

Supported the implementation of initiatives designed to improve outcomes for Veterans by improving our suite of case management tools in support of “Closing the Seam” initiatives, which support Veterans in transition. We created prototypes and plans for these tools, including a prototype for case management tools, a members’ transition task list, and a screening tool delivered in a public format. *[MLC: closing the seam]*

- Continued work on the replacement of legacy financial management systems with a SAP based solution with a target implementation date of 1 April 2021. We formed a project team and work began to produce strategy documents for training, data conversion, and phasing-out of the legacy systems.
- Digitized 9,500 personnel security files creating significant efficiencies within Security services and aligning us with GC workplace initiatives.
- As noted in the Experimentation section of Core Responsibility “Benefits, Services and Support,” we continue to build on the success of the AI project on business value identification and developed another project to improve

processing times relating to hearing loss and tinnitus applications. We plan to continue to build our AI capacity and find more opportunities to use this technology to improve service. *[MLC: automation]*

- Implemented an e-signature pilot for travel related forms making the process much more efficient and supporting green initiatives.
- Put together a testing group to look at our entire application inventory to ensure it meets accessibility standards for both clients and internal users.
- Continued to support our employees through various initiatives by:
 - ▶ Establishing a Safe Workplace Centre of Expertise to ensure a safe and positive workplace that promotes psychological health, safety, and well-being;
 - ▶ Raising awareness in mental health, wellness, diversity and inclusion with the continued work of the Workplace Wellness Unit, departmental events, and communications;
 - ▶ Establishing a team to support timely resolution of pay related issues; and
 - ▶ Promoting an organizational culture where talent management and leadership development is key.
- Used tools to support hiring processes such as an online software to carry out assessments. We can prepare pre-recorded interview questions, and then candidates record and send video responses to us; this reduces the need for in-person interviews and related administrative logistics. It also allows us to continue our work during pandemic situations.
- Over the course of 2019–20, we significantly enhanced our communication with Veterans online and through social media targeting the broader Canadian population. Using social media analytics we can better anticipate the information needs of Veterans and their families and respond to those needs.
- Held multiple in-person and virtual engagement activities, including consultation with Veterans who are not currently VAC clients—a first for VAC—and various sessions with the Ministerial Advisory Groups and the Deputy Minister stakeholder group.
- Consulted with a number of groups to develop a design manual to establish a common look and feel in all VAC products. It contains instructions for employees on how to apply our visual identity across all channels and points of contact.
- Continued to work on our sustainability goals by:
 - ▶ Progressing the implementation of the GC Workplace vision—planning the reconfiguration of head office buildings to introduce the modernized technology and space configurations to permit greater flexibility and promote sustainable business practices;
 - ▶ Continuing the promotion of flexible work arrangements and the progressions to a more remote workforce; and

- ▶ Reducing paper consumption and decreasing excess storage requirements by increasing awareness of modern workplace practices.
- Implemented the changes from the *Access to Information Act*, which came into force on June 21, 2019. To support the new requirements for pro-active publication, we developed a process map and met all legislated deadlines for pro-active publication during the reporting period.
- Established an Accessibility Working Group and launched a VAC Accessibility Network to support implementation of the *Accessible Canada Act*, and ensure we continue to be “accessible by design” in our approach to contribute to a barrier-free Canada and to support clients, employees, and external stakeholders.

Gender-based analysis plus (GBA+)

- Launched the VAC Gender Inclusive Services project to support the GC’s modernization of sex and gender information practices. For this project, we reviewed when, where, and how we collect, use and/or display gender information across our Department. The initial assessment of our programs and IT systems is now complete; planning for the implementation phase continues in 2020–21.
- Reviewed human resources forms and staffing letters to ensure they are gender neutral. This will remain an ongoing effort across all forms and documents.
- Promoted and enabled alternative work arrangements—including flexible and remote work—in order to remove barriers to employment.

Experimentation

- ▶ Worked to improve the user experience and performance of remembrance content on veterans.gc.ca.^{xix} Armed with results from user testing, we worked on a better website architecture to make it easier for visitors to find content, to improve the length of time to complete their task and to expose them to new content with the goal of having them explore the remembrance web section.

Budgetary Financial Resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2019–20 Total authorities available for use	2019–20 Actual spending (authorities used)	2019–20 Difference (Actual spending minus Planned spending)
87,875,420	87,875,420	121,753,731	121,589,799	33,714,379

Human Resources (full-time equivalents)

2019–20 Planned full-time equivalents	2019–20 Actual full-time equivalents	2019–20 Difference (Actual full-time equivalents minus Planned full-time equivalents)
723.1	749.1	26.0

A full analysis of the budgetary financial resources and full-time equivalents is available in the “[Analysis of trends in spending and human resources](#)” section of this report.

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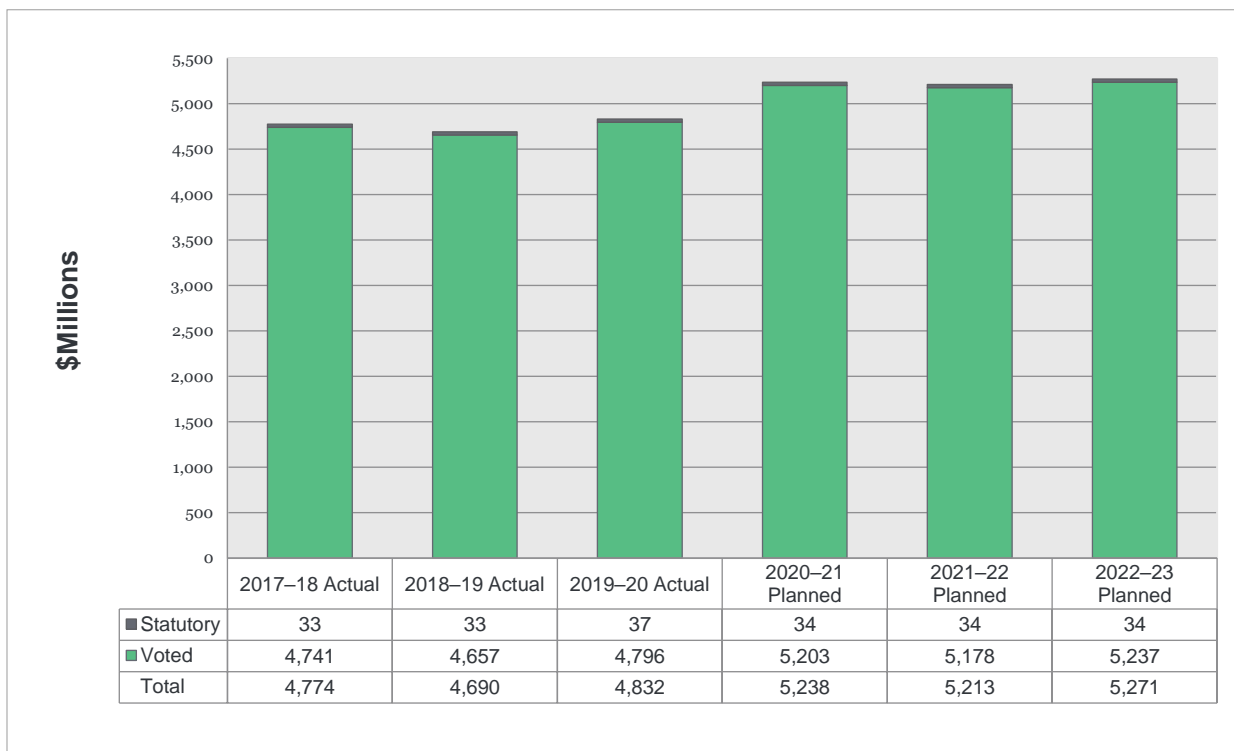
Analysis of trends in spending and human resources

Actual expenditures

We build our annual budget in order to respond to eligible Veterans in need of benefits and services. A key part of this process is forecasting, which helps ensure there is enough funding for all eligible Veterans who are likely to need help in a given year. Naturally, our budget fluctuates each year due to the demand-driven nature of its programs, which are based on Veterans' needs and entitlements. In other words, a Veteran who is entitled to a benefit is paid that benefit, whether 10 or 10,000 come forward.

While forecasting helps ensure enough funding is available, expenditures are only incurred for Veterans who in fact come forward to use the program or service. The Government's budget process is designed to account for these fluctuations, which is why there will be changes to both forecasted and actual spending from one year to the next. Fluctuations in spending are normal, given that initial forecasting is typically done many months in advance of the reporting period and adjusted throughout the year based on actual results.

Departmental spending trend graph



Note: some totals may not add due to rounding.

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

Core Responsibilities and Internal Services	2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending	2019–20 Total authorities available for use	2017–18 Actual spending (authorities used)	2018–19 Actual spending (authorities used)	2019–20 Actual spending (authorities used)
Benefits, Services and Support	4,205,757,171	4,205,757,171	5,106,760,246	5,085,853,568	5,045,620,982	4,627,278,058	4,528,562,537	4,625,183,299
Commemoration	44,916,250	44,916,250	42,966,357	43,057,917	84,184,571	56,866,415	45,032,805	81,485,684
Veterans Ombudsman	5,502,468	5,502,468	5,483,671	5,483,660	5,370,414	4,960,234	3,735,430	4,115,575
Budget Implementation vote (unallocated authorities)	—	—	—	—	31,836,037	—	—	—
Subtotal	4,256,175,889	4,256,175,889	5,155,210,274	5,134,395,145	5,167,012,004	4,689,104,707	4,577,330,772	4,710,784,557
Internal Services	87,875,420	87,875,420	82,491,980	78,223,017	121,753,731	84,786,373	113,132,181	121,589,799
Total	4,344,051,309	4,344,051,309	5,237,702,254	5,212,618,162	5,288,765,735	4,773,891,080	4,690,462,953	4,832,374,356

Variance between 2019–20 Actual Spending and 2019–20 Planned Spending

As shown in the financial tables, we spent \$4.8 billion in 2019–20, of which over 90% were payments to Veterans, their families, and other program recipients. Our actual spending for fiscal year 2019–20 was \$488 million higher compared to planned spending, due mainly to the following items:

Benefits Services and Support

- ▶ Increased demand for certain programs and services, specifically those relating to the PFL suite of programs;
- ▶ Increase in Pain and Suffering Compensation due to an increase in Veterans choosing lump sum payments over monthly payments;
- ▶ Payments made during the year relating to the correction of indexation of Disability Pensions; and
- ▶ Payments made to fulfill our legal obligation as set in the [Toth Class Action Final Settlement](#).^{xx}

Budget Implementation Vote

- ▶ Implementation of Budget 2019 initiatives, including recognition of Métis Veterans, supporting Veterans as they transition to post-service life, commemorating Canada's Veterans and supporting research on Military and Veterans Health.

Internal Services

- ▶ The continued efforts to reduce wait times and improve the delivery of services and programs to Veterans and their families, particularly through the implementation of the new PFL initiatives.

Funding for the above items was not included in the planned spending figures at the start of fiscal year 2019–20.

Planned spending 2020–21 to 2022–23

Over the next three years, planned spending will fluctuate due to increased demand for certain programs and services, while temporary funding for certain initiatives concludes.

Planned spending for fiscal year 2020–21 is increased when compared to actual spending in 2019–20. This increase is primarily attributable to the increased demand for benefits and services, specifically the PFL suite of programs. In addition, it is forecasted that more Veterans will continue to choose the lump sum payment option for the Pain and Suffering Compensation benefit.

In fiscal year 2021–22, planned spending is forecasted to decrease by approximately \$25 million when compared to planned spending of fiscal year 2020–21. The planned spending fluctuations reflect annual adjustments based on updated client participation and program expenditures. We continue to see growth in the PFL suite of programs as well as other programs. In addition, an increasing number of Veterans are choosing lump sum payments over monthly payments for the Pain and Suffering Compensation benefit. These increases are offset however, with the concluding of funding received in 2020–21 to allow us to make Disability Pension Corrective adjustments (Escalation). This has resulted in an overall decrease in 2021–22 planned spending.

In fiscal year 2022–23, planned spending is forecasted to increase by \$58 million when compared to planned spending in fiscal year 2021–22. As mentioned above, we anticipate an overall increased demand for many of its programs and services. This increase translates to more and better services for Canada's Veterans and their families.

Actual human resources

Human resources summary for Core Responsibilities and Internal Services (full-time equivalents)¹⁷

Core Responsibilities and Internal Services	2017–18 Actual	2018–19 Actual	2019–20 Planned	2019–20 Actual	2020–21 Planned	2021–22 Planned
Benefits, Services and Support	1,961.4	2,076.4	2,310.5	2,326.4	2,070.3	2,068.7
Commemoration	88.4	86.0	95.4	90.0	92.6	92.6
Veterans Ombudsman	34.1	34.3	38.0	32.5	38.0	38.0
Subtotal	2,083.9	2,196.7	2,443.9	2,448.9	2,200.9	2,199.3
Internal Services	645.8	671.0	723.1	749.1	707.4	701.6
Total	2,729.7	2,867.7	3,167.0	3,198.0	2,908.3	2,900.9

As a result of funding received through Budget 2019, we were able to hire additional resources to improve service and support Veterans as they transition to post-service life. This resulted in an increase of 1% over the human resource level planned for fiscal year 2019–20.

Going forward, the government invested \$192 million starting in 2020–21 to extend case management and disability adjudicative resources provided in Budget 2018 to keep pace with incoming applications, innovate adjudicative processes and hire new teams dedicated to reducing the backlog. Future budget levels will reflect this investment.

When compared to actual results of fiscal year 2018–19, the number of employees increased by 11.5% as the result of funding received in Budget 2018 in support of Service Excellence and the implementation of the PFL suite of programs. The majority of this increase was within the Benefits, Services and Support core responsibility.

The number of employees in the Commemoration core responsibility remained stable in 2019–20 when compared to plans for 2019–20 and 2018–19 actual results.

Additionally, the number of employees within the Veterans Ombudsman core responsibility was slightly lower than planned for fiscal year 2019–20, due to delays in planned staffing.

We slightly increased the number of employees within the Internal Services core responsibility by approximately 4% to correspond with our overall increases to front-line human resources and to support the implementation of the new PFL suite of programs during 2019–20.

Financial and human resources information for our Program Inventory is available in [GC InfoBase](#).^{vi}

¹⁷ Some totals may not add due to rounding.

Expenditures by vote

For information on our organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2019–20](#).^{xxi}

Government of Canada (GC) spending and activities

Information on the alignment of our spending with the GC's spending and activities is available in [GC InfoBase](#).^{vi}

Financial statements and financial statements highlights

Financial statements

Our financial statements (unaudited) for the year ended 31 March 2020 are available on our [website](#).^{xxii}

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended 31 March 2020 (dollars)

Financial information	2019–20 Planned results	2019–20 Actual results	2018–19 Actual results	Difference (2019–20 Actual results minus 2019–20 Planned results)	Difference (2019–20 Actual results minus 2018–19 Actual results)
Total expenses	4,366,340,750	4,723,863,087	4,775,833,613	357,522,337	(51,970,526)
Total revenues	–	20,727	5,255	20,727	15,472
Net cost of operations before government funding and transfers	4,366,340,750	4,723,842,360	4,775,828,358	357,501,610	(51,985,998)

Our total Departmental expenses were approximately \$357.5 million higher than planned in 2019–20 as Parliament authorized additional funding during the fiscal year. This funding was for Veteran program payments such as Disability Pensions, as well as additional funding for the Pension for Life suite of programs, which began on April 1, 2019.

When comparing our overall actual expenditures for 2019–20 against those for the previous year, expenses decreased by \$52 million. This reduction is the result of an overall decrease in our Grants and Contributions programs. In 2019–20, when comparing expenses from the previous fiscal year, there was a decrease in expenditures in the Disability Awards and

Allowances, Earnings Loss Benefit and Retirement Income Security Benefit. These decreases were partially offset by an increase in expenditures in Disability Pensions, Education and Training Benefit and Caregiver Recognition Benefit. There were increases from the implementation of new programs, notably the Income Replacement Benefit and Pain and Suffering Benefit. In addition, operating expenditures within the Department decreased overall.

Condensed Statement of Financial Position (unaudited) as of 31 March 2020 (dollars)

Financial information	2019–20	2018–19	Difference (2019–20 minus 2018–19)
Total net liabilities	178,562,746	264,690,816	(86,128,070)
Total net financial assets	183,109,620	160,428,417	22,681,203
Departmental net debt	(4,546,875)	104,262,399	(108,809,274)
Total non-financial assets	12,728,633	12,498,490	230,143
Departmental net financial position	17,275,508	(91,763,909)	109,039,417

There was a decrease of \$86.1 million in total net liabilities when compared to 2018–19. This variance is due to a decrease in the liability associated with the Toth Class Action lawsuit.

In 2019–20, total net financial assets increased by \$22.7 million when compared to 2018–19, due to an increase in accounts receivables for overpayments.

Departmental net debt, which is the difference between net liabilities and net financial assets as shown above, decreased by \$108.8 million in 2019–20 compared to 2018–19.

Total non-financial assets increased in 2019–20 by \$230 thousand when compared to 2018–19 due to the construction of a new center in Esquimalt, BC. This addition was offset by the amortization of tangible capital assets.

Supplementary information

Corporate Information

Organizational Profile

Appropriate Minister: The Honourable Lawrence MacAulay, PC, MP

Institutional Head: General (retired) Walter Natynczyk, CMM, MSC, CD, Deputy Minister

Ministerial Portfolio: Veterans Affairs

Enabling Instruments:

- ▶ *Department of Veterans Affairs Act*^{xxiii}
- ▶ *Veterans Well-being Act*^{18, xxiv}
- ▶ *Pension Act*^{xxv}

Year of Incorporation / Commencement: 1923

Our Raison d’être, mandate and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do” is available on [our website](#).^{xxvi}

Veterans Ombudsman’s Mandate

The mandate for the Veterans Ombudsman is available on the [Ombudsman’s website](#).^{xxvii}

Operating context and key risks

Information on operating context and key risks is available on [our departmental website](#).^{xxviii}

¹⁸ The *Canadian Forces Members and Veterans Re-establishment and Compensation Act* (The New Veterans Charter) was renamed as of 1 April 2018.

Reporting framework

Shown below is a diagram of our DRF and Program Inventory of record for 2019–20:

#1 Core Responsibility: Benefits, Services and Support		
DEPARTMENTAL RESULTS	INDICATORS	PROGRAM INVENTORY
Veterans are physically and mentally well	<ul style="list-style-type: none"> • % of Veterans who report that their health is very good or excellent • % of Veterans who report that their mental health is very good or excellent • % of Veterans accessing national network of Operational Stress Injury Clinics having improved overall mental health 	<ul style="list-style-type: none"> • Disability Benefits • Health Care Benefits • Transition Services • Long Term Care • Veterans Independence Program • Caregiver Recognition Benefit • War Veterans Allowance • Income Support • Veterans Emergency Fund • Centre of Excellence on Post Traumatic Stress Disorder and Related Mental Health Conditions • Veteran and Family Well-being Fund • Research Funding*
Veterans and their families are financially secure	<ul style="list-style-type: none"> • % of Veterans whose household income is below the low income measure • % of Veterans who are satisfied with their financial situation 	
Veterans have a sense of purpose	<ul style="list-style-type: none"> • % of Veterans who are satisfied with their job or main activity • Veterans employment rate 	
Veterans are able to adapt, manage, and cope within post-service life	<ul style="list-style-type: none"> • % of Veterans who report an easy adjustment to post-service life • % of Veterans who report they need help with an activity of daily living 	
Veterans are satisfied with the services they receive	<ul style="list-style-type: none"> • % of clients who are satisfied with the quality of service delivery they receive from Veterans Affairs Canada 	
#2 Core Responsibility: Commemoration		
DEPARTMENTAL RESULTS	INDICATORS	PROGRAM INVENTORY
Veterans and those who died in service are honoured	<ul style="list-style-type: none"> • % of Veteran clients who are satisfied with the way Veterans Affairs Canada's commemorative initiatives honour Veterans and those who died in service • # of visits to the Canadian Virtual War Memorial • # of visitors to the overseas memorials, Vimy and Beaumont-Hamel 	<ul style="list-style-type: none"> • Canada Remembers Program • Funeral and Burial Program
Canadians remember and appreciate Veterans and those who died in service	<ul style="list-style-type: none"> • % of Canadians who indicate they make an effort to appreciate Veterans and those who died in service • # of "Likes" on the Canada Remembers Facebook page • # of Canadians who participated in community engagement activities financially supported by Veterans Affairs Canada 	
#3 Core Responsibility: Veterans Ombudsman		
DEPARTMENTAL RESULTS	INDICATORS	PROGRAM INVENTORY
Veterans and their families have access to a timely review of complaints about the programs, services and support delivered by the Veterans Affairs Portfolio	<ul style="list-style-type: none"> • % of complaints closed within 60 working days 	<ul style="list-style-type: none"> • Veterans Ombudsman
Issues about the programs, services and support provided to Veterans and their families by the Veterans Affairs Portfolio are identified and addressed	<ul style="list-style-type: none"> • % of Office of the Veterans Ombudsman recommendations on emerging and systemic issues implemented by the Veterans Affairs Portfolio 	
INTERNAL SERVICES		

*Research Funding was added mid-year in 2019–20.

Supporting information on the Program Inventory

Financial, human resources and performance information for our Program Inventory is available in [GC InfoBase](#).^{vi}

Supplementary Information Tables

The following supplementary information tables are available on [our departmental website](#).^{xxix}

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs of \$5 million or more
- ▶ Gender-based analysis plus
- ▶ Response to parliamentary committees and external audits

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](#).^{xxx} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational Contact Information

Veterans Affairs Canada

161 Grafton Street
P.O. Box 7700
Charlottetown, PE
C1A 8M9

Toll free: **1-866-522-2122**
www.veterans.gc.ca

Veterans Ombudsman

134 Kent Street
P.O. Box 66
Charlottetown, PE
C1A 7K2

Toll free: **1-877-330-4343**
www.ombudsman-veterans.gc.ca

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Appendix: Definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

departmental priority (priorité)

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

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

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+) (analyse comparative entre les sexes plus [ACS+])

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 2019–20 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.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and

departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

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

statutory expenditures (dépenses législatives)

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

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- i. Pension for Life, <https://www.veterans.gc.ca/eng/services/pension-for-life>
- ii. Women Veterans Forum, <https://www.veterans.gc.ca/eng/about-vac/research/veterans-forum>
- iii. Office of Women and LGBTQ2 Veterans, <https://www.veterans.gc.ca/eng/about-vac/what-we-do/women-LGBTQ2/office>
- iv. Operating context and key risks, <https://www.veterans.gc.ca/eng/about-vac/what-we-do/operating-context-risks>
- v. Life After Service Study, <https://www.veterans.gc.ca/eng/about-vac/research/research-directorate/publications/reports/lass-2016>
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