



DEPARTMENTAL RESULTS REPORT

2021 – 2022

VETERANS AFFAIRS CANADA

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

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From the Minister

In 2021–22, the world began to come to terms with the lingering impacts of the global pandemic.

For our part, Veterans Affairs Canada (VAC) has remained committed to serving Canada's Veterans and their families. Our progress for this fiscal year is outlined in the following pages.

We have remained focused on reducing processing times, the issue of greatest concern for Veterans, their families, and everyone here at VAC. We've reduced the backlog by half since the spring of 2020, and I'm confident this progress will continue.



Over the past year, we've provided Veterans with greater access to our programs and services by continuing to modernize as a Department. They have benefited from:

- the launch of our new Mental Health benefit which helps ensure that Veterans get the coverage they need, when they need it;
- connecting more than a thousand Veterans with potential employers through national and regional webinars;
- more options for virtual services at operational stress injury clinics, with over 70% of appointments done remotely;
- improved features on My VAC Account, such as providing access for powers of attorney; and
- the use of Gender-based Analysis Plus, which helps us to be more inclusive in the support of all Veterans, especially the most marginalized.

It is our great honour to pay tribute to Veterans for their remarkable service to our country. This year marked the 105th anniversary of the Battle of the Somme and Beaumont-Hamel, and the 70th anniversary of the Battle of Kapyong. We also observed modern-era military anniversaries, such as the Gulf War and Canada's Mission to Rwanda. In total, 175 commemorative

projects were funded this year, with approximately 10 million Canadians participating in remembrance activities.

I am proud of our mission to provide services and benefits to Veterans and their families and to keep the memory of their achievements and sacrifices alive for all Canadians.

While we have made significant progress this year, there is always more work to be done. We will continue to improve our service to Veterans and their families. It is our honour to do so, as they have served us time and time again.

Sincerely,

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



Results at a glance



- We successfully implemented some of the initiatives in our "Strategic direction for improving wait times" report and continued to make progress on others.
- Expanded the Education and Training Benefit (ETB) to include a technical education element, providing access to funding for career-focused, intensive programs providing qualifications for specific employment fields.
- We delegated more decision-making to front line staff so that Veterans can receive some benefits quicker.
- Marked the 105th anniversary of the Battle of the Somme and Beaumont-Hamel and the 70th anniversary of the Battle of Kapyong.
- Development and implementation of a number of digital solutions, including dashboards, to leverage data and increase efficiency in several areas including, Disability processing, Case management, and Access to Information.
- We addressed or partially addressed 69% of the OVO's recommendations to date.

For more information on our plans, priorities and results achieved, see the "[Results: what we achieved](#)" section of this report.



Results: what we achieved

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

Veterans deserve fast access to treatment, benefits, and services which meet their unique needs. As the pandemic continued into 2021–22, we remained committed to ensuring Veterans and their families were cared for and had what they needed, when they needed it.

Under this Core Responsibility, we continued to work on improving our benefits and services to Veterans and other clients. Below we have listed efforts toward achieving each of our goals, also known as Departmental Results, and highlighted where the results were driven by the Minister's [December 2019](#),ⁱ [January 2021](#)ⁱⁱ and [December 2021](#)ⁱⁱⁱ Mandate Letter Commitments (MLC).

Departmental Result: Veterans are physically and mentally well.

As Canada's Veteran population continues to evolve, we must also do so to meet their needs. Mental and physical health issues are common challenges to well-being, especially when they co-exist. In 2021–22, we achieved the following to support this departmental result:

- In January 2022, we launched the Veteran Telemedicine pilot where medically-releasing Veterans and their families who do not have a family physician can use TeleHealth services through [MAPLE](#).^{iv} As of 31 March 2022, just three months into the pilot, there were 220 registrants (plus 48 dependants) having 104 consults completed with an average wait time of 10 minutes, while the average time with a physician was 15 minutes. The satisfaction rate was 94% at fiscal year end and we will continue to measure satisfaction as the number of registrants continues to grow.

10,875

Number of clients who accessed services from our OSI Clinics. Of those, **3,676** were new clients.

- 3,676 new clients (15% more than previous year) were referred to OSI Clinics. The clinics provided services to 10,875 clients in the same period, a 9% increase. Clients were given the option to receive services in-person or virtually, with 70% choosing the latter.
 - For easier access, we implemented virtual services at OSI Clinics so that Veterans can securely connect and take online training.
- While the implementation for the new Mental Health Benefits (MHB) did not occur until 1 April 2022, we developed a system and procedures enabling us to manually review pending mental health applications received by VAC prior to that date and determined that 1,094 individuals were eligible for this benefit at implementation.
[MLC: review mental health programs and services; ensure access to mental health resources, services and training programs]
 - The Veteran and Family Well-being Fund (VFWF) disbursed \$8M in 2021–22 (\$3M from base program funds and \$5M from Budget 2021 funds for COVID-recovery projects) to help 36 organizations lead research, initiatives and projects supporting Veterans and their families during the post COVID-19 recovery. Of the \$8M, we committed almost \$2M to projects that focus on women and 2SLGBTQI+ Veterans. *[MLC: expand and enhance VFWF]*



- We began collaborations with academic partners to consider future research to examine the effects of COVID-19 on Veterans' physical and mental well-being.
- We oversaw research on the impact of loneliness on the well-being of Veterans and their spouses.
- Provided \$2.5M through the Research Funding Program to the Canadian Institute for Military and Veteran Health Research (CIMVHR) to build research partnerships focusing on transition to life after service for Veterans and their families. We supported the CIMVHR 2022 forum organization and contributed to the CIMVHR Journal of Military, Veteran and Family Health. *[MLC: contribution agreements]*
- We renewed our contribution agreement with the Atlas Institute for Veterans and Families (formerly the Centre of Excellence on Post-traumatic Stress Disorder [PTSD] and other related health conditions) so that its work can continue and expand our understanding of PTSD and related mental health conditions. *[MLC: contribution agreements]*
- The Chronic Pain Centre of Excellence (CoE) worked with Veterans, academic researchers and medical professionals on the nature of chronic pain, treatment options and understanding the experiences of Veterans who live with it. It also collaborated with interdisciplinary pain management centres across Canada. To improve treatment outcomes and recovery, the Chronic Pain CoE generated and disseminated knowledge on chronic pain to Veterans and health-care workers through its educational series. *[MLC: contribution agreements]*
- As part of Case Management Renewal, and in light of challenges experienced as a result of the pandemic, clients with complex needs are now contacted every two weeks. *[MLC: higher standard of service and care]*

Departmental Result:

Veterans and their families are financially secure.

Research shows that financial stability is one of the key factors in Veterans' ability to succeed post-service, and critical to overall well-being. We offer programs and services that support Veterans' financial security. Among other things, this allows ill and injured Veterans to focus on their rehabilitation and make informed choices about their life after service. To ensure that Veterans and their families have the financial resources they need:

- We are examining future opportunities for data linkage with other Statistics Canada data products to generate new insight into Veteran demographics, and other determinants of well-being such as income. We are also using research and analysis done in collaboration with Statistics Canada to inform next steps concerning survivors who married Veterans after they turned 60.



Departmental Result: Veterans have a sense of purpose.

Having a sense of purpose is an important component of a fulfilling life and is integral to well-being. Participating in fulfilling activities contributes to one's health, social integration, fundamental sense of meaning and identity, and provides structure to day-to-day life. In 2021–22, the following contributed to this departmental result:

- We expanded the ETB to include technical education , providing Veterans with access to funding for career-focused, intensive programs providing qualifications for specific employment fields. Below are some statistics for this year:
 - An additional 2,100 Veterans were approved for the ETB;
 - Over 1,200 were also approved for a new [formal program plan](#);
 - Over 1,000 were approved for new short courses designed to support personal and professional development;
 - 71% of Veterans in a formal program successfully completed a period of formal education;
 - The 4-week decision-making service standard was met 99% of the time.

[MLC: employment and training support services]
- We increased our virtual outreach and launched a new Hire A Veteran LinkedIn group in July 2021 to connect Veterans with interested employers. As of June 2022, this group had more than 2,300 members, including 200 private sector employers, with new jobs posted every day. *[MLC: employment and training support services]*

- We hosted new and innovative online events to connect Veterans with employers. These included a series of national and regional webinars with federal departments and agencies and a five-day private sector webinar involving presentations from more than 40 employers. *[MLC: employment and training support services]*

1,000

Estimated number of Veterans/transitioning members participating in a series of national and regional seminars and over 2,000 registrants with access to the recorded sessions.

1,300+

Number of registrants for a five-day private sector webinar with presentation from over 40 employers with approximately 100 viewers at each presentation.

- Our Career Transition Services (CTS) helped 1,317 Veterans with resume writing and interview prep, as well as providing one-on-one career counselling. We renewed the contract for CTS which will provide the same job supports to Veterans as well as new measures, such as dedicated Veteran staff¹ to help translate military experience to skills and knowledge for the civilian workforce. *[MLC: employment and training support services]*



¹ In the new contract, the CTS service provider (Agilec) will employ at least one CAF Veteran to advise their other staff about transferrable military skills/experience.

Departmental Result:

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

Releasing from the military is a major life transition. There may be different processes depending on the type of release, as well as personal or professional considerations. 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 2021–22 to make progress on this departmental result:

- The Veterans Emergency Fund (VEF) provided financial support on 736 occasions to 574 Veterans and their families. This included 65 Veterans who were homeless. After recipients accessed VEF, we worked with them to ensure the necessary referrals were made to our other programs and benefits, as well as to community and provincial supports to address long-term needs. *[MLC: higher standard of service and care]*

736

Number of times financial support was provided to **574** Veterans and their families via the VEF. In **65** instances, the Veterans were homeless.



- Jointly with CAF, we have redesigned the transition process for non-medically releasing CAF Members. The Military to Civilian Transition (MCT) process was trialed at two Transition Centres in CFB Borden and CFB Petawawa. The trial

concluded in December 2021. National implementation of the new MCT process will be rolled out in a phased approach between 2022-2024. This will provide increased transition support for non-medically releasing CAF Members and their families.

- Phase one of the My Transition Course is provided as an online Enhanced Transition Training on CAF's Departmental Learning Network (DLN). There is also access to the full complement of Second Career Assistance Network (SCAN) seminar material. Phase Two in 2023, will implement a full suite of in-service and end-of-service formalized education and training programs, tools and modules that span the CAF Member's military career (CAF led/VAC supported).

[MLC: streamlining]

- Two new tools were added to My VAC Account: 1) The My Well-being check-in tool was created to help people check-in on how they are doing. Based on their answers, the tool advises users where and how to reach out for support. It also provides information on benefits and services that may be available to them. 2) Case management tools are now accessible for those who are or have been case managed. *[MLC: streamlining]*

Departmental Result:

Veterans are living in safe and adequate housing.

Veterans, like all Canadians, deserve a safe and affordable place to live. Homelessness is a complex issue and a shared responsibility, so we know that these efforts are most effective when we collaborate with others. We continued to work in partnership with community organizations, other levels of government, and other federal government departments and agencies to address Veteran homelessness.

One homeless Veteran is one too many. Our staff continue their outreach efforts to make sure homeless Veterans and other organizations know [of the services we provide](#).^y

2,800

Number of high-risk Veterans we proactively reached out to in an effort to ensure basic needs were met and they could access the support they need.

In 2021–22, we achieved the following to support this result:

- Continued collaboration with Canada Mortgage and Housing Corporation (CMHC) and Infrastructure Canada (INFC). Through these partnerships, Budget 2022 committed \$62.2 million over three years, beginning in 2024–25, for INFC, with support from VAC, to launch a new Veteran Homelessness Program. This program will provide services and rent supplements to Veterans experiencing homelessness, in partnership with community organizations. This builds on the Budget 2021 announcement of \$45 million over two years for the development of a Veteran homelessness pilot program.

- Funded six initiatives through the VFWF to conduct research and implement projects that support the well-being of Veterans who are, or are at risk of becoming, homeless. As a result of these initiatives, in Calgary, Winnipeg, and Halifax, homeless Veterans who access Veterans' Villages are provided with individualized counselling, and assistance in achieving their unique personal goals to ensure Veterans' long term success of living independently. In Fredericton, a housing focused shelter facilitates homeless Veterans' access to mental health and addiction supports to improve their well-being and enable them to transition into permanent housing. In Ottawa, outreach and social activities for homeless and at-risk and ill and injured Veterans are organized to address the rise in social isolation, anxiety and mental health difficulties faced by Veterans increasingly so since the start of the COVID-19 pandemic. Finally, in Saint John, Moncton and Fredericton, homeless Veterans are provided services and support through coordination with existing provincial homelessness reduction efforts, as well as integrating these Veteran specific services into a broader community system to improve access.
- We updated outreach tools including a new Homeless Veterans poster.

ONE HOMELESS VETERAN IS ONE TOO MANY.

Help is available.

AVAILABLE RESOURCES:

- Veterans Emergency Fund
- Health Care
- Mental Health Services and Supports
- Financial Support
- Employment Support
- Career Training and Support
- Peer Support
- Veteran and Family Well-Being Fund
- Case Management
- Local Service Providers

Have you served, or do you know someone who served in the **Canadian Armed Forces** or the **Royal Canadian Mounted Police**?

Help is available for those who are homeless or at risk of becoming homeless.

CALL US.
1-866-522-2122

Call the VAC Assistance Service line to speak to a mental health professional **1-800-268-7708**

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Departmental Result:

Veterans are satisfied with the services they receive.

Measuring Veterans' satisfaction with service delivery is very important to us. This information helps us with planning and determining next steps. In 2021–22, the following activities contributed to this departmental result:

- In 2021–22, we successfully implemented some of the initiatives from our [strategic direction document](#)^{vi} and continued to make progress on others—some of which can be found in this report—such as, expanding our experiments with the Service Health Records tool, extending temporary staff dedicated to disability benefits, and implementing a new Sexual Dysfunction Entitlement Eligibility Guideline (EEG). We are refreshing our document and it will be released in the fall of 2022. *[MLC: reducing wait times]*



- We delegated more decision-making to front line staff so that Veterans can receive benefits quicker. For example, Field Nursing Services Officers can now approve requests for Clothing Allowance and Area Occupational Therapists now have the delegated authority to approve all complex Special Equipment for clients. *[MLC: streamlining]*

- Work began on several other automation initiatives, such as the automatic generation of decision letters, and the development of a dedicated portal for health professionals to submit documents.

[MLC: automation; streamlining]

50%

Approximate percentage that the disability application backlog has been reduced by since the spring of 2020.

4,900

Average number of applications completed per month with the help of both our permanent and temporary employees, in late 2021 and early 2022. That is a 40% increase over the average for the previous three fiscal years.

- On 30 June 2021, a [national contract was awarded to Partners in Canadian Veterans Rehabilitation Services](#).^{vii} Implementation began in July 2021 and continued with stakeholder consultations to give Veterans, their families and our employees the opportunity to provide feedback and influence each step of the implementation process set to begin in November 2022. Veterans, their families, and case managers will have access to best rehabilitation practices, respectful of culture and gender, with interactive technology to improve their experiences and connections between Case Managers, rehabilitation experts, Veterans and their families.
- The Government committed more than \$192 million over two years in additional funding (2020–21 and 2021–22). This was used to extend resources from Budget 2018, and to hire 300 temporary staff to work on the most common applications, plus an additional 50 ancillary staff to provide further support. With an additional \$139.6 million invested in February 2022, we were able to extend the additional temporary employees dedicated to disability benefits until March 2024. *[MLC: reducing wait times]*

356,998

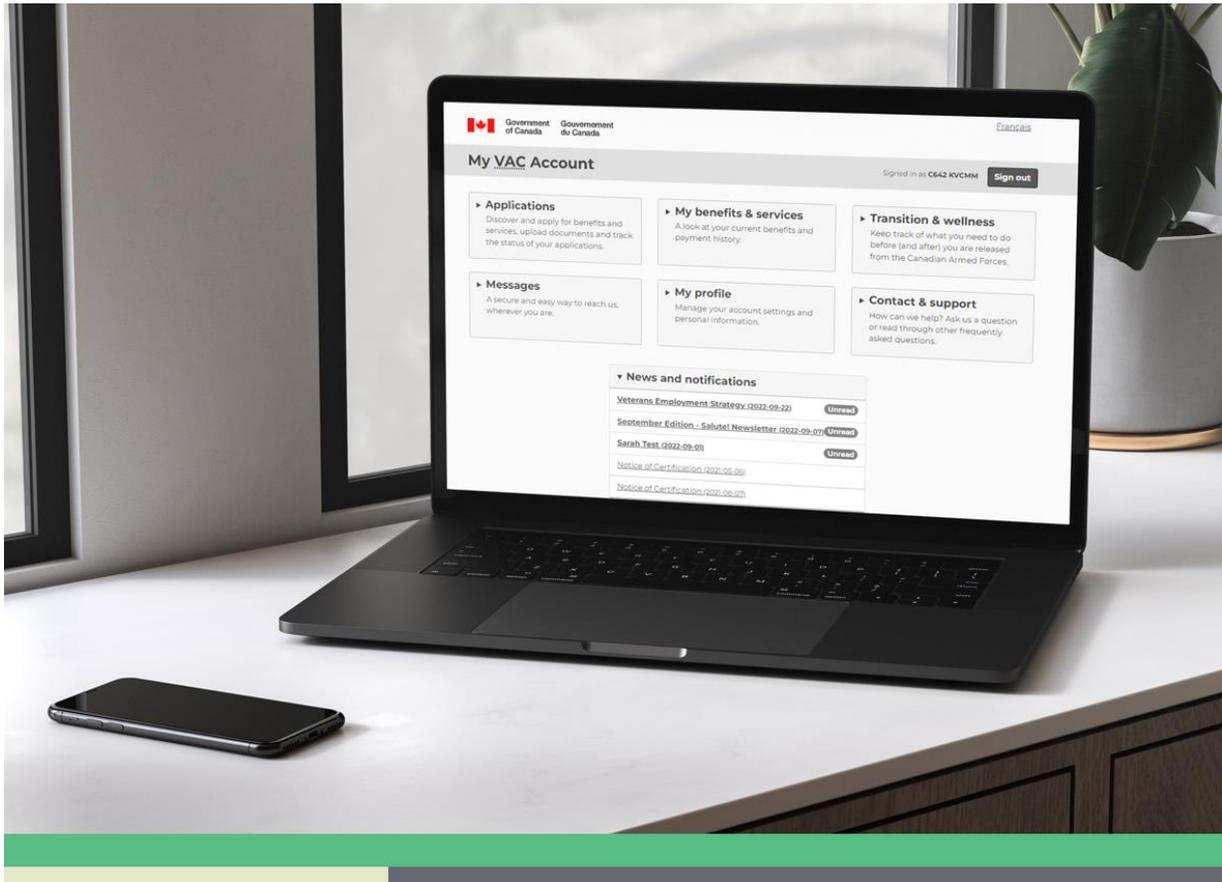
Number of calls responded to by our national call centre.

314,758

Number of secure messages responded to via My VAC Account.

- In May 2021, we launched a three-week consultation on Let's Talk Veterans on the disability benefit application process for first-time applicants. The feedback, which can be found in this [report](#),^{viii} helped us come up with solutions to make applying easier and create new tools to help process applications faster. In 2021–22, we increased the awareness and promoted the benefits of applying online with My VAC Account through social media and established an Outreach Unit in spring 2022. During the initial phase, the Unit will educate and guide internal and external stakeholders who support Veterans applying for disability benefits. Information sessions, identifying specific needs and questions that could arise relating to disability benefits, will

be delivered to these stakeholders. The team's goal is to continue to further enhance the information shared to these groups so that consistent and timely support can be provided to Veterans. Additionally, work is underway to review our communication material and the front-end application process to ensure that Veterans have the information they need to submit a complete application. *[MLC: streamlining; improving communications; reducing wait times]*



- We continued to build on existing features in My VAC Account to improve the user experience, such as providing access for powers of attorney. *[MLC: streamlining; automation]*
- We accelerated Bureau of Pensions Advocates' (BPA) digitization efforts to improve client services. We:
 - launched an electronic case management system allowing for more efficient service;
 - digitized approximately 10,000 active client files to support the electronic case management system;
 - created a virtual Veterans Excellence Team to address increased intake and backlog. Further details can be found in the [Experimentation section for Core Responsibility 1](#).*[MLC: streamlining; reducing wait times]*

Gender-based analysis plus (GBA Plus)



Ensuring inclusive programming is a social responsibility. We continued to implement and consider all aspects of GBA Plus with a view to recognize, mitigate and eliminate biases and barriers that may contribute to inequities and ensure that the development of policies, programs, services and initiatives includes consideration of differential impacts on diverse groups.

- Ongoing application of the Sex and Gender Equity in Research (SAGER) principles ensured women Veterans and the challenges they face are meaningfully represented in research.
- Continued to implement our GBA Plus Strategy. This included developing a “one stop shop” internal webpage of resources to support the use of a GBA Plus lens in the development of tailored Budget Proposals, Memorandums to Cabinet, Treasury Board Submissions and Regulatory Packages. *[MLC: ensure benefits/services meet the needs of underrepresented Veterans]*
- Developed and implemented a VAC Women Veterans Research Plan.
- Continued to modernize approaches to Sex and Gender (Gender Inclusive Services) to ensure that transgender, non-binary, and two-spirit Veterans are included in systems and services. *[MLC: ensure benefits/services meet the needs of underrepresented Veterans]*
- In order to support consistent, equitable, and transparent disability benefits decisions that are inclusive of sex and gender, and reflect the most up-to-date medical research on medical conditions, we:
 - developed and implemented a new Sexual Dysfunction EEG to support decision making for males, females, people who identify as sex/gender diverse, and those who have experienced sexual trauma related to service; and,
 - developed plans to modernize the Table of Disabilities, revise existing EEGs, and develop several additional EEGs. This work includes applying a GBA Plus lens to ensure that these tools provide for evidence-based decisions with consideration to the diverse health-related experience of CAF members and Veterans.

[MLC: ensure benefits/services meet the needs of underrepresented Veterans]

More research

- Conducted and collaborated on research that will increase our knowledge of the GBA Plus characteristics and experiences of our client populations. This evidence will inform our efforts to measure the performance of our programs and services and support decision-making.
- Ongoing collaboration with the University of Manitoba to investigate the prevalence of Military Sexual Trauma in male and female service members and Veterans.
- Completed research examining pre- and post-release income of CAF Regular Force Veterans, including differences between male and female Veterans.
- Examined factors associated with suicide in CAF Veterans, looking at males and females separately as well as risk differences between them.
- Completed longitudinal research with women members and Veterans to explore and identify sex and gender differences in military to civilian transition.
- Published sex-disaggregated research examining male and female Veterans' access to and usage of health care, with comparisons to males and females in the general Canadian population.

More data

- Using the Census 2021 Veterans identifier to enable the Department to conduct GBA Plus analysis better to understand Canada's Veteran population. Having access to this new data will allow the Department to better provide underrepresented Veterans and their families (e.g., women, 2SLGBTQI+, Indigenous, and visible minorities) with the care, treatment, programs, and services that fit their unique needs.
- Continued collaboration with Statistics Canada to update the database of military members and Veterans that will support disaggregated data analysis for underrepresented groups, including race, sex, gender, and indigenous status.
- BPA has identified that it needs to further incorporate GBA Plus considerations into its practices. BPA is exploring what data is available to inform its practice with Veterans in light of GBA Plus principles.

Experimentation

- We continually research ways to use technology to minimize administrative work and repetitive tasks, improve information sharing and the client experience, as well as enhance collaboration within the disability benefit process. In 2021–22, work continued on the Service Health Records search tool, which has already proven significant time-savings when searching thousands of pages of material for Hearing Loss and Tinnitus. The experiments to date led us to expand trials to knee conditions with more positive results and lays the foundation for future development for other conditions. While we expect to proceed with the full implementation in 2022, we will continue to test and compare the search results' quality, accuracy, and confidence against current manual search processes. *[MLC: streamlining; automation; reducing wait times]*
- Allocated temporary funds, BPA experimented with Veteran Excellence Teams until March 31, 2022. These teams were made up of 52 temporary virtual employees, including junior lawyers assigned simplified claim types for additional cost savings. The teams worked in partnership with VRAB to develop new methods for processing simplified claim types in order to

address a significant increase of incoming claims and 40% of BPA’s backlog (6,000 claims). The result of this initiative was an additional 5890 Veterans served at a reduced cost of 22% per case.

The experiment identified best practices for expedited processing of specific claim types for oral hearing, which have now been adopted to benefit regular operations. However, it was determined simplified written submissions will not be expanded to other claim types at this time. *[MLC: streamlining; reducing wait times]*

2030 Agenda for Sustainable Development

We continue to support Canada’s efforts towards the United Nations 2030 Agenda and Sustainable Development Goals (SDG). This core responsibility contributes broadly to the following:

SUSTAINABLE DEVELOPMENT GOALS



→ *SDG 1 – No POVERTY*

Our existing programs, such as (Income Support; Transition Services; and Treatment Benefits (for any health condition), Veterans Independence Program, and Long Term Care support for income qualified Veterans, directly contribute to this SDG. Health care and long term care programs can contribute toward the cost of health care for some income qualified Veterans, removing some of the financial burden for their care for needs unrelated to service.

→ *SDG 3 – GOOD HEALTH AND WELL-BEING*

We contribute to advancing this goal by ensuring assessments for Veterans are based on our Well-Being Surveillance Framework, which assesses Veterans seven domains of well-being: health, culture and social environment, housing and physical environment, life skills, social integration, finances and purpose. By leveraging the expertise of an interdisciplinary team, we ensure Veterans receive the appropriate level of service at the right time. We aim to create a sustainable model for delivering Case Management Services, by building on the strengths of all the interdisciplinary Veteran Service Team members while maintaining a Veteran-centric approach to providing high quality services to Veterans and their families.

- *SDG 5 – GENDER EQUALITY*
- *SDG 10 – REDUCED INEQUALITIES*

We continue to work SDG 5 and 10 through ongoing and targeted outreach and engagement with women and 2SLGBTQI+ Veteran stakeholder groups. We are also part of the Department of National Defence's (DND) [Sexual Misconduct Response Centre's External Advisory Council \(EAC\)](#);^x GBA Plus Interdepartmental Committee; [Federal 2SLGBTQI+ Action Plan](#)^x Working Group; the Canadian Military Sexual Trauma Community of Practice; while supporting the National Action Plan to End Gender-Based Violence. *[MLC: support for those affected by sexual misconduct in the military; ensure benefits/services meet the needs of underrepresented Veterans]*

- *SDG 11 – SUSTAINABLE CITIES AND COMMUNITIES*

We continue to collaborate with Infrastructure Canada on the development of a Veteran Homelessness Program as announced in Budget 2022 that will, in partnership with community organizations, provide services and rent supplements to Veterans experiencing homelessness.

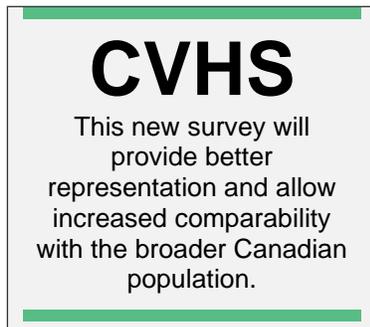
- *SDG 16 – PEACE, JUSTICE AND STRONG INSTITUTIONS*

We continue to contribute to promoting the rule of law and providing access to justice for all. BPA specializes in administrative law, particularly various pieces of legislation that apply to the Veteran community. The mandate is to represent Veterans before the Veterans Review and Appeal Board (VRAB) in support of Veterans receiving entitlement to disability benefits.

Results achieved (footnotes relating to this table are found on the following page)

Departmental Results	Performance indicators	Targets	Date to achieve targets	2019–20 Actual results	2020–21 Actual results	2021–22 Actual results
Veterans are physically and mentally well.	% of Veterans who report that their health is very good or excellent	50%	31 March 2023	39% ²		
	% of Veterans who report that their mental health is very good or excellent	60%	31 March 2023	48% ²		
	% of Veterans accessing national network of Operational Stress Injury Clinics reporting improved overall mental health ³	30%	31 March 2023	47%	50%	48%
	% of Veterans who report they need help with an activity of daily living	20% ⁴	31 March 2023	25% ²		
Veterans and their families are financially secure.	% of Veterans whose household income is below the low income measure	5% ⁴	31 March 2023	6% ²		
	% of Veterans who are satisfied with their financial situation	70%	31 March 2023	72% ²		
Veterans have a sense of purpose.	% of Veterans who are satisfied with their job or main activity	75%	31 March 2023	71% ²		
	% of Veterans who are employed	70%	31 March 2023	60% ²		
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 2023	45% ²		
	% of Veterans who have completed a post-secondary education	55%	31 March 2023	58% ²		
	% of Veterans who have high level of mastery of their life skills	40%	31 March 2023	26% ²		
Veterans are living in safe and adequate housing	% of Veterans who are in core housing need	3% ⁴	31 March 2023	n/a ⁵	n/a ⁶	
	% of Veterans Affairs Canada clients 65 years and older living in their own homes that report satisfaction with their housing ⁷	97%	31 March 2023	n/a ⁸	90% ⁹	
Veterans are satisfied with the services they receive.	% of Veterans Affairs Canada clients who are satisfied with the quality of service delivery they receive from Veterans Affairs Canada	85%	31 March 2023	n/a ⁸	81% ⁹	
	% of Veterans Affairs Canada clients who are satisfied with the quality of Veterans Affairs Canada's programs and services offered	85%	31 March 2023	n/a ⁸	80% ⁹	

We continually look for ways to improve and determine next steps when results are not meeting targets.



After much consideration, we decided to launch the Canadian Veteran Health Survey (CVHS) that will replace the Life after Service Survey (LASS), last completed in 2019. The CVHS will launch in October and run to December 2022 and provide better representation of certain Veteran groups, particularly older Veterans, and will align closely with the content covered in the Canadian Community Health Survey (CCHS) 2022, allowing increased comparability with the broader Canadian population.

The CVHS, conducted by Statistics Canada on our behalf, will draw its sample from a combination of two sources, the Military Veteran Status File (MVSF) and the Census. This will ensure CVHS is covering all individuals who became Veterans up to 11 May 2021 (Census day). The target population is Veterans who released before May 2021 and who are not re-enlisted at the time of the survey. It will be administered to Veterans living in the 10 provinces of Canada, 18 years of age or older, and not living in institutions.

Indicators derived from the CVHS will be similar to those from LASS as many of the questions are identical. However, the Veteran population surveyed differs between the two surveys; the 2019 LASS covered Regular Force Veterans released from 1998 to 2018 and CVHS will cover all Veterans who were released up to May 2021. As such, indicators based on CVHS (from 2022 on) cannot be directly compared to those from LASS.

LASS has officially been discontinued and CVHS will be the new and improved standard going forward.

² This indicator was measured using data from the LASS, a survey conducted on a 3-year cycle, thus they are carried forward until the next survey/result is available

³ Results are based on data for respectively 15% (2019–20 fiscal year), 10% (2020–21 fiscal year) and 14% (2021–22 fiscal year) of total number of clients served each year in the VAC-funded Network of OSI Clinics. Based on these samples, the yearly percentage of clients who reported clinically significant improvement in mental health is greater than the 30% of mental health treatment outcome monitoring improvement reported in the scientific literature. CROMIS 2.0 training began in fiscal year 2021–22 and continues in 2022–23 with the aim of increasing participation in the OSI Clinic Network-wide standardized treatment outcome monitoring program.

⁴ These represent maximum targets. In other words, the lower the result, the better the outcome for Veterans.

⁵ As this specific indicator was only introduced in the 2020–21 Departmental Results Framework, historical results are not reported.

⁶ The Canadian Housing Survey was delayed due to COVID-19 and the survey results analysis was not completed at the time of publishing of this report.

⁷ The results used for this indicator are derived from a secondary analysis of disaggregated data that is not broken down in the final VNCS report.

⁸ The results from the 2020 VAC National Client Survey were not available at that time. We had suspended fieldwork for this on 20 March 2020 because of public health measures.

⁹ This indicator was measured using data from the VAC National Client Survey, a survey normally conducted on a 2-year cycle, thus they are carried forward until the next survey/result is available.

Budgetary Financial Resources (dollars)

2021–22 Main Estimates	2021–22 Planned spending	2021–22 Total authorities available for use	2021–22 Actual spending (authorities used)	2021–22 Difference (Actual spending minus Planned spending)
6,148,513,828	6,148,513,828	6,153,544,666	5,240,551,120	(907,962,708)

Human Resources (full-time equivalents)

2021–22 Planned full-time equivalents	2021–22 Actual full-time equivalents	2021–22 Difference (Actual full-time equivalents minus Planned full-time equivalents)
2,681.7	2,739.9	58.2

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. A full analysis of the budgetary financial resources and Full-time Equivalents (FTEs) is available in the “[Spending and human resources](#)” section of this report. This includes explanations of variances between planned and actual resources.

Complete framework methodologies, as well as financial, human resources and performance information for the Program Inventory are available in [Government of Canada \(GC\) InfoBase](#).^{xi} This also includes explanations of variances between program-level planned and actual resources.

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 are passing the torch to the people of Canada, so that the memory of their sacrifices and the values they fought for will live on.

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. Below we have listed how we are working through various initiatives and the Minister's MLCs to achieve our goals.

Departmental Result:

Veterans and those who died in service are honoured.

We lead commemorative and recognition activities to promote and encourage everyone to honour the one and a half million brave Canadians who served, and continue to serve, our country at home and abroad. We strive to honour them now and to keep doing so for many years to come. In 2021–22, the following activities contributed to this goal:

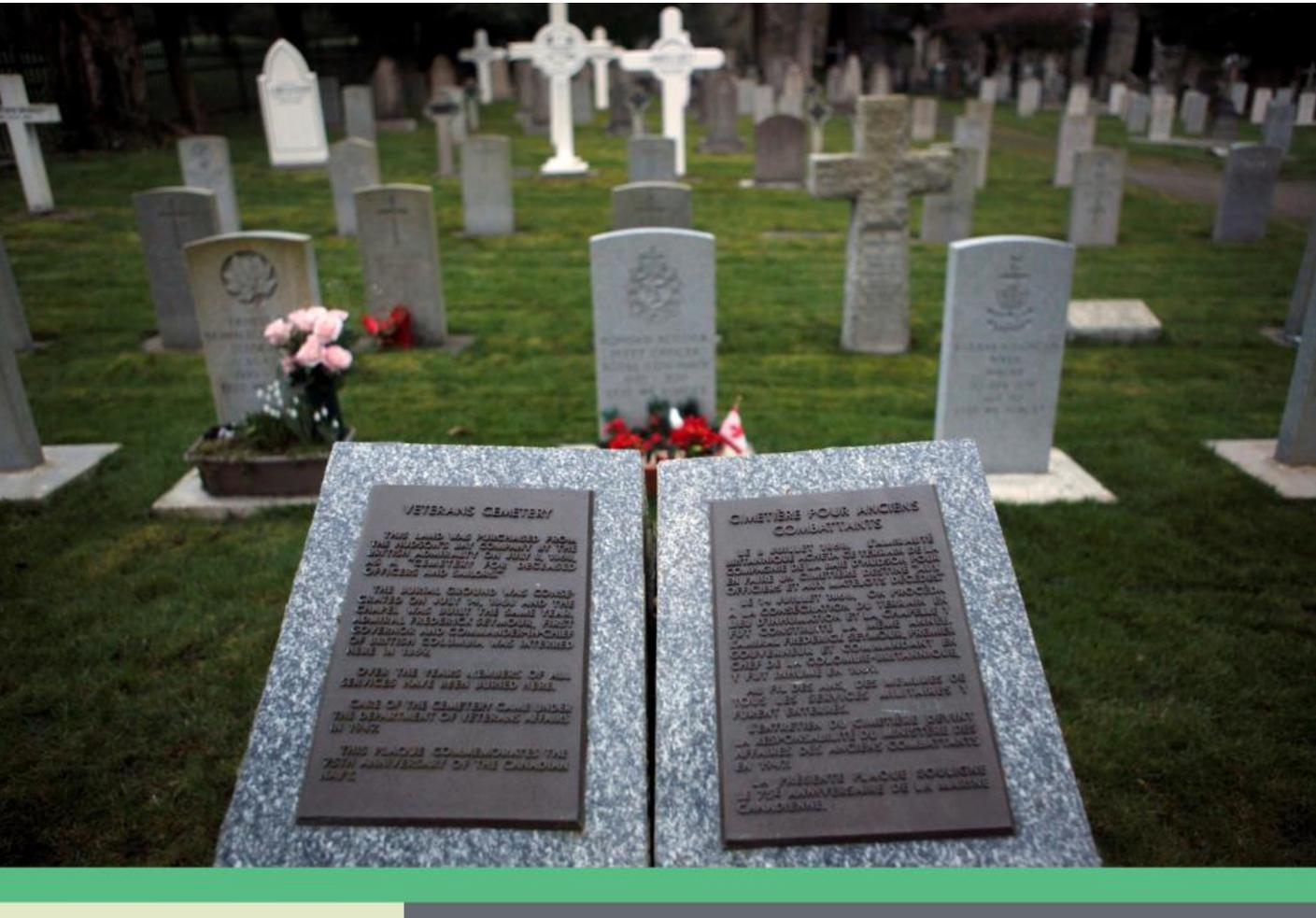
- We completed preservation and conservation work at six overseas memorials including the [Courcelette Canadian Memorial](#),^{xii} the [Dury Canadian Memorial](#),^{xiii} the [Le Quesnel Canadian Memorial](#),^{xiv} the [Courtrai Newfoundland Memorial](#)^{xv} and the [St-Julien Canadian Memorial](#).^{xvi} We also engaged the expertise of an engineering firm to complete geotechnical and stability assessments at the [Monchy-le-Preux Newfoundland Memorial](#)^{xvii} and the [Beaumont-Hamel Newfoundland Memorial](#).^{xviii}

We also signed a 10-year Memorandum of Understanding with Natural Resources Canada to cost share the forest conservation and replanting of 70,000 trees at the [Canadian National Vimy Memorial](#)^{xix} and the [Beaumont-Hamel Newfoundland Memorial](#).

- We began development of a Visitor Experience Strategy for both the Canadian National Vimy Memorial and the Beaumont-Hamel Newfoundland Memorial sites. In parallel to the strategy, we developed, installed and launched the tunnel and trenches self-guided tour at the Canadian National Vimy Memorial, a new interpretive product that provides visitors with an alternate way to discover and learn about the Vimy battlefield, while highlighting the contributions of First Nations Veterans of the First World War. *[MLC: recognition and commemoration for underrepresented groups]*
- We continued to work with partners at Canadian Heritage and the National Capital Commission on a [National Monument to Canada's Mission in Afghanistan](#)^{xx} located in Ottawa. This included public consultation on five finalist designs resulting in more than 10,000 responses from Veterans families, stakeholders and the general public.
- We conducted commemorative events overseas and in Canada, which included a live-streamed event in France with more than 120,000 views and a return to in-person ceremonies, while keeping in line with the pandemic restrictions on gatherings, in Ottawa and St. John's to mark the [105th anniversary of the Battle of the Somme and Beaumont-Hamel](#)^{xxi}. We also held in-person ceremonies to mark the [70th anniversary of the Battle of Kapyong](#)^{xxii} in Ottawa, Halifax and Prince Edward Island.
- Through the Commemorative Partnership Program, we continue to work with the [Juno Beach Centre](#)^{xxiii} providing funding to support operations.
- In keeping with our commitment to highlight modern-era military milestones, we began marking lesser known anniversaries with wreath placements at the [National War Memorial](#)^{xxiv} and the [Peacekeeping Monument](#)^{xxv} in Ottawa, including the South African War, the Gulf War, Canada's Mission to Rwanda and others. *[MLC: recognition and commemoration for modern Veterans]*



- We updated the digital photos available through the [Canadian Virtual War Memorial^{xxvi}](#) of the pages from the [Books of Remembrance^{xxvii}](#) to better quality images which allows anyone who wishes to print a high quality copy from home rather than waiting for one to be shipped.
- We completed more than 8,000 backlog repairs (approximately 15% of the total backlog) in year four of a five-year project to address urgently needed repairs to Veteran grave markers. We also completed over 12,000 additional repairs and work to other markers identified during inspections.



The state of each grave marker is symbolic of Canada's pride and respect for its Veterans.

Departmental Result:

Canadians remember and appreciate Veterans and those who died in service.

As a Department, we work to engage Canadians of all ages in paying tribute to Veterans and those who died in service so their legacy is preserved and their tremendous contributions to peace and freedom are remembered for generations to come. In 2021–22, the following activities contributed to this goal:

- We finalized and published a report on consultations with educators on the future of remembrance in the Canadian classroom and are implementing recommendations into our [10-Year Strategic Plan for Commemoration](#).^{xxviii}
- We provided funding for 175 commemorative projects honouring those who served through the Commemorative Partnership Program with an estimated 10 million Canadians participating in commemorative initiatives funded through the program this year. We also continued outreach to Indigenous communities to promote our newly revised Terms and Conditions that now allow for increased funding for Indigenous Community War Memorial projects. This year, we had 13 projects highlighting Indigenous Veterans and one project highlighting Black Canadian Veterans. *[MLC: recognition and commemoration for underrepresented groups]*
- We continued to work on a Commemorative Partnership Program (CPP) initiative focused on reducing the time and effort required by individuals and groups applying for the CPP in order to widen our reach to Canadians who want to learn and recognize the sacrifices made for our freedom.
- Further to two panels which took place in 2021–22, we promoted and conducted a third virtual panel discussion as part of the “[Canada Remembers: the virtual panel series](#)”^{xxix} on “[Remembrance in a digital age](#)”^{xxx} which had over 400 viewers including partners, educators and members of the general public.

Gender-based analysis plus (GBA Plus)



We ensured the inclusion of numerous identity factors in our approach to developing, delivering and evaluating initiatives, including women and members of the 2SLGBTQI+ Veteran communities. In 2021–22, the following activities contributed to this goal:

- We distributed over 3.8 million commemorative learning products to Canadians in the weeks leading up Veterans’ Week, which included content on diverse groups of Veterans, including [women, Indigenous, racialized and 2SLGBTQI+ Veterans](#),^{xxxi} as well as Veterans who served in modern-day military

efforts, such as the Gulf War. *[MLC: recognition and commemoration for underrepresented groups]*

- We circulated and consulted various stakeholders for input on a draft version of our 10-Year Strategic Plan for Commemoration in various ways, including four virtual roundtable consultations with Veteran groups, including Indigenous, women, 2SLGBTQI+ and racialized Veterans. We also held an online survey to Canadians—especially Veterans, CAF members, Royal Canadian Mounted Police (RCMP) and other persons involved in international peace support operations, and their families—which had over 1,800 responses. We continue to work on implementing and finalizing the commemorative strategic plan based on feedback received and through a GBA Plus lens. *[MLC: recognition and commemoration for underrepresented groups]*
- We continued consultations and discussions with our Office of Women and LGBTQ2 Veterans on how to enhance our web feature on the contributions of women in times of war, military conflict and peace, and also to create a new web feature and learning resources about the contributions and sacrifices of 2SLGBTQI+ service members over the years. *[MLC: recognition and commemoration for underrepresented groups]*
- The “Ghosts of Vimy” research project whereby VAC students used genealogy tools, archives, and community/family resources to research the lives of Canadians who fell during the First World War and whose names are inscribed on the Canadian National Vimy Memorial. Students concentrated their research in large part on under-represented groups, including Indigenous, Asian, Sikh and French-Canadian fallen, as well as those from the 2SLGBTQI+ community. The information and photos they gathered have been and continue to be used to create interpretive products and narratives, social media and learning content. *[MLC: recognition and commemoration for underrepresented groups]*

2030 Agenda for Sustainable Development

We contributed to SDG 3: Good Health and Well-being, by recognizing Veterans through commemorative initiatives, which support overall well-being, especially mentally and socially.

Results achieved

Departmental Results	Performance indicators	Targets	Date to achieve targets	2019–20 Actual results	2020–21 Actual results	2021–22 Actual results
Veterans and those who died in service are honoured.	% of Veterans Affairs Canada clients who are satisfied with the way Veterans Affairs Canada's commemorative initiatives honour Veterans and those who died in service	80%	31 March 2023	n/a ¹⁰	71% ¹¹	
	# of page views of Canadian Virtual War Memorial	2,000,000	31 March 2023	2,659,840	2,261,122	2,220,467
	% of visitors to Vimy and Beaumont-Hamel overseas memorials who report they have a better understanding of the sacrifice and contribution of those who served	95%	31 March 2024	97% ¹²		
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 2023	75%	71% ¹³	
	# of Canadians who participated in community engagement activities financially supported by Veterans Affairs Canada	200,000	31 March 2023	548,512	1,916,367 ^{14,15}	1,118,131

We continually look for ways to improve and determine next steps when results are not meeting targets.

¹⁰ The results from the 2020 VAC National Client Survey were not available at that time. We had suspended fieldwork for this on 20 March 2020 because of public health measures.

¹¹ This result was carried over from the 2020 VAC National Client Survey, a survey conducted on a 2-year cycle.

¹² This result was carried over as the surveys are only conducted every three years.

¹³ This result was carried over as the surveys are only conducted every two years.

¹⁴ Due to the timing of data collection for the previous DRR and the report submissions for community engagement activities, the originally reported result of 1,546,859 was inaccurate. The result has now been updated to reflect the correct number which includes all reports received after the original data collection.

¹⁵ The result is much higher than prior years as the CPP funded a large amount of projects that went virtual when the COVID-19 pandemic hit, opening their reach to a much larger audience.

Budgetary Financial Resources (dollars)

2021–22 Main Estimates	2021–22 Planned spending	2021–22 Total authorities available for use	2021–22 Actual spending (authorities used)	2021–22 Difference (Actual spending minus Planned spending)
44,896,867	44,896,867	44,867,911	38,038,138	(6,858,729)

Human Resources (full-time equivalents)

2021–22 Planned full-time equivalents	2021–22 Actual full-time equivalents	2021–22 Difference (Actual full-time equivalents minus Planned full-time equivalents)
92.6	68.9	(23.7)

A full analysis of the budgetary financial resources and FTEs is available in the “[Spending and human resources](#)” section of this report. This includes explanations of variances between planned and actual resources.

Complete framework methodologies, as well as financial, human resources and performance information for the Program Inventory are available in [GC InfoBase](#).^{xi} This also includes explanations of variances between program-level planned and actual resources.

Veterans Ombudsperson

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

The Office of the Veterans Ombud (OVO) investigates complaints and challenges policies and decisions of Veterans Affairs Canada where individual or systemic unfairness is found. The Office committed to improve the general awareness of the OVO as a fairness-based, Ombud organization, as well as help the Veteran community understand the services it can provide and encourage those who do not believe that they have been treated fairly to contact the office.

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.

Individual complaints help the OVO to identify emerging trends and systemic issues for further investigation. In 2021–22, the following activities contributed to this departmental result:

- Reviewed and addressed 86% (823) of the 952 individual complaints related to programs and services provided by VAC or by third parties on VAC's behalf, including decisions related to programs and services for which there is no right of appeal to the VRAB. 92% of complaints reviewed and assessed were completed within the 60 working day service standard and 87% of all cases requiring referrals were addressed within the 10 day service standard.

Improving general awareness of the OVO services through planned communication activities such as social media campaigns, advertising and events.

- The OVO created an average of two weekly posts sharing content with the Veteran community. In 2021–22, the OVO social media platforms counted 345 new followers, more than 4,000 likes, 1,100 shares, and close to 3,000 overall reactions.
- The OVO advertised in several Veterans' publications, including the RCMP Quarterly, Legion Magazine (online and print), Canadian Military Family Magazine, Esprit de Corps, and Canadian Forces publications, reaching an audience of over 250,000.

- The Veterans Ombud attended meetings with stakeholders, such as the DND-CF Ombudsman, RCMP Commissioner, Taxpayers Ombudsperson, and the Royal Canadian Legion Dominion Command Executive, and Members of Parliament. She participated in in-person events at the Royal Canadian Legion Dominion Command, the Army, Navy and Air Veterans (ANAVETS) Annual General Meeting, among others. The Veterans Ombud did several media interviews and appeared before Parliamentary Standing Committees.



Colonel (Retired) Nishika Jardine, Veterans Ombud, at the National Aboriginal Veterans Monument

Departmental Result:

Issues about the programs, services and support provided to Veterans and their families by the Veterans Affairs Portfolio are identified for resolution.

In 2021–22, 85% of Office of the Veterans Ombud recommendations related to individual complaints that were escalated to the Department of Veterans Affairs were implemented by the Veterans Affairs Portfolio.

In 2021–22, the OVO contributed to this departmental result by conducting systemic investigations and publishing reports to address fairness issues for Veterans and their families.

- The OVO published three reports in addition to our 2020–21 Report Card and our 2020–21 Annual Report.
 - In June 2021, the OVO published a [report on the lack of VAC-funded peer support for Veterans who had experienced military sexual trauma \(MST\)](#).^{xxxii} The report made recommendations to:
 - provide a peer support program for this group of Veterans;
 - publish the GBA Plus analysis used to establish the program;
 - establish a performance measurement system to ensure the needs of all Veterans are addressed.

The report identified a gap in programming where Veterans who had not experienced MST had access to a government-funded peer support program, while those who had experienced MST were turned away. The report found that women Veterans are more likely to experience MST, as are other equity-seeking groups such as 2SLGBTQI+, Indigenous, and disabled Veterans.

- In September 2021, the OVO's [scoping review of research on women Veterans](#)^{xxxiii} was published in the Journal of Military, Veteran, and Family Health. This review highlighted existing research, gaps in the research, and recommendations for future research to better understand the needs of this group.
- In February 2022, the OVO published a report on the [Additional Monthly Amount](#)^{xxxiv} financial benefit which recommended adjustments to the benefit to ensure equitable outcomes for all Veterans.
- Over the course of 2021–22, the OVO conducted research into the adjudication of sexual dysfunction claims consequential to a psychiatric condition. It identified gaps in timely and fair access to benefits for women Veterans, and gaps in service experience for this group.
- Additionally, the OVO has conducted research and analysis for three ongoing projects. One examines the programs and services that enable Veterans to

remain independent in their own homes, research that includes the support of family members and the benefits available to them. The second is an investigation into the department's internal review process, which examines the service experience of Veterans and their families when requesting VAC review a decision they disagree with. The third concerns the payment of Pain and Suffering Compensation when a Veteran dies with no surviving spouse or dependent child.

- The OVO finalized the [2021–22 Report Card^{xxxv}](#) and the data indicates that the department has addressed or partially addressed 69% of our recommendations.

Gender-based analysis plus (GBA Plus)



The OVO includes GBA Plus considerations as a core component of all published systemic review reports.



Veterans
Ombud
des vétérans



Results achieved

Departmental Results	Performance indicators	Targets	Date to achieve targets	2019–20 Actual results	2020–21 Actual results	2021–22 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 completed within 60 working days.	75%	31 March 2022	89%	90%	92%
Issues about the programs, services and support provided to Veterans and their families by the Veterans Affairs Portfolio are identified.	% of Office of the Veterans Ombudsperson recommendations related to individual complaints implemented by the Veterans Affairs Portfolio.	80%	31 March 2022	Data available starting 2020–21 ¹⁶	80%	85%
	% of Office of the Veterans Ombudsperson recommendations related to systemic issues accepted by the Veterans Affairs Portfolio.	85%	31 March 2022	Data available starting 2020–21 ¹⁷	72%	69%

Budgetary Financial Resources (dollars)

2021–22 Main Estimates	2021–22 Planned spending	2021–22 Total authorities available for use	2021–22 Actual spending (authorities used)	2021–22 Difference (Actual spending minus Planned spending)
5,605,796	5,605,796	4,349,708	3,828,088	(1,777,708)

Human Resources (full-time equivalents)

2021–22 Planned full-time equivalents	2021–22 Actual full-time equivalents	2021–22 Difference (Actual full-time equivalents minus Planned full-time equivalents)
38.0	31.8	(6.2)

A full analysis of the budgetary financial resources and FTEs is available in the [“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](#).^{xi}

¹⁶ As this specific indicator was not previously measured, no historical information is available.

¹⁷ The result was not available as it had been modified to a 3-year cycle. In addition, the definition has been modified from “seeks resolution” to “accepted” as per the Departmental Results Framework. As this specific indicator was not previously measured, no historical information is available.

VAC 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 Services
- Legal Services
- Materiel Management Services
- Management and Oversight Services
- Real Property Management Services

RESULTS

Our Internal Services have continued to contribute to the Department's outcomes. This ensures that we will 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.

In addition to the delivery of routine services, we made progress in modernizing how internal services are delivered within the Department, including:

- Implemented the SAP financial management application on 1 April 2021 and continued to improve financial management processes and procedures throughout the fiscal year. As a result, we achieved improved reporting capabilities.
- Increased use of technological solutions to support staffing and recruitment.
- Developed and implemented a number of digital solutions, including dashboards, to leverage data and increase efficiency in several areas including disability processing, case management, and access to information. *[MLC: reduce wait times; streamlining]*
- Continued work to launch our Service Health Records search tool. This will make it faster to search for relevant health conditions, resulting in a faster

process of these applications. Further details can be found in the [Experimentation section for Core Responsibility 1](#). *[MLC: streamlining; automation; reducing wait times]*

- Increased training and awareness of Information Technology (IT) Security via a number of avenues, such as a robust IT training program, supported by regular live training sessions.
- Implementing a digital booking tool for clients and increasing integration between systems at the OVO.

Supporting our employees and ensuring a work culture that promotes awareness of, and best practices in, psychological health, safety, and well-being remains a key priority. To achieve this, as well as improving our ability to recruit, develop, and retain top talent, we have implemented a number of new measures and processes aimed at improving our ability to build and maintain a diverse, inclusive, and empowered workforce and to continue to care for our people. These include:

- Expanding the Workplace Wellness Program through regular messaging and the introduction of digital tools to support messaging, awareness, and access to supports.
- Launching tailored processes and messaging to increase hiring of persons with disabilities, Indigenous persons, and racialized persons to ensure greater access to opportunities, including at the executive level.
- Increased support for the integration and [onboarding](#) of new employees through the development of a number of learning tools and supports.
- Implementation of Learning Strategy and Digital Literacy Working Groups to support development of an Integrated Learning Strategy.
- Introducing mandatory requirements for Unconscious Bias training for those exercising hiring authorities.
- Enhancement of our tools to assist management in the hiring of students and development of a Student Talent Portal to help support student placements and student bridging opportunities.

Ensuring an environment that is accessible by design is an important aspect of our modern workplace. We are on track to release our first Accessibility Action Plan by the end of 2022. As part of this effort, we gathered information on preventing and removing barriers that may be present by:

- Identifying accessibility barriers within the Department and action items needed.
- Conducting internal and external consultations on accessibility with Veterans and others to identify any barriers experienced.

- Contributing to the development of the accessibility action plan, by identifying specific communications gaps and actions required to fill them.

We strengthened communications activities in support of the Minister’s mandate, particularly relating to accessibility of information and ensuring that Veterans and their families are provided clear, easy to understand communications on benefits and services necessary for their well-being. Examples include:

[MLC: improving transparency and communications]

- Increasing opportunities for all Canadians to learn about our programs/services and commemoration activities via accessible online platforms, such as Let’s Talk Veterans and our Salute! Newsletter.
- Completing a public opinion research project on media preferences of Veterans, with the goal to determine the best methods and strategies to reach clients and non-clients to inform them of available benefits and services.
- Developing evidence-based communications approaches and tactics—with a focus on Veteran profiles/stories where possible—to improve reach and engagement.
- Completing consultations through Let’s Talk Veterans platform, including consultations on the disability benefits application process, accessibility and the Future of Remembrance in Canada.



Government
of Canada

Gouvernement
du Canada

Let’s Talk Veterans

Canada.ca → [Let’s Talk Veterans](#)

Let’s talk Veterans

Join our community and stay informed



- Delivering mental health advertising to increase awareness among Veterans, family members, and CAF members of available mental health services and supports and how they can be accessed. *[MLC: ensure access mental health resources, services and training programs]*
- Telling the stories of Canadian Veterans through web articles, social media postings and video.

Through our internal audit and program evaluation functions, we continued to use disciplined, evidence-based approaches to assess and improve the effectiveness of risk management, control and governance processes, and assesses the relevance and performance of programs to support policy and program improvement, decision making and public reporting. During 2020–21, we completed:

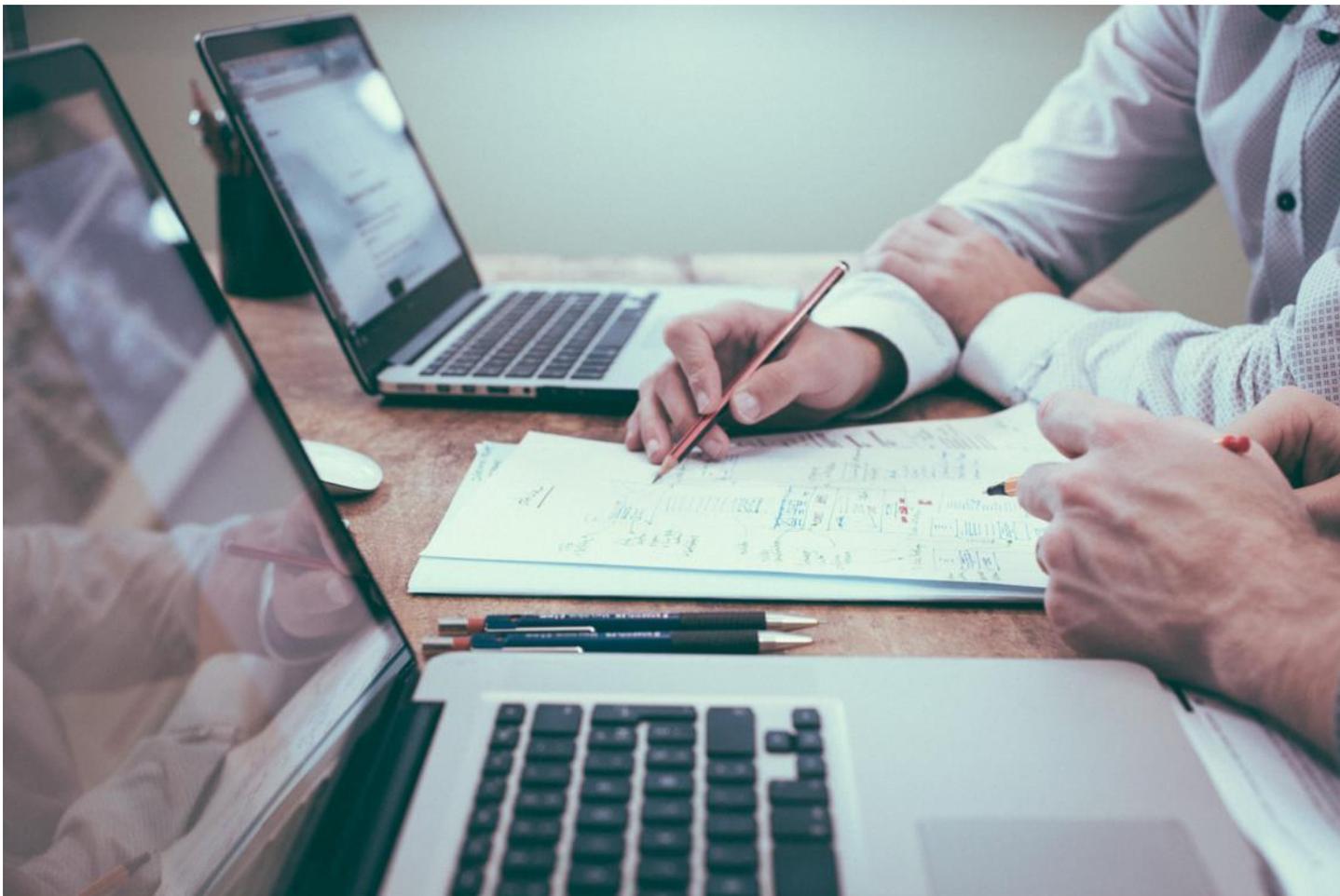
- [An Evaluation of the Veterans Independence Program](#)^{xxxvi}
- [An Evaluation of the Funeral and Burial and Cemetery and Grave Marker Maintenance Programs](#)^{xxxvii}
- [An Evaluation of the Disability Benefits Redress Process](#)^{xxxviii}
- [A Horizontal Evaluation of Program Alignments](#)^{xxxix}
- [An Audit of Disability Benefits - Survivors](#)^{xl}

Gender-based analysis plus (GBA Plus)

- Analysis started on system impacts relating to the current use of gender and sex information. We are now in the planning phase to ensure systems, forms, and letters are aligned with program needs and ensuring that we address gaps relating to sex, gender, and intersectionality in the data we collect and report. *[MLC: ensure benefits/services meet the needs of underrepresented Veterans]*
- 
- We worked to support direct and indirect collection of gender and other intersectional data to strengthen program and policy analysis using a GBA Plus lens. We made progress and expect concrete solutions to be available early in 2022–23. Our Privacy and Information Management (PIM) staff are also working with the other internal services to support inclusivity for non-binary and transgendered employees in all corporate processes. *[MLC: ensure benefits/services meet the needs of underrepresented Veterans]*
 - Working closely with our Diversity and Inclusion team and others, we developed a simplified and all-inclusive process for renaming accounts which will benefit many employees, including those going through gender identifier changes.

Experimentation

- We are experimenting with the development of a digital process using Dynamics 365 for processing security clearances. We continue to learn from this effort in hopes of gaining knowledge, experience and efficiencies as we look to digitize other processes in support of an agile, digital organization.
- We are piloting the use of eDiscovery in Microsoft 365 for the retrieval of records for Access to Information and Privacy requests. This tool automates the search for content in Outlook mailboxes, Microsoft Teams, OneDrive and SharePoint. Four experiments were carried out during the fiscal year with goals of improving timelines for retrieving records, to reduce the level of effort required by employees in retrieving records, and to better understand the e-Discovery tools. While the experimentation continues, we have gained a better understanding of the tools and have identified challenges that will need to be resolved before e-Discovery can be used more widely. *[MLC: automation; streamlining]*



2030 Agenda for Sustainable Development

Internal Services align with a number of the United Nations and Government of Canada sustainable development goals:

- *SDG 5 – GENDER EQUALITY*
- *SDG 10 – REDUCED INEQUALITIES*
Our ongoing efforts to advance Disability & Inclusion and Accessibility objectives within our Department.
- *SDG 7 – CLEAN ENERGY*
Ongoing replacement of internal combustion vehicles with plug-in hybrid electric vehicles.
- *SDG 9 – INNOVATION AND INFRASTRUCTURE*
Renovation of our facilities to increase overall efficiency.
- *SDG 11 – SUSTAINABLE CITIES AND COMMUNITIES*
Our ongoing commitment to divert waste from landfills through recycling and reusing, explore a hybrid workforce and reduce our fleet within VAC.
- *SDG 12 – RESPONSIBLE CONSUMPTION*
Exploring all possible mechanisms available to avoid landfills and ensure diversion of waste associated with renovations is done in an environmentally conscious manner.
- *SDG 13 – CLIMATE ACTION*
The activities above also support continuing effort to support Government of Canada’s climate action objectives, as outlined in our [Sustainable Development Strategy](#).^{xii}

Budgetary Financial Resources (dollars)

2021–22 Main Estimates	2021–22 Planned spending	2021–22 Total authorities available for use	2021–22 Actual spending (authorities used)	2021–22 Difference (Actual spending minus Planned spending)
91,955,946	91,955,946	124,625,196	123,974,450	32,018,504

Human Resources (full-time equivalents)

2021–22 Planned full-time equivalents	2021–22 Actual full-time equivalents	2021–22 Difference (Actual full-time equivalents minus Planned full-time equivalents)
834.6	822.5	(12.1)

A full analysis of the budgetary financial resources and FTEs is available in the “[Spending and human resources](#)” section of this report. This includes an explanation of the variances between planned and actual expenditures.

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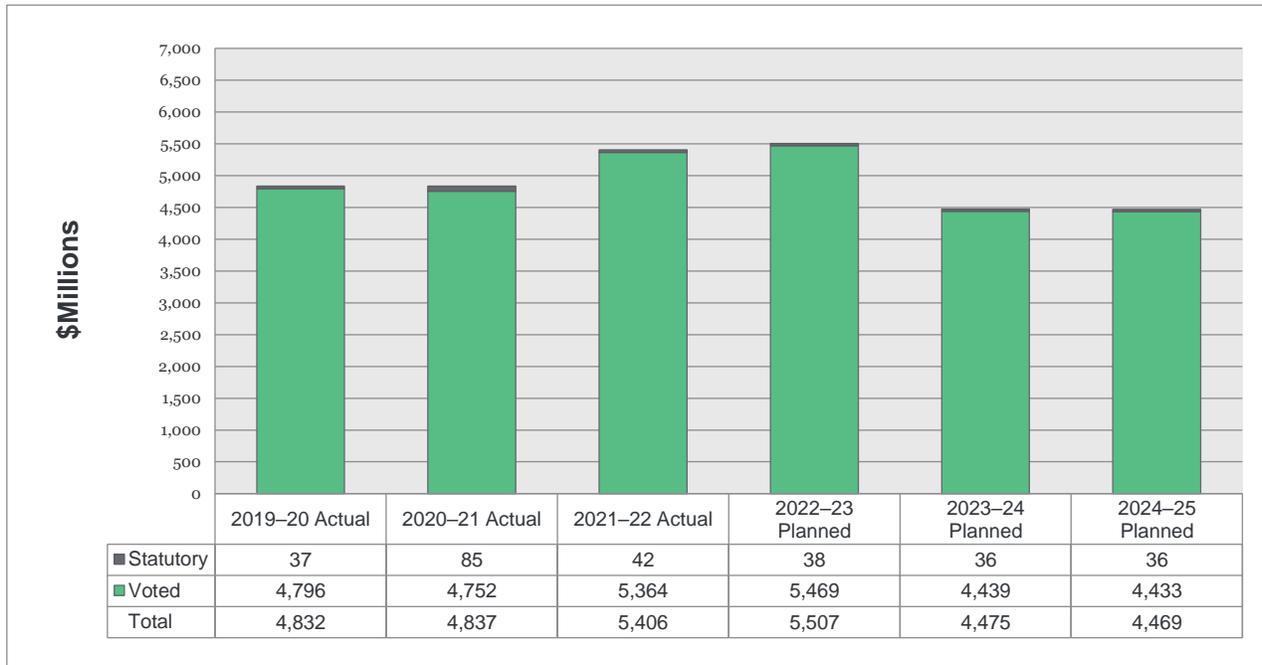


Spending and human resources

Spending

Spending 2019–20 to 2024–25

The following graph¹⁸ presents planned (voted and statutory spending) over time.



We build our annual budget to respond to 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. Our annual budget fluctuates each year due to the demand-driven nature of our programs—based on Veterans’ needs and entitlements. In other words, a Veteran who is entitled to a benefit or service receives it, 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 design of the Government’s budget process accounts 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. In addition, due to timing, new spending announced in Budget 2022 is not included in the planned spending figures.

In the midst of a global pandemic, we maintain our commitment to meeting the needs of all Veterans and providing the benefits and services our clients so rightly deserve. Despite the impact COVID-19 has had on the current environment, we continue to deliver benefits and services to Veterans and their families.

¹⁸ Some totals may not add due to rounding.

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

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

Core Responsibilities and Internal Services	2021–22 Main Estimates	2021–22 Planned spending	2022–23 Planned spending	2023–24 Planned spending	2021–22 Total authorities available for use	2019–20 Actual spending (authorities used)	2020–21 Actual spending (authorities used)	2021–22 Actual spending (authorities used)
Benefits, Services and Support	6,148,513,828	6,148,513,828	5,358,759,533	4,336,186,036	6,153,544,666	4,625,183,299	4,660,494,971	5,240,551,120
Commemoration	44,896,867	44,896,867	42,775,123	38,148,297	44,867,911	81,485,684	42,205,327	38,038,138
Veterans Ombudsperson	5,605,796	5,605,796	4,481,326	4,511,059	4,349,708	4,115,574	5,193,514	3,828,088
Subtotal	6,199,016,491	6,199,016,491	5,406,015,982	4,378,845,392	6,202,762,285	4,710,784,557	4,707,893,812	5,282,417,346
Internal Services	91,955,946	91,955,946	101,444,483	96,082,653	124,625,196	121,589,799	128,739,691	123,974,450
Total	6,290,972,437	6,290,972,437	5,507,460,465	4,474,928,045	6,327,387,481	4,832,374,356	4,836,633,503	5,406,391,796

Variance between 2021–22 Actual Spending and 2021–22 Planned Spending

As shown in the tables, the Department spent \$5.4 billion in 2021–22, of which over 90% represented payments to Veterans, their families, and other program recipients. Spending on Veterans Benefits and Services was roughly \$600 million more than the previous year, however planned spending was \$884M lower than originally projected due mainly to the following items.

Benefits, Services and Support

- ▶ Demand for certain programs was less than forecasted. The pandemic impacted the number of clients applying for certain types of benefits and services.

Veterans Ombudsperson

- ▶ Services normally charged to the Veterans Ombud office were covered by Veterans Affairs Canada for this fiscal year.

Commemoration

- ▶ Some repairs to graves we care for were delayed due to the pandemic and floods in Western Canada which occurred over the past year.

Internal Services

- ▶ Increased spending to continue our efforts to increase capacity, which in turn reduces processing times and improves the delivery of services and programs to Veterans and their families.

Planned spending 2022–23 to 2024–25

Over the next three years, planned spending is expected to decrease as temporary funding for certain initiatives concludes.

Fiscal year 2022–23 will see the end of temporary funding received to address the backlog and improve services to Veterans and their families. The recent announcement in Budget 2022 which brought with it, two years of funding to continue to reduce the backlog, will require further adjustments to the planned spending as we move forward. This means that although planned spending is currently forecasted to decrease in the outer years, it is expected the Department will see increased demand for many of its programs and services. The budgets for Veteran benefits will be updated through the Estimates process to align with the latest forecast of client demand and expenditures.

Human resources

Human resources summary for Core Responsibilities and Internal Services (full-time equivalents)¹⁹

Core Responsibilities and Internal Services	2019–20 Actual	2020–21 Actual	2021–22 Planned	2021–22 Actual	2022–23 Planned	2023–24 Planned
Benefits, Services and Support	2,326.4	2,549.7	2,681.7	2,739.9	2,216.7	2,029.0
Commemoration	90.0	70.0	92.6	68.9	92.6	87.6
Veterans Ombudsperson	32.5	34.2	38.0	31.8	39.0	39.0
Subtotal	2,448.9	2,653.9	2,812.3	2,840.6	2,348.3	2,155.6
Internal Services	749.1	801.3	834.6	822.5	757.6	747.6
Total	3,198.0	3,455.2	3,646.9	3,663.1	3,105.9	2,903.2

As a result of the Service Excellence Initiative, we retained and hired more term employees dedicated to making decisions and reducing processing times. At the same time, we explored innovative measures to process future applications more efficiently. Internal services also retained term resources that were hired to support this initiative.

In the area of Commemoration, we experienced a temporary decrease in FTEs due to the global pandemic, which impacted the number of interpretive guides at commemorative sites in Europe.

The number of employees within the Veterans Ombud core responsibility was slightly lower than planned for fiscal year 2021–22 due to delays in planned staffing but was on par with FTE levels in prior years.

¹⁹ Some totals may not add due to rounding.

The planned amounts for future years represent the amounts included in the main estimates, and does not include any additional items approved within the current fiscal year (Service Excellence or case manager extensions).

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

Expenditures by vote

For information on our organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021–22](#).^{xlii}

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](#).^{xi}

Financial statements and financial statements highlights

Financial statements

Our financial statements (unaudited) for the year ended 31 March 2022 are available on our [website](#).^{xliii}

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended 31 March 2022 (dollars)

Financial information	2021–22 Planned results	2021–22 Actual results	2020–21 Actual results	Difference (2021–22 Actual results minus 2021–22 Planned results)	Difference (2021–22 Actual results minus 2020–21 Actual results)
Total expenses	6,311,755,215	5,403,521,152	4,844,917,429	(908,234,063)	558,603,723
Total revenues	–	14,102	32,491	14,102	(18,389)
Net cost of operations before government funding and transfers	6,311,755,215	5,403,507,050	4,844,884,938	(908,248,165)	558,622,112

Our total Departmental expenses were approximately \$908 million lower than planned in the 2021–22 fiscal year as demand for certain programs was less than

anticipated, and production from Service Excellence resources was also lower than anticipated.

When comparing our overall actual expenditures for the 2021–22 fiscal year against the expenditures for the previous year, expenses increased by \$559 million. This increase is the result of an overall increase in the Department’s Grants and Contributions programs. In the 2021–22 fiscal year, when comparing expenses from the previous fiscal year, there were increases in expenditures in Pain and Suffering compensation, Additional Pain and Suffering compensation and Income Replacement Benefit. These increases were partially offset by a decrease in expenditures in Disability Pensions.

Condensed Statement of Financial Position (unaudited) as of 31 March 2022 (dollars)

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net liabilities	157,488,923	235,031,407	(77,542,484)
Total net financial assets	93,866,429	209,914,003	(116,047,574)
Departmental net debt	63,622,494	25,117,404	38,505,090
Total non-financial assets	10,692,545	11,573,019	(880,474)
Departmental net financial position	(52,929,949)	(13,544,385)	(39,385,564)

TOTAL NET LIABILITIES: Total net liabilities have decreased by \$77.5 million in 2021–22 compared to 2020–21. This variance is due to a decrease in accrued liabilities.

TOTAL NET FINANCIAL ASSETS: Total net financial assets have decreased in 2021–22 by \$116 million when compared to 2020–21 due to decrease in accounts receivables and decrease in due from consolidated revenue fund.

DEPARTMENTAL NET DEBT: Departmental net debt, which is the difference between net liabilities and net financial assets as explained previously, has increased by \$38.5 million in 2021–22 compared to 2020–21.

TOTAL NON-FINANCIAL ASSETS: Total non-financial assets have decreased in 2021–22 by \$880 thousand when compared to 2020–21 due to the amortization of tangible capital assets.

The 2021–22 planned results information is provided in our [Future-Oriented Statement of Operations and Notes 2021–22](#).^{xliv}



Corporate information

Organizational Profile

Appropriate Minister: The Honourable Lawrence MacAulay, PC, MP

Institutional Head: Paul Ledwell, Deputy Minister

Ministerial Portfolio: Veterans Affairs

Enabling Instruments:

- ▶ [Department of Veterans Affairs Act](#)^{xlv}
- ▶ [Veterans Well-being Act](#)^{20, xlv}
- ▶ [Pension Act](#)^{xlvii}

Year of Incorporation / Commencement: 1923

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

Our Raison d'être, mandate and role are available on [our website](#).^{xlviii}

Veterans Ombud's Mandate

The mandate for the Veterans Ombud is available on the [Ombud's website](#).^{xlix}

Operating context

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

²⁰ 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 Departmental Results Framework and Program Inventory of record for 2021–22:

#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 reporting improved overall mental health • % of Veterans who report they need help with an activity of daily living 	<ul style="list-style-type: none"> • Caregiver Recognition Benefit • Disability Benefits • Health Care Benefits
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 	<ul style="list-style-type: none"> • Income Support
Veterans have a sense of purpose	<ul style="list-style-type: none"> • % of Veterans who are satisfied with their job or main activity • % of Veterans who are employed 	<ul style="list-style-type: none"> • Long Term Care
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 have completed a post-secondary education • % of Veterans who have high level of mastery of their life skills 	<ul style="list-style-type: none"> • Research and Innovation • Transition Services
Veterans are living in safe and adequate housing	<ul style="list-style-type: none"> • % of Veterans who are in core housing need • % of Veterans Affairs Canada clients 65 years and older living in their own homes that report satisfaction with their housing 	<ul style="list-style-type: none"> • Veterans Emergency Fund
Veterans are satisfied with the services they receive	<ul style="list-style-type: none"> • % of Veterans Affairs Canada clients who are satisfied with the quality of service delivery they receive from Veterans Affairs Canada • % of Veterans Affairs Canada clients who are satisfied with the quality of Veterans Affairs Canada's programs and services offered 	<ul style="list-style-type: none"> • Veterans Independence Program • War Veterans Allowance
#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 page views of Canadian Virtual War Memorial • % of visitors to Vimy and Beaumont-Hamel overseas memorials who report they have a better understanding of the sacrifice and contribution of those who served 	<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 Canadians who participated in community engagement activities financially supported by Veterans Affairs Canada 	
#3 Core Responsibility: Veterans Ombudsperson		
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 completed within 60 working days 	<ul style="list-style-type: none"> • Veterans Ombudsperson
Issues about the programs, services and support provided to Veterans and their families by the Veterans Affairs Portfolio are identified	<ul style="list-style-type: none"> • % of Office of the Veterans Ombudsperson recommendations related to individual complaints implemented by the Veterans Affairs Portfolio • % of Office of the Veterans Ombudsperson recommendations related to systemic issues accepted by the Veterans Affairs Portfolio 	
INTERNAL SERVICES		

Supporting information on the Program Inventory

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

Supplementary Information Tables

The following supplementary information tables are available on [our website](#).ⁱⁱ

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs
- ▶ 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](#).ⁱⁱⁱ 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

Veterans Affairs Canada

P.O. Box 7700
Charlottetown, PE
C1A 8M9

Toll free: **1-866-522-2122**
TDD/TTY: **1-833-921-0071**
www.veterans.gc.ca

Veterans Ombud

P.O. Box 66
Charlottetown, PE
C1A 7K2

Toll free: **1-877-330-4343**
TDD/TTY: **1-833-978-1639**
www.ombudsman-veterans.gc.ca

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.

formal program plan (*plan de programme officiel*)

A formal program plan is defined by the Veteran and includes information on the accredited institution, duration and degree/diploma/certification and/or designation to be obtained.

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.

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.

onboarding (intégration)

The process of integrating a new employee with a company and its culture, as well as getting a new hire the tools and information needed to become a productive member of the team.

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

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- ii. January 2021 Mandate Letter Commitments, <https://pm.gc.ca/en/mandate-letters/2021/01/15/archived-minister-veterans-affairs-and-associate-minister-national>
- iii. December 2021 Mandate Letter Commitments, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-veterans-affairs-and-associate-minister-national-defence>
- iv. MAPLE, <https://www.getmaple.ca/>
- v. Support for homeless Veterans, <https://www.veterans.gc.ca/eng/housing-and-home-life/at-risk-housing/homeless>
- vi. Timely disability benefits decisions: Strategic direction for improving wait times, <https://www.veterans.gc.ca/eng/about-vac/addressing-wait-times/wait-time-strategic-direction>
- vii. News release: Government of Canada awards contract for Veterans' rehabilitation services, <https://www.canada.ca/en/veterans-affairs-canada/news/2021/06/government-of-canada-awards-contract-for-veterans-rehabilitation-services.html>
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- ix. Sexual Misconduct Response Centre's External Advisory Council, <https://www.canada.ca/en/department-national-defence/services/benefits-military/health-support/sexual-misconduct-response/about-smrc/external-advisory-council.html>
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- xviii. Beaumont-Hamel Newfoundland Memorial, <https://www.veterans.gc.ca/eng/remembrance/memorials/overseas/first-world-war/france/beaumont-hamel>
- xix. Canadian National Vimy Memorial, <https://www.veterans.gc.ca/eng/remembrance/memorials/vimy>

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- xx. National Monument to Canada's Mission in Afghanistan, <https://www.veterans.gc.ca/eng/remembrance/memorials/afghanistan-monument>
- xxi. 105th anniversary of the Battles of the Somme and Beaumont-Hamel, <https://www.veterans.gc.ca/eng/remembrance/commemorative-events/105-battles-of-the-somme-and-beaumont-hamel>
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- xxiii. Juno Beach Centre, <https://www.veterans.gc.ca/eng/remembrance/memorials/juno-beach-centre>
- xxiv. National War Memorial, <https://www.veterans.gc.ca/eng/remembrance/memorials/national-inventory-canadian-memorials/details/9429>
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- xxvi. Canadian Virtual War Memorial, <https://www.veterans.gc.ca/eng/remembrance/memorials/canadian-virtual-war-memorial>
- xxvii. Books of Remembrance, <https://www.veterans.gc.ca/eng/remembrance/memorials/books>
- xxviii. 10-year strategic plan for commemoration, <https://www.veterans.gc.ca/eng/about-vac/what-we-do/public-engagement/remembrance-planning/strategic-plan>
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- xxxi. Canada Remembers Times Veterans' Week Special Edition, <https://www.veterans.gc.ca/eng/remembrance/classroom/canada-remembers-times/2021/page3>
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- xxxvi. Evaluation of the Veterans Independence Program, <https://www.veterans.gc.ca/eng/about-vac/publications-reports/reports/departmental-audit-evaluation/2022-evaluation-of-the-veterans-independence-program>
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- xliv. Future-Oriented Financial Statements - March 2022, <https://www.veterans.gc.ca/eng/about-vac/publications-reports/reports/future-oriented-financial-statements/2022>
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- xlvii. Pension Act, <http://laws-lois.justice.gc.ca/eng/acts/p-6/index.html>
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- i. Operating context, <https://www.veterans.gc.ca/eng/about-vac/what-we-do/operating-context-risks>
- ii. Supplementary Information Tables, <https://www.veterans.gc.ca/eng/about-vac/publications-reports/reports/departmental-results-report/2020-2021/supplementary-tables>
- iii. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>