

VETERANS AFFAIRS CANADA

Departmental Plan 2021–22



The original version was signed by:

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Minister of Veterans Affairs and
Associate Minister of National Defence

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From the Minister

Those who wear the uniform – members of the Canadian Armed Forces and Royal Canadian Mounted Police alike – make tremendous sacrifices in service of our country. At Veterans Affairs Canada (VAC), it is our responsibility to both honour their remarkable contributions, and to provide them with the benefits and services they both need and deserve.

This past year has certainly been a challenging one for everyone at VAC. However, work has continued on all of the Department’s most pressing challenges.

To reduce wait times and tackle the unacceptable backlog of applications, we have hired hundreds of new employees, and developed new and innovative processes to speed up decision-making. We are already making progress, but there is still much more work to do. Our Veterans deserve better, and addressing this is undoubtedly our top priority for 2021–22.

We also know that more needs to be done to help our Veterans and their families as they make the transition to civilian life. This means everything from expanding measures to support them financially, increasing research into their physical and mental wellness, and helping them along new education and training paths.

We will continue to fund important initiatives like the Veterans’ Emergency Fund, and keep working with our partners across the country to take action to address homelessness, chronic pain, suicide, and a range of other issues that we know Veterans can struggle with after they take off their uniform for the last time.

It’s also vitally important that we ensure our Veterans are recognized for their service. This year, we will mark milestone anniversaries, including Canadian participation in Korea, the Persian Gulf, and Afghanistan. There are remarkable stories to tell for each of them, and Veterans and their families will be important voices in helping us make sure that Canadians understand the sacrifices that have been made.



There is a lot of work to be done this year, but I know that everyone at Veterans Affairs Canada is committed to doing right by the Canadians who've stepped forward to serve with our flag on their shoulder.

They deserve nothing less.

Sincerely,

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

Plans at a glance

At Veterans Affairs, we support the well-being and recognition of Canada’s Veterans and their families. We define well-being as a satisfied and fulfilled Veteran with purpose, who is financially secure, safely housed, in good health physically and mentally, able to adapt to change, a part of their community, proud and aware of their legacy, and who is valued and celebrated.

The impact of the current global pandemic can be seen and felt on both a personal and professional level. We have been working to ensure Veterans and others served continue to receive the quality of care they expect and deserve. This report provides an overview of our plans for 2021–22; however, we recognize that these may be altered or changed given the developing pandemic situation.

Deliver on our mission

- Reduce wait times;
- Support our most vulnerable Veterans (mental health, employment, homeless); and,
- Recognize/commemorate all Veterans.

Veterans and their families have earned the respect and gratitude of all Canadians, and the Government of Canada places priority on making sure they have the support and services they need, when and where they need them.

We strive to provide exemplary services and benefits to Canada’s Veterans, working quickly to respond to their needs with care, compassion and respect. We recognize that the backlog continues to be an issue and we are committed to implementing technologies and processes that help to reduce wait times. This is in addition to the nearly \$200M invested to hire additional staff and to develop dedicated Spike Teams to address the backlog.

We are committed to honouring the sacrifices and achievements of all those who served in Canada’s military efforts. We will continue to make sure that memorials, cemeteries and gravemarkers are preserved and cared for, and engage Canadians in remembrance through various national and international events, learning resources and commemorative projects.

Highlights for 2021–22

- Deliver quality services and commemorative activities.
- Implement Budget 2020 initiatives and prepare to implement Budget 2021 initiatives.
- Continue to streamline automated options and find more opportunities to use this technology to improve wait times.
- Continue the work outlined in the Minister’s mandate letter commitments.

Modernize, improve and adapt

- Increase use of automation/digitization;
- Improve business processes; and,
- Support remote work.

To ensure we meet the varying needs of Veterans and their families, we are continuously evolving and adapting what we do and how we do it by implementing new processes, increasing automation, leveraging technology and focusing on improving service delivery.

Every effort is made to improve service to Canada’s Veterans and their families. As the Veteran population continues to change, we must respond with individualized support and efficient processes. We continue to make progress in providing online information and services, and plans to continue those efforts through 2021–22.

Highlights for 2021–22

- Build on what we have today while recognizing future opportunities.
- Continue to explore and apply a “digital first, with support” approach.
- Use new technologies to help address the disability application backlog.

Care for our people

- Protecting the safety of our employees;
- Supporting flexibility; and,
- Providing tools needed to adapt and work differently.

Highlights for 2021–22

- Continue to enhance onboarding practices and develop an integrated learning strategy.
- Focus on work-life balance and health of staff.
- Ensure a strong performance management approach.

Employees at VAC are dedicated to delivering services and benefits to Veterans and their families with care, compassion and respect. We are committed to creating a workplace that empowers employees with authority to make decisions and gives them the tools they need to provide excellent service. We value teamwork, and promote discussion and open communication to create a positive workplace where employees feel appreciated.

The pandemic has brought about many changes, including a more digitally-focused work environment, reduced office occupancy and a continued need to leverage remote work in the interests of employee health and safety. Despite these changes, our ability to deliver for Veterans has not been impacted.

For more information on our plans, priorities and planned results, see the “[Core responsibilities: planned results and resources](#)” section of this report.

Core responsibilities: planned results and resources

This section contains detailed information on our planned results and resources for our three core responsibilities and internal services as presented in our Departmental Results Framework.

Background: what is a Departmental Results Framework?

The Departmental Results Framework (DRF) outlines what we do (core responsibilities), what we aim to achieve (departmental results) and how progress is measured (departmental result indicators). The well-being of Veterans and their families is at the centre of this framework.

VAC uses established research about well-being to put together this framework, which includes: health, purpose, finances, housing and physical environment, social integration, life skills, as well as culture and social environment. Results under the core responsibility of Benefits, Services and Support focus on Veterans' well-being. The results of the second core responsibility focus on commemoration, and the third focus on the Office of the Veterans Ombudsman (OVO).

Work is focused on both short/medium-term results, and longer-term results. We cannot do this work alone. To truly impact the well-being of Veterans, we must continue to work closely with partners across all levels of government, with stakeholder and advisory groups, and with communities both nationally and internationally.

The [Life After Service Study \(LASS\)](#)ⁱ provides us with information and evidence on the Veteran community. This survey is only conducted every three years, as significant changes in responses would not be expected to occur in shorter periods. The 2017–18 and 2018–19 results presented in this report are derived from the 2016 LASS.

Work continues with other government departments to: gather more information to support the LASS findings; make better use of the information we collect; and expand our understanding of the Veteran community.

To complement the LASS, Census 2021, for the first time since 1971, will include a Veteran identifier question. This will provide us with the demographic, social and economic characteristics of Veterans in Canada, giving us a better understanding of the needs of all Veterans and their families and allow us to adapt our policies and services to better meet these needs.

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

CR1: 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.

Planning highlights

We operate in an ever-changing environment as the needs of Canada’s Veterans and their families evolve. Through collaborative relationships with international counterparts, we will leverage the experiences of other countries to influence programs and services in support of the care and well-being of Canadian Veterans and their families.

Under this core responsibility, we continue to work on improving our benefits and services to Veterans and other clients through various initiatives. We categorized our plans under the departmental result they affect the most, and we highlight the links to the [Minister’s Mandate Letter commitments \(MLC\)](#).ⁱⁱⁱ

Departmental result: Veterans are physically and mentally well.

The following plans will contribute to this departmental result in 2021–22:

- Our Research and Innovation Program will help increase expertise and knowledge on Canadian military and Veteran physical and mental health, suicide prevention, and substance use disorder issues and supports the transfer of that knowledge. We will continue to:
 - expand our understanding of Veterans’ most common health problems through the work of the Centre of Excellence on Post-Traumatic Stress Disorder and Related Mental Health Conditions, and the Chronic Pain Centre of Excellence; *[MLC: contribution agreements]*
 - support organizations, through the Veteran Family and Well-Being Fund, that are leading research, initiatives and projects supporting the well-being of Veterans and their families, including those impacted by COVID-19;
 - collaborate with, and support the work of, the Canadian Institute for Military and Veteran Health Research (CIMVHR). *[MLC: contribution agreements]*
- We will offer nationally consistent rehabilitation services (e.g. medical, psycho-social and vocational) providing Veterans with a better experience through streamlined, quality services. *[MLC: streamlining]*
- We will continue to renew and modernize case management services to create a sustainable delivery model, including:
 - modernizing processes and tools to quickly identify Veterans’ needs and establish clearer case management plans;
 - maximizing the benefits of technology such as My VAC Account; and,
 - developing a robust performance reporting system and framework to measure and evaluate practices, outcomes and resource requirements.*[MLC: streamlining]*

- We will explore e-therapies, to compliment traditional therapy. Using technology to provide psychotherapy and other mental health services, as a treatment option for Veterans suffering from mental health conditions. *[MLC: higher standard of service and care]*
- We will continue to better support Veterans with mental health concerns and develop options to ensure they receive the programs and services they need quicker. *[MLC: streamlining]*
- We will study the effect of COVID-19 on Veterans’ physical and mental well-being over an 18-month period by working with our internal and external partners to analyze any emerging long-term effects.

Departmental result: Veterans and their families are financially secure.

In 2021–22, the following activities will contribute to this departmental result:

- We will continue our efforts to reduce wait times for disability benefit applications. We have a number of active initiatives to address this long-standing issue so that Veterans receive their decisions faster. *[MLC: streamlining; automation]*
- We plan to use new technology so that Veterans can access benefits and services more quickly and efficiently. Projects for 2021–22 include the progressive automation of disability applications for hearing loss and tinnitus, the addition of online guided forms, and the reduction or elimination of paper-based processes. *[MLC: streamlining; automation]*
- We will use the research and analysis done in collaboration with Statistics Canada to bring forward options on how best to support the financial well-being of survivors who married or entered into a common-law relationship with a Veteran after the Veteran’s 60th birthday.

Departmental result: Veterans have a sense of purpose.

To contribute to this departmental result, we will:

- promote the hiring of Veterans in the private sector in Canada and establish a new contract for career transition services that reflects the latest digital advancements in employment support services. We will also work with organizations to facilitate opportunities for Veterans to cultivate a sense of purpose outside of employment and careers. *[MLC: employment and training support services]*

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

In 2021–22, the following activities will contribute to this departmental result:

- We will continue to work with the Department of National Defence (DND) to simplify processes, improve service delivery and strengthen transition services by:
 - enhancing shared online tools to link services;

- increasing data-sharing while aligning processes and systems between our departments; and,
- improving transition support for Canadian Armed Forces (CAF) members, such as enhanced case management tools, increased screening to identify unmet needs or risks, reduced barriers and case management standards based on client need and complexity.

[MLC: streamlining]

- We will continue work on the Borden Transition Trial, a pilot project with the CAF to develop a standardized and personalized approach to transition for eventual national implementation. A second trial location in CFB Petawawa is tentatively scheduled for 2021.

In conjunction with the trial, we will pilot “My Transition 101.” This training package for CAF members, Veterans and their families helps improve their knowledge of programs, benefits and services available. It will be expanded to facilitate a more personalized training experience. *[MLC: streamlining]*

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

We are committed to ensuring Veterans are satisfied with our services. In 2021–22, we commit to the following:

- Reducing wait times continues to be a priority. We will challenge internal processes, learn from our partners, modernize tools, and look for the best way to implement a system of automatic approval for the most common disability applications. We will also continue to support the staff hired as a result of the recent \$200M investment to address the backlog. To provide further clarity to Veterans about decision processes and the status of their applications, we will update the application tracking feature in My VAC account. *[MLC: streamlining; automation; improving communications]*
- We will create a survey in My VAC Account to better understand Veterans’ satisfaction with our digital services. This will allow us to collect data on a more frequent basis and give us insight to better meet Veterans’ needs. *[MLC: improving communications]*
- To further digitize services, we will consult with end users of digital processes to help inform strategic and program direction. The focus of the consultations will be determined by the first phase of work currently underway, which involves an environmental scan of current digital work and the types of engagement that have already occurred to ensure that efforts are not duplicated and any identified gaps are addressed. *[MLC: streamlining]*
- The Bureau of Pension Advocates (BPA) plans to digitize around 10,000 active client files by March 2022 to support the launch of an electronic case management system. This will allow for more efficient services and create a new team to address increased demand in applications. *[MLC: streamlining]*

Departmental result: Veterans are living in safe and adequate housing.

In 2021–22, the following activities will contribute to this departmental result:

- We will develop a screening tool to improve our ability to identify and assist Veterans who are experiencing, or at risk of, homelessness. We will continue making emergency funding available to these Veterans. *[MLC: higher standard of service and care]*
- We will continue to promote the Veteran and Family Well-being Fund providing opportunities for organizations looking for creative solutions to support Veterans who are, or are at risk of becoming, homeless.
- We will also continue our work with:
 - all levels of government and community stakeholders to address the issue of homelessness among the most vulnerable Veterans; and,
 - the Canadian Mortgage and Housing Corporation and Employment and Social Development Canada to meet the Government’s commitment to ensure that every Veteran has a place to call home.*[MLC: affordable housing]*

Gender-based analysis plus (GBA+)

We commit to incorporating GBA+ considerations into all plans and practices in the following ways:

- We will invest in additional training for staff to ensure this expertise grows. GBA+ is a key component of staff preparation, training and development.
- We will use GBA+ to provide inclusive outcomes for Canadians by continuing to improve the accessibility of My VAC Account and other external and internal systems and making sure that identifying information across systems is gender inclusive.
- Conducting and collaborating on research will increase our knowledge of the GBA+ 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.
- Working towards conformity with the Sex and Gender Equity in Research Guidelines (SAGER) will inform how we design, conduct, and report findings to ensure equitable representation of women Veterans and underrepresented groups in our research initiatives. These principles will be considered to ensure adequate consideration of intersectional impacts across sub-groups of the Veteran population, including (but not limited) to women, LGBTQ2+, Indigenous and homeless Veterans.

United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

We are committed to supporting Canada's efforts to implement the United Nations 2030 Agenda and SDGs. This core responsibility contributes broadly to the following:

- SDG 1: No Poverty
- SDG 3: Good Health and Well-being
- SDG 4: Quality Education
- SDG 5: Gender Equality
- SDG 8: Decent Work and Economic Growth
- SDG 10: Reduced inequality
- SDG 11: Sustainable Cities and Communities
- SDG 16: Peace and Justice Strong Institutions

Further details on specific programs and initiatives that support these goals, such as our case management services and a pan-governmental approach towards ending homelessness, among others, are in our [2021–20 UN 2030 Agenda and SDGs Supplementary Information Table](#).^{iv}

Experimentation

- We continue to work on our Service Health Records Search Tool. This tool identifies standard search terminology related to hearing loss and tinnitus, searches automatically for this terminology and bundles results into one document to support application decision-makers' need for accurate evidence. Implementation is expected to occur early in 2021.

In the 2021–22 fiscal year, we will work to use this solution for other types of health conditions, test and compare the search results' quality, accuracy, and confidence in the results against current manual search processes. *[MLC: streamlining; automation]*

- We are reviewing the front-end process for preparing disability applications for adjudication. Beginning in early 2021, we will run a beta test that will test machine searches and reading of audiograms to:
 - move hearing loss and tinnitus applications through to final adjudication more quickly; and,
 - allow us to advise clients earlier in the process when a decision cannot be made.

We will test the process with small teams to measure the time, accuracy, and confidence of the process.

[MLC: streamlining; automation]

- We continue to experiment and test improvements to My VAC Account to enhance the user experience for Veterans and their families. These improvements involve exploring, testing and comparing results to enable the best possible product.

Planned results for CR1: Benefits, Services and Support

Indicators identified with an asterisk (*) reflect data from the LASS. The 2017–18 and 2018–19 results are derived from the 2016 LASS and the 2019 LASS results are shown under 2019–20. A summary of important LASS results can be found on the following page.

Departmental Results	Departmental Result Indicators	Targets	Date to achieve targets	2017–18 Actual results	2018–19 Actual results	2019–20 Actual results
Veterans are physically and mentally well.	% of Veterans who report that their health is very good or excellent.*	50%	March 2023	46%		39%
	% of Veterans who report that their mental health is very good or excellent.*	60%	March 2023	56%		48%
	% of Veterans accessing national network of Operational Stress Injury Clinics reporting improved overall mental health.	30%	March 2023	Data available starting 2018–19 ¹	47% ²	47% ³
	% of Veterans who report they need help with an activity of daily living.*	20% ⁴	March 2023	20%		25%
Veterans and their families are financially secure.	% of Veterans who are satisfied with their financial situation.*	70%	March 2023	69%		72%
	% of Veterans whose household income is below the Low Income Measure.*	5% ⁴	March 2023	4%		6%
Veterans have a sense of purpose.	% of Veterans who are employed.*	70%	March 2023	65%		60%
	% of Veterans who are satisfied with their job or main activity.*	75%	March 2023	74%		71%
Veterans are able to adapt, manage, and cope within post-service life.	% of Veterans who have high level of mastery of their life skills.*	40%	March 2023	n/a ⁵		26%
	% of Veterans who have completed a post-secondary education.*	55%	March 2023	54%		58%
	% of Veterans who report an easy adjustment to post-service life.*	55%	March 2023	52%		45%
Veterans are satisfied with the services they receive.	% of Veterans Affairs Canada clients who are satisfied with the quality of Veterans Affairs Canada's programs and services offered.	85%	March 2023	81%	81% ⁶	n/a ⁷
	% of Veterans Affairs Canada clients who are satisfied with the quality of service delivery they receive from Veterans Affairs Canada.	85%	March 2023	81%	81% ⁶	n/a ⁷
Veterans are living in safe and adequate housing.	% of Veterans who are in core housing need.	3% ⁴	March 2023	3.6%		n/a ⁸
	% of Veterans Affairs Canada clients 65 years and older living in their own homes that report satisfaction with their housing.	97%	March 2023	97%	97% ⁶	n/a ⁷

¹ No historical information is available because this specific indicator was not previously measured.

² In 2018–19, the OSI clinic network served 9,351 clients. Due to a variety of outcome monitoring implementation difficulties, data for approximately 10% (915) of clients served in the last fiscal year was analyzed. Of the 10% (915) analyzed, 47% demonstrated significantly improved mental health.

³ In 2019–20, the OSI clinics network served 10,067 clients. Of the 15% (1,534) analyzed, 47% demonstrated significantly improved mental health. This result is equivalent to that reported in 2018–19, but significantly higher than the 30% improvement reported in the scientific literature.

⁴ These represent maximum targets; the lower the result, the better the outcome for Veterans.

⁵ This result was not included in the 2016 LASS, but has been included in the 2019 edition.

⁶ This result was carried over from the 2017 VAC National Survey, as a follow up survey was delayed in 2018–19.

⁷ The results from the 2020 VAC National Survey are not yet available. We suspended fieldwork for this on 20 March 2020 because of public health measures. The work has resumed and we aim to have a final report available early in 2021.

⁸ The results are not available as the Canadian Housing Survey was delayed due to COVID-19.

Summary of important LASS results

The detailed LASS report was not available during the writing of this report due to delays relating to the pandemic, but is expected to be published early in 2021. Overall, the average age of Veterans has increased from 46 to 50 years of age since the 2016 LASS cycle, medical releases have increased and Veterans reported increasingly difficult adjustments to post-service life. These results include both Veterans accessing the Department’s benefits and services as well as Veterans who are not VAC clients. Below are some preliminary observations.

Decrease in Employment Rate

- Veterans reflected in this LASS were more likely to not be in the labour force and/or not looking for work.
- When comparing the number of Veterans looking for work, the proportion that are unemployed has not increased since the previous LASS cycle.
- The Veteran unemployment rate was similar to that of comparable Canadians.

Decrease in Self-Rated Health (Overall and Mental)

- Veterans reported higher rates of back problems, arthritis, high blood pressure, depression, anxiety, PTSD, and TBIs when compared to LASS 2016.
- They were also more likely to have been medically released and to be experiencing chronic pain and to report having certain physical and mental health conditions.

The continual improvements we make to programs and services for Veterans and their families are meant to help improve these results.

Planned budgetary financial resources for CR1: Benefits, Services and Support (dollars)

2021–22 budgetary spending (From Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
6,148,513,828	6,148,513,828	5,218,769,515	4,354,920,659

Planned human resources for CR1: Benefits, Services and Support

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
2,681.7	2,032.7	2,029.0

To address the backlog of disability applications we temporarily increased human resources as part of the Service Excellence initiative through funding provided by the Government’s [Economic and Fiscal Snapshot](#)^v in August 2020. Future spending and staffing levels are under ongoing review. A full analysis of the planned budgetary financial resources and full-time equivalents 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 PI are available in [GC InfoBase](#).ⁱⁱ

CR2: Commemoration

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

Planning highlights

Our commitment to the Commemoration Core Responsibility means that we will continue to support the Government of Canada’s 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. We will also continue to support the Juno Beach Centre (JBC) in preserving the legacy of all Canadians who served during the Second World War. This is in addition to the \$500K recently announced to support the JBC in mitigating the impact of COVID-19.

Leveraging our move toward more online commemorative content as a result of the COVID-19 pandemic, we will continue to enhance our digital engagement initiatives that resonate with target audiences including youth, educators, Indigenous Canadians, and Veterans of more recent conflicts and peacekeeping missions.

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

The following plans will contribute to this departmental result in 2021–22:

- We will continue to invest as needed to ensure the preservation and presentation of Canada’s 14 war memorials overseas, including two national historic sites (the Canadian National Vimy Memorial and the Beaumont-Hamel Newfoundland Memorial), for future generations through responsible conservation management practices. Some activities include:
 - developing a forest management plan for the national historic sites;
 - developing a comprehensive visitor experience strategy; and,
 - making other ongoing capital investments for all 14 sites.
- We will also support:
 - events in Canada to honour the 70th anniversary of the Battle of Kapyong and the 105th anniversary of the Battles of the Somme & Beaumont Hamel;
 - a European operations initiative focused on identifying opportunities and solutions for us to reach and engage with Canadians who are unable to travel overseas, exploring opportunities to leverage digital technology to target specific populations such as youth (including students and teachers) and immigrants;
 - continuing a five-year project to maintain 57,179 Veteran graves across Canada; and,
 - continuing to work closely with Canadian Heritage and the National Capital Commission on the National Monument to Canada’s Mission in Afghanistan.

COVID-19 implications

Recent worldwide implications from the COVID-19 pandemic have highlighted the need to reconsider how we can reach and share commemoration-related information and experiences with a broader population.

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

To contribute to this departmental result in 2021–22, we will:

- continue funding groups across Canada that lead commemorative initiatives honouring those who served.
- begin to base our approach to commemoration on the concept of “Canadian Armed Forces (CAF) Around the World,” to be more inclusive of the service of younger Veterans.
- highlight CAF service around the world with an emphasis on post-Second World War peace and security efforts in the Middle East during Veterans’ Week 2021.
- continue work on a Commemorative Partnership Program (CPP) initiative focused on identifying opportunities to reduce the time and effort required to process and report on CPP applications, as well as to support the intake and assessment of more complex requests; this initiative is expected to improve the experience of individuals and groups applying for the CPP.

Gender-based analysis plus (GBA+)

- We will continue to be inclusive of the numerous identity factors in the planning and delivery of initiatives. Ceremonies and events will include persons of various ages and ensure varied representation. When developing learning resources and overseas visitor centre exhibits, we will demonstrate gender balance as well as diverse cultural, ethnic and regional backgrounds. We will apply GBA+ when consulting with Canadians and Veterans to understand how their perspectives and preferences may align with identity factors.

United Nations’ 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

Our goal is to contribute to SDG3: Good Health and Well-Being by recognizing Veterans through commemorative initiatives which support overall well-being, especially mentally and socially.

Further details on department-wide commitments can be found in our [2021–20 UN 2030 Agenda and SDGs Supplementary Information Table](#).^{iv}

Planned results for CR2: Commemoration

Departmental results	Departmental result indicators	Targets	Date to achieve targets	2017–18 actual results	2018–19 actual results	2019–20 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%	March 2023	76%	76% ⁹	n/a ¹⁰
	# of page views of Canadian Virtual War Memorial.	2,000,000	March 2023	2,548,041	2,175,446	2,659,840
	% 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%	March 2024	n/a ¹¹		97%
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%	March 2023	73%	74%	75%
	# of Canadians who participated in community engagement activities financially supported by Veterans Affairs Canada.	200,000	March 2023	474,945	436,969	548,512

Planned budgetary financial resources for CR2: Commemoration (dollars)

2021–22 budgetary spending (from Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
44,896,867	44,896,867	41,833,215	38,882,586

Planned human resources for CR2: Commemoration

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
92.6	92.6	87.6

The decrease in spending and human resources relate to the conclusion of temporary positions funded in Budget 2018 under the Cemetery Maintenance proposal. Future spending and staffing levels are under ongoing review. A full analysis of the planned budgetary financial resources and full-time equivalents 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 PI are available in [GC InfoBase](#).ⁱⁱ

⁹ This result was captured in the 2017 VAC National Survey; the data collection occurred at the end of 2016–17 and was presented in 2017. Due to circumstances, the following edition was delayed; updated results for 2019–20 will be available with the release of the 2020 VAC National Survey.

¹⁰ The results from the 2020 VAC National Survey are not yet available. We suspended fieldwork for this on 20 March 2020 because of public health measures. The work has resumed and we aim to have a final report available early in 2021.

¹¹ No historical information is available because this specific indicator was not previously measured.

CR3: Veterans Ombudsman¹²

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*.

Planning highlights

Under this core responsibility, the OVO will continue to look into issues and complaints related to programs and services to determine whether Veterans and their families are treated fairly.

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 will contribute to this departmental result:

- Reviewing and addressing 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 Veterans Review and Appeal Board, aiming to address 75% of the complaints within 60 working days.
- Improving general awareness of OVO services through planned communication activities such as social media campaigns, advertising and events.

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

In 2021–22, the following activities will contribute to this departmental result:

- Conducting systemic investigations, research and analysis, and making recommendations to address issues of fairness for Veterans and their families with a focus on:
 - availability of, and gaps in programs and services for women Veterans;
 - availability of, and gaps in programs and services for families of Veterans
 - timely and fair access to treatment benefits;
 - availability of, and gaps in programs and services for indigenous Veterans ;
 - the service experience of Veterans and their families when dealing with VAC; and,
 - the financial support provided to Veterans and their families.

Monitoring progress made on these recommendations will continue, with an aim to have 85% accepted for implementation by the Veterans Affairs portfolio.

- Explaining OVO's recommendations through outreach and engagement activities with key stakeholders and officials (Parliamentarians).

¹² To ensure gender inclusivity, the title has been changed to Ombudsperson and will be reflected as such in the upcoming Departmental Results Framework and associated reports.

- Monitoring complaints that raise an element of unfairness, aiming to have 80% of the recommendations implemented.

Gender-based analysis plus (GBA+)

- As part of the government-wide priorities of gender equality, diversity and inclusiveness, the OVO will continue to advocate for fairness for Canada’s diverse Veteran population, including Women, Francophone, and Indigenous Veterans, as well as Reservists and other groups.
- The OVO is currently identifying and developing new analytics to report on GBA+ data.

Planned results for CR3: Veterans Ombudsman

Departmental results	Departmental result indicators	Targets	Date to achieve targets	2017–18 actual results	2018–19 actual results	2019–20 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%	March 2022	68%	68%	89%
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 Ombudsman recommendations related to individual complaints implemented by the Veterans Affairs Portfolio.	80%	March 2022	Data available starting 2020–21 ¹³		
	% of Office of the Veterans Ombudsman recommendations related to systemic issues accepted by the Veterans Affairs Portfolio.	85%	March 2022	Data available starting 2021–22 ¹⁴		

Planned budgetary financial resources for CR3: Veterans Ombudsman (dollars)

2021–22 budgetary spending (from Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
5,605,796	5,605,796	5,605,779	5,605,779

Planned human resources for CR3: Veterans Ombudsman¹⁵

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
38.0	38.0	38.0

¹³ This indicator was introduced in the 2020–21 Departmental Plan and the first result will only be available as of the end March 2021; therefore no historical information is available.

¹⁴ The result is 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.

¹⁵ These figures include 10 VAC positions that provide support to the OVO.

Future spending and staffing levels are under ongoing review. A full analysis of the planned budgetary financial resources and full-time equivalents 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 PI are available in [GC InfoBase](#).ⁱⁱ

Internal Services: Planned results and resources

Our internal services

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

These services are:

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

Planning highlights

Our internal services contribute to all outcomes identified in the DRF. Internal services objectives enable service excellence in the delivery of our mission and ensure we provide the digitally enabled services Veterans need and expect.

Internal services contribute to all departmental results identified in the DRF.

- We continue to successfully roll out our communications outreach and engagement strategy, adjusting as we go based on evidence and research. We will focus on:
 - advancing our use of podcasting to communicate with Veterans and other Canadians, building on the success of our 2020 Faces of Freedom series;
 - developing our new Let's Talk Veterans consultation platform to reach a larger audience for inclusive, collaborative and transparent discussions on Veteran issues;
 - ensuring employee access to training on plain language communication focused on Veterans and their families; and,
 - continuing the use of digital analytics, media monitoring and stakeholder analysis to inform decision-making on internal and external communications.

[MLC: improving communications]

- We will continue to improve the delivery of corporate services across the Department. Planned outcomes supporting this include:
 - introducing the new SAP department-level financial management application, with changes to processes and procedures;

- pursuing the use of technological innovation to support routine corporate and service delivery;
 - implementing applications and using data analytics and visualization to improve client outcomes and increase capacity;
 - strengthening our IT security through awareness and specific measures designed to ensure integrity and confidentiality of systems and data; and,
 - developing and implementing specific portal tools to support the Veterans Ombudsman’s ability to interact with Veterans in a timely and secure manner.
- Toward our goal of recruiting, developing, and retaining top talent, we will continue to care for our people and build a diverse and inclusive workplace that empowers employees. To achieve this, we will:
 - build on pandemic response measures to provide staff with the information, tools, and processes required to maintain safe and flexible workspaces while continuing to deliver services to Veterans;
 - seek input from departmental leaders to identify talent needs and strategies that focus on attracting, developing and retaining a diverse workforce with the experience and skills required to meet the changing work environment;
 - continue to enhance onboarding practices and develop an integrated learning strategy;
 - encourage a work culture that increases awareness and uses best practices in psychological health, safety and well-being for all employees;
 - work to identify, prevent and remove accessibility barriers; and,
 - design a digital literacy program to give our employees the skills and knowledge to best use the digital tools and data available to them.

Strong relationships with internal services stakeholders and partner agencies will support achieving our objectives. These groups include the Public Service Commission, Shared Services Canada, Public Services and Procurement Canada, Treasury Board Secretariat, and DND in order to provide better solutions that align with client needs and government commitments.

Gender-based analysis plus (GBA+)

- Communication products and services will continue to use a gender-neutral approach. In partnership with the Office of Women and LGBTQ2+ Veterans, we have developed a Communication plan for the GBA+ Strategy to:
 - raise awareness and understanding of GBA+ and the Gender Inclusive Services project among our employees; and,
 - communicate the importance of GBA+ analysis as employees develop departmental policies, programs and legislation to best reach—and respond to the needs of—all Veterans and clients.
- We will continue to build on the momentum from the [virtual series on Women and LGBTQ2+ Veterans](#)^{vi} to address issues and barriers specific to these groups and their families. We will also contribute to key federal government commitments to advance gender equality, diversity and inclusion for Veterans.

- As our business practices and internal services evolve, GBA+ is being applied to the design, testing and validation to ensure solutions fit the wide-ranging employee and Veteran populations, and promote equity for all.
- As part of the whole-of-government approach, we will continue to apply a GBA+ lens to all budget proposals, memoranda to Cabinet, Treasury Board submissions and regulatory packages.
- As our client population continues to diversify, we expect to see increased requests for support from women, gender and sexual minorities, as well as from groups representing a variety of intersecting identity factors such as race, ethnicity, indigeneity, religion, social status, age and ability.
- We will continue to consult and collaborate with women and gender and sexually diverse Veterans concerning their unique experiences and service-related needs to identify research, benefits, programs, services and policy priorities.

United Nations’ 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

Our Internal Services are aligned with the following United Nation’s and Government of Canada’s sustainable development goals:

- SDG 7: Clean Energy
- SDG 9: Innovation and Infrastructure
- SDG 11: Sustainable Cities and Communities
- SDG 12: Responsible consumption
- SDG 13: Climate action

Our commitment to the environment and reducing greenhouse gas emissions in our operations is reflected in our [Departmental Sustainable Development Strategy](#),^{vii} which details a number of measures that can be found in our [2021–20 UN 2030 Agenda and SDGs Supplementary Information Table](#).^{iv}

Experimentation

- We continue to look at potential technical solutions to help solve difficult issues, such as processing disability claims by automating stages of the process. This requires developing and testing software with users and clients, and changing designs based on the results. *[MLC: automation]*

Planned budgetary financial resources for internal services (dollars)

2021–22 budgetary spending (from Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
91,955,946	91,955,946	80,016,670	80,030,740

Planned human resources for internal services

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
834.6	750.6	747.6

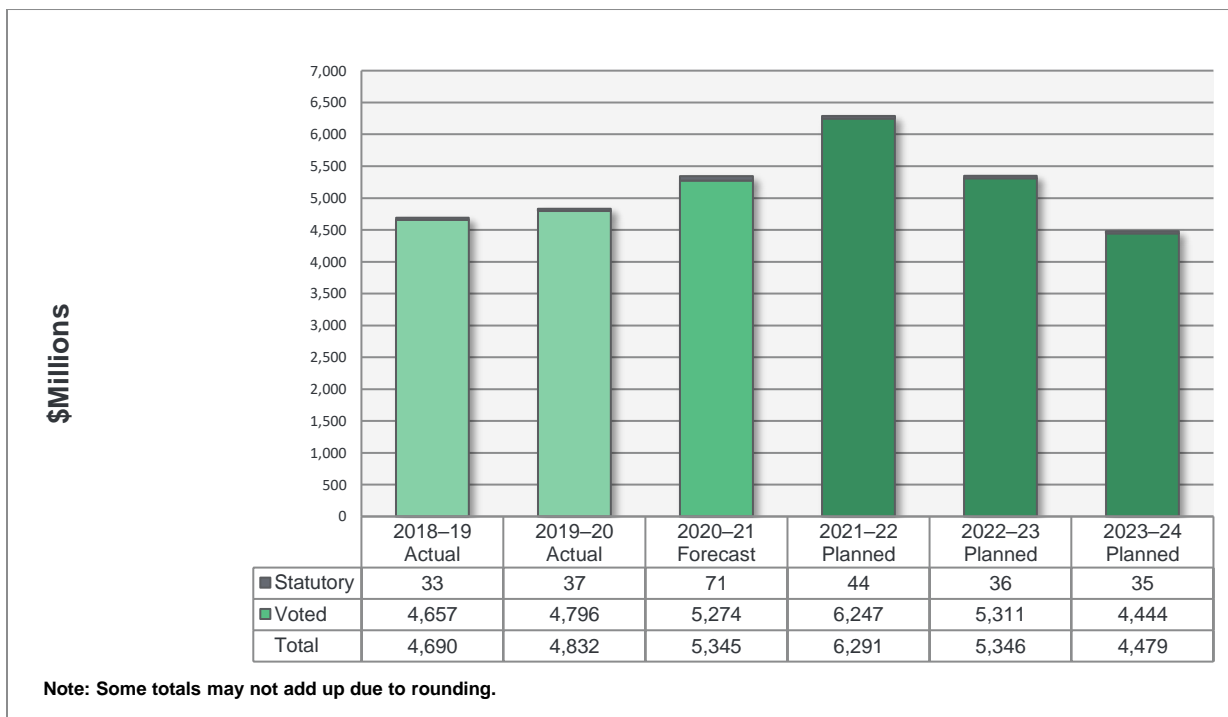
The increases in 2021–22 relate to the temporary resources under the Service Excellence and Closing the Seam initiatives. Future spending and staffing levels are under ongoing review. A full analysis of the planned budgetary financial resources and full-time equivalents is available in the “[Spending and human resources](#)” section of this report.

Spending and human resources

This section provides an overview of our planned spending and human resources for the next three consecutive fiscal years and compares planned spending for the upcoming year with the current and previous years’ actual spending.

Planned spending

Departmental spending, voted and statutory, 2018–19 to 2023–24



Our budget changes each year because of the demand-driven nature of our programs and services, which are based on Veterans’ needs and entitlements. Annually, we update our client and expenditure forecast to ensure that all Veterans who come forward receive the benefits and services that they require.

In other words, a Veteran who is entitled to a benefit is paid that benefit, no matter how many Veterans come forward. Over 90% of our budget is allocated for expected payments to Veterans, their families and other program recipients.

There continues to be an increase in the number of CAF Veterans and their families receiving VAC benefits and services. At the same time, the number of war-service Veterans and survivors is going down. As a result of this shift, departmental forecasts show there will be more demand for rehabilitation and the Pension for Life (PFL) suite

of programs, and less demand for traditional programs and benefits such as Disability Pensions and the War Veterans Allowance.

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, the overall demand for our programs has not diminished, and the delivery of benefits and services, as well as spending, continues to trend in line with our forecast.

Over the next three years, planned spending will continue to adjust in order to align with increased demand for certain programs and services, while temporary funding for other initiatives comes to an end, as described below.

2020–21 forecast to 2021–22 planned

In fiscal year 2021–22, our planned spending is approximately \$6.29 billion. This is an increase of \$0.95 billion, compared to the current forecast for fiscal year 2020–21 of \$5.34 billion. This increase is largely due to the growing demand for the PFL programs. Introduced in 2019–20, these programs have seen a greater uptake than originally forecast. In addition, the number of Veterans choosing lump-sum payments over monthly payments for the new Pain and Suffering Compensation has resulted in increased planned spending. Our budget will also increase as a result of our increased capacity and efforts to address the backlog and improve wait times for disability benefits.

2021–22 planned to 2022–23 planned

In fiscal year 2022–23, our budget is forecast to decrease to an amount comparable to the 2020–21 budget. This decrease is attributed to the conclusion of temporary funding received in 2021–22 related to addressing the backlog and improving the delivery of services and programs, as we are forecasting less spending for some of our programs and services as operational capacity normalizes.

2022–23 planned to 2023–24 planned

Currently, our 2022–23 budget is forecast to decrease by \$0.87 billion to \$4.48 billion budget for 2023–24. In the future, this budget will be updated through the Estimates process to align with the latest forecast of client demand and expenditures.

Budgetary planning summary for core responsibilities and internal services¹⁶

The following table shows actual, forecast and planned spending for each of our Core Responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and internal services	2018–19 expenditures	2019–20 expenditures	2020–21 forecast spending	2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
Benefits, Services and Support	4,528,562,537	4,625,183,299	5,194,467,613	6,148,513,828	6,148,513,828	5,218,769,515	4,354,920,659
Commemoration	45,032,805	81,485,684	45,522,230	44,896,867	44,896,867	41,833,215	38,882,586
Veterans Ombudsman	3,735,430	4,115,574	5,748,716	5,605,796	5,605,796	5,605,779	5,605,779
Subtotal	4,577,330,772	4,710,784,557	5,245,738,559	6,199,016,491	6,199,016,491	5,266,208,509	4,399,409,024
Internal services	113,132,181	121,589,799	99,430,780	91,955,946	91,955,946	80,016,670	80,030,740
Total	4,690,462,953	4,832,374,356	5,345,169,339	6,290,972,437	6,290,972,437	5,346,225,179	4,479,439,764

With respect to each core responsibility; Benefits, Services and Support is a large piece of our budget. Planned spending will increase by about \$0.95 billion in fiscal year 2021–22, as compared to fiscal year 2020–21. This is due to the continued increase in demand for the PFL suite of programs, as well as our increased operational capacity and the impacts on program spending (as previously discussed).

In fiscal 2022–23, planned spending is expected to decrease to an amount comparable to 2020–21, as temporary funding to address the backlog concludes and operational capacity returns to historical levels.

Planned spending for Commemoration and Veterans Ombudsman over the next three years is relatively stable and is not expected to change.

Finally, approximately 2% of our total planned spending is allocated to internal services, to support program delivery and the corporate obligations of the organization. The planned spending for internal services will decrease in 2021–22, compared to forecast spending, due to the conclusion of temporary funding related to our initiative to reduce the backlog and improve the delivery of services and programs.

¹⁶ Future spending is under ongoing review.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each Core Responsibility in our departmental results framework and to Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibilities and internal services (FTEs)¹⁷

Core responsibilities and internal services	2018–19 actual FTEs	2019–20 actual FTEs	2020–21 forecast FTEs	2021–22 planned FTEs	2022–23 planned FTEs	2023–24 planned FTEs
Benefits, Services and Support	2,076.4	2,326.4	2,628.0	2,681.7	2,032.7	2,029.0
Commemoration	86.0	90.0	72.6	92.6	92.6	87.6
Veterans Ombudsman	34.3	32.5	41.8	38.0	38.0	38.0
Subtotal	2,196.7	2,448.9	2,742.4	2,812.3	2,163.3	2,154.6
Internal services	671.0	749.1	817.2	834.6	750.6	747.6
Total	2,867.7	3,198.0	3,559.6	3,646.9	2,913.9	2,902.2

Human Resource levels in 2020–21 and 2021–22 increased as part of the Service Excellence initiative, which was part of the Government’s [Economic and Fiscal Snapshot](#)^v in August 2020. The temporary increase in FTE resources were hired with the purpose of addressing the backlog of disability applications. These additional resources, along with several innovative initiatives currently underway, are expected to significantly reduce the backlog by the end of fiscal year 2021–22. These initiatives will help us address the number of pending Disability Benefit applications, improve Case Management Services and further innovation across the Department. Beginning in 2022–23, planned human resource levels return to previous levels and are expected to remain constant though we will reassess our capacity after these initiatives mature.

Estimates by vote

Information on our organizational appropriations is available in the [2021–22 Main Estimates](#).^{viii}

¹⁷ Future staffing levels are under ongoing review.

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of our operations for 2020–21 to 2021–22.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on [our website](#).^{ix}

Future-oriented condensed statement of operations for the year ending 31 March 2022 (dollars)

Financial information	2020–21 forecast results	2021–22 planned results	Difference (2021–22 planned results minus 2020–21 forecast results)
Total expenses	5,364,010,137	6,311,755,215	947,745,078
Total revenues	–	–	–
Net cost of operations before government funding and transfers	5,364,010,137	6,311,755,215	947,745,078

The estimated net cost of operations for fiscal year 2021–22 is \$6.312 billion. Over 90% of the planned spending for fiscal year 2021–22 is paid directly to, or on behalf of, the people we serve, in the form of compensation, financial support, health benefits and commemoration.

The increase of \$947.7 million, when comparing 2020–21 forecast results to 2021–22 planned results, is mostly from the PFL programs, as discussed in the Planned spending section of this report.

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Corporate information

Organizational profile

- Appropriate minister:** The Honourable Lawrence MacAulay, PC, MP
- Institutional head:** General (retired) Walter Natynczyk, CMM, MSC, CD, Deputy Minister
- Ministerial portfolio:** Veterans Affairs
- Enabling instruments:** ▶ *Department of Veterans Affairs Act*^x
▶ *Veterans Well-being Act*^{18xi}
▶ *Pension Act*^{xii}

Year of incorporation / Commencement: 1923

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

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

For more information on our organizational mandate letter commitments, see the “[Minister’s mandate letter](#)”,ⁱⁱⁱ

Veterans Ombudsman’s mandate

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

Operating context and risk

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

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

Reporting framework

Our approved DRF and PI 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 • Income Support • Long Term Care • Research and Innovation • Transition Services • Veterans Emergency Fund • Veterans Independence Program • War Veterans Allowance
Veterans and their families are financially secure	<ul style="list-style-type: none"> • % of Veterans whose household income is below the Low Income Measure • % of Veterans who are satisfied with their financial situation 	
Veterans have a sense of purpose	<ul style="list-style-type: none"> • % of Veterans who are satisfied with their job or main activity • % of Veterans who are employed 	
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 	
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 	
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 	
#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 Ombudsman		
DEPARTMENTAL RESULTS	INDICATORS	PROGRAM INVENTORY
Veterans and their families have access to a timely review of complaints about the programs, services and support delivered by the Veterans Affairs Portfolio	<ul style="list-style-type: none"> • % of complaints completed within 60 working days 	<ul style="list-style-type: none"> • Veterans Ombudsman
Issues about the programs, services and support provided to Veterans and their families by the Veterans Affairs Portfolio are identified	<ul style="list-style-type: none"> • % of Office of the Veterans Ombudsman recommendations related to individual complaints implemented by the Veterans Affairs Portfolio • % of Office of the Veterans Ombudsman recommendations related to systemic issues accepted by the Veterans Affairs Portfolio 	
INTERNAL SERVICES		

Changes to the approved reporting framework since 2020–21

Structure	2021–22	2020–21	Change	Reason for change
Core responsibility	Benefits, Services and Support	Benefits, Services and Support	No change	—
Program	Caregiver Recognition Benefit	Caregiver Recognition Benefit	No change	—
Program	Disability Benefits	Disability Benefits	No change	—
Program	Health Care Benefits	Health Care Benefits	No change	—
Program	Income Support	Income Support	No change	—
Program	Long Term Care	Long Term Care	No change	—
Program	Research and Innovation	Research and Innovation	No change	—
Program	Transition Services	Transition Services	No change	—
Program	Veterans Emergency Fund	Veterans Emergency Fund	No change	—
Program	Veterans Independence Program	Veterans Independence Program	No change	—
Program	War Veterans Allowance	War Veterans Allowance	No change	—
Core Responsibility	Commemoration	Commemoration	No change	—
Program	Canada Remembers Program	Canada Remembers Program	No change	—
Program	Funeral and Burial Program	Funeral and Burial Program	No change	—
Core Responsibility	Veterans Ombudsman	Veterans Ombudsman	No change	—
Program	Veterans Ombudsman	Veterans Ombudsman	No change	—

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to our Program Inventory is available in the [GC InfoBase](#).ⁱⁱ

Supplementary information tables

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

- Departmental Sustainable Development Strategy
- Details on transfer payment programs
- Gender-based analysis plus
- United Nations 2030 Agenda and the Sustainable Development Goals.

Federal tax expenditures

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).^{xvi} This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

Organizational contact information

Veterans Affairs Canada

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

Toll free: **1-866-522-2122**

www.veterans.gc.ca

Veterans Ombudsman

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

Toll free: **1-877-330-4343**

www.ombudsman-veterans.gc.ca

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 a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental 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 factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, 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 and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

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

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

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2021–22 Departmental Plan, 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 in which 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 up to the expected result.

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

An external 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.

strategic outcome (résultat stratégique)

A long-term enduring benefit to Canadians that is linked to the organization’s mandate, vision and core functions.

target (cible)

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

voted expenditures (dépenses votées)

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

Endnotes

- i. Life After Service Study, <https://www.veterans.gc.ca/eng/about-vac/research/research-directorate/publications/reports/lass-2016>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. Minister’s Mandate Letter Commitments, <https://pm.gc.ca/en/mandate-letters/minister-veterans-affairs-and-associate-minister-national-defence-mandate-letter>
- iv. Supplementary Information Tables, <https://www.veterans.gc.ca/eng/about-vac/publications-reports/reports/departmental-plan/2021-2022/supplementary-tables>
- v. Economic and Fiscal Snapshot, <https://www.canada.ca/en/department-finance/services/publications/economic-fiscal-snapshot.html>
- vi. Virtual series on Women and LGBTQ2+ Veterans, <https://www.veterans.gc.ca/eng/about-vac/what-we-do/women-LGBTQ2/building-communities/veteran-engagement>
- vii. Departmental Sustainable Development Strategy, <https://www.veterans.gc.ca/eng/about-vac/publications-reports/reports/2020-2023-sustainable-development-strategy>
- viii. 2021–22 Main Estimates, <http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp>
- ix. Future-Oriented Financial Statements, <https://www.veterans.gc.ca/eng/about-vac/publications-reports/reports/future-oriented-financial-statements>
- x. *Department of Veterans Affairs Act*, <http://laws.justice.gc.ca/eng/acts/V-1/index.html>
- xi. *Veterans Well-being Act*, <http://laws-lois.justice.gc.ca/eng/acts/C-16.8/>
- xii. *Pension Act*, <http://laws-lois.justice.gc.ca/eng/acts/p-6/index.html>
- xiii. Raison d’être, mandate and role, <http://www.veterans.gc.ca/eng/about-us/mandate>
- xiv. Veterans Ombudsman’s Mandate, <http://www.ombudsman-veterans.gc.ca/eng/about-us/mandate>
- xv. Operating Context, <https://www.veterans.gc.ca/eng/about-vac/what-we-do/operating-context-risks>
- xvi. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>