



Veterans Affairs  
Canada

Anciens Combattants  
Canada

# Veterans Affairs Canada

2018–19

Departmental Plan

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The Honourable Seamus O'Regan, P.C., M.P.  
Minister of Veterans Affairs and  
Associate Minister of National Defence

Canada 

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## Minister's Message

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It is my pleasure to present Veterans Affairs Canada's (VAC) Departmental Plan for the 2018–19 fiscal year (FY). The Departmental Plan provides information on the results we plan to achieve over the upcoming year that will benefit Canadian Armed Forces (CAF) members, Veterans, Royal Canadian Mounted Police (RCMP), families and others we serve.



The Departmental Plan is our opportunity to communicate annual performance goals and outline the financial and human resources required in order to achieve these goals. The plan offers Canadians transparency on how your tax dollars will be spent and demonstrates how our work is in line with our mandate and the Government of Canada priorities.

A key focus for 2018–19 is to put the well-being of Veterans at the centre of everything we do. By making service excellence a priority, we will ensure that Veterans experience improved quality, timeliness and efficiency in the delivery of their services. We will also focus on engaging Canadians in remembrance and paying tribute to the contribution and sacrifice of all who have served, and continue to serve, our country in times of war, conflict and peace.

The principles of Care, Compassion and Respect will drive the work we do this year. We are caring for the men and women who have served Canada, and their families. We are showing compassion for their needs, and we are committed to meeting them.

On April 1, 2018, several new and revamped programs that were announced in Budget 2017 will come into effect, including:

- Education and Training Benefit
- Career Transition Services
- Veterans Emergency Fund
- Caregiver Recognition Benefit
- Veteran Family Program Expansion
- Veteran and Family Well-being Fund
- Centre of Excellence on Post-Traumatic Stress Disorder (PTSD) and Mental Health
- Rehabilitation Services and Vocational Assistance Program

Delivering on our Budget 2017 promises to Veterans, this past December we announced our Pension for Life plan. The Pension for Life will provide a holistic package that reintroduces lifelong monthly pain and suffering payments; implements a new recognition benefit, and consolidates several income-related financial benefits.

Furthermore, we are making real progress to ensure excellent care of CAF members and their families. VAC, alongside the Department of National Defence, remains focused on the need to

streamline the transition of CAF members who release from the military to VAC programs and services.

Budget 2018 focuses on the overall well-being of Veterans and their families by investing in supports and services for Veterans and their families. This Budget builds on the historic investments we made in Budgets 2016 and 2017 which improved financial security for many, many Veterans. To ensure that Veterans get services and benefits when they need them, the Government will increase service delivery capacity at Veterans Affairs Canada.

It is a great privilege to lead the team that supports the men and women who answered the call of duty, and the families who supported them throughout their service. It came as no surprise when 95% of participants in the National Client Survey said that VAC employees treated them with respect.

We look forward to a successful year in 2018–19 as the Department continues to work on delivering the results that Veterans and their families deserve and that Canadians expect regarding the commemoration of all those who served.

Sincerely,

The Honourable Seamus O'Regan, P.C., M.P.  
Minister of Veterans Affairs and Associate Minister of National Defence

## Plans at a glance

Every Veteran is different. However, one unifying experience is the major life change that results from the journey to life after service. The most successful transitions occur when a Veteran has a positive state of well-being: a balance of financial, mental, physical and social factors. While money is important, it is only one element that contributes to well-being. When a Veteran has financial security, it is possible to focus on all other areas of life, such as family, community and health. The Department will work in 2018–19 to achieve an overall well-being package that combines financial recognition of pain and suffering, income replacement, and a host of wellness services and programs to help Veterans successfully transition to life after service.

### Mandate Letter Commitment: Pension For Life

In December 2017, Minister O'Regan unveiled the Government's proposed Pension for Life plan—a combination of benefits that provide recognition, income support and stability to Veterans and Canadian Armed Forces members who experience a service-related illness or injury. These benefits will come into force on April 1, 2019.

## Deliver on our Mission

Placing Veterans at the centre of everything we do—our philosophies, our ideas and our operations—ensures that we are focusing our efforts towards the well-being of Veterans and their families. We strive to be proactive, responding quickly and compassionately to the emerging needs of Veterans and their families. The Department strives to provide benefits and services tailored to the unique needs of those we serve. We are also committed to paying tribute to the sacrifices and achievements of all those who served in Canada's military efforts. In doing so, we will engage Canadians from across the country in taking an active part in commemoration. Our work will be evidence-informed and outcome oriented—gathering feedback directly from Veterans, other stakeholders and reviews of the relevant research results and experiences in other jurisdictions. In collecting and analyzing this information, VAC will continue to apply a Gender-based analysis plus (GBA+) lens to assist in systematically integrating gender considerations into policy, planning and decision-making processes.

## Highlights for FY 2018–19

- Deliver quality day-to-day services and commemoration activities
- Implement Budget 2017 initiatives
- Prepare to implement recently announced Budget 2018 initiatives, including:
  - Pension for Life
  - Addressing the Backlog
  - Cemetery and Graves Maintenance

## Care for our People

We strive to create a workplace that shows care, compassion and respect, and delegates, trusts and empowers employees. Good management practices, including building leaders, empowering employees, validating or communicating, strengthening learning and development, collectively advancing workplace measures, focusing on service excellence in our Workplace of Choice,

must be evident in all we do. Having an engaged and informed workforce will enable us to provide Veterans and their families with the high level of service they deserve and to engage Canadians, including youth, in meaningful commemorative initiatives.

### Highlights for FY 2018–19

- Recruit, train, motivate and retain employees
- Ensure a strong performance and talent management approach
- Workplace measures fostering diversity, inclusion, work balance and health of staff

### Improve and Adapt

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Veterans Affairs Canada strives to be a leader in our approach to changes, challenges and advancements in both priorities and technologies. We have made significant improvements in the availability of online information and services and we will continue to leverage technology to expand online availability and access to benefits and services. We will continue to build on successes such as My VAC Account and pursue opportunities to explore more digital first solutions. Refining our internal processes will also reduce complexity and improve efficiency through increased use of automation to streamline processes and further improve the sharing of information between Veterans Affairs and National Defence.

We have an opportunity to reinforce the importance of user engagement and feedback as we develop our digital first processes for Veterans and our other clients. As we develop our digital services, we want to relentlessly focus on our users to make sure our processes (digital and other channels) are as Veteran/user centric as possible. We will regularly consult and engage with our users—and build this into our development work.

### Highlights for FY 2018–19

- Further develop and apply a “digital first, with support” approach
- Seek opportunities to experiment and develop innovative approaches to serving Veterans and their families

For more information about Veterans Affairs Canada’s plans, priorities and the planned results, see the Planned results section of this report.



## **Planned results: what we want to achieve this year and beyond**

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This 2018–19 plan introduces our new Departmental Results Framework (DRF)<sup>1</sup>, which outlines what we do (Core Responsibilities), what we're trying to achieve or influence (Departmental Results) and how we're going to assess progress (Departmental Result Indicators). We have centered our new framework on the well-being of Veterans and their families and the results we seek to achieve are enduring — they should stand the test of time.

In developing this framework, we considered and leveraged well-established research on the domains of well-being, which comprise many of the departmental results we seek to influence. Extensive research indicates what contributes to Veterans' well-being—known as the domains of well-being. These factors include things like health and financial security. The results we are aiming to achieve under the Core Responsibility of Benefits, Services and Support speak squarely to Veterans' well-being, while the results of our second Core Responsibility are focused on Commemoration.

The expected results within our DRF represent a balance between those which our government can realistically expect to influence, and those which are longer-term, more ambitious results. As such, we recognize that VAC cannot do this work alone. To truly influence the well-being of Veterans, our government must continue to work closely with partners across all levels of government, with stakeholder groups, and with individual communities across the country.

In this first year of the DRF, we rely heavily on the Life After Service Study (conducted every three years) as a data source. While it is the best source of information and evidence available, we will continue working with other government departments to identify other data sources to supplement the Life After Service Study findings; build capacity in data analytics; increase frequency of collection; and partner with other government departments to expand our knowledge of the Veteran community.

The following section is organized according to our DRF and what results we seek to achieve.

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<sup>1</sup> Our full Departmental Results Framework can be viewed in the Reporting Framework section of this report.

## 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.

#### Planning Highlights

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##### Implement Budget 2017 Commitments

In FY 2018–19, VAC will continue to implement the Government’s mandated commitments and departmental priorities, including initiatives from Federal Budget 2017. On April 1, 2018, the following initiatives—all of which are mandate letter commitments, will come into force:

- New Education and Training Benefit
- Redesign of Career Transition Services
- Caregiver Recognition Benefit paid directly to Veterans’ caregivers
- Changes to Vocational Rehabilitation Services
- Expanded access to Military Family Services Program
- New Centre of Excellence on PTSD and Related Mental Health Conditions
- New Veteran and Family Well-Being Fund
- New Veterans Emergency Fund

##### Budget 2018 Highlights

- Pension for Life benefits package to help Veterans live a successful post-service life
- Funding to increase our service delivery capacity to help deliver more timely services to Veterans and their families.

##### Set conditions to re-establish lifelong pensions (Mandate Letter Commitment)

The proposed Pension for Life will provide ill or injured CAF Members and Veterans with new benefits, via monthly payments, for life. These benefits, to take effect April 1, 2019, are intended to provide appropriate compensation to recognize the pain and suffering resulting from service-related disabilities, and with greater flexibility in how this is compensated. These changes are part of an overall well-being package that combines financial recognition of pain and suffering, income replacement, and a host of wellness services and programs to help Veterans successfully transition to life after service.

These changes, as announced in December 2017, will also streamline and simplify program delivery by consolidating six existing financial benefits into a single monthly benefit—the Income Replacement Benefit. This will ensure that every injured Veteran has access to financial advice and support so that they can determine the form of compensation that works best for them and their families.

##### Greater education, counselling, and training for families who are providing care and support to Veterans living with physical and/or mental health issues as a result of their service (Mandate Letter Commitment)

An online caregiver training program, tailored to the unique culture of the military, will be developed and delivered along with an online resource called Caregiver Zone, focused on helping caregivers develop skills and knowledge, build confidence in their abilities, access support for themselves and find validation in the tremendous work they do in supporting their

loved ones. The expected result is that caregivers will be better equipped to care for Veterans and their families.

**Improve career transition services to help Veterans gain skills to successfully transition to the civilian workforce (Mandate Letter Commitment)**

Career transition is an ongoing process throughout one’s working life, requiring planning and preparation. Ultimately, the outcomes are linked to three main themes: readiness in terms of fostering a culture which recognizes and supports all aspects of military to civilian transition; recruitment and employment in fostering a culture across the public and private sectors which recognizes and supports the transition to civilian life and increases the recruitment of Veterans; and, synergy in that increased knowledge and understanding about issues relevant to Veteran employment across sectors. The Joint VAC/CAF Career Transition and Employment Strategy enables Veterans to successfully transition to civilian employment by enhancing readiness, promoting recruitment and employment, and nurturing collaboration amongst the Veteran employment community. In addition, in strict collaboration with CAF, VAC has undertaken the development of Civilian Employment: A Strategy for Veterans of Today and Tomorrow – a comprehensive plan to enhance employment opportunities for Veterans, promote their well-being, and support their success as they make the transition to civilian life. This strategy also aligns with recent federal government commitments to strengthen partnerships between CAF and VAC to ensure that Veterans receive the respect, support, care, and economic and career opportunities they deserve.

**Case Management and Support Services**

Case management is a service offered by Veterans Affairs to assist Veterans, RCMP and their families who may be finding it difficult to navigate a transition or change in their lives. Veteran demand for case management services has outpaced all projections so, in 2018–19, we plan to implement initiatives to improve case management efficiency and effectiveness, ensure quality Veteran services for those who need them, and continue to improve the caseload ratio.

We intend to further implement a Guided Support approach to service delivery. Guided Support means Veterans and their families are fully managed by one Veteran Service Agent, who becomes their primary point of contact at VAC. We will also update Case Management electronic tools, develop a new joint CAF/VAC Transition Model, and improve Veteran Screening and Risk Assessments.

**GBA+**

- The Canadian Veteran population is diverse in terms of age, and the needs of this population are also varied. Therefore, an ideal service delivery model would be flexible in its approach, so as to engage and be pertinent to Veterans at any age, and offer tailored services to best meet their individual needs.
- Proposed Pension For Life benefits are designed to address the unique needs of Veterans. The benefits are designed to ensure that eligible male and female Veterans are financially secure; recognized and compensated for their pain and suffering; and will address the different needs of all Veterans so that the outcomes are the same and equality is achieved for all.

- VAC has embraced a population health approach to Veteran well-being. In the development of the proposed Pension for Life benefits, consideration is given to ensure that the proposed changes are equitable to both genders and that there are no identified gender-based obstacles to be removed or mitigated.
- As with all programs at VAC, the intent of the service delivery model is to be able to address the needs of Veterans regardless of gender. To do this effectively, it is necessary to understand the role that gender-diverse individuals play in the CAF to ensure that any proposals are equitable for both.
- The Bureau of Pensions Advocates has effectively advanced societal perspectives, obtaining positive decisions for female and other Veterans who previously may have been disadvantaged by gender biases.
- The Department is ensuring that both eligible male and female Veterans are considered through both qualitative and quantitative measures. The economic benefits Veterans receive from VAC are compared to the pre-tax median income of the Canadian public to ensure Veterans do not fall below the low income tax measure calculated by Statistics Canada. In addition, VAC is surveying Veterans to obtain feedback on their satisfaction with their financial situation. The information available through VAC's database and the survey data helps us know whether the financial security of Veterans in general, and more specifically male and female Veterans, are in line with the targets established in the Departmental Results Framework.

### **Experimentation**

- The 2017 VAC National Client Survey revealed the need to improve our application processes. On April 1, 2018, we will have the authority to waive the requirement for an application for compensation if it is determined, based on information already collected, that a person may be eligible for the compensation, services or assistance. This approach is intended to simplify the application process for programs and benefits including the proposed Pension for Life benefits.
- We are partnering with Canadian Digital Service to develop a 'Benefits-at-a-Glance' online tool that will make it easier for Veterans to ensure they are accessing all of the VAC benefits for which they may be eligible. We are also preparing to implement a new online self-service tool that will allow Veterans and others to easily find current processing times for our main programs. These efforts align with the Policy on Service as well as the Government of Canada's Open Government commitment.

### **Planned results**

The new Departmental Results Framework represents a significant change in how performance is measured and reported. This is the first time targets have been established for these measures and as many of the results indicators are new and rely on data that is only collected every three years, our date to achieve these targets has been set accordingly. Most of these targets represent challenging but realistic minimum results we are seeking to achieve, while recognizing that the responsibility for Veterans' well-being is shared across multiple jurisdictions, other government departments, and individual Veterans.

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Veterans are physically and mentally well.	% of Veterans who report that their health is very good or excellent	50%	March 31, 2020	49%	49%	46%
	% of Veterans who report that their mental health is very good or excellent	60%	March 31, 2020	60%	60%	56%
	% of Veterans accessing national network of Operational Stress Injury Clinics having improved overall mental health	30%	March 31, 2020	Data available starting 2018–19 <sup>2</sup>		
Veterans and their families are financially secure.	% of Veterans whose household income is below the low income measure	5% <sup>3</sup>	March 31, 2020	5%	5%	4%
	% of Veterans who are satisfied with their financial situation	70%	March 31, 2020	74%	74%	69%
Veterans have a sense of purpose.	% of Veterans who are satisfied with their job or main activity	75%	March 31, 2020	75%	75%	74%
	Veterans employment rate	70%	March 31, 2020	69%	69%	65%
Veterans are able to adapt, manage, and cope within civilian life.	% of Veterans who report an easy adjustment to civilian life	55%	March 31, 2020	54%	54%	52%
	% of Veterans who report they need help with an activity of daily living	20% <sup>3</sup>	March 31, 2020	23%	23%	20%
Veterans are satisfied with the services they receive.	% of clients who are satisfied with the quality of service delivery they receive from Veterans Affairs Canada	85%	March 31, 2019	n/a	n/a	81%

The Department has seen a decreasing trend across a number of results in recent years due in part to an increase in the number of CAF medical releases, including those who served in Afghanistan. Recent improvements to programs and services for Veterans and their families are intended to help improve these results.

#### Budgetary Financial Resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
4,263,463,384	4,263,463,384	4,284,105,457	4,303,578,130

#### Human Resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
1,951.1	1,951.1	1,951.1

Financial, human resources and performance information for Veterans Affairs Canada’s Program Inventory is available in the [Government of Canada \(GC\) InfoBase](#).<sup>i</sup>

<sup>2</sup> As this specific indicator was not previously measured, no historical information is available.

<sup>3</sup> These represent maximum targets. In other words, the lower the result, the better the outcome for Veterans.

## Commemoration

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

### Planning Highlights

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Commemoration is comprised of a suite of complementary elements that support the Government of Canada's duty to pay tribute to the contribution and sacrifice of all who have served, and continue to serve, our country in times of war, conflict and peace.

- In 2018, we will mark the centennial of the end of the First World War, notably Canada's Hundred Days and the armistice of November 11, 1918. Building on initiatives undertaken by the Department since the beginning of the centennial period in 2014, commemorations in 2018 will take place both in Canada and overseas. Various initiatives will support these major milestones, including ceremonies and events, programming at the Canadian National Vimy Memorial and the Beaumont-Hamel Newfoundland Memorial in France, banners along Confederation Boulevard in the National Capital Region, an outdoor photographic exhibit in Ottawa and Veterans' Week learning resources to engage youth and educators.
- The year 2018 will also be a time for Canadians to mark the 65<sup>th</sup> anniversary of the Korean War Armistice. To commemorate this important milestone in Canadian history, we will plan and support ceremonies and work with Canadian Heritage to create special street banners to be displayed in Ottawa. To raise awareness and highlight this anniversary year, a suite of learning resources focusing on the Korean War will be available to educators and youth.
- We will continue to engage community and other groups across the country who wish to spearhead commemorative projects, such as events and the creation of community war memorials. In 2018, projects with links to the centennial of the end of the First World War, the 65<sup>th</sup> anniversary of the Korean War Armistice and other military milestones will be considered for grants and contributions.
- The Department will lay the groundwork for domestic and international initiatives to commemorate key Second World War milestones in 2019 (e.g. D-Day and the Battle of Normandy, Italian Campaign) and 2020 (e.g. Liberation of the Netherlands/Victory in Europe [VE] Day, Victory over Japan [VJ] Day). These will be opportunities for Canadians to mark the 75<sup>th</sup> anniversary of the Second World War and for youth in particular to connect with those who so valiantly defended peace and freedom.
- The Books of Remembrance, which commemorate the lives of Canadians who made the ultimate sacrifice while serving our country in uniform, lie in the Peace Tower's Memorial Chamber on Parliament Hill. As the Memorial Chamber will be closed to the

#### Commemorative Highlights for 2018:

- Centennial of end of First World War
- 65<sup>th</sup> anniversary of Korean War Armistice

public during the upcoming Centre Block rehabilitation, we are working with partners to ensure the continued care and public accessibility of these works of art.

- We also remain committed to creating a National Memorial to Canada’s Mission in Afghanistan. The Memorial will recognize the commitment and sacrifice of Canadian men and women, both military and civilian, who served in Afghanistan as well as the support provided to them by Canadians at home. The Department will continue to work closely with Canadian Heritage and the National Capital Commission to make progress on this important memorial project.

**Demonstrating Results**

- To guide policy and program improvements, Commemoration will rely on performance data as well as recommendations and observations made in evaluations. Public opinion research, such as the Attitudes Towards Remembrance and Veterans’ Week survey, will assist in measuring the impact and effectiveness of the Canada Remembers Program and the Funeral and Burial Program in achieving desired outcomes.
- Likewise, evaluation findings will be used to help inform the development of new approaches and make adjustments, as needed. For example, we will implement measures to help ensure that the estates of Veterans whose deaths have been deemed related to service receive the benefits and recognition to which they are entitled, in a timely manner. Also, the Department will develop and implement an approach to capture additional feedback from visitors at the Canadian National Vimy Memorial and the Beaumont-Hamel Newfoundland Memorial, the only two National Historic Sites located outside of Canada.
- VAC can be assured of its positive impact by maintaining strong results year after year with respect to the number of visits to the Canadian Virtual War Memorial and the overseas memorials.

**Budget 2018 Highlights**  
 Funding to maintain the graves of our Veterans both in Canada and overseas, ensuring our respect for their bravery and sacrifice continues.

**GBA+**

- We will engage in key initiatives and activities that promote inclusive outcomes. Delegations for ceremonies and events will include intergenerational representation. The struggles and accomplishments of Veterans from the Second World War, the Korean War and modern-day conflicts will continue to be shared through content such as the Heroes Remember series of testimonial videos. Every effort will be made to develop material featuring men and women of diverse cultural and regional backgrounds. Furthermore, the Department will use various means, such as social media, to promote commemorative initiatives across the country.

**Planned results**

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Veterans and those who died in service are honoured.	% of Veteran clients who are satisfied with the way Veterans Affairs Canada's commemorative initiatives honour Veterans and those who died in service	80%	March 31, 2020	Data available starting 2017–18 <sup>4</sup>		
	# of visits to the Canadian Virtual War Memorial	2,000,000	March 31, 2019	1,539,133	1,564,735	2,322,941
	# of visitors to the overseas memorials, Vimy and Beaumont-Hamel	900,000	March 31, 2019	814,004	974,836	925,834
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 31, 2019	66%	Survey not conducted this fiscal year	73%
	# of "Likes" on the Canada Remembers Facebook page	4,000,000	March 31, 2019	3,387,783	3,768,296	4,102,940
	# of Canadians who participated in community engagement activities financially supported by Veterans Affairs Canada	200,000	March 31, 2020	Data available starting 2016–17 <sup>4</sup>		202,353

**Budgetary Financial Resources (dollars)**

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
42,409,890	42,409,890	40,333,490	40,433,490

**Human Resources (full-time equivalents)**

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
89.6	89.6	89.6

Financial, human resources and performance information for Veterans Affairs Canada's Program Inventory is available in the [GC InfoBase](#).<sup>i</sup>

<sup>4</sup> As this specific indicator was not previously measured, no historical information is available.



## Veterans Ombudsman

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

### Planning Highlights

- The focus of the Office of the Veterans Ombudsman (OVO) is the fair treatment of Veterans and their families by the Department. In encouraging the Department to provide adequate, sufficient and accessible benefits and services that address the unique needs of those who have served and their families, the OVO will be supporting both the Department and the Government of Canada in their obligations to enable the well-being of Veterans and their families.
- The OVO will continue to take full advantage of new technology to modernize operations and increase efficiency.
- Through engagement with Veterans, families and stakeholders, using a variety of channels (including town halls, social media and speaking engagements), the OVO will identify areas of concern among the Veterans' community. The OVO will engage and educate parliamentarians and other key influencers of the need to take action, all while working to address emerging and systemic issues related to the Department's portfolio, making recommendations, tracking the Department's progress against recommendations, and intervening early in matters so that complaints and information requests will be resolved in a timely manner. In this regard, the OVO will aim to address 75% of the complaints received within 60 working days and have 70% of recommendations implemented within three years.
- In the past three years the OVO has seen an increase in the complexity of the complaints it has received. This has resulted in a slower response time in addressing complaints. To mitigate this challenge, the OVO has implemented a LEAN process initiative leading to more streamlined processes, implemented a new case management system, and provided additional training to the team regarding the handling of complex cases. These efforts should lead to an improvement in our service standards, a better understanding of our program management and more realistic 2018–2019 planned results.

### GBA+

- In reviewing complaints, emerging and systemic issues related to the benefits and services provided by the Department, the OVO will assess fairness as defined by: adequate benefits and services are in place, they are sufficient to meet needs, and they are quickly and easily accessible. The OVO will review VAC regulations, policies and programs with a lens of "Fairness for all" which takes into account the diverse Veteran community. If barriers or gaps in terms of adequacy, sufficiency or accessibility are identified, for a particular group or for the community overall, the OVO will inform the department and make recommendations for improvement. In addition, the OVO will be

introducing learning and information sessions on GBA+ for its team to be carried out during the 2018–19 fiscal year and will update yearly to encompass new employees.

**Experimentation**

- Within the next two years, the OVO hopes to experiment with the addition of an online chat function to better support Veterans’ real-time access to OVO services and to fully integrate our online complaint form with the newly implemented case management system. This is in line with the current approach of the Government of Canada to increase the digitization of services.

**Planned results**

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 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 received by the Veterans Ombudsman	1,300	March 31, 2019	977	1,485	1,253
	% of complaints closed within 60 working days	75%	March 31, 2019	72%	62%	60%
Issues about the programs, services and support provided to Veterans and their families by the Veterans Affairs Portfolio are identified and addressed	% of OVO recommendations on emerging and systemic issues implemented by the Veterans Affairs Portfolio	70%	March 31, 2021	Data available starting 2018–19 <sup>5</sup>		

**Budgetary Financial Resources (dollars)**

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
5,386,623	5,386,623	5,386,623	5,386,623

**Human Resources (full-time equivalents)**

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
38	38	38

Financial, human resources and performance information for Veterans Affairs Canada’s Program Inventory is available in the [GC InfoBase](#).<sup>i</sup>

<sup>5</sup> As this specific indicator was not previously measured, no historical information is available.

## VAC's 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: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

### Planning Highlights

The role of VAC's Internal Services is to support the Department's work toward achieving the mandate letter commitments while contributing to government wide priorities.

#### Caring for Our People

Building on student onboarding and other best practices, recruitment practices will be strengthened from planning through to onboarding.

Talent management will be reinforced to support succession, build leadership at all levels and improve performance management. Learning and development will be supported by clear mapping of learning opportunities for all levels through "Map Your Career".

Workplace measures fostering diversity, inclusion, work balance and health of staff will be advanced. Notably, Mental Health Strategy and Action Plan will be implemented in collaboration with employees and bargaining agents. Positive workplace measures will include "Civility Matters" and "Mindfulness Challenge". To support a safe work environment, communications and outreach efforts will be made to increase awareness of Informal Conflict Management System (ICMS) resources and tools. Mandatory training on harassment and discrimination will be rolled out for all managers and employees.

#### Support Budget Commitments

Support commitments made such as proposed Pension for Life, Caregiver Relief Benefit, Income Replacement Benefit and more through the development and implementation of Information Technology (IT) systems and solutions.

#### Alignment with Government of Canada Information Technology initiatives and standardized tools

- Implement the Government of Canada Financial Modernization initiative replacing VAC's current financial system with a centralized Government of Canada financial system.
- Resume the implementation of the Email Transformation Initiative.
- Work to move parts of the VAC External Website to a modernized cloud infrastructure.
- Continue supporting the Open Government initiative and ensure VAC is compliant.

**Financial management and planning**

In 2018–19 we will continue working towards accuracy in our forecasting and ensure that we are reflecting, to the extent possible, an accurate picture of the complex and dynamic environment in which we operate.

**Access to Information Act**

Amendments are being made to the Access to Information Act which will provide for new or expanded authorities on requests for information, to decline bad faith requests and to proactively publish information – all supporting the commitments of openness and transparency.

**Greener Infrastructure and Processes**

We are digitizing more processes in order to deliver services more efficiently and sustainably. In order to attract and retain a talented, mobile workforce, we are moving to more flexible work arrangements that take an activity-based approach to workspace.

**GBA+**

An Enterprise Architecture Review Board will be established which will ensure that all IT-enabled projects align with Government of Canada strategic direction. Members will be diverse representatives ensuring the work we do is examined for its impacts on various groups of women and men. Workplace measures will support a GBA+ inclusive environment, including clear mapping of required training for employees in “Map Your Career”.

**Experimentation**

In support of the Department’s efforts toward experimentation we will implement Artificial Intelligence (AI)/Cognitive Computing (IBM Watson) which is two-fold of a piloted conversational AI technology as well as a pilot to determine items of business value on shared network drives with goal of moving them to GCDOcs.

We will also implement a Vet-Select pilot implemented in partnership with participating federal departments to test innovative recruitment practices to support Veteran hiring.

**Budgetary Financial Resources (dollars)**

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
83,294,535	83,294,535	82,137,640	75,219,527

**Human Resources (full-time equivalents)**

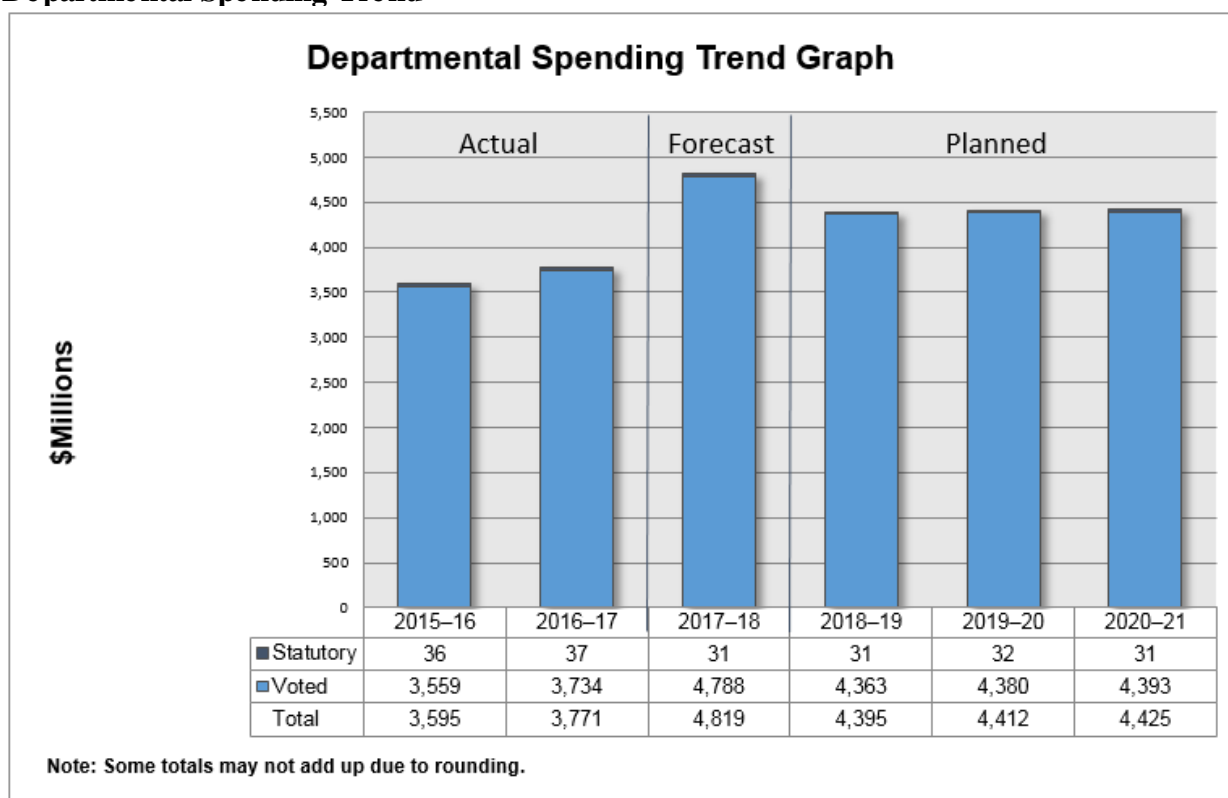
2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
646.1	646.1	646.1

## Spending and human resources

The amounts in this section exclude initiatives included in Budget 2018. These items will be included in future reports as they are approved.

### Planned spending

#### Departmental Spending Trend



The Department’s budget fluctuates each year, because of the demand-driven nature of its programs, which are based on Veterans’ needs and entitlements. In other words, a Veteran who is entitled to a benefit is paid that benefit, whether 10 Veterans come forward or 10,000.

Excluding Budget 2018 announcements, VAC is forecasting that spending will decrease by 9% (\$424 million) in FY 2018–19, when compared with forecast spending of \$4.8 billion in FY 2017–18. The decrease is primarily attributable to funding in FY 2017–18 relating to the Budget 2016 initiative to increase the Disability Award. A one-time retro payment was made to all Veterans who received an Award since the introduction of the New Veterans Charter in 2006.

Planned spending is shown to increase in the outer years (2019–20 and 2020–21), as it is expected that the Department will see increased demand for many of its programs and services. Any additional funding required for this demand will be sought through future Estimates cycles to ensure all eligible Veterans receive the benefits and supports they require, regardless of the number that come forward.

Overall, approximately 90% of the Department’s budget represents expected payments to Veterans, their families and other program recipients. The Department continues to see an increase in the number of CAF Veterans and their families benefiting from VAC programs. At the same time, the number of war-service Veterans is declining, with surviving spouses becoming a larger segment of the population being served.

As a result of this demographic trend of more CAF Veterans and fewer war-service Veterans, forecasts show increased demand for programs such as Disability Awards (excluding the one-time retro payment) and Earnings Loss and Supplementary Retirement benefits, and a declining demand for traditional programs and benefits such as Disability Pensions and the War Veterans Allowance.

**Budgetary planning summary for Core Responsibilities and Internal Services (dollars)**

Core Responsibilities and Internal Services	2015–16 Expenditures	2016–17 Expenditures	2017–18 Forecast spending	2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending <sup>6</sup>	2020–21 Planned spending
Benefits, Services and Support	3,460,748,951	3,629,832,295	4,665,375,892	4,263,463,384	4,263,463,384	4,284,105,457	4,303,578,130
Commemoration	50,028,142	55,553,811	57,784,417	42,409,890	42,409,890	40,333,490	40,433,490
Veterans Ombudsman	4,600,441	4,630,182	5,076,840	5,386,623	5,386,623	5,386,623	5,386,623
<b>Subtotal</b>	<b>3,515,377,534</b>	<b>3,690,016,288</b>	<b>4,728,237,149</b>	<b>4,311,259,897</b>	<b>4,311,259,897</b>	<b>4,329,825,570</b>	<b>4,349,398,243</b>
Internal Services	79,656,670	80,792,453	91,034,875	83,294,535	83,294,535	82,137,640	75,219,527
<b>Total</b>	<b>3,595,034,204</b>	<b>3,770,808,741</b>	<b>4,819,272,024</b>	<b>4,394,554,432</b>	<b>4,394,554,432</b>	<b>4,411,963,210</b>	<b>4,424,617,770</b>

Spending for Benefits, Services and Support will decrease from FY 2017–18 to FY 2018–19. The 2017–18 budget included a one-time retro payment to all Veterans who received a Disability Award since the introduction of the New Veterans Charter in 2006.

If this one-time funding was removed from consideration, spending on Benefits, Services and Support increases each year, primarily due to the fact that demand for the Disability Award and Earning Loss and Supplementary Retirement programs continues to increase.

In regards to Commemoration, actual spending in FY 2016–17 and forecast spending is higher than in outer years. This is primarily related to spending for the commemoration of major milestones of the First World War – Battles of Vimy Ridge and Passchendaele, and the Second World War – Dieppe Raid, as well as spending on the 2017 Invictus Games held in Toronto, Ontario.

Planned spending within the Veterans Ombudsman program is expected to remain stable over the next three years.

<sup>6</sup> These amounts only include items approved to date. As the proposed Pension for Life benefit needs to be finalized through government legislation it is not yet reflected in the financial tables.

Finally, approximately 2% of total planned spending is being allocated to Internal Services, which will support program delivery and the corporate obligations of the organization.

### Planned human resources

#### Human resources planning summary for Core Responsibilities and Internal Services (full-time equivalents)<sup>7</sup>

Core Responsibilities and Internal Services	2015–16 Actual <sup>8</sup>	2016–17 Actual	2017–18 Forecast	2018–19 Planned	2019–20 Planned	2020–21 Planned
Benefits, Services and Support	2,294.1	1,887.2	1,981.8	1,951.1	1,951.1	1,951.1
Commemoration	83.7	91	89.6	89.6	89.6	89.6
Veterans Ombudsman	33.8	32	33.7	38	38	38
<b>Subtotal</b>	<b>2,411.6</b>	<b>2,010.2</b>	<b>2,105.1</b>	<b>2,078.7</b>	<b>2,078.7</b>	<b>2,078.7</b>
<b>Internal Services</b>	<b>597.8</b>	<b>626</b>	<b>643.1</b>	<b>646.1</b>	<b>646.1</b>	<b>646.1</b>
<b>Total</b>	<b>3,009.4</b>	<b>2,636.2</b>	<b>2,748.2</b>	<b>2,724.8</b>	<b>2,724.8</b>	<b>2,724.8</b>

Veterans Affairs Canada is continuing the trend of strengthening its front-line resources. Additional funding for Human Resources has been approved in each of the last three Federal budgets with a focus on improving the delivery of services and programs to Veterans, implementing new programs and improving existing programs.

Some of these efforts include: increased Case Management Services; the creation of three new benefits (Retirement Income Security Benefit, Critical Injury Benefit and Caregiver Recognition Benefit); increased Financial Benefits for Veterans (including Reservists); investments in mental health; and the re-opening of Veterans Affairs offices across the country.

Overall VAC will continue to maintain the front-line resource levels needed to deliver programs and services to Veterans and their families. Going forward, VAC will continue to work at identifying further opportunities to ensure ample resources are deployed where they are needed, in order to further strengthen and improve services and benefits for Veterans and their families.

### Estimates by vote

For information on Veterans Affairs Canada’s organizational appropriations, consult the [2018–19 Main Estimates](#).<sup>ii</sup>

<sup>7</sup> Some totals may not add due to rounding.

<sup>8</sup> On April 1, 2016 VAC transferred Ste. Anne’s Hospital and the full-time equivalent resources to the Government of Quebec, reducing VAC’s overall human resources.

## Future-Oriented Condensed Statement of Operations

The Future Oriented Condensed Statement of Operations provides a general overview of Veterans Affairs Canada’s operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may 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 the [Veterans Affairs Canada website](#).<sup>iii</sup>

### Future-Oriented Condensed Statement of Operations<sup>9</sup> For the Year Ended March 31, 2019 (dollars)

Financial information	2017–18 Forecast results	2018–19 Planned results	Difference (2018–19 Planned results minus 2017–18 Forecast results)
Total expenses	4,821,286,324	4,404,601,616	(416,684,709)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	4,821,286,324	4,404,601,616	(416,684,709)

The Estimated net cost of operations for FY 2018–19 is \$4,404.6 million. Approximately 90% of the planned spending for FY 2018–19 is paid directly to or on behalf of the people VAC serves in the form of compensation and financial support, health care and commemoration.

<sup>9</sup> Some totals may not add due to rounding.



## Supplementary Information

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### Corporate Information

#### Organizational Profile

**Appropriate Minister:** The Honourable Seamus O'Regan, P.C., M.P.

**Institutional Head:** General (retired) Walter Natynczyk, C.M.M., M.S.C., C.D.,  
Deputy Minister

**Ministerial Portfolio:** Veterans Affairs

**Enabling Instruments:**

- ▶ [Department of Veterans Affairs Act](#)<sup>iv</sup>
- ▶ [Canadian Forces Members and Veterans Re-establishment and Compensation Act](#)<sup>v</sup> (The New Veterans Charter)<sup>10</sup>
- ▶ [Pension Act](#)<sup>vi</sup>

**Year of Incorporation / Commencement:** 1923

#### VAC's Raison d'être, mandate and role

“Raison d'être, mandate and role: who we are and what we do” is available on [Veterans Affairs Canada's website](#).<sup>vii</sup>

#### Veterans Ombudsman's Mandate

The mandate for the Veterans Ombudsman is available on the [Ombudsman's website](#).<sup>viii</sup>

#### Operating context and key risks

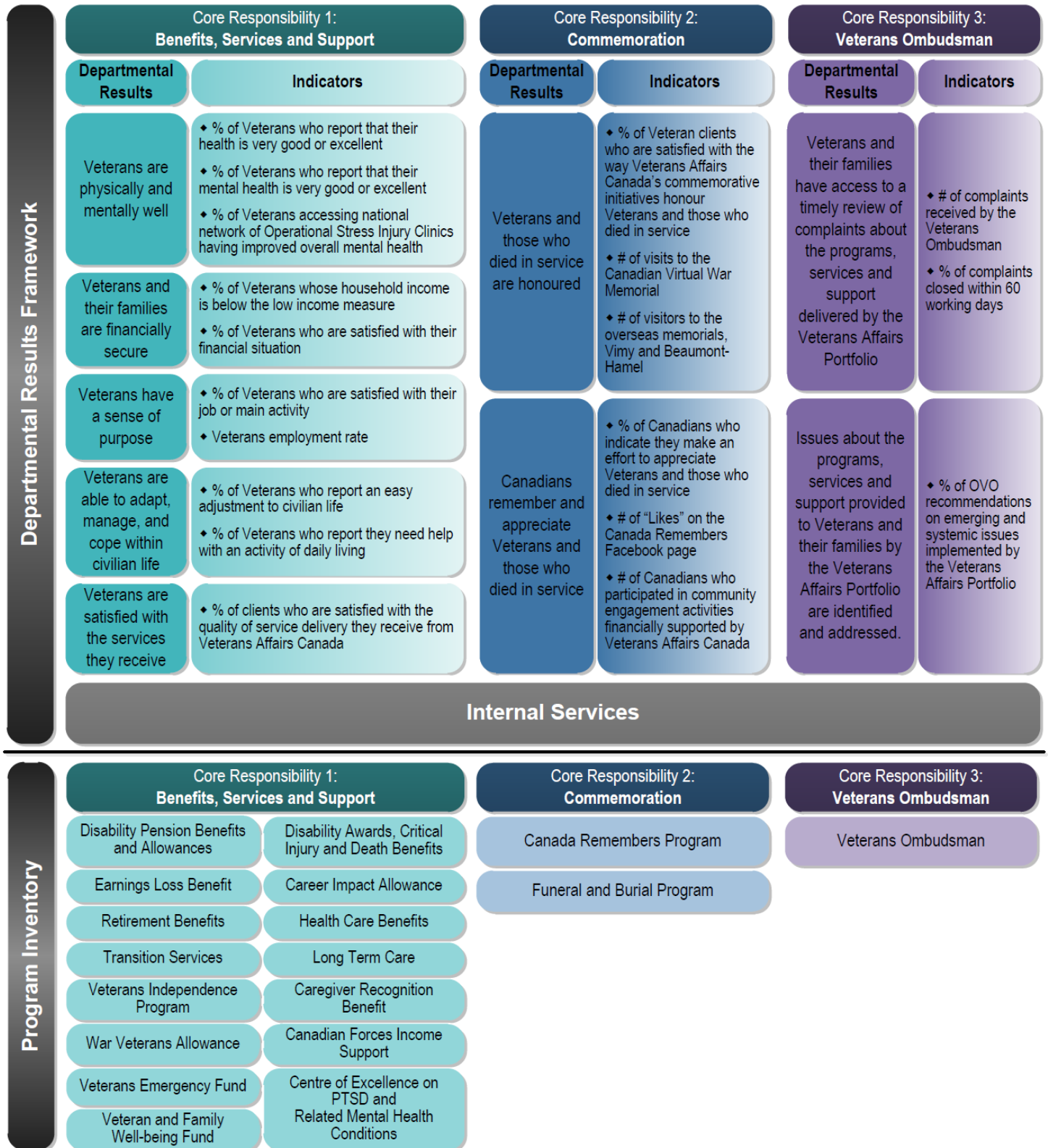
Information on operating context and key risks is available on [VAC's website](#).<sup>ix</sup>

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<sup>10</sup> The Act will be renamed as of April 1, 2018.

Reporting framework

Veterans Affairs Canada’s Departmental Results Framework and Program Inventory (PI) of record for 2018–19 are shown below:



**Concordance between the 2018–19 Departmental Results Framework and Program Inventory, and the 2017–18 Program Alignment Architecture (PAA)**

The Department’s corresponding Program Inventory represents 100% of the Department’s expenditures and human resources, including statutory spending. Today, it is largely reflective of the previous Program Alignment Architecture, however, we anticipate it will evolve as large scale new initiatives are implemented, such as proposed Pension for Life.

2018–19 Core Responsibilities (CR) and Program Inventory (PI)	2017–18 Lowest-level Program of the Program Alignment Architecture (PAA)	Percentage of lowest-level PAA Program (dollars) corresponding to the new Program in the PI
<b>Core Responsibility 1: Benefits, Services and Support</b>		
Disability Pension Benefits and Allowances	1.1.1 Disability Pension Benefits and Allowances	100%
Disability Awards, Critical Injury, and Death Benefits	1.1.2 Disability Awards, Critical Injury and Death Benefits	100%
Earnings Loss Benefit	1.2.1 Earnings Loss Benefit	100%
Career Impact Allowance	1.2.2 Career Impact Allowance	100%
Retirement Benefits	1.2.3 Retirement Benefits	100%
Health Care Benefits	1.3.1 Health Care Benefits	100%
Transition Services	1.3.2 Rehabilitation Services	100%
Long Term Care	1.3.3 Intermediate and Long Term Care	100%
Veterans Independence Program	1.3.4 Veterans Independence Program	100%
Caregiver Recognition Benefit	1.3.5 Family Caregiver Relief Benefit	100%
War Veterans Allowance	1.2.5 War Veterans Allowance	100%
Canadian Forces Income Support Benefit	1.2.4 Canadian Forces Income Support Benefit	100%
Veterans Emergency Fund	n/a	n/a
Centre of Excellence on Post-Traumatic Stress Disorder (PTSD) and Related Mental Health Conditions	n/a	n/a
Veteran and Family Well-Being Fund	n/a	n/a
<b>Core Responsibility 2: Commemoration</b>		
Canada Remembers Program	2.1.1 Public Recognition and Awareness	100%
	2.1.2 Commemorative Partnership Program	100%
	2.1.3 Memorial and Cemetery Maintenance	100%
Funeral and Burial Program	2.1.4 Funeral and Burial Program	100%
<b>Core Responsibility 3: Veterans Ombudsman</b>		
Veterans Ombudsman	3.1 Veterans Ombudsman	100%

## Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to VAC's Program Inventory is available in the [GC InfoBase](#).<sup>i</sup>

## Supplementary Information Tables

The following supplementary information tables are available on [Veterans Affairs Canada's website](#).<sup>x</sup>

- ▶ Departmental Sustainable Development Strategy;
- ▶ Details on transfer payment programs of \$5 million or more;
- ▶ Disclosure of transfer payment programs under \$5 million;
- ▶ Gender-based analysis plus;
- ▶ Planned evaluation coverage over the next five fiscal years; and
- ▶ Upcoming internal audits for the coming fiscal year.

## Federal tax expenditures

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

## Organizational Contact Information

### **Veterans Affairs Canada**

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

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

[www.veterans.gc.ca](http://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](http://www.ombudsman-veterans.gc.ca)

## Appendix: Definitions

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### **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 appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

### **Departmental Result (résultat ministériel)**

Any change or changes that the department seeks to influence. 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)**

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

### **Departmental Results Report (rapport sur les résultats ministériels)**

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

### **experimentation (experimentation)**

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

### **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 help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The "plus" acknowledges that GBA goes beyond sex and gender differences to consider multiple identity factors that intersect to make people who they are (such as race, ethnicity, religion, age, and mental or physical disability).

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

For the purpose of the 2018–19 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

**horizontal initiative (initiative horizontale)**

An initiative in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

**non-budgetary expenditures (dépenses non budgétaires)**

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

**performance (rendement)**

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

**performance indicator (indicateur de rendement)**

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

**performance reporting (production de rapports sur le rendement)**

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

**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.

**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.

**priority (priorité)**

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

**Program (programme)**

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

**Program Alignment Architecture (architecture d’alignement des programmes)<sup>11</sup>**

A structured inventory of an organization’s programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**results (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 and enduring benefit to Canadians that is linked to the organization’s mandate, vision and core functions.

**sunset program (programme temporisé)**

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**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.

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<sup>11</sup> Under the Policy on Results, the Program Alignment Architecture has been replaced by the Program Inventory.

## Endnotes

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- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. 2018–19 Main Estimates, <http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp>
- iii. Future-Oriented Statement of Operations, <http://www.veterans.gc.ca/eng/about-us/reports/future-oriented-financial-statements>
- iv. Department of Veterans Affairs Act, <http://laws.justice.gc.ca/eng/acts/V-1/index.html>
- v. Canadian Forces Members and Veterans Re-establishment and Compensation Act, <http://laws-lois.justice.gc.ca/eng/acts/C-16.8/>
- vi. Pension Act, <http://laws-lois.justice.gc.ca/eng/acts/p-6/index.html>
- vii. Raison d'être, mandate and role, <http://www.veterans.gc.ca/eng/about-us/mandate>
- viii. Veterans Ombudsman's Mandate, <http://www.ombudsman-veterans.gc.ca/eng/about-us/mandate>
- ix. Operating context and key risks, <http://www.veterans.gc.ca/eng/about-us/operating-context-risks>
- x. Supplementary Information Tables, <http://www.veterans.gc.ca/eng/about-us/reports/departmental-plan/2017-2018>
- xi. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>