

Statistics Canada

2020–21

Departmental Plan

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Minister of Innovation, Science and Industry

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From the Minister



**The Honourable
Navdeep Bains**

Minister of Innovation,
Science and Industry

It is my pleasure to present the 2020–21 Departmental Plan for Statistics Canada. We are working across the Innovation, Science and Economic Development Portfolio to enhance Canada’s innovation performance, improve conditions for business investments, increase Canada’s share of global trade and build a fair and efficient marketplace that promotes consumer choice and competition.

We will continue to work with provinces, territories, municipalities, Indigenous groups, industry, stakeholders and all Canadians to deliver an economic agenda that is growing an internationally competitive, knowledge-based economy while achieving our environmental goals.

We are pleased to see Statistics Canada modernization initiatives take shape in providing Canadians with more timely, detailed and high quality data and insights while further strengthening privacy and confidentiality measures using world class techniques and technology. Statistics Canada is playing an important role in an increasingly data driven society and economy, providing Canadians with statistical information needed to make good decisions and move our society and economy forward in a suitable manner.

Through all these initiatives and more, we are continuing to deliver our commitment to fostering a dynamic and growing economy that creates jobs, opportunities and a better quality of life for all Canadians.

From the Chief Statistician

I am pleased to present Statistics Canada’s 2020-21 Departmental Plan.

This report maps how the agency is fulfilling its mandate to provide Canadians with trustworthy and timely information during the coming year.

To remain vital, the agency must be ready to respond to Canada’s rapidly changing environment and stay attuned to the needs of all data users. At Statistics Canada, this means working faster and better to produce high-quality results, while maintaining the public trust and data stewardship that have always been hallmarks of the agency.



Anil Arora

Chief Statistician of Canada,
Statistics Canada

The key priorities for 2020-21:

- Gear up for the 2021 Census of Population and Census of Agriculture. Every five years, the censuses provide a detailed portrait of Canadians and their communities. In 2020, we will make sure that all systems and processes are ready for Census Day.
- Modernize our operations. To better meet Canada’s emerging and evolving data needs, we are investing in modern technical, secure infrastructure as well as machine learning, finding fresh ways to model and present data, and developing new recruitment strategies to attract the next generation of data scientists.
- Enhance our coverage of emerging social concerns. The agency is launching a new platform to deliver more data and analysis on important issues, such as hate crimes, housing affordability, climate change and Canadians’ quality of life.
- Seek out data from alternative sources. Canadians have often asked why they are asked to provide the same data multiple times to government institutions. We are exploring greater use of administrative data—information already held by other organizations—to reduce costs and lessen the burden placed on Canadians and businesses.
- Encourage data literacy. In 2020, we will be working to ensure that both experts and non-expert users are better able to access and use our data. By capitalizing on data visualizations and social media outreach, the agency will reach more Canadians. By promoting data literacy, we will also ensure that Canadians can understand statistics and use them in their daily lives.

Throughout our long history, Statistics Canada has worked in partnership with Canadian businesses, governments, academia and private and public organizations. In the coming year, we

are expanding these to access more data, and to strengthen our whole-of government approach to collecting, using and sharing data.

The trust that Canadians put in our agency is critical to our role as a national statistical office. We will continue to protect the information provided by Canadians, and to be transparent about the methods that we use to ensure that their information is both secure and kept confidential. We will further strengthen our privacy and confidentiality posture.

Please visit our [website](#)ⁱ to learn more about our work, our initiatives and our ongoing commitment to provide high-quality data for Canadians. Your comments and feedback are essential in helping us continue to advance our work.

Plans at a glance

As the national statistical office, Statistics Canada ensures Canadians have the key information on Canada's economy, society and environment that they need. The agency provides data and insights to help governments, businesses and individuals make informed decisions. For example, the information disseminated by the agency helps Canadians make choices about their households; enables small, medium and large companies make key business decisions; and provides government officials with vital evidence to help them promote economic growth, plan cities and roads, adjust pensions, and develop employment and social programs.

To remain relevant and respond to the needs of Canadians, Statistics Canada is modernizing to adapt to the changing reality in which data are a part of the everyday lives of Canadians. The agency has established objectives based on government priorities that will provide timely insights in a more tailored way to strengthen public trust in the agency and help it connect with Canadians, governments, businesses, academics, stakeholders, associations and other organizations. Furthermore, Statistics Canada will establish partnerships that will increase access to data while enhancing the relevance and social acceptability of the agency's activities, data and insights. Finally, the agency will develop a platform dedicated to providing Data Analytics as a Service (DAaaS), which will leverage cloud-delivery services and other technologies, such as artificial intelligence and machine learning. This will be helpful for data scientists, researchers, academics and policy makers to access and visualize key information in a more agile and responsive way. This innovative platform will increase the presence of Statistics Canada products on a larger scale and benefit Canadians, who are looking for authoritative information to make important life decisions.

In today's digital reality, the need for more targeted, timely and detailed information continues to grow. To help meet these mounting needs, the agency has developed The Statistics Canada Data Strategy (SCDS), which will help manage and leverage the agency's data assets; enhance its data science practices and tools and provide a course of action to maintain public trust. The SCDS also outlines Statistics Canada's role in supporting and providing expertise to other government institutions (federal, provincial, and territorial), non-government organizations, the private sector, academia, and other national and international communities in the areas of data governance, stewardship, resources, trust and leadership. As the nation's trusted provider of high-quality data and information to support evidence-based decision-making, Statistics Canada is well-positioned to lead and will continue to do so by seeking the counsel of many high-level advisory groups, including the Canadian Statistics Advisory Council that will provide advice on the modernization of Canada's national statistical system.

In addition, the agency will continue to actively prepare for the 2021 Censuses of Population and Agriculture. Statistics Canada will continue to make progress on its long-term Census Program Transformation Project. It will explore alternative methodologies for the Census Program that will improve efficiency while maintaining the quality and relevance of its outputs, as well as the trust of Canadians. The Census program is very active in the international census community; various consultation activities are conducted with key countries on design of the questionnaire content and new census approaches and methodologies. The 2021 Censuses of Population and Agriculture will continue to provide the robust information infrastructure of the country.

Lastly, a modernized Statistics Canada will be well positioned to support the whole-of-government approach to collecting, using and sharing data. The agency will address data gaps in various sectors to continue providing information to support government priorities, such as strengthening the middle class; fighting climate change; and better understanding the opioid crisis and substance abuse and crime and community safety. In addition, through the Indigenous Statistical Capacity Development Initiative, Statistics Canada will continue to work with Indigenous peoples to better understand their information needs and assist them in building their own data and research capabilities. The agency will continue to disaggregate data on gender, race and other intersecting identities, and evaluate innovation-related programs using Gender-based Analysis Plus (GBA+).

Throughout the coming year, the agency will play a larger role in mobilizing data as a strategic asset and building statistical capacity among governments and Canadians. The agency is also adapting its products to provide greater insight and enriched data through visualizations and interactive communications products.

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

Core Responsibility: planned results and resources, and key risks

This section contains detailed information on the department's planned results and resources for its core responsibility. It also contains information on key risks related to achieving those results.

Statistical Information

Description

Statistics Canada produces objective high-quality statistical information for the whole of Canada. The statistical information produced relates to the commercial, industrial, financial, social, economic, environmental and general activities and conditions of the people of Canada.

Planning highlights

Canadians have embarked on a transformational data revolution to become an information-based society. Statistics Canada must lead the way in order to be able to measure and understand the impact of this economic and social transformation as we continue to provide important insights to Canadians. As part of its modernization efforts, Statistics Canada has committed to deliver timely, relevant and high quality statistical data and insights to carry improved relevance to the decisions made every day by Canadian businesses, policy makers, legislators and citizens.

Acknowledging that while many users favour data tables, Statistics Canada is committed to improving access to this crucial information through improved communications such as infographics, visualizations, and through the use of transfer technologies such as Application Programming Interface (API) and improved direct access via regional data centres and through virtual data labs.

Statistics Canada believes that its data holdings will help deliver insights that assist businesses in making import-export decisions; support city planners' location recommendations for housing developments; guide a homebuyer's decision about the neighbourhood they choose to live in; and, provide data to legislators to help them make informed decisions about the national bank rate or the annual value of welfare payments – to name just a few.

In order to support its modernization efforts, and in line with the Government of Canada approach, Statistics Canada is adopting cloud-based infrastructure. Cloud solutions will allow the agency to deliver more timely data to better serve Canadian, researchers and the academic community by providing on-demand access to high volumes of processing and storage capacity for calculation-intensive modeling, simulations and analytics. Cloud services offer the flexibility to maintain information technology services as demand for online services increases and technologies evolve. Statistics Canada is in the planning stages of migrating systems to the secure cloud. Statistics Canada will only migrate protected information once its systems have been deemed secure for cloud services appropriate for sensitive information, as per Government

of Canada procedures and processes. Certified and tested Cloud services provide a secure, efficient and cost-effective platform for the agency to migrate its data and business processes. Statistics Canada continues to work closely with the Communications Security Establishment, Shared Services Canada and the Office of the Chief Information Officer of Canada at Treasury Board Secretariat to ensure that the agency continues to adhere to all legal, policy, and regulatory requirements related to data security and privacy.

As part of its modernization strategy, the agency will follow through on its commitment to Canadians to provide more relevant, timely and tailored information while respecting Canadians privacy. It will also ensure that the 2021 Census is conducted successfully by ramping up its regional workforce. Lastly, Statistics Canada will address data gaps in various sectors to help inform government priorities, such as strengthening the middle class, fighting climate change, improving community safety, empowering Indigenous communities by helping build their data capacity, and providing timely information on the opioid crisis and substance abuse.

Statistics Canada continues to look for opportunities to engage with Canadians and stakeholders to ensure trust and confidence. To do so, the agency is working on the following priorities:

- strengthening trust in Statistics Canada and—by extension—its people, methods, services and products
- connecting more Canadians, governments, businesses, academics, associations and other organizations with greater, more frequent and more tailored insights
- establishing new partnerships to increase access to data and enhance the relevance and social acceptability of Statistics Canada’s activities, data and insights.

Building trust and making connections through storytelling and access to information

Canadians want convenient and timely access to data. As Canada’s national statistical agency, it is incumbent upon Statistics Canada to connect the dots between data and deliver insights in an open, creative and timely manner. That is why the agency will continue to focus on and develop data visualizations, web portals and other modern tools to build trust and connect with Canadians in meaningful ways.

Statistics Canada is modernizing its services to adapt to a changing reality in which data are part of the everyday lives of Canadians. To ensure that it meets the enhanced data-related needs and expectations of Canadians, the agency is working on engaging strategically with Canadians. This means that the agency is working on providing user-centric access to high-quality data, information and insights using modern tools and tailored, comprehensive communications products across the agency.

Statistics Canada’s stakeholder engagement approach will make it possible for the agency to design client-centric products, services and technologies and provide existing and future clients with an enhanced user experience. Statistics Canada will develop an engagement strategy to increase awareness and social acceptability by

identifying and consulting key target audiences, stakeholders and clients to help prioritize its activities. The agency plans to increase relevance by capitalizing on prior successes and its existing network as well as increasing collaboration with partners, such as chambers of commerce and/or community associations in order to enhance the ability of Canadians to understand the range of products and services that they can already access on Statistics Canada’s website, through data service centers around the country, or by contacting its call centres. This engagement also makes it possible for the agency to create a feedback loop with Canadians, which will in turn allow Statistics Canada to identify ways to improve products and services to them.

The agency carries out a wide range of outreach activities with federal government departments, the private sector and academic institutions. Statistics Canada engages with an agency-wide and government-wide community of practitioners to share and facilitate the integration of leading-edge methods and modelling expertise, and foster and expand the agency’s capacity for data science and analytics.

In today’s digital reality, the need for more targeted, timely and detailed data to support evidence-based policy making continues to grow. The agency is focused on becoming digitally vigilant by capitalizing on new and existing technologies and leveraging data management expertise. The next generation of Application Programming Interface work is underway at Statistics Canada, along with virtual data labs to facilitate data access.

The agency will make it easier for Canadians to find the information needed with a simplified online search experience, by creating topic based portals (e.g., gender and energy) that provide a single point of entry to all data on a particular topic and by migrating to a more modern search engine (Fusion 4.1). We are also improving our communications formats, reaching more Canadians with an increased focus on visualizations and infographics. The website will continue to be used to build awareness of our products and expertise along with increasing trust and improving the agency’s recognition across Canada. To ensure that statistical information is available and accessed, the agency provides information on its [website](#)ⁱ in various formats, including data tables, infographics, interactive maps and other data visualization tools. In 2020–21, Statistics Canada plans to offer close to 39,000 data products on its website, as well as 7,450 data tables through the [Open Government Portal](#).ⁱⁱ

Statistics Canada continues to be a leader in data stewardship, ensuring that high-quality, easily accessible information is delivered to Canadians. The agency will work alongside several government partners so that, collectively, mandates are carried out and stronger outcomes are achieved for Canadians. The agency will develop a common approach to the Data Strategy Roadmap for the Federal Public Service. Statistics Canada will also increase its transparency while building social acceptance among Canadians.

Statistics Canada will also develop and implement a data science strategy. Progress is already being made in building a quality assurance framework for machine learning applications, including the assessment of algorithms and models, and production monitoring and maintenance. A strategic focus of this work is the advancement of human resource data science initiatives under the people and culture pillar of the government’s Data Strategy Roadmap for the Federal Public Service, which reiterates the importance of establishing an enterprise-level recruitment strategy for data scientists with key skillsets. To support and further this work, a data science community will be initiated at the Government of Canada Data Conference in 2020.

Data science strategy

The strategy involves improving recruitment and professional development practices to ensure that the agency has the skilled employees necessary to work with data in a digital environment and ensure the right information technology environment is available within the agency so that skilled professionals are able to use the disruptive technologies.

One of the agency’s objectives is to entrench the use of the scientific method as the framework for identifying and implementing data science solutions to real business problems within the Agency and across the Government of Canada. To achieve this, the agency will build a data science ecosystem to share knowledge, methods and tools in order to better serve Canadians. The agency will continue to pioneer new and more efficient ways of working, while promoting transparency, trust and quality.

Necessity and proportionality framework

The new framework will ensure statistical value more explicitly, protect the privacy of Canadians and foster transparency.

Furthermore, Statistics Canada is developing a new necessity and proportionality framework to better support data collection for producing official statistics that accurately measure Canadian society, the economy and the environment while protecting the privacy of Canadians. Statistics Canada has about 350 active surveys on virtually all aspects of

Canadian life. Programs like the Consumer Price Index and the survey of household spending. For such programs to deliver the information Canadians need, data must be collected by Statistics Canada to support essential information needs, such as providing data for indexing old age pensions. This is the principle of necessity. Once necessity has been established, agency methodologists develop data collection strategies for each statistical program while making sure that the appropriate amount of information is gathered for the specified need and to ensure privacy. This is the principle of proportionality.

Statistics Canada is strengthening its governance structure to better respond to an evolving data landscape. The agency will formalize the key executive responsibilities of the Chief Data Officer to complement the Chief Information Officer’s role. This will involve carrying out the agency’s information management (IM) vision and improving its digital infrastructure. This will modernize the way Statistics Canada manages the information it collects, compiles, analyzes and publishes. The application of the IM vision and principles will also strengthen the agency’s approach to protect information in the context of a digital society, and will help foster

modernization and the development of new programs and organizations, such as the Canadian Centre for Energy Information.

The establishment of the Canadian Statistics Advisory Council by the Government of Canada is one of many initiatives that will support Statistics Canada's modernization to provide Canadians with high-quality, timely data and insights in an increasingly digital society. The Council will reinforce the independence and relevance of the national statistical system, and will focus on the overall quality of Canada's statistical system. The Council will continue to assist Statistics Canada with achieving its primary goal of ensuring Canadians and governments continue to have access to a trusted source of statistics and data to meet their information needs while preserving privacy and confidentiality of the data.

The demand for organizational standards is increasing across all sectors of the Canadian economy, and Statistics Canada is working hard to deliver fundamental statistical standards to improve overall data quality, comparability, consistency and efficiency, as well as improve data access modes for Canadians. Increased formal partnerships and collaborative arrangements, such as the Canadian Data Governance Standardization Collaborative with broad geographic and sectorial representation, co-led by the Chief Statistician, will identify standards as a means to help support the innovation ecosystem and ensure Canadian companies remain competitive globally.

Delivering the 2021 Census

Through its Census Program, Statistics Canada provides information on the Canadian population and on the country's demographic and economic characteristics. This information is the foundation for public and private decision making, research, and analysis in areas of interest to Canadians. Census results are also used to develop, monitor and fine-tune major government programs and policies. The Census of Population is the primary building block for establishing population estimates that govern the annual allocation of health and social transfers and equalization payments to provinces and territories and for determining the number of electoral districts to ensure fair representation. The census is also crucial to the integrity of the national statistics system, as it is currently the only official data source that provides high-quality population and dwelling counts at low levels of geography, as well as consistent and comparable information on various populations of interest for small geographic areas. This information is essential for meeting various legislative and program requirements.

The 2021 Census of Population will—for the most part—employ the methods, processes and systems used successfully in the 2016 Census. As in past censuses, extensive consultations have been undertaken to help the government decide on the content of the 2021 Census to ensure it remains relevant and meets new information requirements associated with emerging social, environmental and economic issues, while maintaining its overall quality, accessibility and efficiency. Furthermore, the agency is very active in the census community internationally: various consultation activities are being conducted with key countries on specific questionnaire content and on new census approaches and methodologies.

2021 Census of Population

To ensure the efficient delivery of the 2021 Census, Statistics Canada will open several facilities in 2020, including Regional Census Centres and a Data Operations Centre. The agency will recruit thousands of support and collection staff, and engage with the international community on census transformation initiatives.

The findings from an operational test (conducted in 2019), which will confirm the approach and planned infrastructure for the 2021 Census cycle, are being used to prepare recommendations for the content of the 2021 Census of Population and will be presented to the government in early 2020. The agency is also working closely with Shared Services Canada to meet information technology (IT) infrastructure service requirements for census systems and set up four regional census centres (RCCs). The RCCs will open in April 2020, followed by the opening of a number of regional field offices in September. The Data Operations Centre, where census returns are processed, will also be operational in summer 2020. The enumeration of northern communities will start in February 2021.

Statistics Canada is continuing to make progress on a long-term research project that involves exploring alternative methodologies for certain aspects of the Census Program while maintaining the quality and relevance of its outputs and preserving the trust of Canadians.

As has been done since 1956, the 2021 Census of Population and 2021 Census of Agriculture will be conducted jointly to streamline procedures and ensure accurate coverage. The Census of Agriculture is the only data source that provides a comprehensive and integrated profile of the physical, economic, social and environmental aspects of Canada's agriculture industry for small geographic areas. Users in the private sector see the Census of Agriculture as an important window on the agricultural industry. Agribusiness evaluates market potential, and makes production and investment decisions based on census data; farm boards and organizations use Census of Agriculture data as a foundation for their discussions with governments and trade organizations. Governments and farm organizations use census data to evaluate the impact of natural disasters on agriculture (such as fires, floods, droughts and storms) and react quickly. Academics base much of their economic analysis of agriculture on data from the Census of Agriculture.

Support for government priorities

Statistics Canada will continue to publish and disseminate its core set of statistics and work to support the government’s priorities. As Canada’s national statistical office, Statistics Canada is legislated to provide statistics for the entire country and each of the provinces and territories. The federal government has made a strong public commitment to evidence-based decision making, which has made the work of the agency increasingly important.

As a means of ensuring Statistics Canada is in a position to deliver its priorities for statistical products on Canada’s housing and living costs, environment and climate change, and opioids and substance abuse crisis, the agency is focusing on the development of a Data Analytics as a Service (DAaaS) platform which is targeted toward internal and external data scientists, researchers, academics, and policy analysts. DAaaS components will serve as reusable building blocks for business solutions that will enable users to collaborate, access/discover, analyze and visualize key data and microdata using state of the art methods and tools – thus accelerating the timely delivery of these solutions in an efficient and secure manner. In alignment to agile project management and user-centred design practices, features will be iteratively prioritized, designed, developed and tested with the user community and will be released incrementally to leverage ongoing advancements in the analytics domain.

Statistics Canada is developing new products that pull together a wide range of data to shed light on the growing concern over affordability and living costs. Information from a wide range of economic and social data sources, and from traditional surveys to new measures of household sentiment, are being collected and analysed to better understand the vulnerabilities and anxieties facing Canadians. Statistics Canada, in collaboration with Canadian Mortgage Housing Corporation (CMHC), is also looking at a new measure of housing affordability that asks if families have enough income left over, after paying their shelter costs, to afford the basics of food, clothing, transportation and other necessities.

In 2020–21, Statistics Canada will continue to build on its work in developing residential price indexes by data from alternative sources, such as the Multiple Listing Service (MLS), to expand the geographical coverage of these indexes. Furthermore, a number of affordability indicators

Strengthening the middle class

To address growing concerns, Statistics Canada will continue to measure and report on affordability and living costs in Canada. A new measure will evaluate if families have enough income left over after paying their shelter costs for other basic necessities.

will be published through the Canadian Housing Statistics Program, which was funded by Budget 2017. These data will be made available through the housing hub—a one-stop shop for housing information that was first released in August 2019.

Finally, to better understand poverty among various groups and communities within Canada, Statistics Canada will continue to update the Poverty Hub

regularly as new data becomes available. This will include the breaking down of data wherever possible by geographic and socio-demographic characteristics, including gender.

The agency is establishing a research program to examine the impacts of climate change mitigation and adaptation in transforming businesses and labour markets across Canada. Statistics Canada is also researching how regional and sectoral economies transition to a low carbon economy and support clean growth, and how workers and Canadians are adapting to the trends. Furthermore, Statistics Canada is currently working with Environment and Climate Change Canada to develop statistics and indicators related to the

Integration of natural ecosystem and socio-economic data

The time has come for a systematic approach to linking environmental with economic and social data to better understand the resilience of communities to climate change and extreme weather events.

national Zero-Plastic Waste Strategy and the government's interest in moving toward a circular economy. Statistics Canada will also be releasing new information on the extent and the condition of Canada's ecosystems in the context of climate change and habitat degradation. This work is a first step toward treating ecosystems as key societal assets. The Clean Technology Statistical Framework will continue to expand, including improved data on the use of clean technologies in Canada. In addition, Statistics Canada, in partnership with Natural Resources Canada, is developing new approaches to provide trustworthy energy information through the recently created Canadian Centre for Energy Information (CCEI). This purpose of this new program is to provide integrated, independent and reliable energy information to inform decision making related to investments, programs and policies by governments and industry.

Through its new Centre for Social Data Insights and Innovation, Statistics Canada has demonstrated a strong commitment to addressing the need for data on substance abuse, specifically on the current opioid crisis and the increasing impacts of crystal methamphetamine use. Statistics Canada will continue to expand its data integration projects into various communities across Canada to help provide meaningful insight and advance the development of evidence-based policy and program interventions for Canadians who are at the greatest risk of substance abuse. Furthermore, Statistics Canada's contribution, which involves expanding public health surveillance, conducting special studies, and redesigning the Canadian Coroner and Medical Examiner Database, will improve the availability of and access to public health data. Statistics Canada has called on all coroners and medical examiners to build partnerships and provide a conduit for reliable, timely, comprehensive and comparable information on the circumstances of sudden unexpected deaths in Canada.

Statistics Canada will optimize its governance structure as part of the National Justice Statistics Initiative so that it is better aligned with the key information needs of federal, provincial and territorial policy makers. Through this collaboration, Statistics Canada will update its police-reported crime indicators to address key data gaps on firearms and hate crimes. The agency will also continue to lead data integration work to better understand both offenders and victims who have repeat contact with the justice system. This will make it possible to identify vulnerable and at-risk populations, and study repeat interactions with the justice system as an indicator of recidivism. Furthermore, Statistics Canada will publish key analytical reports on gender-based violence among at risk populations.

Crime and Community Safety

Update the police-reported crime indicators to address key data gaps on firearms and hate crime and release key analytical report to examine gender-based violence among at risk populations.

In addition, Statistics Canada will continue to engage with the Canadians policing, public safety and a broader range of stakeholders such as health, social services and education partners to develop a Community Safety and Well-being (CSWB) data platform. Developing programs and services to help minimize risk, prevent vulnerability and reduce harm in order to increase community safety and well-being involves many partners. Having trusted information that provides key insights into the factors underlying community safety is a fundamental piece of this multi-partner landscape and a key role of Statistics Canada. Further, the agency will provide new and rich indicators for analyses of populations incarcerated or under community supervision.

The Government of Canada is committed to a renewed relationship with Indigenous peoples, based on the recognition of rights, respect, collaboration and partnership. In addition, many Indigenous organizations and communities are requesting access to and ownership of relevant data to develop policies, deliver services, tell their own stories and sustain their own statistical capacity. Statistics Canada is committed to working with First Nations, Métis and Inuit organizations and governments to explore data development and building capacity. Negotiations are on-going to develop new data sources through sharing of administrative data with the end goal of producing custom data products for these organizations and governments. Statistics Canada supports National Indigenous Organizations by sharing resources to build capacity and to facilitate access to data from the Census and the Aboriginal Peoples Survey. Statistics Canada will continue to increase outreach and work with Indigenous communities and organizations across the country to identify data needs.

Sharing resources and building data capacity for Indigenous communities

Statistics Canada will continue to build relationships with Indigenous organizations and communities to support them in building their own data and research capacities in order to make informed decisions.

Furthermore, Statistics Canada, in its engagement efforts, aims to meet the challenges posed by the complex and evolving political and legal contexts of Indigenous statistics. Meaningful engagement better positions Statistics Canada to carry out its mission of providing high-quality statistical information by facilitating its relationships with Indigenous peoples. This requires Statistics Canada to continue to build and maintain relationships with First Nations, Métis and Inuit governments, communities and organizations.

Statistics Canada will continue to work with National Indigenous Organizations, as well as Indigenous communities and organizations providing statistical capacity building grounded in the needs of Indigenous peoples. The agency has completed an engagement on capacity needs with over 120 organizations and communities and conducted multiple training pilot projects. Based on the engagement and pilot projects a three-year training plan has been developed and implementation of the plan has begun. Three courses will be developed, tested and delivered to Indigenous communities and organizations by March 2020. Further courses will be developed, tested and delivered by March 2021.

Statistics Canada will also establish an Indigenous Advisory Committee to help inform work undertaken by the agency that involves Indigenous statistics. Membership will be identified, a draft terms of reference will be determined, and the first meeting will take place by the end of the 2020/2021 fiscal year.

Statistics Canada works in close partnership with Indigenous Services Canada (ISC) and Employment and Social Development Canada (ESDC) to undertake the Indigenous Peoples Survey (IPS). Content development for the 2022 IPS will begin in partnership with ISC and ESDC in January of 2020. The Nunavut Inuit Supplement (NIS) and Nunavut Government Survey (NGES) will also be further developed in 2020 through consultation with the Nunavut Inuit Labour Force Analysis technical working group which includes members from the Government of Nunavut, Nunavut Tunngavik Incorporated (NTI), Pilimmaksaivik, Employment and Social Development Canada (ESDC) and Statistics Canada.

Digitalization of the Economy

Statistics Canada is working in partnership with national and international organization to provide new and enhance measures of digital economy activity.

Digital technology is revolutionizing the way Canadians live, work, and access information, products and services. The emergence of artificial intelligence (AI), robotics and Internet of things has changed the types of jobs and skills required in the workplace today. The adoption of these digital technologies in business and society in general has the potential to positively impact the well-being of Canadians, giving them a greater choice of goods

and services and increasing their ability to communicate with one another and their digital devices regardless of their physical location. However, mental and physical well-being can be

negatively impacted by the same technology through online victimization, disinformation, and addiction.

Statistics Canada will explore ways to address data gaps related to employment and income earned by Canadians from online platforms, household e-commerce spending, and the purchase of digital products and services. As well, Statistics Canada will examine how digital technology is used in the production process and in cross-border transactions.

Canadian labour markets have experienced shifts for a number of reasons, including demographic change, technological advancements, globalization and climate change. Statistics Canada will continue to assess the changing future of work to take a holistic view of how these diverse and intersecting trends will reshape Canada’s labour market. This includes tailoring data to support local-level planning and decision making; producing data on skills supply and demand to enable businesses, workers and students to adapt to changes in the skills required for work; and increasing the granularity and horizontality of data to ensure that policies take into account the intersection between economic, social and demographic issues.

Statistics Canada has played an active role in analyzing the economic, social and health outcomes and contributions of immigrants. The agency will continue to examine these important metrics, throughout the continuum of settlement, integration and inclusion. Statistics Canada’s immigration and diversity analysis is also being done in the complex context of the economy’s digital transformation and is looking into skill use, innovation and entrepreneurship among immigrants.

Gender-based analysis plus

As a national statistical office, Statistics Canada plays a key role nationally and internationally in supporting gender-based analysis plus (GBA+)—not only in providing data, but also in understanding data gaps and leading data development. Statistics Canada is exercising leadership in supporting federal departments in their commitment to GBA+ through data development and capacity building.

To assist other government departments in building capacity for GBA+, the Centre for Gender, Diversity and Inclusion Statistics (CGDIS) is involved in the development of the GBA+ premium course for the Canadian School of Public Service and is a very active and regular participant in the panel discussions that take place after each course. In addition, the Centre provides training to federal partners and data users on how to access Statistics Canada data and how to use GBA+ as they develop programs and policies. The Centre will continue to collaborate with other

Enhancement of the Gender, Diversity and Inclusion Hub

The hub will be enhanced to provide Canadians with a better understanding of socioeconomic outcomes related to gender and other intersecting characteristics. In turn, visualization tools will be used on the hub to make the information easier to consult and understand.

government departments to determine priorities and to support them in the development of their data strategies.

The Centre will be building capacity within Statistics Canada to promote and train Statistics Canada analysts on how to include GBA+ in all stages of data acquisition, survey development, and analysis, ensuring that GBA+ will continue to be an integral part of how Statistics Canada produces and disseminates information.

One of the early initiatives of CGDIS was the development of the [Gender, Diversity and Inclusion Statistic](#)ⁱⁱⁱ hub, which makes it easier for users to find and analyze a wealth of statistical information related to the evaluation of programs, policies and initiatives from a gender, diversity and inclusion perspective. Over the next year, the hub will be enhanced to provide more information to Canadians on the themes of diversity and inclusion. This will include broader information on intersectionality, such as disability, LGBTQ, Indigenous status (First Nations, Métis and Inuit) and other ethnocultural characteristics, in addition to sex and gender. In partnership with Women and Gender Equality Canada, the Centre will disseminate: the outstanding [Gender Results Framework Indicators](#)^{iv}, current studies using GBA+ as an analytical lens, and enhanced information about national and international GBA+ initiatives. Through the use of data visualization tools, efforts will continue to make the information on the hub easier to access, consult and understand.

The CGDIS will also continue to build and enhance statistical knowledge and literacy and develop government-wide standards for collecting, communicating and disseminating data on gender, sex and other intersecting identities. One such initiative is the development of a new standard on sexual orientation. The standard will be informed by experts in the field from other government departments, academia, community groups and other Canadians. With statistical standards in place for measuring the LGBTQ population, it will make it easier for other government departments to assess the impact of policy and programs on this population and also identify and address data gaps.

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

Statistics Canada is an active and important member of the Inter-agency and Expert Group that has led to the improvement of global indicators. Statistics Canada is working on a unique initiative to produce and publish more disaggregated data for vulnerable groups and increase the availability of data at the city and sub-city levels. In winter 2020, Statistics Canada will publish 17 data visualizations—one for each Sustainable Development Goal (SDG)—to highlight Canadian results and the progress made toward each of the SDGs. The data



New interactive data tool for SDGs

Over the next year, the agency will implement an interactive data tool to track the progress made on Canadian priorities and global indicator framework indicators. This tool should be ready in spring 2020.

visualizations will also include community spotlights that were developed in collaboration with civil society organizations to highlight their contributions to the SDGs.

Experimentation

Experimentation

In 2020-21, Statistics Canada will continue to undertake various initiatives pertaining to Experimentation by conducting activities that seek to explore, test and then compare to inform evidence-based decision making and ultimately improve outcomes for Canadians.

Statistics Canada has formally adopted the use of the scientific method as a foundation to its research and development activities. As new needs surface and programs are further developed, it will act as a guiding approach. The agency is devising ways to become faster, more efficient and more responsive to client needs. These efforts are focused on decreasing response burden and increasing the granularity of our data. The following are a few examples.

As part of the Data Strategy Roadmap for the Federal Public Service, Statistics Canada and Employment and Social Development Canada (ESDC) have agreed to conduct a pilot test on the sharing of non-confidential civic addresses. Residential dwelling address data were made available twice in 2019–20 on an experimental basis under the Statistics Canada Open Licence. Statistics Canada and ESDC will engage with other government partners to explore the creation of a national address register based on a national address standard. Sharing validated and standardized addresses could significantly reduce the duplication of work across government programs that rely on timely postal delivery to accurate addresses or that must assign addresses to proper geographic areas.

Statistics Canada is experimenting with the creation of a Social Data Integration Platform (SDIP) which will align survey and data collection methods with the five pillars of (user-centric service delivery, leading-edge methods and data integration, statistical capacity building and leadership, sharing and collaboration, and modern workforce and flexible workplace). This is a new initiative that will lead to the development of new ways to collect and integrate social statistics. The platform will make it possible to integrated administrative data and data collected directly from Canadians. The first initiative for 2020-21 will be to develop a web panel and recruit participants.

The agency, in collaboration with CMHC, is piloting the use of geospatial information, coupled with AI-driven classification methods, to estimate the start of construction for all building types within specific geographic areas. If this pilot project is successful, Statistics Canada will start producing estimates of construction starts for all building types in every geographic region in Canada. This is a lower cost option than using an existing survey, and it will also fill important data gaps with respect to housing developments on reserves and in remote communities, non-

residential construction projects (e.g., commercial, industrial and institutional) and other non-residential spending (e.g., infrastructure and mining).

Key risks

To meet Canadians' current and emerging data needs both efficiently and effectively, Statistics Canada continuously monitors its internal and external environment to develop risk mitigation strategies. Statistics Canada has identified a number of risks relating to our core responsibility and has established various strategies for the coming years within this plan. In response, the agency will continue to adapt and evolve its governing instruments and oversight frameworks, as well as proactively engage with Canadians using clear, transparent and proactive communication. It must also continue to invest in robust infrastructure—both technological and methodological—to ensure the reliability, timeliness, scalability and security of its statistics. The identified risks with their mitigation strategies are detailed below:

1. **Relevance:** Growing external demands stemming from continually evolving factors may require changes to ensure the programs are relevant to users.

To mitigate this risk, Statistics Canada launched its modernization initiative in 2017, focusing on user-centric service delivery. The expected results of the initiative are: more timely and responsive statistics; raised awareness of Statistics Canada data, including seamless access to it; effective product and service delivery; reduced response burden; and increased statistical capacity. Statistics Canada is focused on being a leader in the stewardship of the country's data assets by ensuring alignment with key initiatives such as the Statistics Canada Data Strategy and the Government's Data Strategy Roadmap for the Public Service. Further, the agency will increase its statistical capacity by engaging with stakeholders, partners and the public to identify and fill emerging information gaps.

2. **Transformation:** The scope and complexity of the objectives associated with the significant transformations under the modernization initiatives may not be fully met and change the users' expectations.

To mitigate this risk, Statistics Canada will continue the progress towards a strong integrated governance structure to provide oversight for the various modernization activities and ensure that priorities, policies and practise are aligned. Specifically, Statistics Canada will explore more open data sources, develop quality indicators, prioritize the implementation of key digital building blocks to enable modernization, continue to identify and address skill gaps, as well as, foster and build relationships with key strategic partners.

3. **Public Trust:** The level of public acceptability, trust and confidence may impact the agency's ability to access data from alternative sources which may not effectively address the growing demands of users and Canadians;

To mitigate this risk, Statistics Canada will communicate extensively and increase transparency with Canadians to explain how Statistics Canada impacts their lives, and to raise awareness about the confidentiality and privacy protections in place in the agency. Further, Statistics Canada will ensure effective governance and oversight, engage key partners and stakeholders, test strategies and approaches, and equip managers through effective training and skills development; such as: providing training and awareness for Statistics Canada employees on matters related to the security of classified and designated information. Statistics Canada is working with experts from around the world to balance the needs for information with privacy protection by creating a new necessity and proportionality framework, while also continuing to advance the Trust Centre on the Statistics Canada website.

4. Accuracy and Integrity: The growing pressures to produce information more quickly, increasingly complex production environments, the expanding use of multiple sources of data and new techniques, and rising demands represent a challenge to maintain the accuracy and integrity of key statistical reports and programs.

To mitigate this risk, Statistics Canada is applying quality management practices for data validation, including performing thorough analyses and systematic validation, developing subject-matter intelligence, implementing process-related improvements, and documenting cases and resulting corrective actions. Further, Statistics Canada is also engaging key stakeholders for validation purposes; testing processes adequately when introducing changes, adopting proper information management practices; and planning and monitoring the utilization of the IT infrastructure.

5. Strong Privacy Protection: The controls and safeguards in place to securely manage and protect a vast amount of confidential and sensitive information are essential to prevent material breaches and cybersecurity attacks.

In addition to a strong culture and value system, Statistics Canada has oversight, governance instruments and processes in place to mitigate this risk. The agency continues to be proactively vigilant in the following ways: proactively carrying out continuous reviews of procedures and processes with a view to ensuring that information remains fully protected; diligently applying stringent protection measures outlined in governing instruments, such as those defined in the Policy on Official Release; regularly assessing the IT security posture to ensure alignment with the Government of Canada's IT strategy and providing training and awareness for Statistics Canada employees (and relevant partners) on matters related to the security of classified and designated information.

Planned results for Statistical Information

Departmental results	Departmental result indicators	Target	Date to achieve target	2016–17 actual result	2017–18 actual result	2018–19 actual result
Statistical information is of high quality	Number of post-release corrections due to accuracy	0	March 31, 2021	2	3	2
	Number of international forums of which Statistics Canada is a member	170-190	March 31, 2021	165	168	184
	Percentage of international standards with which Statistics Canada conforms	90% ¹	March 31, 2021	85%	89%	88%
Statistical information is available and accessed	Number of visits to Statistics Canada website	19,500,000 ²	March 31, 2021	27,501,818	26,461,926	19,752,776 ³
	Percentage of website visitors that found what they were looking for	77%	March 31, 2021	77%	76%	79%
	Number of interactions on social media	325,000 ⁴	March 31, 2021	2,318,835 ⁵	559,709	358,673 ⁶
	Number of statistical products available on the website	38,964	March 31, 2021	31,312	33,642	35,920
	Number of Statistics Canada data tables available on the Open Data Portal	7,450	March 31, 2021	6,200	7,162	6,944
Statistical information is relevant	Number of media citations on Statistics Canada data	60,000 ⁷	March 31, 2021	63,510	67,539	74,657 ⁸
	Number of journal citations	23,000	March 31, 2021	20,032	23,903	22,176
	Percentage of users satisfied with statistical information	80%	March 31, 2021	Not available ⁹	79%	80%

1. The target is set at 90% since not all international standards are relevant to Statistics Canada.
2. The 2020-21 target is lower than the actual result for fiscal year 2018-19 due to the modernized technology adopted in mid fiscal year 2018-19 (September 2018) which provides better-quality data and removes non-human traffic.
3. Statistics Canada changed the software for measuring website traffic in September 2018 from a technology based on log file to a modernized page tag technology. This solution was chosen by the Government of Canada in an aim to provide better-quality data and remove non-human traffic. The actual number of total visits provided for 2018–19 is a combination of data derived from the old and new technologies. Because of the change in technology, the 2018–19 results cannot be compared with results from previous years.
4. Since the beginning of 2018, some social media platforms have been using new methodologies to tailor content delivery to fewer audience members. The target for 2020-21 was set in consideration of these new methodologies.
5. Results peaked from 2015 to 2018 because of Census Program activities and paid advertising related to the census.
6. Fiscal year 2018–19 had the lowest interaction on social media in the census cycle. Furthermore, since the beginning of 2018, some social media platforms have been using new methodologies to tailor content delivery to fewer audience members.
7. Since April 2019, media citations have declined. This is typical of years when no new census data are collected or disseminated. Following the election in fall 2019, political issues have dominated national coverage. While Agency data are sometimes cited in related news reports, we have nevertheless seen a decrease in media citations. The target for 2020–21 was lowered in consideration of these factors.
8. Beginning in October 2018, a single significant media story about Statistics Canada contributed to a significant one-time boost of about 2,000 articles in the first six months. As anticipated, census coverage decreased. However, broad increases to four themes—economy (3,853), health (1,875), justice (1,771) and trade (1,740)—resulted in an additional 9,239 media citations and this made up for the dip in citations from the census. Leading up to and following the legalization of recreational cannabis, media afforded considerable coverage to the agency's economic and health releases. International trade issues and heightened interest in justice issues also captured media attention.
9. This indicator was not tracked formally in 2016-17.

Financial, human resources and performance information for the Statistics Canada's Program Inventory is available in the [GC InfoBase](#).^v

Planned budgetary financial resources for Statistical Information

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
661,506,812	661,506,812	833,218,102	560,266,271

Note: Main Estimates, Planned spending and Full-time equivalents figures do not include Budget 2020 announcements. More information will be provided in the 2020–21 Supplementary Estimates and Departmental Results Report, as applicable.

Financial, human resources and performance information for the Statistics Canada’s Program Inventory is available in the [GC InfoBase](#).^v

Planned human resources for Statistical Information

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
5,800	6,102	5,255

Note: Main Estimates, Planned spending and Full-time equivalents figures do not include Budget 2020 announcements. More information will be provided in the 2020–21 Supplementary Estimates and Departmental Results Report, as applicable.

The change in planned resources from 2020–21 to future years relates largely to the cyclical nature of the Censuses Program, for which activities peak in 2021-22 and will begin to wind down in 2022-23. Statistics Canada is expecting to maintain its capacity in future years for the delivery of ongoing statistical programs, with no significant shifts in resources. New initiatives from Budget 2019 are also reflected in all three years; Strengthening Canada’s Anti-Money Laundering and Anti-Terrorist Financing Regime and the New Anti-Racism Strategy.

Financial, human resources and performance information for Statistics Canada’s Program Inventory is available in the [GC InfoBase](#).^v

Internal Services: planned results

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

Statistics Canada is evolving to meet the changing context in which it operates by adapting its governance, processes, controls and oversight practices. As the agency's modernization initiative and the Data Strategy Roadmap for the Federal Public Service hit full stride, Human Resources Management Services will provide support and solutions that address evolving business needs and foster the cultural values of the agency. They will also continue to provide timely, value-added and data-driven services in an efficient manner.

The agency will continue to focus on modernizing its recruitment practices by solidifying talent pipelines through partnerships with academia and attracting talent in new ways to ensure that the right people with core and emerging skills are recruited.

Emphasis will also be placed on reviewing the content and delivery model for learning and development programs to consider how to best ensure employees, managers and executives have the necessary skills and competencies to support the agency's future business needs. This will include revising development programs to equip junior employees with relevant skills and knowledge that will enable their success and contributions to the realization of agency priorities. Additionally, a leadership program will be created to help develop leadership skills today's leader as well as future succession planning.

The agency will also focus on fostering a psychologically safe and healthy workplace that is agile and resilient to change by developing strategies to measure and support organizational health, including mental health, diversity and inclusion. Awareness training, tools, the agency's 2019–20 Employment Equity and Diversity Action Plan, and interdepartmental measurement strategies in the areas of accessibility and mental health, and all elements of the Beyond2020 strategy will help develop the aforementioned areas for the agency, as well as for the public service as a whole.

The agency will continue to engage with employees extensively to raise awareness and maintain momentum in the comprehensive integration of the modern and flexible workplace; foster a culture of innovation and connectivity; improve how the agency leverages digital technology; and encourage government-wide collaboration, flexibility and efficiency. Statistics Canada aims to improve the overall health and well-being of its employees, ensure inclusivity for all of its employees, attract and retain good talent, and empower its employees and hold them accountable. In addition, the agency's management team is committed to engaging directly with its head office in Ottawa, as well as with its offices in the regions.

As a strategic partner in the modernization initiative, the agency's informatics services are also modernizing to enable the digital evolution and deliver technological innovations. Consistent with the Government of Canada cloud first direction, Statistics Canada is in the planning stages of migrating systems to the secure cloud. Statistics Canada will only migrate protected information once its systems have been deemed secure for cloud services appropriate for sensitive information, as per Government of Canada procedures and processes. Certified and tested Cloud services provide a secure, efficient and cost-effective platform for the agency to migrate its data and business processes. Cloud services offer the flexibility to maintain information technology services as demand for online services increases and technologies evolve.

Statistics Canada is partnering with Shared Services Canada to create reusable methodologies, processes, and tooling that could be leveraged by other government departments looking to conduct similar large scale migrations to the public cloud. Statistics Canada and Shared Services Canada have engaged a world-class vendor specializing in large migrations to cloud environments to ensure project success.

Planned budgetary financial resources for Internal Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
73,941,885	73,941,885	67,571,191	67,736,536

Note: Main Estimates, Planned spending and Full-time equivalents figures do not include Budget 2020 announcements. More information will be provided in the 2020–21 Supplementary Estimates and Departmental Results Report, as applicable.

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
585	580	580

Note: Main Estimates, Planned spending and Full-time equivalents figures do not include Budget 2020 announcements. More information will be provided in the 2020–21 Supplementary Estimates and Departmental Results Report, as applicable.

Spending and human resources

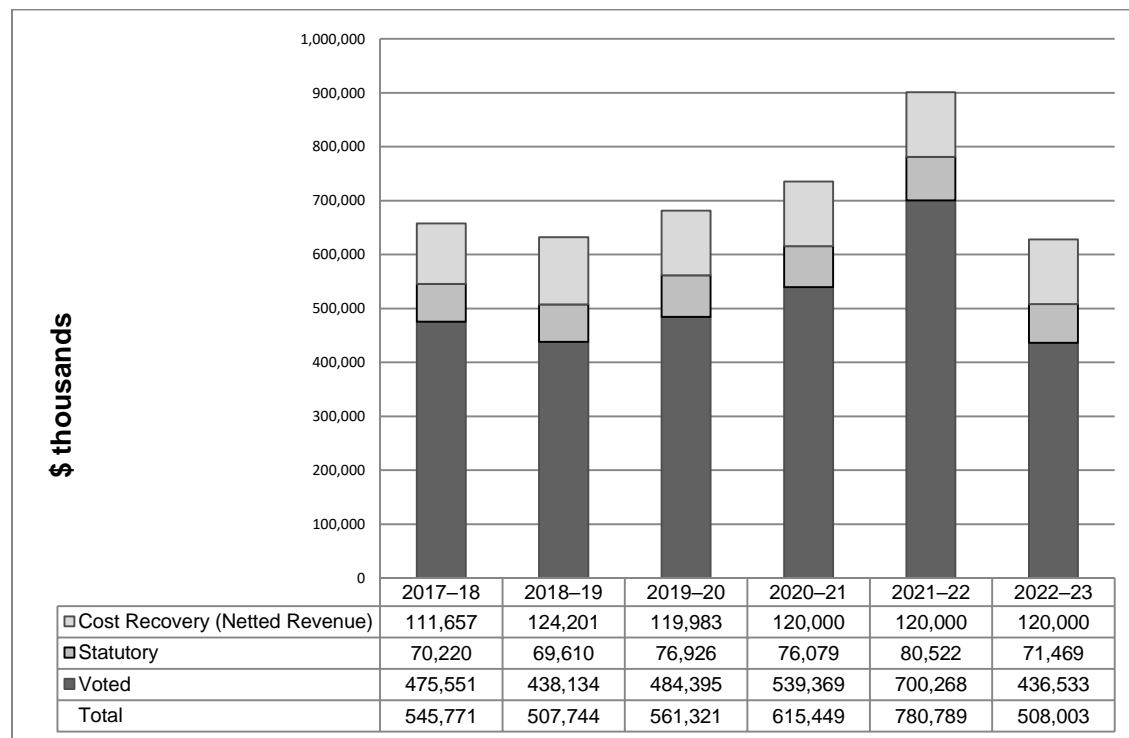
This section provides an overview of the department’s planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years’ actual spending.

Planned spending

Departmental spending 2017–18 to 2022–23

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

Departmental spending graph



Note: Main Estimates, planned spending and full-time equivalent figures do not include Budget 2020 announcements. More information will be provided in the 2020–21 Supplementary Estimates and Departmental Results Report, as applicable.

Statistics Canada’s statutory spending, as indicated in the graph above, relates to the Employee Benefit Plan, which is a function of planned salary spending. Therefore, it fluctuates along with voted spending.

Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of Statistics Canada's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Statistical Information	585,363,802	559,559,344	603,165,156	661,506,812	661,506,812	833,218,102	560,266,271
Internal Services	72,064,636	72,385,465	78,138,770	73,941,885	73,941,885	67,571,191	67,736,536
Total gross expenditures	657,428,438	631,944,809	681,303,926	735,448,697	735,448,697	900,789,293	628,002,807
Respendable revenue	-111,657,283	-124,200,719	-119,982,728	-120,000,000	-120,000,000	-120,000,000	-120,000,000
Total net expenditures	545,771,155	507,744,090	561,321,198	615,448,697	615,448,697	780,789,293	508,002,807

Note: Main Estimates, planned spending and full-time equivalent figures do not include Budget 2020 announcements. More information will be provided in the 2020–21 Supplementary Estimates and Departmental Results Report, as applicable.

Statistics Canada is funded by two sources: direct parliamentary appropriations and cost-recovery activities. Statistics Canada has the authority to generate \$120 million annually in spendable revenue, related to two streams: statistical surveys and related services, and custom requests and workshops. If exceeded, a request can be made to increase authority as was the case in 2018-19.

In recent years, spendable cost-recovery revenue has contributed between \$112 million and \$124 million annually to the agency's total resources. A large portion of this spendable revenue comes from federal departments to fund specific statistical projects.

Spending fluctuations between the years shown in the graph and table above were mainly caused by the Census Program. Voted spending decreased in 2017–18 and 2018–19 as the 2016 Census of Population and 2016 Census of Agriculture were winding down. This pattern is typical for the agency because of the cyclical nature of the Census Program. Spending will begin to ramp up and peak again in 2021–22 when the 2021 Census of Population and 2021 Census of Agriculture are conducted.

Internal Services' spending from 2018–19 to 2020–21 includes planned resources from temporary funding related to a new initiative approved in 2018–19 to migrate the agency's workload to the cloud.

For additional details on year-over-year variances between 2017–18 and 2018–19 expenditures, see the 2018–19 Departmental Results Report available on our Reports web page.

2020–21 Budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2020–21.

Core responsibilities and Internal Services	2020–21 planned gross spending	2020–21 planned gross spending for specified purpose accounts	2020–21 planned revenues netted against expenditures	2020–21 planned net spending
Statistical Information	661,506,812	0	-120,000,000	541,506,812
Internal Services	73,941,885	0	0	73,941,885
Total	735,448,697	0	-120,000,000	615,448,697

Note: Main Estimates, planned spending and full-time equivalent figures do not include Budget 2020 announcements. More information will be provided in the 2020–21 Supplementary Estimates and Departmental Results Report, as applicable.

Statistics Canada has the authority to generate \$120 million annually in responsible revenue, which is reflected in the 2020–21 planned revenues netted against expenditures.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in Statistics Canada’s 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

Core responsibilities and Internal Services	2017–18 actual full-time equivalents	2018–19 actual full-time equivalents	2019–20 forecast full-time equivalents	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Statistical Information	5,417	5,498	5,799	5,800	6,102	5,255
Internal Services	607	645	651	585	580	580
Total gross FTEs	6,024	6,143	6,450	6,385	6,682	5,835
Respendable revenue	-1,251	-1,380	-1,455	-1,251	-1,251	-1,261
Total net FTEs	4,773	4,763	4,995	5,134	5,431	4,574

Note: Main Estimates, planned spending and full-time equivalent figures do not include Budget 2020 announcements. More information will be provided in the 2020–21 Supplementary Estimates and Departmental Results Report, as applicable.

Similar to trends seen in planned spending, FTE changes from year to year are largely explained by the cyclical nature of the Census Program. Activity decreased in 2017–18 and 2018–19 as the 2016 Census of Population and 2016 Census of Agriculture were winding down. Activity will begin to ramp up and peak again in 2021–22 when the 2021 Census of Population and 2021 Census of Agriculture are conducted.

Included in net expenditure FTEs are approximately 210 public servant FTEs based across Canada outside the National Capital Region (NCR). Also included are approximately 950 interviewer FTEs (representing approximately 1,800 interviewers) outside the NCR. These interviewers are part-time workers whose assigned workweeks are determined by the volume of collection work available; they are hired under the *Statistics Act*, by the authority of the Minister of Innovation, Science and Industry. Interviewers are covered by two separate collective agreements and are employed through Statistical Survey Operations. Many of Statistics Canada’s main outputs rely heavily on data collection and the administration of these activities, which takes place in the regions.

Estimates by vote

Information on the Statistics Canada's organizational appropriations is available in the [2019–20 Main Estimates](#).^{vi}

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of the Statistics Canada's operations for 2019–20 to 2020–21.

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 the Statistics Canada's [website](#).ⁱ

Condensed future-oriented statement of operations for the year ending March 31, 2021 (dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	763,525,982	848,569,377	85,043,395
Total revenues	119,982,728	120,000,000	17,272
Net cost of operations before government funding and transfers	643,543,254	728,569,377	85,026,123

The increase in planned expenses for 2020–21 is mainly explained by the funding received for the 2021 Census of Population and 2021 Census of Agriculture.

Statistics Canada is expecting to maintain its capacity in future years for the delivery of cost-recovered statistical services, with no significant shifts in resources.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Navdeep Bains, P.C., M.P

Institutional head: Anil Arora

Ministerial portfolio: Innovation, Science and Industry

Enabling instrument(s):

- [Statistics Act](#)^{vii}
- [Corporations Returns Act](#)^{viii}
- [Corporations Returns Regulations](#)^{ix}

Year of incorporation / commencement: The Dominion Bureau of Statistics was established in 1918. In 1971, with the revision of the Statistics Act, the agency became Statistics Canada.

Other: Under the Statistics Act, Statistics Canada is required to collect, compile, analyze, abstract and publish statistical information relating to the commercial, industrial, financial, social, economic and general activities and conditions of the people of Canada.

Statistics Canada has two primary objectives:

- to provide statistical information and analysis of the economic and social structure and functioning of Canadian society, as a basis for developing, operating and evaluating public policies and programs; for public and private decision making; and for the general benefit of all Canadians
- to promote the quality, coherence and international comparability of Canada’s statistics through collaboration with other federal departments and agencies, with the provinces and territories, and in accordance with sound scientific standards and practices.

Statistics Canada’s head office is located in Ottawa. There are service centers and regional offices across the country in Halifax, Sherbrooke, Montréal, Toronto, Sturgeon Falls, Winnipeg, Edmonton and Vancouver. There are also 27 research data centres located throughout the country. These centres provide researchers with access to microdata from population and household survey programs in a secure university setting. Canadians can follow the agency on Twitter, Facebook, Instagram, Reddit, feeds and YouTube.

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 the [Statistics Canada website](#).ⁱ

For more information on the department’s organizational mandate letter commitments, see the “[Minister’s mandate letter](#)”.^x

Operating context

Information on the operating context is available on the [Statistics Canada website](#).¹

Reporting framework

The Statistics Canada approved Departmental Results Framework and Program Inventory for 2020–21 are as follows.

- **Core Responsibility: Statistical Information**

Statistics Canada produces objective high-quality statistical information for the whole of Canada. The statistical information produced relates to the commercial, industrial, financial, social, economic, environmental and general activities and conditions of the people of Canada.

 - **Result 1: Statistical information is of high quality.**
 - **Indicator 1:** Number of post-release corrections due to accuracy
 - **Indicator 2:** Number of international forums of which Statistics Canada is a member
 - **Indicator 3:** Percentage of international standards with which Statistics Canada conforms
 - **Result 2: Statistical information is available and accessed.**
 - **Indicator 1:** Number of visits to the Statistic Canada website
 - **Indicator 2:** Percentage of website visitors that found what they were looking for
 - **Indicator 3:** Number of interactions on social media
 - **Indicator 4:** Number of statistical products available on the website
 - **Indicator 5:** Number of Statistics Canada data tables available on Open Data Portal
 - **Result 3: Statistical information is relevant.**
 - **Indicator 1:** Number of media citations on Statistics Canada data
 - **Indicator 2:** Number of journal citations
 - **Indicator 3:** Percentage of users satisfied with statistical information
- **Internal Services**

Program Inventory

- Economic and Environmental Statistics
- Socio-economic Statistics
- Censuses
- Cost-Recovered Statistical Services
- Centres of Expertise

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the Statistics Canada’s Program Inventory is available in the [GC InfoBase](#).^v

Supplementary information tables

The following supplementary information tables are available on the [Statistics Canada website](#)ⁱ:

- ▶ [Departmental Sustainable Development Strategy](#)
- ▶ [Gender-based analysis plus](#)

Federal tax expenditures

Statistics Canada’s Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

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](#).^{xi} 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

Mailing address

Mail
Statistics Canada
150 Tunney’s Pasture Driveway
Ottawa, Ontario
K1A 0T6

Telephone: 1-800-263-1136 or 613-951-8116

Fax: 1-877-287-4369 or 613-951-0581

Email: STATCAN.infostats-infostats.STATCAN@canada.ca

Website(s): [Statistics Canada](#)

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 2020–21 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 are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead 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 and 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 Statistics Canada, <https://www.statcan.gc.ca/eng/start>
- ii Open Government Portal, <https://open.canada.ca/en/open-data>
- iii Gender, diversity and inclusion statistics, https://www.statcan.gc.ca/eng/topics-start/gender_diversity_and_inclusion
- iv Gender Results Framework indicators, <https://www150.statcan.gc.ca/n1/daily-quotidien/190521/dq190521d-eng.htm>
- v GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi 2018–19 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- vii Statistics Act, <http://laws-lois.justice.gc.ca/eng/acts/S-19/FullText.html>
- viii Corporations Returns Act, <http://laws-lois.justice.gc.ca/eng/acts/C-43/FullText.html>
- ix Corporations Returns Regulations, <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2014-13/index.html>
- x Minister of Innovation, Science and Industry Mandate Letter, <https://www150.statcan.gc.ca/n1/daily-quotidien/190521/dq190521d-eng.htm>
- xi Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>