

Statistics Canada

2021–22

Departmental Plan

The Honourable François-Philippe Champagne, P.C., M.P.
Minister of Innovation, Science and Industry

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Table of contents

From the Minister	1
Chief Statistician’s message.....	3
Plans at a glance	7
Core responsibilities: planned results and resources, and key risks	11
Statistical Information	11
Internal Services: planned results	33
Spending and human resources.....	37
Planned spending	37
Planned human resources.....	41
Estimates by vote.....	41
Future-oriented Condensed statement of operations	42
Corporate information	43
Organizational profile.....	43
Raison d’être, mandate and role: who we are and what we do	44
Operating context	44
Reporting framework	44
Supporting information on the program inventory	45
Supplementary information tables	45
Federal tax expenditures	45
Organizational contact information	45
Appendix: definitions	47
References	51
Endnotes	52

From the Minister

Statistics Canada and Innovation, Science and Economic Development Canada (ISED) are working to position Canada as an innovation leader on the global stage by fostering a diverse, growing, competitive and sustainable economy that benefits all Canadians.



While our government's priority continues to be fighting COVID-19 and protecting Canadians' health and safety, we are committed to fostering conditions for investment, enhancing Canadian innovation, and driving growth in key sectors. Together, we will strengthen the Canadian economy and restore consumer confidence through strategic actions, including investing in training for workers, and supporting Canadian businesses as they adapt and grow in a knowledge-based economy.

Statistics Canada, as the country's national statistical office, will continue to support key government priorities by advancing efforts in the following areas; gender equality, diversity and inclusion, public health data management, energy, environment and sustainable development. The agency will work to build statistical capacity in Indigenous organizations, and meet the increasing need for data to help fuel our economy and labour market. And, thanks to the participation of thousands of Canadians, Statistics Canada will deliver the 2021 Census that provides a detailed and comprehensive statistical portrait of Canada that is vital to our country.

Statistics Canada's ambitious modernization agenda has positioned the agency to be responsive to the COVID-19 crisis. As we navigate a path to recovery, Statistics Canada will continue to deliver meaningful insights. More than ever, Canadians need timely, granular and integrated data to shed light on the impacts of the pandemic on Canadian society and our economy.

Finally, in tackling some of today's most pressing challenges, such as climate change, we will continue to invest in science and research. We will also ensure that federal research is fully available to the public; that researchers can freely share their work; and that evidence-based approaches are utilized when making decisions. In doing so, we will facilitate the kind of new discoveries made by Canada's leading researchers and academics.

Together with Canadians of all backgrounds, regions and generations, we are building a strong culture of innovation to position Canada as a leader in the global economy. For more information, it is our pleasure to present the 2021-22 Departmental Plan for Statistics Canada.

Chief Statistician’s message

I am pleased to present Statistics Canada's 2021-22 Departmental Plan.

This report outlines how the agency is fulfilling its mandate over the coming year to provide Canadians with timely, high-quality data for decisions that impact all of us.



The COVID-19 pandemic has accelerated Statistics Canada’s multi-year modernization efforts, and fundamentally transformed the way we operate. And thanks to this modernization and to our dedicated staff, we were well prepared. Almost overnight, we were able to quickly pivot operations to focus on mission-critical programs, and move some 7,500 employees to telework. Faced with an unprecedented need for data, they stepped up to the plate, enabling the agency to deliver data-driven insights to Canadians at a time when they were needed most.

At no time has the role of data – and Statistics Canada’s role as a trusted data steward – been more important in helping Canadians not only survive this crisis, but also thrive once we move past it.

Our effort to modernize our operations is based on five pillars:

- Fostering a **modern and flexible workplace** based on an agile workforce and culture.
- Delivering **user-centric products and services** to focus resources on what clients want and need today, and to make Statistics Canada data easier for anyone to find and use.
- **Using leading-edge methods.** We do this by identifying new methods of collecting data that move beyond the survey-first approach, finding new ways to integrate data from a variety of sources, and using high-throughput tools to analyze and visualize data.
- **Collaborating and engaging** with partners, sharing expertise, and increasing access to data.
- **Building statistical capacity** with partners and **fostering data literacy** among Canadians so that more end-users – whether they are businesses, governments or citizens – can make evidence-based decisions from data.

To that end, Statistics Canada will deliver results over the coming year based on the following priorities:

- **Strengthening the Statistical System.** The Canadian Statistics Advisory Council (CSAC) released, in October 2020, the first annual report which provides a detailed assessment of Canada’s statistical system and advice on how it could be strengthened. Statistics Canada will work closely with partners within and outside the federal government to make tangible progress in the areas recommended in the report.

- **Launch the 2021 Census of the Population and Census of Agriculture.** Every five years, the censuses provide a detailed portrait of Canadians and their communities. In 2021, census data collection will take place against the backdrop of a pandemic, which will require Statistics Canada employees to adapt to public-health measures, such as physical distancing, during the collection of census data. The data collected for this census will also capture the sheer scale of the social and economic impacts that Canadians continue to face as a result of COVID-19.
- **Enhance coverage of emerging social and economic concerns.** Statistics Canada will continue to produce more data on important issues, such as housing affordability, health outcomes, household debt and Canadians’ quality of life. Given the economic uncertainty created by COVID-19, we will also identify timely and accurate indicators to track the sharp changes in employment levels and business activity during an economic shock. Another urgent priority is to disaggregate datasets to better identify the economic and social impact of COVID-19 on vulnerable populations, such as women, Indigenous people, people living with disabilities, the LGBTQ+ community, and groups designated as visible minorities.
- **Seek out data from alternative sources.** Canadians often wonder why they are asked to provide the same data multiple times to government institutions. That’s why we will engage with Canadians and collaborate with both public- and private-sector partners on ways to collect, store and share administrative data – information not based on surveys that are already held by other organizations. The objective is to make Statistics Canada more responsive to the data needs of Canadians, without adding extra demands on them to provide the same information to us multiple times. This commitment is part of the Government of Canada’s vision of offering services focused on the needs of end users. Better data integration from various sources means the federal government has a better sense of the needs of Canadians. Better data integration holds great potential for making Canadians’ interactions with the Government of Canada easier, providing them with a more seamless experience when they seek a service or benefit. It can make government more efficient, better at coordinating public services and better equipped to make evidence-based decisions that can improve the lives of all Canadians, particularly those who may not have benefitted equally in the past. And as we seek to integrate more data to better serve Canadians, we will continue to strictly protect their privacy.
- **Build statistical capacity and foster data literacy.** Through newly established partnerships with Indigenous communities, we will share our globally recognized expertise in using data for public accountability, social impact and innovation. We will also continue to collaborate with other federal departments as well as our provincial and territorial counterparts to use data as a strategic asset to better serve Canadians.
- **Modernize our operations.** To better meet Canada’s evolving data needs, especially during a public-health crisis, we are actively developing new technology-based solutions to provide Canadians with increased access to timely, high-quality data. We are investing in secure digital infrastructure to protect the data assets that Canadians have entrusted to us. We are

also launching new on-demand digital tools and services – part of our commitment to improve our services to Canadians by identifying fresh ways to model and present data to them.

Over the past century, Statistics Canada has evolved from being the nation’s collector and keeper of fixed stocks of data, to being a dynamic service provider that shares ever-moving flows of data, wherever and whenever they are needed. These data can be used by many more Canadians, who are looking for accurate, authoritative information tailored to their unique needs to make important decisions.

We will continue to strictly protect the information Canadians have entrusted to Statistics Canada and be transparent about the methods that we use to ensure that their information is both secure and kept strictly confidential. I invite Canadians to visit Statistics Canada’s Trust Centre to see how we are introducing world-leading privacy-protection methods and how our dedicated employees work to bring Canadians the data and insights that they have counted on for more than 100 years.

Anil Arora

Chief Statistician of Canada

Plans at a glance

As the national statistical office, Statistics Canada provides Canadians with key information on Canada's economy, society and environment. The agency's data and insights help individuals, businesses and governments make informed decisions. For example, Statistics Canada data help Canadians understand how changes in the inflation rate can affect their pocketbooks. The data also enable Canadian companies to make key business decisions. They provide government officials with vital evidence to promote economic growth, plan roads and cities, adjust pensions, and develop employment and social programs that benefit Canadians.

Over the past year, the COVID-19 pandemic has accelerated Statistics Canada's mission to find innovative ways to bring new data and insights to Canadians, whenever and wherever they are needed. Never have data-driven insights been more important in enabling Canadians to see challenges and opportunities sooner, and act on them faster. Statistics Canada has leveraged its multi-year modernization effort to respond to Canadians' evolving data needs during the pandemic in agile, adaptive and innovative ways.

The agency also recognizes that the need for trusted, high-quality data—and responsible stewardship of those data—has never been greater, as people and institutions navigate a digital, data-driven world where more and more data are coming from a wider variety of sources. To that end, Statistics Canada's major focus over the coming year will be the 2021 Census of Population and Census of Agriculture. The census, conducted every five years, is the most authoritative snapshot of the people of Canada and the most important source of disaggregated data. The 2021 Census will take place during the pandemic and will therefore require adaptations to ensure it is conducted safely and provides comprehensive information on the impacts of COVID-19.

Statistics Canada's ongoing modernization efforts will be embedded within these priorities. As a result, Statistics Canada will also focus on the following actions in 2021–22.

Strengthening the statistical system

Despite the pandemic and the rapid pace of change, one thing has remained constant at Statistics Canada—to continue being an independent and trusted source of official statistics, ensuring confidentiality and trust through every stage of data dissemination.

Building an agile workforce and culture

As part of a whole-of-government initiative, and working with partners such as Shared Services Canada, Statistics Canada continues to adopt new technologies that enable its employees to work remotely, securely and safely during the pandemic. The agency is also equipping employees with the skills, technology and continuous-improvement mindset to adapt to rapidly evolving data needs. These initiatives include

- new secure digital platforms that enable staff to collaborate virtually
- strengthened and integrated protocols to meet the highest security requirements so that Canadians' data are strictly protected
- training and skills upgrading for employees to encourage lifelong learning and ensure they are equipped to use next-generation data analytics tools.

Delivering user-friendly services

Statistics Canada is actively developing technology-based solutions to increase Canadians' access to timely, high-quality data in user-friendly formats, on demand. In response to the pandemic, the agency is accelerating its shift from collecting and storing fixed, static data stocks to sharing dynamic data flows.

The goal is to use data as they should be used in the digital age: as rapidly moving knowledge flows that can be turned into timely and meaningful insights on demand. These can be used by more Canadians to guide their decision-making, especially during critical situations such as the pandemic response.

The agency will continue to find fresh ways to present and share data so that they are easier for anyone to find and use, including

- modernizing the look and feel of web and social media content
- developing on-demand data subscription services
- launching online data hubs organized by topic
- adding more data visualization products that provide a user-friendly approach to understanding the data
- striving to make communications clear and accessible to all Canadians.

Using leading-edge methods

Statistics Canada's activities have always been driven by sound data strategies. The agency will continue to explore new methods of collecting data that move beyond the survey-first approach. These include using innovative data collection approaches, such as web panels, and integrating more administrative data (existing non-survey-based information from a variety of sources) with data science approaches, while strictly preserving the confidentiality and security of those data.

Given the uncertainty created by COVID-19, the agency will continue to provide more targeted, timely and detailed data on emerging issues that affect Canada's economy and society. These will be released both during the pandemic and over the longer term as the country recovers.

In particular, Statistics Canada will continue to place an urgent priority on disaggregating more datasets, where feasible. This will better identify the economic and social inequalities experienced by vulnerable populations, such as women, Indigenous people, people living with

disabilities, groups designated as visible minorities and the LGBTQ+ community. To better understand the unequal impacts of the economic downturn caused by COVID-19, the agency will continue to explore how to address data gaps in several statistical programs, including its flagship Labour Force Survey.

Collaborating and engaging with more Canadians

Collaborating with public and private sector partners, Statistics Canada will continue to identify new ways to collect and share data, while maintaining the high standard of trust that Canadians have come to expect. To ensure that more data are integrated from a variety of sources and that more end users have the information they need to make evidence-based decisions, the agency has already identified more opportunities to collaborate with new and existing partners. These partnerships will continue to grow as the country moves beyond pandemic response towards recovery.

Building statistical capacity and fostering data literacy

Statistics Canada will continue to be a national data literacy leader through its data strategy signature initiatives and the newly created Office of the Chief Data Officer. The agency will maintain a proactive and coordinated approach to drive the use of data as a strategic asset throughout the Government of Canada and will provide support to other federal organizations.

Through partnerships with Indigenous people, organizations and communities, Statistics Canada will work alongside them to enhance their capacity to build and maintain their own statistical programs, grounded in their needs and based on recognition of rights, respect and collaboration.

The agency, whose expertise is recognized globally, will continue to play a leadership role on the world stage. In partnership with the United Nations, the Organisation for Economic Development and Co-operation, and other national statistical offices, Statistics Canada will continue to provide technical assistance to strengthen the capacity of developing countries so that they can build and maintain their own statistical programs.

Collaborating effectively in the international community enables Statistics Canada to lead by example and build upon its reputation; this kind of engagement promotes the development and use of strong statistics. Thoughtful and effective international partnerships also expand Canada's influence in trade, global governance and the promotion of equality.

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

Core responsibilities: planned results and resources, and key risks

This section contains detailed information on the department’s planned results and resources for each of its core responsibilities. 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

Data-driven insights have never been more important than during the COVID-19 pandemic. Canadians have made it clear that relevant, timely and high-quality data are essential, not only in surviving this public health crisis, but also in thriving once the country moves past it.

Statistics Canada will respond by continuing to provide timely and accurate data that track the social, economic and health impacts of COVID-19, particularly on vulnerable groups. These data-driven insights guide leaders as they evaluate policy and program options to help Canada chart a path to recovery.

“What we thought was going to take us another three to five years, we’re doing it now, as we speak. We have plans to continue to accelerate and be responsive to the needs of our policymakers, different levels of government, businesses, [non-governmental organizations], the media and Canadians, because they need that data to make decisions that really, really count.”¹

Anil Arora
Chief Statistician of Canada

With the 2021 Census being conducted during the pandemic, Statistics Canada’s specially trained interviewers will collect data in compliance with public health measures such as physical distancing. With the support and cooperation of Canadians, who understand the value of the census, the agency is aiming for close to 100% participation. This census will also capture the scale of the pandemic’s continued social and economic impacts on Canadians.

COVID-19 has compelled Statistics Canada to further accelerate its multi-year modernization effort so that it is more agile, adaptive and responsive to the evolving data needs of Canadians. As a result, Statistics Canada will focus on the following actions in 2021–22.

¹ Jolson Lim, “Pandemic is driving StatCan’s modernization, says chief statistician.” *iPolitics*. (September 3, 2020): <https://ipolitics.ca/2020/09/03/pandemic-is-driving-statcans-modernization-says-chief-statistician/>

Strengthening the statistical system



Canadians entrust their information and data to Statistics Canada, and the agency has built a world-leading framework to protect and safely handle data without compromising confidentiality and the trust of Canadians. The agency’s system balances internal governance and external advice from governance bodies such as the Departmental Audit Committee and the Canadian Statistics Advisory Council to assure Canadians that privacy and confidentiality are embedded in everything the agency produces.

The Canadian Statistics Advisory Council’s 2020 Annual Report recognizes Statistics Canada’s central role as an independent national statistical organization, noting that the agency has never been more critical to meeting the need for timely and high-quality statistics in Canada. The report also provides tangible recommendations to the Minister of Innovation, Science and Industry and to Statistics Canada to make the system even stronger and more responsive, to meet the needs of an evolving society and economy. The report recommends including statistical data requirements when planning federal government programs, and addressing critical data gaps (including investing to coordinate data collection across federal, provincial, territorial and other levels of government and organizations, and implementing adequate and effective mechanisms in the various fiscal arrangements with the provinces and territories to ensure that nationally consistent data flow to Statistics Canada). Recommendations also include rectifying serious imbalances in funding national statistical programs, ensuring the privacy of Canadians and the need for Canadians to provide data to Statistics Canada, and modernizing microdata access.

Statistics Canada is taking advantage of the council’s expert advice on an ongoing basis and will work closely with partners in and outside the federal government to make tangible progress on the report’s recommendations.

Necessity and Proportionality Framework

The Necessity and Proportionality Framework was developed to strike a balanced approach to data collection. Its goal is to ensure that Statistics Canada collects only the information that is necessary to produce timely, high-quality data, while fully protecting the privacy of Canadians and keeping safe the data that are collected.

Over the coming year, this framework will be further improved to take into account more explicitly the ethics, protocols and public engagement that govern the collection of sensitive data. Once completed, this framework will provide more detailed guidance to Statistics Canada’s program managers when they plan data-gathering activities. The framework will also be revised

to remain consistent with Canadian privacy laws as they are updated.

Adapting to the digital world

As part of the Government of Canada’s Digital Charter, a review of potential changes to the Statistics Act is also being undertaken to align with other legislative amendments underway. This will ensure that Canada’s national statistical system can continue to be responsive to today’s needs and emerging challenges in an increasingly digital world.

Building an agile workforce and culture

In 2020, Statistics Canada fast-tracked initiatives that were already underway to enable its employees to work remotely, securely and safely during the pandemic. More than 7,500 employees transitioned to working remotely virtually overnight. These swift and decisive actions ensured that Canadians continued to benefit from the agency’s statistical programs, which remained fully operational.

To enable this to continue over the coming year, the agency is expanding its network capacity and strengthening its secure digital infrastructure and information management practices to protect Canadians’ data. This transformation will include the gradual deployment of new information technology equipment designed to

- improve the speed and capacity of the agency’s network
- enable employees to access virtual desktops through cloud computing services
- strengthen information management practices and controls.

The agency will continue to improve confidentiality and security measures throughout the data production chain, including the data-gathering and dissemination stages.

Because Statistics Canada’s greatest asset is its dedicated and high-performing workforce, the agency will continue to provide opportunities for staff to upgrade their skills and ensure they are equipped to use next-generation data analytics tools.

A workforce that reflects the diversity of Canada means a workforce that reflects the wide-ranging experience, knowledge and skill sets of different communities—the hallmarks of an agile and innovation-focused organization. That is why Statistics Canada is committed to developing a comprehensive human resources plan to promote gender equity, diversity and inclusion in the workplace.

Delivering user-friendly products and services

To ensure that more Canadians have the information they need when and in the formats they require, Statistics Canada is developing innovative ways to ensure that data are easier for

Canadians to find, share and use.

Enhanced visualization of products and services

During the agency’s many engagement activities, Canadians suggested that products and services would be more user-friendly if they were more visual. To ensure that statistical information reaches more Canadians and that they can better understand the data, the agency will continue to make its products available in various formats, including data tables, infographics and interactive maps. In addition, Statistics Canada will launch a more visually rich version of *The Daily*, its official release bulletin.

Expanding subject-matter portals and web data services

To modernize the look and feel of Statistics Canada’s website, and as a result of positive user feedback, more

portals will be created to provide a single point of entry to all data on particular topics, such as gender equity, diversity and inclusion, energy, justice, labour, and housing.

- Natural Resources Canada and Statistics Canada are jointly developing the Canadian Centre for Energy Information. This new portal provides trusted national energy statistics, updates on new energy data products, and opportunities to participate in creating data standards and new tools.
- To address ongoing COVID-19-related issues, as well as the need for longer-term modelling and analyses as part of the post-pandemic recovery, a COVID-19 data portal and a collaborative analytics community will be established.

Statistics Canada has developed an application programming interface that provides access to data and metadata the agency releases every day. In this way, Statistics Canada data on clients’ websites can be automatically updated as soon as new data are available. Because of client demand, the service continues to expand.

Customized client products and services

Based on user feedback and engagement, Statistics Canada will introduce different products and services to meet the needs of specific audiences, including high-frequency users such as researchers, governments, business leaders and civil-society groups.

Integration of data: Geospatial framework

In July 2019, Canada embarked on a geospatial pilot project in cooperation with the Canada Mortgage and Housing Corporation. This project used machine learning and artificial intelligence to detect new building construction through changes in high-resolution satellite images. Successfully completing this project in 2021–22 would enable existing surveys to be replaced by timelier, more accurate data on construction starts and completions.

To meet the information needs of Canadians, including policy makers, Statistics Canada will continue to publish high-quality, timely analysis on various issues that affect the lives of Canadians in *Insights on Canadian Society*. A particular focus will be the impact of the pandemic on vulnerable groups, such as Indigenous people, women and groups designated as visible minorities.

Data access for researchers

New data sharing and collaboration tools

The agency is developing new platforms, including Data Analytics as a Service, to facilitate data sharing and collaboration with partners, such as scientists, researchers and policy analysts. Enhanced data privacy and cyber security measures will ensure the platforms strictly protect Statistics Canada’s data assets, as well as the electronic identities of end users.

Statistics Canada recognizes that researchers require access to microdata to conduct their work.

All microdata are non-aggregated, carefully modified and reviewed to ensure no individual or business is directly or indirectly identified. To encourage the

public use of microdata, while preserving the privacy and confidentiality of all respondents, Statistics Canada offers a wide range of on-demand services.

In 2021–22, Statistics Canada will

- collaborate with new and existing partners to design flexible solutions that ensure researchers and policy makers have more timely and tailored access to the microdata they need, particularly as they respond to COVID-19
- deploy new data tabulation tools for undergraduate students and data librarians
- increase locations across Canada where microdata can be accessed and hours of service
- develop a cloud-based data service that can be accessed remotely
- increase the amount of accessible microdata on businesses and social indicators
- develop online training videos to help researchers working with Statistics Canada microdata.

Using leading-edge methods: The impact of COVID-19

Canadians need timely and accurate data-driven insights to support evidence-based decision-making, particularly in critical times such as the COVID-19 pandemic. At the onset of the pandemic, many Statistics Canada statistical programs pivoted to address urgent data needs for the pandemic response. This led not only to new releases, such as flash estimates, but also to new methods for collecting and analyzing data.

The agency documented unprecedented changes in Canada’s economy, including sudden shifts in industrial activity that dramatically impacted supply chains, particularly in the agriculture, energy and transportation sectors. These rapid shifts also affected consumer behaviour, resulting in sudden shortages of flour and yeast, for example.

As the Government of Canada’s emergency income-support programs were rolled out and businesses gradually reopened, Statistics Canada continued to track levels of economic activity, revealing a modest and uneven recovery that continues to disproportionately impact vulnerable groups such as young people, Indigenous people, workers without a postsecondary education, women, new immigrants and groups designated as visible minorities. Using data collected through innovative methods such as crowdsourcing, Statistics Canada published its first-ever study of how Canadians experienced discrimination, specifically during the pandemic.

Over the coming year, the agency will continue to track the impact of COVID-19 on levels of business activity by sector, and the financial positions of Canadian companies and their associated effects on labour force participation, as well as the economic, social and health impacts on vulnerable populations. The following will be areas of specific focus.

Disaggregated socioeconomic data

The agency will leverage the Labour Force Survey (LFS) to continue filling information gaps on gender equity, diversity and inclusion. It will produce timely statistics disaggregated by gender, as well as by group designated as a visible minority and disability status.

Specifically, Statistics Canada will

- add questions on gender to the LFS and produce indicators on groups designated as visible minorities
- combine data on disability status from the Canadian Income Survey with LFS data to produce timely labour force statistics about persons with disabilities
- add questions from the Canadian Income Survey to the LFS related to the market basket measure (MBM) to produce disaggregated annual statistics on the MBM.

To fulfill Canadians’ demand for information on the unequal impacts of economic downturns, particularly in the COVID-19 context, Statistics Canada will

- develop research programs on the financial vulnerability of individuals and families during and after the pandemic
- examine the economic participation and social inclusion of groups designated as visible minorities as part of Canada’s Anti-Racism Strategy
- analyze various social and economic factors and outcomes that particularly affect women, Indigenous people, people living with disabilities, groups designated as visible minorities and the LGBTQ+ community.

Leading the way: Gender, diversity and inclusion statistics

Statistics Canada plays a key role internationally in developing statistics related to gender equity, diversity and inclusion. It does so not only by providing data, but also by identifying data gaps and using new methods to develop datasets.



The Centre for Gender, Diversity and Inclusion Statistics will establish a new data hub to present disaggregated data on racialized groups. The goal is to increase knowledge and literacy under five of the Gender Results Framework pillars:

1. economic participation and prosperity
2. poverty reduction, health and well-being
3. gender-based violence and access to justice
4. leadership and democratic participation
5. education and skills development.

Women and Gender Equality Canada has engaged Statistics Canada to address important gaps in the availability of data and analysis related to gender, age, sexuality, disability and ethnocultural characteristics, and the intersections of these identities. For one of the projects the department is supporting, Statistics Canada is producing a report to evaluate the feasibility of adding intersectionality to the Gender Results Framework indicators.

Additional analytical products in development include

- a series on Canada’s LGBTQ+ population, including an article on linguistic and ethnocultural diversity among lesbian, gay and bisexual Canadians
- a paper on the sociodemographic profile of women living in rural and remote areas of Canada (including immigrant status, Indigenous identity and ethnocultural characteristics)
- a paper on business owners among Canada’s Black population.

Disaggregated data on businesses owned by visible minorities, including Black-owned businesses, has historically been an area where significant data gaps have existed and the current pandemic has further illuminated these gaps. Statistics Canada will engage with private sector initiatives such as BlackNorth to improve development of disaggregated data on businesses leadership and board membership while in the short-term will continue to include the self-identification question in the Canadian Survey on Business Conditions.

The Diversity of Charity and Non-profit Boards (DCNB) collected information to provide insights on the composition of boards of non-profit and charitable organizations. This will allow

Statistics Canada to expand the understanding of the charitable and non-profit sectors by gaining a greater understanding of the makeup of governing boards and their representativity as it relates to the communities they service and the overall Canadian population.

In addition, greater emphasis will be placed on disaggregating as much data as feasible to enable a more detailed understanding of the characteristics of Canada’s diverse population groups. For example, the questions of the 2022 Canadian Survey on Disability will be developed so that the information it collects can be used to plan and evaluate current services, policies and programs for people living with disabilities, and can be disaggregated by age, gender, sexual orientation and income.

Finally, data have shown that the pandemic is affecting some Canadians—including women, Indigenous people, people living with disabilities, groups designated as visible minorities and the LGBTQ+ community—more severely than others. The agency’s ongoing work related to gender often intersects with other areas, such as labour, race and disability. In the coming year, new disaggregated data based on gender will be released, particularly on the impact of the economic downturn caused by COVID-19.

The economic impact of COVID-19 and the road to recovery

The pandemic is affecting many components of Canadian society and the Canadian economy, including employment. The agency plans to produce more timely and detailed employment data from the Survey of Employment, Payrolls and Hours, including flash employment estimates and more granular data by industry sector and region.

The LFS will continue to provide important labour market data to help shed light on the impact of the pandemic. Information about how Canadians are coping will be collected through supplemental questions in the LFS, including about workplace adaptations, remote work and the impact of federal emergency income-support payments on Canadian households.

Child care availability affects the labour market participation of many women, and this could influence the pace of Canada’s post-pandemic recovery. However, little is known about the overall size and characteristics of the child care sector in Canada. A new Statistics Canada study in 2021–22 will address this gap. In a separate study, the agency will also report on the participation of children up to the age of 5 in early learning and child care programs during the pandemic.

The pandemic is having a significant economic impact on businesses. A survey on business openings and closures will build on the monthly statistics on this topic developed in 2020–21. The agency will develop additional products on how businesses are adapting and contributing to the post-pandemic economic recovery. Elements that will be examined include the contribution

of new businesses to the recovery and the prevalence of zombie firms that require financial bailouts to operate.

Addressing data gaps related to public health

The COVID-19 pandemic highlighted data gaps related to personal protective equipment (PPE), vaccine coverage, mental health and residential care.

- Demand for PPE has resulted in global uncertainty around supplies and inventories. Statistics Canada, in collaboration with Health Canada and the Public Health Agency of Canada, quickly developed the PPE Survey to track Canadian supply of and demand for masks, gowns, gloves and face shields. This survey will be expanded to include inventories of equipment for distributing vaccines, ventilators and supplies related to diagnostic testing.
- Timely data are key in making the COVID-19 vaccination campaign a success. Statistics Canada will conduct the COVID-19 Vaccination Coverage Survey to estimate and track coverage rates in accordance with national public health requirements. The survey will be conducted several times to enable trends in coverage rates and respondent knowledge, attitudes and beliefs about COVID-19 vaccination to be observed.
- The Survey on Mental Health and Stressful Events will be conducted in spring 2021 to better understand how stressful events, particularly those related to COVID-19, can affect the mental health of Canadians. The mental health of health care workers has also become a particular concern. The crowdsourcing questionnaire Impacts of COVID-19 on Health Care Workers: Infection Prevention and Control will build on existing data and paint a more detailed picture of the pandemic’s impact on the occupational health and safety of health care workers, as well as on their physical and mental health.

Impact of COVID-19 on death rates

Statistics Canada’s demography team has been examining COVID-19’s effect on death rates, as well as changes in the causes and timing of death among Canadians. In 2021–22, this work will continue through an experimental approach of comparing actual and projected deaths. Using mortality trends and population projections, the agency will examine the impact of COVID-19 on trends in causes of death. It will also examine the extent to which the lives of those who died of COVID-19 were shortened.

The COVID-19 pandemic has revealed a need for better information on nursing and residential care facilities in Canada. Results from the Nursing and Residential Care Facility Survey will be used by governments and researchers to better understand the sector, including its contribution to the Canadian economy and the health status and outcomes of its residents.

2021 Census of Population and Census of Agriculture

Because of COVID-19, the 2021 Census is expected to be one of the largest, most complex undertakings in Statistics Canada’s 100-year history. The agency will take all necessary precautions and adapt its approach to protect the health and safety of its staff and all Canadians, while ensuring that information about all Canadians is collected.



In particular, the agency will encourage Canadians to complete the secure and user-friendly online questionnaire. This approach is designed to reach Canadians in all demographic groups, particularly those living in northern and remote communities, who would normally be hard to reach in person. The agency anticipates that nearly 100% of people will participate, with 80% expected to complete the questionnaire online.

Public health measures that limit in-person interviews are leading to innovative ways to collect data for the 2021 Census of Agriculture. For example, it will incorporate more administrative data, rather than rely primarily on survey data collected through in-person interviews.

Participation in 2021 Census: New and innovative methods

Statistics Canada is also innovating for the communications and activities promoting strong participation in the 2021 Census, which have been adjusted to reflect shifting trends in media consumption because of COVID-19.

New census question topics

- **Gender**
- **Minority official language educational rights**
- **Veterans and military service**
- **Membership in a Métis organization or Settlement**
- **Enrolment under an Inuit land claims agreement**
- **Multiple modes of transportation**
- **The main reason a respondent did not work for a whole year**
- **The main reason a respondent worked mostly part time**
- **Shelter costs for band housing**

[More information on the 2021 Census can be obtained onlineⁱ](#)

With more Canadians spending time at home working, learning, watching TV, listening to the radio and participating in social media, a marketing campaign was developed to highlight the convenience—and public health benefits—of completing the census questionnaire online. A mapping tool was developed to monitor the

real-time activity rate. This tool can also identify regions of the country that require more effort to encourage Canadians, especially in traditionally underrepresented groups, to participate.

Census operations

By Census Day on May 11, 2021, more than 32,000 field employees across the country will be mobilized to support all aspects of census operations, from enumeration to data collection and analysis, culminating in the release of census results.

Enumerators will limit the amount of face-to-face contact they have with the public. All will be equipped with masks, hand sanitizer and other PPE. In addition, call centres will be organized virtually, meaning many employees will be working remotely, safely and securely.

Using leading-edge methods: Beyond COVID-19*Innovation through data science*

Over the coming year, Statistics Canada will continue using leading-edge tools and methods to scale up the use of data science in all its programs and produce sound statistics.

The agency plans to release its data science strategy in 2021 and use collaboration to drive innovation through the Data Science Network for the Federal Public Service (see “[Collaborating and engaging with partners](#)”).

Data collected using alternative methods, such as crowdsourcing and non-probability samples, will continue to be integrated with data from probability samples to

produce sound estimates and reliable measures. Research will also continue on integrating data from a variety of sources. Additionally, Statistics Canada will continue to combine the best of traditional statistical methods with artificial intelligence and machine learning.

The agency will continue to use more administrative data and refine its methods for life-course analysis and population-trajectory mapping, most notably for conducting a study on fatal and non-fatal drug overdoses in Canada.

The following 2021–22 projects demonstrate some of the ways in which Statistics Canada will continue to use a variety of leading-edge methods.

Modernizing the Survey of Household Spending

Modernizing the Household Expenditure Program will include transitioning the Survey of Household Spending to Statistics Canada’s integrated data-collection platform. In addition, the

More data, newer collection methods

With Canadians demanding more real-time data and faster analytics to help them make decisions, Statistics Canada is experimenting with new ways to collect data, while reducing the number of surveys that Canadians are asked to complete. The agency will continue to use more administrative data, as well as innovative methods such as web panels and flash estimates. Artificial intelligence and machine learning software will enable larger, more disparate datasets to be analyzed more quickly, while generating new and detailed insights.

agency will optimize the use of alternative data sources and explore other innovative ways to collect data, including an omnibus survey and online focus groups, to help address gaps.

Global Environment for the Economic Statistics Ecosystem

Planning is currently underway for the multi-year design of a new platform that will be accessible to more economic statistics users. This modernization initiative aims to improve the international framework for recognizing environmental accounting. It also aims to improve data sharing through harmonization and data system interoperability with international and national statistical organizations.

Administrative data for insights on human trafficking

In 2021–22, the agency will be working with federal partners to see how we can bring greater understanding on the scope and size of human trafficking which disproportionately victimizes women.

Integrated statistical registers

The new Statistical Building Register, a comprehensive list of buildings in Canada, was produced in 2020–21. It will continue to be refined in the coming years to replace the existing Address Register, which supports census collection and provides an alternative data source to the survey-first approach. The Statistical Building Register, when linked with another database that lists all businesses and institutions in Canada, will provide a richer, more precise and more detailed map of the country’s physical structures and dwellings. This will help generate more accurate insights into Canada’s economy and society.

Longitudinal Business Database

The Longitudinal Business Database is a new internal frame scheduled to be fully linked to the Business Register by the end of 2021–22. It will enable Statistics Canada to provide more detailed and timely data about new and failed businesses. This new link will be the data source for all the agency’s business demography products and analyses, including special reports to be released earlier in the year on COVID-19 business-activity impacts.

Another study that will be conducted in the coming year will examine the characteristics of businesses owned by Black Canadians, as well as those owned by people living with disabilities. This study will provide insights on the potential barriers these groups face as entrepreneurs.

Measuring the impacts of economic shocks

Building on lessons learned during the pandemic, Statistics Canada will explore statistical models that can potentially generate a more reliable set of key economic indicators to track and measure levels of business and employment activity during periods of economic disturbance.

Experimentation

The agency is focusing on ways to become faster, more efficient and more responsive to client

needs while decreasing response burden and increasing data granularity. Experimentation can ultimately help Statistics Canada improve the data it provides for Canadians. The agency will promote a culture of continuous improvement by encouraging and supporting experimentation to test new ideas and identify opportunities.

All aspects of the agency and its operations will be open for experimentation. For instance, in human resources, experimentation on the role of leadership and teamwork in fostering inclusion is planned. The agency's communication and dissemination experts will experiment with creating podcasts and using text-to-speech software to translate some of the agency's web content. Other planned experiments include using open source methods and tools for day-to-day statistical production activities, improving process flows, and creating new statistical indicators such as weekly family income indicators.

Additionally, in 2021–22, the agency will lead an international project for the United Nations Economic Commission for Europe's High-Level Group for the Modernisation of Official Statistics. This project, a hands-on guide, will provide recommendations for developing and using synthetic data at national statistical offices, and for measuring the quality of these data. Experimental approaches will be used to test the guide's recommendations with real-life synthetic data scenarios.

Citizen development

Creating and reusing open-source software code where possible are important ways to provide more timely, high-quality insights to Canadians. This open-by-default programming approach means, for example, that software developers could use simple tools to automatically access Statistics Canada's publicly available microdata. They would not need specialized knowledge of government agencies or programs to create a new app or develop adaptive or predictive learning systems for everything from self-driving cars to cognitive computers.

The Citizen Development Initiative was created to take an agency-wide approach to the transition to this new, more open, way of working. This initiative aims to establish guardrails, develop a training curriculum for the agency's workforce and create a roadmap to implement the necessary infrastructure. The Citizen Development Initiative will use a thorough scientific experimentation approach to ensure the standards, practices and procedures provide value to citizen developers.

Sustainable development

Since 2015, Statistics Canada has played a leadership role in the United Nations Inter-agency and Expert Group on Sustainable Development Goal (SDG) Indicators, which was mandated to develop and implement a set of indicators to measure global progress on the 17 SDGs. The 2018 federal budget included an investment to enable the agency to develop these indicators and report

on Canada’s progress towards the goals. Statistics Canada will continue to collaborate with government departments to develop and finalize these indicators. The agency will also examine how to measure overall progress towards these goals in an impartial and robust manner.

Collaborating and engaging with partners

Never has collaboration with new and existing partners been more important than during the pandemic, when timely, up-to-date data enabled public and private sector leaders to act swiftly based on the best available evidence.

Promoting trust through engagement with Canadians

Ongoing engagement with Canadians plays an important role in promoting public trust in Statistics Canada, especially during a pandemic. To that end, Statistics Canada developed its first corporate engagement strategy, which builds on decades of ongoing dialogue during which the agency sought Canadians’ input on program development and design.

Among other initiatives, Statistics Canada quickly offered its assistance to the Canadian Chamber of Commerce, the country’s largest network of business associations, to develop the Canadian Survey on Business Conditions. Every step of this survey, from data collection to analysis and release, was expedited during a nationwide lockdown.

The results from the Survey and other new initiatives, highlighted the scale of COVID-19’s impact on businesses that were forced to shut down, shed payroll, lay off employees and defer rent or mortgage payments. By September 2020, there were 57,000 fewer businesses than before the pandemic. This data gave federal departments necessary evidence to make decisions to support businesses and all Canadians hit hard by the lockdown.

Timely and accurate data-driven insights will be equally important in the coming year to help Canadians manage and recover from the pandemic. The agency will conduct a series of hackathons with the public and business groups to develop decision-support tools to guide leaders as they evaluate options to help Canadians.

Statistics Canada will embark on the following partnerships, collaborations and engagement projects in 2021–22:

- strengthen collaboration with the Federation of Canadian Municipalities to make municipal governments more aware of how Statistics Canada’s data-driven insights can help them make evidence-based decisions, and to help the agency better understand the data needs of communities of all sizes
- continue to work closely with Indigenous organizations (through the agency’s Centre for Indigenous Statistics and Partnerships, and Indigenous Liaison Program) to identify and

reduce data gaps with the 2021 Census, the 2022 Indigenous Peoples Survey and other surveys

- continue consultations with the provinces and territories to address data gaps on Canada’s non-binary population, specifically related to alternative ways of reporting sex at birth and gender
- collaborate with the Canadian Association of Chiefs of Police to study the systemic inequalities experienced by Indigenous people and groups designated as visible minorities, and release more disaggregated data to better understand the experiences of racialized Canadians with the law enforcement and criminal justice system
- partner with Indigenous organizations to review all analytical articles on the victimization of First Nations, Métis and Inuit—these articles will expand knowledge about gender-based violence and Indigenous women’s unique experiences of victimization
- work closely with representatives of associations and official language minority communities, as part of its dialogue and engagement activities for the 2021 Census as well as to achieve its objectives under the Action Plan for Official Languages (2018-2023),
- assist Infrastructure Canada and other levels of government with project-funding decisions by developing a mapping tool that will combine information on the current location of infrastructure with information on the economic and sociodemographic characteristics of neighbourhoods that would be served by public infrastructure investments
- work with Agriculture and Agri-Food Canada to produce more detailed estimates of crop yields during the growing season
- work with the Library of Parliament to give members of Parliament timely access to data-driven insights for decision-making.

Northern Data Strategy

Through the Northern Data Strategy, Statistics Canada will work with its territorial counterparts and Indigenous organizations to more effectively coordinate a growing number of requests for data on key topics that affect people living in Canada’s North.

This project was designed to address the challenges of collecting timely, relevant and accurate data in regions with small populations spread across vast areas. This results in data gaps and high collection costs.

This initiative is led by a steering committee and includes four subcommittees. One of these will identify innovative ways to fill key data gaps, such as by emphasizing administrative data collection. Another subcommittee will ensure northern data needs are met in an ethical, responsible and user-centric manner.

Data strategies for the federal public service and Statistics Canada

As part of its ongoing collaborations with federal departments, Statistics Canada continues to be a data stewardship leader, ensuring that the federal public service can effectively govern and manage its data assets to better serve Canadians.

In 2021–22, work will continue on the Statistics Canada Data Strategy, including developing performance indicators to track progress on short-, medium- and long-term objectives.

The following projects for 2021–22 will support federal departments in their efforts to use data as a strategic asset:

- The National **Address Register** project will leverage existing data holdings and statistical infrastructure to develop a public register of trusted and standardized geo-referenced addresses. This project will reduce the cost of maintaining multiple decentralized databases of Canadian addresses and make the data more accessible to all Canadians. It will also encourage collaboration among federal departments that provide services to Canadians, making Canadians' interactions with the government easier.
- The **Data Science Network for the Federal Public Service** will continue to develop a community of practice among data scientists working in the Government of Canada to foster a culture of experimentation and innovation leading to concrete results.

International cooperation, statistical capacity building and fostering data literacy

Through newly established partnerships, Statistics Canada will support initiatives to ensure that diverse communities have the capacity to build and maintain their own statistical programs, grounded in their unique needs.

The following projects will be priorities for 2021–22.

First Nations, Métis and Inuit communities

In a spirit of renewal and partnership, Statistics Canada is supporting Indigenous organizations and communities as they develop the skills and infrastructure to build and maintain their own statistical programs, based on their own needs. The agency will continue to support a new generation of Indigenous statisticians and data scientists by offering them technical assistance, as well as webinars and train-the-trainer sessions.

Statistics Canada will also keep improving access to its existing data assets for Indigenous organizations and communities. In particular, Statistics Canada developed an Indigenous data portal on its website to enable users to easily find, use and share statistics about key topics that support, for example, Indigenous community planning.

International cooperation

Adherence to international standards and frameworks enables a consistent and coherent picture of Canada's economy, society and environment. At the national level, it supports evidence-based policy and allows Canadian decision makers to draw valid and necessary comparisons between

Canada's performance and that of other countries, clarifying strengths and weaknesses. It also ensures sound statistics for international negotiations and commitments in areas important to Canadians, such as trade, investment, migration, human rights, gender equality and the environment.

Statistics Canada is leading the multi-year Project for the Regional Advancement of Statistics in the Caribbean, a capacity-building project with 14 member states of the Caribbean Community. It aims to address identified gaps to strengthen statistical systems, improve socioeconomic measures and support evidence-based policy making in participating countries. Other international capacity-building projects include PARIS21 and the Plan Sénégal Émergent.

Methods, standards and trends

Statistics Canada is working with other national statistical agencies to develop new standards (the 2025 System of National Accounts and the seventh edition of the Balance of Payments and International Investment Position Manual). The agency is also working on a comprehensive framework to better understand the activities of multinational corporations and the economic, social and environmental impacts of globalization.

Capacity-building in developing countries

Countries with less robust statistical systems lack the data to make sound policy decisions, and this makes it harder for them to withstand a crisis. That is why, in 2021–22, Statistics Canada will continue to provide ongoing training and support to enable developing countries to build, maintain and improve their national systems.

Mitigating risk in an agile manner

Statistics Canada continuously monitors its internal and external environment to develop risk

International engagement

Statistics Canada will continue to play a leadership role on the world stage, notably with the United Nations Statistical Commission, the Organisation for Economic Co-operation and Development, the United Nations Economic Commission for Europe (the Conference of European Statisticians and the High-Level Group for the Modernisation of Official Statistics), and the United Nations Economic Commission for Latin America and the Caribbean.

mitigation strategies. The agency has identified risks relating to its core responsibility and has established strategies for the coming years. The agency will continue to adapt its governing instruments and oversight frameworks and engage with Canadians using clear, transparent and proactive communication. It will also continue to invest in robust infrastructure—both technological and methodological—to ensure the reliability, timeliness, scalability and security of its statistics. The agency has identified six corporate risks and corresponding mitigation strategies:

Accuracy and integrity	Privacy and confidentiality	Resources
<p>Maintaining the accuracy and integrity of data and information holdings—including avoiding major errors—is challenging given the pressures to produce information faster, increasingly complex production environments, the expanding use of multiple data sources and new techniques, and rising information demands.</p> <p>Among risk mitigation activities, Statistics Canada is performing thorough analysis and systematic validation, improving subject-matter intelligence, implementing process-related improvements, engaging key stakeholders for validation purposes, testing new processes thoroughly, and using better information management practices.</p>	<p>Strict controls and safeguards are essential to securely manage and protect the agency’s vast amount of confidential and sensitive information from privacy breaches, wrongful disclosure and cyber security threats.</p> <p>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 vigilant, including by proactively reviewing confidentiality-related procedures and processes, applying stringent protection measures (e.g., the Policy on Official Release), regularly assessing the IT security posture, and providing privacy and confidentiality training to employees and partners.</p>	<p>Because the environment is continually evolving, there is a risk that the agency will not have the necessary workforce culture or adequate internal resources, capacity and expertise to deliver all its priorities.</p> <p>Human resources mitigation strategies focus on strengthening the priority-setting process and balancing priorities with agile staffing, including by increasing the use of flexible assignment programs; creating an employee skills inventory bank; and developing a new integrated human resources strategy focused on achieving a diverse, inclusive and bilingual workforce. The agency will also create a new senior committee to oversee resource risks; implement seed funds and ideation frameworks for new ideas to reduce risk and optimize resource allocation; encourage citizen co-development; and continue its migration to the cloud, enabling access to self-serve, on-demand and scalable infrastructure capacity and solutions.</p>

Relevance	Transformation	Public trust
<p>Growing external demands stemming from a continuously evolving environment may require changes to ensure programs are relevant.</p> <p>To mitigate this risk, Statistics Canada launched its modernization initiative with a focus on user-centric service delivery. By listening to Canadians through numerous mechanisms, including stakeholder engagement, advisory committees, feedback surveys and media monitoring, the agency will give them the information they need, when and how they want it. Expected results include easier and broader access to more timely and detailed statistics.</p>	<p>Because the agency’s modernization initiative is so large and complex, there is a risk that its objectives will not be achieved on a timely basis and users’ heightened expectations will not be met.</p> <p>To mitigate this risk, Statistics Canada is establishing stronger governance and implementing integrated business processes to provide more aligned and effective planning and oversight. In addition, the agency will explore more open data sources, develop quality indicators, and identify and address skill gaps. It will also build strategic relationships with key partners and increase user engagement to better understand needs and refine the transformation.</p>	<p>Breaches and wrongful disclosure of information, disinformation campaigns, and other factors may impact the public’s trust in the agency, resulting in Canadians turning to other sources of information.</p> <p>The agency’s risk mitigation includes communicating extensively and transparently with Canadians to explain how Statistics Canada data affect their lives and to raise awareness about the agency’s strict confidentiality and privacy protections. The agency is working with experts from around the world to balance the need for information with privacy protection and is implementing its new Necessity and Proportionality Framework. It will also continue to advance the Trust Centre on its website.</p>

Planned results for Statistical Information

Across the agency, employees are working to improve results and to ensure targets are both relevant and ambitious. The targets set by the agency for 2021–22 reflect the current environment and planned activities, including the 2021 Census Program. As the Departmental Results Framework matures, the agency will integrate performance indicator results into its decision-making processes to ensure value for Canadians and alignment of resources with government priorities.

Departmental results	Departmental result indicators	Target	Date to achieve target	2017–18 actual result	2018–19 actual result	2019–20 actual result
High-quality statistical information is available to Canadians	Number of post-release corrections due to accuracy	0	March 31, 2022	3	2	1
	Percentage of international standards with which Statistics Canada conforms	90% (note 1)	March 31, 2022	89%	88%	88%
	Number of statistical products available on the website	41,800	March 31, 2022	33,642	35,920	38,042
	Number of Statistics Canada data tables available on the Open Data Portal	7,750	March 31, 2022	7,162 (note 2)	6,944 (note 2)	7,386
High-quality statistical information is accessed by Canadians	Number of visits to Statistics Canada website	37,500,000 (note 3)	March 31, 2022	26,461,926	19,752,776 (note 4)	20,285,269
	Percentage of website visitors that found what they were looking for	78%	March 31, 2022	76%	79%	78%
	Number of interactions on social media	2,900,000 (note 5)	March 31, 2022	559,709	358,673 (note 6)	521,441

High-quality statistical information is relevant to Canadians	Number of media citations on Statistics Canada data	74,000 (note 7)	March 31, 2022	67,539	74,657 (note 8)	56,921
	Number of journal citations	23,000	March 31, 2022	23,903	22,176	26,505
	Percentage of users satisfied with statistical information	80%	March 31, 2022	79%	80%	80%

1. The target is set at 90% since not all international standards are relevant to Statistics Canada.
2. Results for 2017–18 were exceptionally high, relating to the release of datasets for the census and standards. The number of datasets was streamlined in 2018–19 as a result of the agency's New Dissemination Model. While this has reduced the number of datasets on the Open Data Portal, it is a more simplified, coherent and user-friendly approach to access statistical information.
3. The agency anticipates a large increase in visits to the website because of the launch of 2021 Census collection.
4. Statistics Canada changed the software for measuring website traffic in September 2018 from a technology based on log files to a modernized page tag technology. The Government of Canada chose this solution to provide better-quality data and remove non-human traffic. The actual number of total visits in 2018–19 combines data derived from the old and new technologies. Because of the change, the 2018–19 results cannot be compared with results from previous years.
5. The agency anticipates a large increase in social media interactions because of 2021 Census collection and Canadians' increased use of digital platforms.
6. Fiscal year 2018–19 had the lowest social media interaction in the census cycle. Furthermore, since the beginning of 2018, some social media platforms have been using new methods to tailor content to fewer audience members.
7. The agency anticipates an increase in media citations because of the ongoing COVID-19 response and the first data release of the 2021 Census of Population.
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 in four themes—the 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 gave considerable coverage to the agency's economic and health releases. International trade issues and heightened interest in justice issues also captured media attention.

Financial, human resources and performance information for Statistics Canada's program inventory is available in the [GC InfoBase](#).ⁱⁱ

Planned budgetary financial resources for Statistical Information

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
855,425,655	855,425,655	566,602,643	516,517,426

Note: Main Estimates, planned spending and full-time equivalent figures do not include Budget 2021 announcements. More information will be provided in the 2021–22 Supplementary Estimates and Departmental Results Report, as applicable.

Financial, human resources and performance information for Statistics Canada’s program inventory is available in the [GC InfoBase](#).ⁱⁱⁱ

Planned human resources for Statistical Information

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
6,026	5,065	4,644

Note: Main Estimates, planned spending and full-time equivalent figures do not include Budget 2021 announcements. More information will be provided in the 2021–22 Supplementary Estimates and Departmental Results Report, as applicable.

The change in planned financial and human resources from 2021–22 to future years relates largely to the cyclical nature of the Census Program, for which activities peak in 2021–22 and wind down thereafter. Statistics Canada expects to maintain its capacity in future years to deliver ongoing statistical programs, with no significant shifts in resources.

Financial, human resources and performance information for Statistics Canada’s program inventory is available in the [GC InfoBase](#).^{iv}

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 Technology Services
- ▶ Real Property Management Services
- ▶ Materiel Management Services
- ▶ Acquisition Management Services.

Planning highlights

Statistics Canada’s internal services will continue to evolve to meet the changing context by focusing on the agency’s COVID-19 response, processes, controls and oversight practices. As the government continues to address public health and economic challenges, the agency’s enabling corporate and internal services will provide support and solutions to meet business and employee needs. Decision making will be informed by a data infrastructure that continues to be more integrated, providing timely insights to foster the agency’s cultural values and accountability for outcomes. Internal services will keep providing more user-centric and efficient services.

COVID-19 response

Over the last several months, the agency has prioritized its response to COVID-19, which entails delivering mission-critical programs while maintaining the safety and health of employees. As the situation continues to stabilize, the agency will remain focused on supporting employees adjusting to a new reality. This will include revising return-to-office plans, including Occupational Health and Safety programs to ensure that employees working remotely and on-site—whether in offices, the field or research data centres—are safe. The agency will also support employees by providing existing mental health and wellness training online and launching new initiatives in response to employee pulse survey results.

Internal services expertise and support will also enable the 2021 Census to be conducted successfully, with practices adapted for the pandemic.

Gender equity, Diversity and inclusion

Over the next year, the agency will deliver on an ambitious gender equity, diversity and inclusion agenda, encompassing accessibility and official languages. Statistics Canada will continue to implement its diversity and inclusion action plan and support progress in five areas: recruitment, development, awareness-raising, visible leadership and accountability, and accessibility. A multi-year, multi-phase accessibility roadmap will be created. Many of the planned actions will be undertaken through focus groups held with groups designated as visible minorities and Indigenous people. The agency will also continue co-developing an accessibility index with the Office of Public Service Accessibility and other key departments and agencies.

Skill sets and talent management

Employee and manager learning and development programs will be emphasized. Required skills, for now and the future, will continue to be identified, and this will include piloting an approach for employees to self-identify skills and areas of interest. The objective is to identify existing skills and areas for development within the agency and allocate employee skill sets to agency priorities in an agile way.

The agency will also focus on talent management for all levels and will implement a leadership development program for executives. Furthermore, a data-driven approach to performance management will be established to make the agency's approach to performance management ratings and results-based management more consistent.

Leveraging data analytics

The agency's corporate services will continue to experiment with new ways of leveraging data analytics to inform decision-making. For instance, in 2021–22, data from Statistics Canada's human resources analytics tool will be expanded to include recent results from the Public Service Employee Survey and internal pulse surveys. Additionally, different corporate service data sources will begin to be integrated to generate new solutions to business problems, such as facilitating employees' return to work. These enhancements will strengthen the agency's business intelligence posture by providing critical and timely information to managers. Furthermore, the agency will continue to work with government organizations to improve their data analytics capacity and develop indexes for priority areas such as accessibility.

Transformation of processes

To ensure effective stewardship of public resources, as well as proactive and agile processes, the agency will continue to transform its processes in 2021–22 by developing coherent corporate business planning frameworks. The frameworks will support strategy-setting and investment, planning, and the use of performance indicators to monitor progress. They will ensure the agency is effectively meeting its objectives.

Internal audit and evaluation

In 2021–22, the Audit and Evaluation Branch will conduct audits and evaluations to yield insight into the appropriateness of decision-making and governance structures and processes that enable the agency's employees to operate effectively within a strong management regime. Moreover,

evaluations with a user-centric focus will assess the relevance of programs. This will provide insight into the degree to which user needs are being considered and met in program design and delivery.

Governance

Statistics Canada is continuing to strengthen its governance structure by implementing a principled performance model. The governance team will ensure timely, relevant, actionable and integrated enterprise data are available to support evidence-based decision-making. The agency will also continue to operationalize the senior committees and will formalize additional principal officers (P-suite) roles for executive officers to further strengthen the horizontal perspective. The P-suite will have clearly defined compliance management roles, aligned with corporate risks, and will regularly assess adherence to policy requirements and inform senior management of required adjustments. In the coming year, the agency will also update its foundational framework, processes and procedures for governing instruments, while ensuring horizontal standardization.

Digital solutions

As the lead on one of the Government of Canada’s cloud pathfinder projects, Statistics Canada is uniquely positioned to explore, develop and adopt new technologies. The agency will continue to draw on its talent as it charts a way forward for technology in government. This will eventually affect how the Government of Canada does business and will have a positive impact on the lives of Canadians.

Adopting cloud services is a crucial part of the agency’s modernization efforts. Most existing technological solutions are migrating to the agency’s secure cloud environment, and most new solutions are being developed in the cloud and are positioned for successful production deployment. The transition to the cloud environment will enable more agility to ramp up or down infrastructure needs and robustness by having more redundancy and fail safe solutions.

The innovative Data Analytics as a Service platform, which leverages cloud delivery services, has been accessible for external user feedback using public data. It became an integral part of Statistics Canada’s response to the pandemic, increasing critical data such as on the PPE dashboard. Over the next year, more data—beyond what Statistics Canada collects—will be added to and integrated into the platform. This will facilitate the research needed to arrive at meaningful insights and support evidence-based decisions.

Planned budgetary financial resources for Internal Services

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
66,905,037	66,905,037	65,930,587	65,977,108

Note: Main Estimates, planned spending and full-time equivalent figures do not include Budget 2021 announcements. More information will be provided in the 2021–22 Supplementary Estimates and Departmental Results Report, as applicable.

Planned human resources for Internal Services

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
563	546	546

Note: Main Estimates, planned spending and full-time equivalent figures do not include Budget 2021 announcements. More information will be provided in the 2021–22 Supplementary Estimates and Departmental Results Report, as applicable.

Spending and human resources

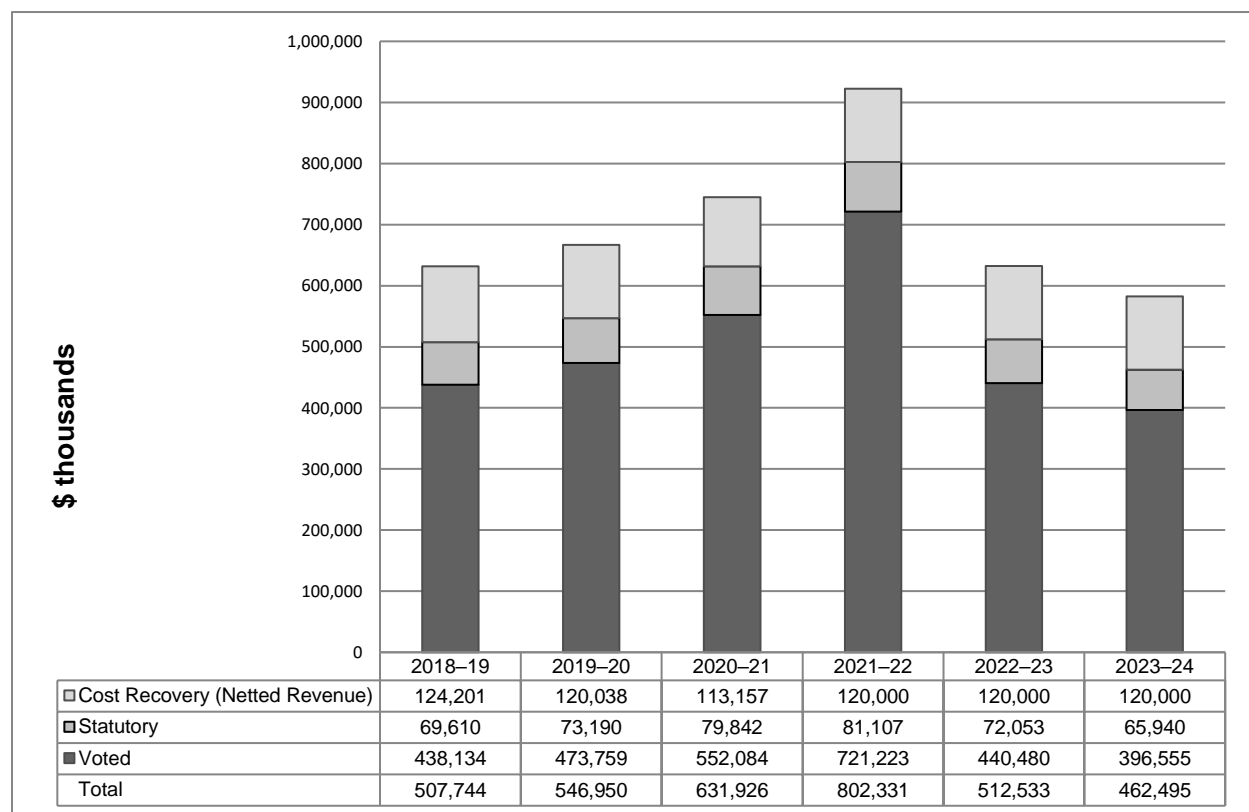
This section provides an overview of the department’s planned spending and human resources for the next three consecutive fiscal years and compares planned spending for the upcoming year with the current and previous years’ actual spending.

Planned spending

Departmental spending 2018–19 to 2023–24

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 2021 announcements. More information will be provided in the 2021–22 Supplementary Estimates and Departmental Results Report, as applicable.

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	2018–19 expenditures	2019–20 expenditures	2020–21 forecast spending	2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
Statistical Information	559,559,344	584,770,894	665,615,857	855,425,655	855,425,655	566,602,643	516,517,426
Internal Services	72,385,465	82,217,225	79,467,863	66,905,037	66,905,037	65,930,587	65,977,108
Total gross expenditures	631,944,809	666,988,119	745,083,720	922,330,692	922,330,692	632,533,230	582,494,534
Respendable revenue	-124,200,719	-120,038,495	-113,157,338	-120,000,000	-120,000,000	-120,000,000	-120,000,000
Total net expenditures	507,744,090	546,949,624	631,926,382	802,330,692	802,330,692	512,533,230	462,494,534

Note: Main Estimates, planned spending and full-time equivalent figures do not include Budget 2021 announcements. More information will be provided in the 2021–22 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 the authority, as was the case in 2018–19 and 2019–20.

In recent years, spendable cost-recovery revenue has contributed between \$113 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 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 followed by a significant decrease in subsequent years as these activities wind down.

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 infrastructure to the cloud.

For additional details on year-over-year variances between 2018–19 and 2019–20 expenditures,

see the [2019–20 Departmental Results Report](#)^v.

2021–22 budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2021–22.

Core responsibilities and Internal Services	2021–22 planned gross spending	2021–22 planned gross spending for specified purpose accounts	2021–22 planned revenues netted against expenditures	2021–22 planned net spending
Statistical Information	855,425,655	0	-120,000,000	735,425,655
Internal Services	66,905,037	0	0	66,905,037
Total	922,330,692	0	-120,000,000	802,330,692

Note: Main Estimates, planned spending and full-time equivalent figures do not include Budget 2021 announcements. More information will be provided in the 2021–22 Supplementary Estimates and Departmental Results Report, as applicable.

Statistics Canada has the authority to generate \$120 million annually in spendable revenue, which is reflected in the 2021–22 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	2018–19 actual FTEs	2019–20 actual FTEs	2020–21 forecast FTEs	2021–22 planned FTEs	2022–23 planned FTEs	2023–24 planned FTEs
Statistical Information	5,498	5,595	5,863	6,026	5,065	4,644
Internal Services	645	626	615	563	546	546
Total gross FTEs	6,143	6,221	6,478	6,589	5,611	5,190
Respendable revenue	-1,380	-1,366	-1,265	-1,231	-1,241	-1,289
Total net FTEs	4,763	4,856	5,212	5,358	4,370	3,901

Note: Main Estimates, planned spending and full-time equivalent figures do not include Budget 2021 announcements. More information will be provided in the 2021–22 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 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 with assigned workweeks that 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 Statistics Canada’s organizational appropriations is available in the [2021–22 Main Estimates](#).^{vi}

Future-oriented Condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Statistics Canada's operations for 2020–21 to 2021–22.

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

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

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

Financial information	2020–21 forecast results	2021–22 planned results	Difference (2021–22 planned results minus 2020–21 forecast results)
Total expenses	867,639,406	1,048,174,102	180,534,696
Total revenues	113,157,338	120,000,000	6,842,662
Net cost of operations before government funding and transfers	754,482,068	928,174,102	173,692,034

The increase in planned expenses for 2021–22 is mainly explained by the approved funding to be received for the 2021 Census of Population and Census of Agriculture.

Statistics Canada expects to maintain its capacity in future years to deliver cost-recovered statistical services, with no significant shifts in resources.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable François-Philippe Champagne, P.C., M.P.

Institutional head: Anil Arora

Ministerial portfolio: Innovation, Science and Economic Development

Enabling instrument(s):

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

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 condition 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 regional offices across the country in Halifax, Sherbrooke, Montréal, Toronto, Sturgeon Falls, Winnipeg, Edmonton and Vancouver. There are also 33 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’s website](#)^{xi}.

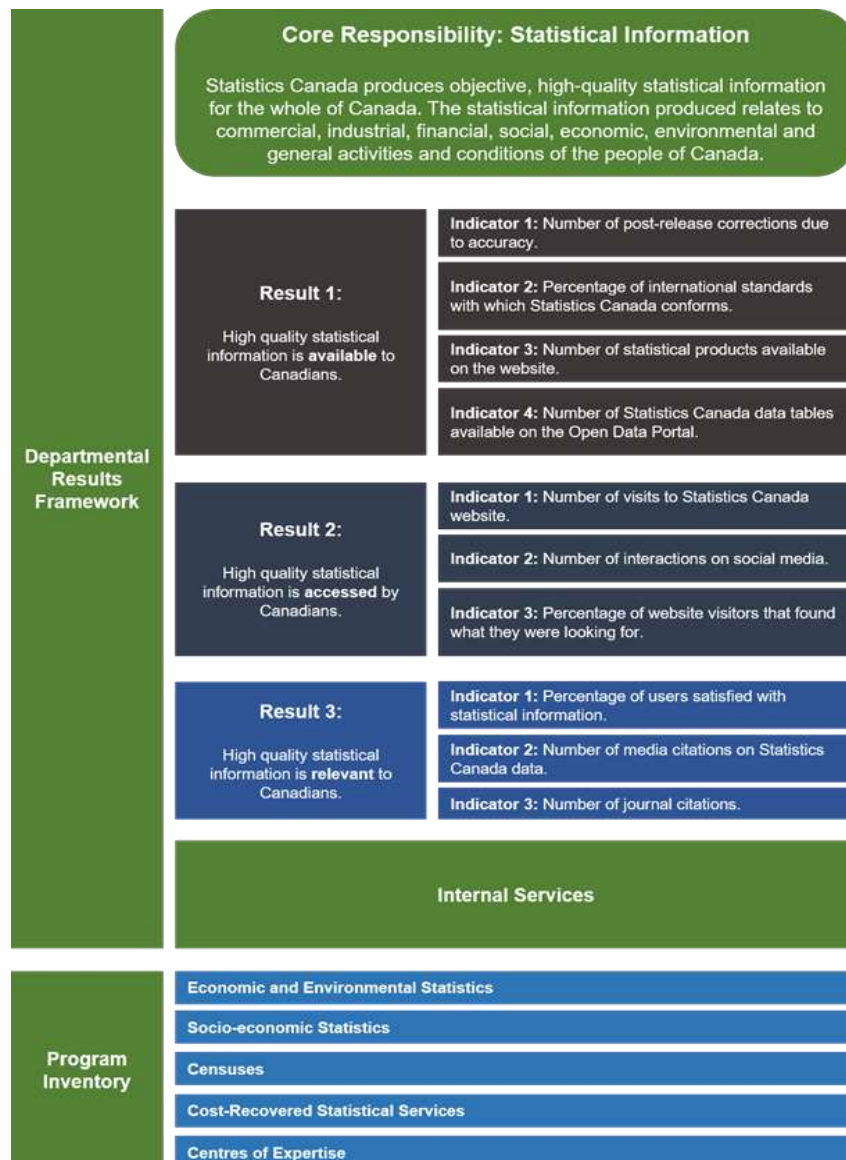
For more information on the agency’s organizational mandate letter commitments, see the [Minister’s mandate letter](#)^{xii}.

Operating context

Information on the operating context is available on [Statistics Canada’s website](#).^{xiii}

Reporting framework

Statistics Canada’s approved Departmental Results Framework and program inventory for 2021–22 are as follows.



Supporting information on the program inventory

Supporting information on planned expenditures, human resources and results related to Statistics Canada’s program inventory is available in the [GC InfoBase](#).^{xiv}

Supplementary information tables

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

- ▶ [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 2021–22.

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](#).^{xv} 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

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Website

www.statcan.gc.ca
https://twitter.com/statcan_eng
<https://www.facebook.com/StatisticsCanada/>

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 three-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 does not. Experimentation is related to, but distinct from, innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement is experimentation.

full-time equivalent (équivalent temps plein)

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

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

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

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2021–22 Departmental Plan, government-wide priorities refer to those high-level themes outlining the government’s agenda in the 2020 Speech from the Throne, namely protecting Canadians from COVID-19, helping Canadians through the pandemic, building back better—a resiliency agenda for the middle class, and the Canada we’re fighting for.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

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.

synthetic data (données synthétiques)

Stochastically generated data with analytical value geared towards data protection and disclosure control.

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.

zombie firms (entreprises zombies)

Firms that have been around for some time and have persistent difficulties generating enough income to make their interest payments—have become more prevalent across a number of advanced economies.

References

Lim, Jolson. 2020. "Pandemic is driving StatCan's modernization, says chief statistician." *iPolitics*. September 3. <https://ipolitics.ca/2020/09/03/pandemic-is-driving-statcans-modernization-says-chief-statistician/>.

Endnotes

- i. The road to the 2021 Census, <https://www12.statcan.gc.ca/census-recensement/2021/road2021-chemin2021/index-eng.cfm>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>.
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- vi. 2019–20 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>.
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- viii. *Statistics Act*, <http://laws-lois.justice.gc.ca/eng/acts/S-19/FullText.html>.
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- x. Corporations Returns Regulations, <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2014-13/index.html>.
- xi. Statistics Canada’s website, <https://www.statcan.gc.ca/eng/about/dp/2021-2022/s07p01>
- xii. Minister’s mandate letter, <https://pm.gc.ca/en/mandate-letters/2021/01/15/minister-innovation-science-and-industry-supplementary-mandate-letter>
- xiii. Statistics Canada’s website, <https://www.statcan.gc.ca/eng/about/dp/2021-2022/s07#a3>
- xiv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>.
- xv. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>.