

**Statistics Canada**

**2022–23**

Departmental Plan

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

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## From the Minister

On behalf of Statistics Canada, it is our pleasure to present the 2022–23 Departmental Plan. As the country continues to recover from the COVID-19 pandemic, Innovation, Science and Economic Development Canada (ISED) and its portfolio will work closely with partners across government to build a more resilient, clean and inclusive economy that benefits all Canadians.

We are pleased to see how Statistics Canada has stepped up, innovated and leveraged its modernization plans to strengthen statistical capacity and frameworks. The agency will leverage this investment to continue providing the impactful statistical data and products necessary for a greener and more inclusive recovery.

Through the Disaggregated Data Action Plan, Statistics Canada will provide Canadians with the detailed data required to address gender gaps, inequality and other systemic barriers to bring fairness and inclusion to decisions that affect the people of Canada. Thanks to support from Canadians, the agency will disseminate results from the 2021 Census to provide a detailed and comprehensive statistical portrait of the country. Statistics Canada looks forward to sharing the rich data collected for this census, which will capture the scale of the social and economic impacts that Canadians continue to face because of COVID-19.

Together with Canadians of all backgrounds and in all regions, ISED and its portfolio will continue to build a strong culture of innovation for a resilient, sustainable and inclusive economic future.

### **The Honourable François-Philippe Champagne**

Minister of Innovation, Science and Industry

[Minister of Innovation, Science and Industry Mandate Letter](#)<sup>i</sup>





## Chief Statistician’s Message

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 to survive the COVID-19 pandemic, but also to thrive once it passes. This report outlines how Statistics Canada will respond to the nation’s evolving data needs, as Canadians seek to develop a more resilient economy and build a cleaner, healthier future.

As the nation’s pandemic response evolves against the backdrop of persistent social and economic uncertainty, the agency will provide Canadians with the data-driven insights they need to improve outcomes through better decision making. In particular, the agency will deliver results over the coming year based on the following priorities, which include ongoing recommendations from world-class statistical advisory bodies such as the Canadian Statistics Advisory Council:



- **Publish the results of the 2021 Census of Population and Census of Agriculture.** A major focus over the coming year will be the dissemination of the census results. The census is conducted every five years and provides the most accurate portrait of the people of Canada. Canadians demonstrated their unequivocal support for the census even during a pandemic, with a 98% response rate. Of note, more than 84% of respondents—a national record—chose to safely answer their questionnaire online. Statistics Canada looks forward to sharing the rich data collected for the 2021 Census, which will capture the scale of the social and economic impacts that Canadians continue to face because of COVID-19.
- **Enhance coverage of emerging issues.** Through a new program called the Disaggregated Data Action Plan, Statistics Canada is answering the call of Canadians seeking detailed data to address gender gaps, racism and other systemic barriers, to apply fairness and inclusion to decisions that affect all the people in Canada. Another new program, the Census of the Environment, will develop the first-ever inventory of the country’s ecosystems, and monitor changes to those ecosystems over time. The goal is to promote evidence-based decision making as Canada responds to climate change.
- **Use leading-edge methods of data collection and integration.** As more data become available in a digital world, actionable insights (not data) will become increasingly valued. To position Statistics Canada for the high-value work of producing data-driven insights, the agency is expanding its data science and data modelling capabilities. The agency will focus on developing new data models that can be used by the Government of Canada to develop projections about the potential short- and long-term impacts of various health and social policies. This will enable advisors and decisions makers to assess the ongoing economic and health impacts of the pandemic, and the path forward. In addition, the agency will turn to enabling infrastructure—both technical and statistical—to help bring data, expertise and the necessary tools together.
- **Collaborate and engage with partners.** By collaborating with a growing number of public and private sector partners, Statistics Canada continues to identify new ways to

collect, analyze and share data while maintaining the high standards of trust that Canadians have come to expect from their national statistical agency. These partnerships will continue to grow as the country moves toward recovery from the pandemic.

- **Provide user-centric services.** As user expectations and needs continue to evolve, the agency will ensure that Canadians have the information they need, when and how they need it. That’s why Statistics Canada is continuing its modernization journey by developing additional platforms to tell data stories, such as the new podcast *Eh Sayers*. The agency is also launching the StatsCAN app, a free mobile application that will provide Canadians with on-demand access to the unbiased **facts and data-driven insights they have come to expect from Statistics Canada** through their mobile devices of choice. This will enable users to stay on top of the country’s latest statistical news anytime they want to.
- **Build statistical capacity and foster data literacy.** Statistics Canada is committed to sharing its knowledge and expertise to help people in Canada use data as a strategic asset to improve decision making and outcomes. For example, through the Indigenous Statistical Capacity Development Initiative, the agency is supporting Indigenous leaders, organizations and governments in developing their own capacity to collect, analyze and share data in ways that are based on the needs of First Nations people, Inuit and Métis.
- **Build a flexible, diverse and agile workforce.** The agency recognizes that the incredible dedication and innovation of employees have been fundamental to its success. To ensure that the agency continues to adapt its operations to serve Canadians during what remains a highly fluid public health emergency, Statistics Canada is transitioning to a virtual-by-design workplace, helping to achieve the right balance between a flexible, productive and agile workplace and workforce. This will not only ensure that existing employees continue to work safely and securely during the pandemic, but will also enable the agency to expand its workforce to better represent the geographical and cultural diversity of Canada while building a culture of inclusion and equal opportunity.

For more than 100 years, Statistics Canada has remained steadfast in its legal and ethical duty to collect, store and use data responsibly, as well as to protect the data in its care. Through the agency’s online [Trust Centre](#),<sup>ii</sup> Statistics Canada engages in an ongoing dialogue with Canadians about how it collects and uses data on their behalf while protecting their privacy and safeguarding the confidentiality of the data they have entrusted to the agency. I invite Canadians to visit the [Trust Centre](#)<sup>ii</sup> to learn more about how the agency collects, processes, analyzes and shares data safely and securely, as well as how the data-driven insights produced by Statistics Canada contribute to the public interest.

## **Anil Arora**

Chief Statistician of Canada



## Plans at a glance

As the national statistical office, Statistics Canada ensures that Canadians have the key information they need to make evidence-based decisions about the economy, society and the environment. The agency provides governments with the timely, high-quality data and insights they need to promote economic growth, plan roads and cities, adjust pensions, and develop employment and social programs that benefit Canadians.

Statistics Canada recognizes the important role that data play in the country’s pandemic response and recovery. The agency continues to find innovative ways to bring new data and insights to Canadians, and to enable researchers and decision makers to gain a better understanding of where the country is heading in response to the pandemic, for a more resilient economy and a healthier future for all.

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*“The pandemic has made the work of collecting and disseminating more detailed data an urgent priority for Statistics Canada, and indeed the Government of Canada.”*

—Anil Arora  
Chief Statistician of Canada

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Statistics Canada’s priorities and activities for 2022–23 support agency modernization efforts and also include ongoing recommendations from world-class statistical advisory bodies, such as the Advisory Council on Ethics and Modernization of Microdata Access and the Canadian Statistics Advisory Council. As the agency is operating in a rapidly shifting environment, emerging opportunities and challenges will be leveraged and addressed throughout the year, where required.

A major focus over the coming year will be disseminating the results of the [2021 Census of Population](#)<sup>iii</sup> and [Census of Agriculture](#).<sup>iv</sup> The census, conducted every five years, is the most accurate snapshot of the people in Canada. It provides comprehensive data that reflect all the ways in which this diverse country—and the people who live in it—continues to evolve.

Statistics Canada’s core modernization principles will continue to guide the agency’s ongoing efforts to strengthen partnerships, build trust, increase data integration, and provide Canadians with the data-driven insights they will need to inform a greener and more inclusive recovery.

The Census of Population is the most important data source for the **Disaggregated Data Action Plan**, which is another priority for 2022–23. This multi-year plan will provide Canadians with the detailed data required to address gender gaps, racism and other systemic barriers, to apply fairness and inclusion to decisions that affect the entire population.

### Providing user-centric services

Statistics Canada will continue to develop new ways to ensure that data are easier for Canadians to find, share and use. Leaders will be provided with the information they need to make evidence-based decisions related to women, Indigenous peoples, racialized populations, groups designated as visible minorities, Canadians living with disabilities, and more. To that end, the agency will

- focus on disaggregating as much data as possible to enable a more detailed understanding of the characteristics of Canada’s diverse population groups, as part of the Disaggregated Data Action Plan
- respond to how Canadians want to access Government of Canada information by deploying new methods, such as a mobile app and podcasts, to keep them informed, and by making its insights accessible to even more people through greater use of plain language, data storytelling and new technologies such as text-to-speech software.

### **Using leading-edge methods**

Statistics Canada will continue to focus on building knowledge, skills and data literacy across the Government of Canada. That includes adapting the agency’s programs and services to Canadians; implementing new digital initiatives; and adopting leading-edge approaches to collection, research and analysis that will increase service speed and flexibility. Additionally, the agency will

- lead the development of the first-ever **Census of the Environment**, which will improve Canadians’ knowledge of the country’s ecosystems, monitor environmental trends and promote better decision making to improve Canada’s response to global environmental challenges
- use new and experimental modelling approaches for research and development to produce new data insights and small area estimation, and to strengthen the timeliness of statistics
- use administrative data to reduce the number of survey questions that businesses and individuals are asked to answer, while continuing to provide high-quality, timely data in a cost-effective manner and maintaining the privacy and confidentiality of Canadians.

### **Building statistical capacity and fostering data literacy**

Statistics Canada will continue to enhance the capacity of Canadians to access and understand data for informed decision making. Key priorities include

- developing the **Quality of Life Framework** for Canada to align government priorities with long-term outcomes that benefit Canadians
- developing and releasing comprehensive online training products through the [Data Literacy Training Initiative](#)<sup>v</sup> to build data and analytical capacity within the agency and among external stakeholders, to help them better use data
- providing data science learning resources and creating opportunities for collaboration among departments through the [Data Science Network for the Federal Public Service](#)<sup>xi</sup> so that policy makers can mobilize data as a strategic asset to better serve Canadians.

### **Collaborating and engaging with partners**

To better respond to evolving information needs and remain relevant, Statistics Canada will continue collaborating with federal departments; provincial and territorial governments; international partners; and other organizations, such as businesses and non-governmental organizations. This ongoing engagement will include dialogue with national Indigenous organizations, based on the recognition of rights, respect, collaboration and partnership, to better understand their information needs. Collaboration is also ongoing with other departments and organizations to identify their evolving data needs as they evaluate policy and program options to help Canada respond to and recover from the pandemic.

### **Building an agile workforce and culture**

Statistics Canada recognizes the need to strengthen its existing workforce, as well as attract and retain talent. The agency will

- transition to a **virtual-by-design workplace**, providing the flexibility to hire a workforce that better represents Canada’s geographical and cultural diversity, while building a culture of inclusion and equal opportunity
- implement its integrated Beyond2020 strategy to strengthen a culture of innovation and continuous learning, to ensure that employees are agile and equipped to deliver greater value to Canadians
- continue to support the wellness and mental health of employees by ensuring that their evolving needs are addressed and by adjusting corporate strategies accordingly
- expand the current plan for learning and development to ensure a continuous learning culture, and build a leadership framework with an increased focus on **diverse and inclusive leadership**.

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



## Core responsibilities: planned results and resources, and key risks

This section contains 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

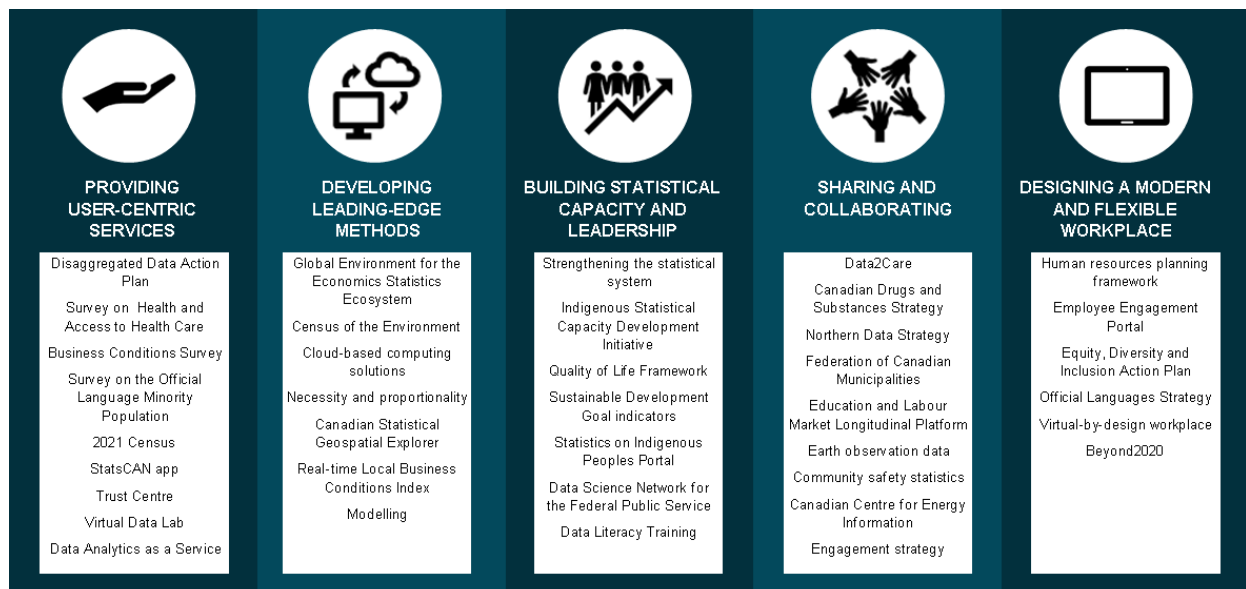
#### Description

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

Statistics Canada recognizes that relevant, timely and high-quality data are essential as the country’s pandemic response evolves and moves toward recovery. The agency will continue 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 toward the road to recovery.

With data collection for the 2021 Census of Population and Census of Agriculture completed, Statistics Canada will focus on sharing results about the country’s demographic and economic characteristics with Canadians. Thanks to their support, cooperation and understanding of the value of the census, 98% of Canadians participated, with a record-breaking 84% completing their questionnaire online. Information from the 2021 Census will help all decision makers evaluate the impact of the COVID-19 pandemic and plan for the future.



### Providing user-centric services



To ensure that Canadians have information when and how they need it, Statistics Canada will continue to develop innovative ways to ensure that data are easier to access, share and use.

### *Producing data for a fairer, more inclusive Canada*

Statistics Canada will continue to provide mission-critical data to guide leaders as they evaluate policy and program options to help Canada transition from pandemic response to recovery. The agency's [Multi-year Consolidated Plan for Research, Modelling and Data Development](#)<sup>vi</sup> focuses on the medium-term and potential long-term impacts of the COVID-19 pandemic on the health and the social and economic lives of Canadians. It will build on the wide body of work and varied expertise of Statistics Canada researchers.

Through the Labour Force Survey, the agency will monitor labour market conditions, including ongoing adjustments and structural changes brought on by COVID-19. In consultation with key stakeholders, such as Employment and Social Development Canada, Finance Canada, and the Bank of Canada, Statistics Canada will also expand the survey to cover emerging issues, such as the quality of employment.

The pandemic has sharpened existing socioeconomic impacts and disproportionately affected people who were already vulnerable to inequities. For that reason, Statistics Canada will integrate dimensions of equity, diversity and inclusion in its ongoing analyses. The agency will also look at disaggregating more data to improve public understanding of the characteristics of diverse population groups in Canada.

The pandemic has also had an unprecedented impact on many key aspects of quality of life, including health, social connections, mobility, employment and income. To meet the needs of Canadians, the agency's research will focus on expanding data sources to quantify the impacts on quality of life, particularly among

#### Select equity, diversity and inclusion topics for 2022–23

- **The victimization of First Nations, Métis and Inuit women**
- **The victimization of First Nations people, Métis and Inuit**
- **The victimization of seniors**
- **Aspects of social inclusion such as a sense of belonging and trust in institutions, income inequality, poverty, food insecurity, wealth, and household debt**
- **The economic participation and social inclusion of groups designated as visible minorities**
- **The interrelationship between social and economic outcomes for immigrants**
- **The perceptions of Black Canadians and Indigenous people on police and the justice system**
- **The overrepresentation of Indigenous and racialized populations in the criminal justice system**

recent immigrants, youth and women. The agency will apply a diversity and inclusion lens to all research. Where appropriate, specific attention will be paid to understanding the experiences of the most vulnerable groups that were hit hardest by the pandemic. The points at which gender, as well as ethnocultural identity, intersects with socioeconomic health will be of particular interest.

In response to Canada’s Anti-Racism Strategy, studies on the social and economic experiences of ethnocultural groups will paint a more accurate picture of different aspects of their employment and income trajectories, social participation, and health and well-being.

#### Measuring the overrepresentation of Indigenous and racialized people in the justice system

**Statistics Canada will produce timely and accurate data about the extent to which Indigenous and racialized groups are overrepresented in the criminal justice system and as victims of crime. The agency will also provide recommendations on the collection of new data from police services and develop national indicators that will guide ongoing data collection, development and analysis in this area.**

The agency will also begin to collect data for the **Survey on Health and Access to Health Care**, which will contribute to a better understanding of risk factors, symptoms and the prevalence of multiple chronic conditions. This includes post-COVID-19 symptoms, as well as the impact of conditions on Canadians’ day-to-day lives and their experiences accessing health care.

#### *Developing better data for better outcomes*

Through the Disaggregated Data Action Plan, Statistics Canada is answering the call of Canadians seeking the detailed data they need to help address gender gaps, racism and other systemic barriers, to apply fairness and inclusion to decisions that affect the entire population.



The plan will produce better data so that solutions that address the root causes of inequities can be developed. Large datasets will be broken down where feasible, by categories such as gender, visible minorities, Indigenous peoples and people with disabilities. When possible, data will also be divided according to additional groups, such as individuals who identify as LGBTQ2+, children and youth, seniors, immigrants, veterans, Canadians with low income, and those in official language minority groups. Data will also be broken down by geographic level as well as by urban and rural population, as appropriate.

By analyzing how these various identities intersect, Statistics Canada can produce more detailed statistical information about the labour market participation, income, wealth and justice system interactions of all people in Canada. Additional insights will be produced through the new Sexual and Reproductive Health Survey initiative, which will assess the level of access and quality of care provided—particularly for at-risk Canadians—in the area of reproductive health services, sexually transmitted infections, and sexual knowledge and behaviours.

### ***Combining social and business data for a post-pandemic world***

Building on the estimates of business closures and openings that Statistics Canada has been releasing since the beginning of the pandemic, the agency is developing the Longitudinal Business Database to provide the data needed to study long-term characteristics and trends in business demographics beyond COVID-19.

In particular, a broader statistical framework needs to be developed that integrates business, social and environmental data. Statistics Canada is committed to taking an international leadership role in this area.

### ***Producing business data to address lingering economic uncertainties***

Through the [Canadian Survey on Business Conditions](#),<sup>vii</sup> conducted through a partnership with the Canadian Chamber of Commerce, the agency will continue to monitor the impact of the nationwide economic shutdown on the country's businesses as Canada moves from pandemic response to recovery. This quarterly survey will be expanded to address ongoing data gaps and emerging issues, as Canadian businesses and policy makers continue to rely on the survey findings to adjust their operations and outlook in response to the persistent economic uncertainties caused by the pandemic.

### ***Reflecting the evolving data needs of official language minority populations***

Through the postcensal Survey on the Official Language Minority Population, Statistics Canada will provide detailed information on several aspects (education, access to services, etc.) of English communities living in Quebec and French communities living outside Quebec. The survey is also designed to be a key part of the data ecosystem on children of rights holders, with questions about the reasons parents choose (or intend) to send their children to minority language schools or not. The survey will give users in official language minority communities, as well as decision makers at all levels of government, the data they need to ensure that policies and programs reflect contemporary issues affecting official language minorities.

### ***Introducing the 2021 Census: The COVID-19 census***

With census data collected safely, securely and remotely during the pandemic, the results of the 2021 Census of Population will be released gradually according to seven major themes.



Analytical products will focus on population counts, families, households and marital status, among other themes. Additional releases will focus on Indigenous peoples, income, language, immigration, place of birth and citizenship, ethnocultural diversity, education, labour, and commuting. The unprecedented impact of COVID-19 on these various topics will be a particular focus of census releases.

In response to the evolving data needs of Canada’s farmers and farming groups, the first major release from the 2021 Census of Agriculture will include new ways to access and visualize data, such as a new mapping tool. Also included will be new community profiles and a variety of data tables, analytical products and reference materials.

#### Topics covered by the 2021 Census of Agriculture

- **Agriculture production**
- **Farm economics**
- **The environment and land use**
- **Issues faced by farm operators**
- **Agri-diversity**

The agency will build on established partnerships with municipalities, non-profit organizations, schools, universities, libraries, Indigenous organizations, all levels of government, social media influencers and businesses to ensure that as many Canadians as possible can use census data as a strategic asset.

#### *Engaging with Canadians in a digital world*

Canadians want more data to be provided to them faster, in multiple formats and from multiple access points. That’s why Statistics Canada is modernizing the way data are published, starting with the launch of the **StatsCAN app**, a free mobile application. It will provide trusted, unbiased facts, visuals and key information on demand, enabling users to stay on top of the country’s latest statistical news anytime they want.

Your census.  
Your community.  
Your future.

**2021 Census of Population Release schedule by theme**

**February 9, 2022**  
Canada's growing population and where they are living

**April 27, 2022**  
Canada's shifting demographic profile

**July 13, 2022**  
Portrait of Canada's families and households  
Canadian military experience  
Income profile of Canadians

**August 17, 2022**  
Linguistic diversity and use of English and French in Canada

**September 21, 2022**  
First Nations people, Métis and Inuit in Canada  
Canada's housing portrait

**October 26, 2022**  
Portrait of citizenship and immigration in Canada  
Ethnocultural and religious composition of the population  
Mobility and migration

**November 30, 2022**  
Education in Canada  
The changing dynamics of the Canadian labour force and how people get to work  
Instruction in the official minority language

 Statistics Canada Statistique Canada 

To ensure that statistical information reaches more Canadians and is accessible to a broader audience, the agency has launched **StatsCAN Plus**. This new platform will complement **The Daily**, issued every morning, to help Canadians better understand the rapidly changing world with plain-language data stories shared throughout the day. StatsCAN Plus will draw on a wealth of statistics to shed light on different aspects of the economy and paint an accurate portrait of all Canadians—young and old, rich and poor, healthy and frail, from all backgrounds and of all genders. **Podcasts**<sup>viii</sup> are another new way the agency is sharing data-driven insights with a wider number of Canadians, as a means to promote public understanding, data literacy and evidence-based decision making.

### ***Building public trust***

As a trusted data steward, Statistics Canada has not wavered in upholding its legal duty to collect, store, use and protect data responsibly. Through the agency’s online **Trust Centre**,<sup>ii</sup> Statistics Canada engages in an ongoing dialogue with Canadians about how it collects and uses data on their behalf, while protecting their privacy and safeguarding the confidentiality of the data they have entrusted to the agency.

As part of its commitment to openness and transparency, the agency is making further enhancements to the Trust Centre to improve usability. This will enable Canadians to navigate it in a more intuitive way as they look for information about Statistics Canada’s public consultations and data governance, which includes how the agency collects, processes, analyzes and shares data safely and securely. The Trust Centre will also show how data-driven insights produced by the agency contribute to the public good.

### ***Monitoring social trends to better connect with Canadians***

The use of leading-edge tools to track social trends enables the agency to better understand what matters to Canadians, based on their social media activity, as well as traditional news media. Building on the experience of the 2021 Census, such real-time analysis will enable Statistics Canada to meet more Canadians where they are, and to be more responsive and relevant in ongoing communications, outreach and engagement activities with the public.

### ***Accelerating research through increased microdata access***

As part of the country’s research ecosystem, Statistics Canada provides data and insight that can help accelerate the pace of discovery and innovation. By providing the country’s researchers with new ways to access the agency’s microdata, the agency helps them generate new ideas and advance the goalposts of knowledge. The **Virtual Data Lab**, which was launched in 2021–22, will continue to provide a growing number of authorized researchers with timely and convenient access to an ever-expanding catalogue of microdata files on a secure online platform. Expanding the microdata holdings available to researchers is important in a knowledge-based economy,

where innovation is driven as much by the quality of new ideas as by how quickly new ideas move from the lab to the marketplace.

### *Enhancing the virtual platform for data scientists and researchers*

Statistics Canada will continue implementing **Data Analytics as a Service (DAaaS)**, a cloud-based computing platform that is revolutionizing the way data scientists and researchers use and share statistical information. DAaaS provides users with virtual access to data and analytical tools on a secure and easy-to-use platform.

User feedback from the internal DAaaS portal will be used to improve the design and function of the external portal, planned for 2022–23. Continuous improvements to the DAaaS platform will enable software applications developed externally by citizen developers to be integrated.

Furthermore, users will see the addition of **DAaaS Geo**, a new platform with mapping tools for data analytics and visualization.

### *Customizing products and services*

COVID-19 has underscored the need for policy makers, Canadian public health officials, researchers, the public and international agencies such as the World Health Organization to access timely and high-quality statistical data on the health and well-being of Canadians. As a result, the agency will continue to focus on delivering customized population health data for insights, integration and comparison.

To better meet user requests for customized geographic statistical products, a new census custom geography interactive tool will be developed and published. This self-serve tool will improve the user experience and simplify the production of census data tabulations for customized geographic areas.



### **Using leading-edge methods of data collection and integration**

In a digital and data-driven world, the agency is identifying new methods of gathering data from third parties in both the public and private sectors.

This includes integrating more alternative data sources that go beyond the agency’s traditional survey-first approach to data collection. These new methods of collecting and analyzing data reduce the time and effort required of Canadians to fill out surveys. They also create opportunities to incorporate richer datasets into the agency’s products to make them more timely and higher in quality. Such innovations are urgently needed at a time when the nation continues to respond to challenges brought on by the pandemic, against a backdrop of economic

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***“We need to constantly be looking to improve and invest in ourselves and in our infrastructure. That’s the formula to the agency. That’s what we’ve done and that’s what we need to keep doing.”***

—Anil Arora  
Chief Statistician of Canada

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uncertainty and social inequality. As a first principle, Statistics Canada’s operating context always includes protecting the privacy of Canadians and safeguarding the confidentiality of data that have been entrusted to the agency. This is not just a promise—it is the law in Canada.

### ***Modernizing survey collection methods***

Internally, Statistics Canada is adapting its own programs and services for a digital world, improving the speed and flexibility of its services. To modernize its data-collection methods, the agency is implementing initiatives such as web panel and omnibus surveys, using more administrative data, and applying machine learning.

### ***Streamlining business processes***

The **Global Environment for the Economic Statistics Ecosystem** project involves developing a new platform for economic statistics programs within the agency. It will include a full overhaul of the way work is carried out and the tools used to do it. The aim is to eliminate repetitive processes, allow more time on analysis, respond to new demands as required without impacting regular production, and enable resources to move freely between different sections in a common infrastructure.

### ***Addressing the need for advanced technology solutions***

Statistics Canada will continue to build on the progress made in 2021–22 by leading the Government of Canada in its adoption of cloud-based computing solutions to address the urgent need for advanced technology solutions in a digital and data-driven world.

### ***Combining data securely to improve the accuracy of the 2026 Census***

As planning begins for the **2026 Census of Population**, Statistics Canada continues to identify responsible and innovative ways to reuse information that Canadians have already provided to the agency. This will determine which households do not return a completed census questionnaire, which Canadians are required by law to fill out.

By combining data that Statistics Canada already retains with third-party data sources, the agency can improve census accuracy and reduce the need for census employees to knock on doors, saving time and resources. To that end, the agency is replacing its existing Address Register, which has successfully supported census collection for 30 years, with the more updated Statistical Building Register. This new register will enable the agency to identify when a completed census questionnaire is not returned because a dwelling is actually vacant, no longer exists or is no longer used as living quarters.

### ***Implementing best practices for privacy, data ethics and data governance***

As a world-class national statistical office, Statistics Canada continues to develop best practices for privacy, data ethics and data governance. In collaboration with the Office of the Privacy

Commissioner of Canada, the agency will continue to apply its ethical framework based on the principles of necessity and proportionality when designing approaches to gathering data.

Protecting data is of the utmost importance to Statistics Canada; it is a fundamental value embedded within the agency's culture. In keeping with the principles outlined in [Canada's Digital Charter](#),<sup>ix</sup> the agency is adapting its secure infrastructure for data integration to be more relevant in a digital world where information moves more quickly and is more easily shared. In particular, the agency is updating its comprehensive set of protocols, methods and technologies that are used to securely store, combine and analyze government records, metadata and other administrative data. This initiative will result in stricter internal controls, as well as greater transparency and accountability, to ensure that, in a rapidly evolving digital world, data are always handled securely and kept safe.

### ***Improving the ease with which Canadian firms do business***

The North American Industry Classification System (NAICS) is the standard used to classify business establishments when collecting, analyzing and publishing statistical data related to the business activities of Canadian firms. These standardized codes allow for a high level of comparability in business statistics among Canadian, U.S. and Mexican firms.

To improve the way Canadian firms report their business activities to governments, Statistics Canada will continue to work with partners from the Canada Revenue Agency, provincial and territorial governments, and businesses to develop and promote a self-reporting tool. This tool enables companies to quickly and easily identify their NAICS codes with confidence during business registration and in tax software.

### ***Expanding an analytical tool beyond pandemic response***

In response to COVID-19, Statistics Canada partnered with other federal departments in April 2020 to develop an interactive web mapping tool called the Canadian Statistical Geospatial Explorer (CSGE). This tool enables users to explore Statistics Canada's data holdings and visualize those data by creating their own custom maps and downloading geo-enabled statistics into their own tools. In response to user demand, the CSGE will be expanded in 2022–23 to include new functions and tools.

### ***Increasing capabilities to turn data into insights***

As more data become available in a digital world, actionable insights from them will become increasingly valued. To position Statistics Canada for the high-value work of producing not only data, but also data-driven insights, the agency is expanding its data science and data modelling capabilities. The goal is to ensure that the agency has the capacity to participate



in all steps required to transform raw data into useful insights—what is known as the data value chain. For example, to respond to users who require up-to-date data that reflect the rapidly changing conditions of a post-pandemic economy, the agency will integrate high-frequency data into the development of models for producing leading economic indicators.

In social statistics, microsimulation models and epidemiological models will be used to develop projections about the potential short- and long-term impacts of various health and social policies. These models are being used increasingly by federal departments and other users to assess, for example, the socioeconomic and health impacts of the pandemic. Given their success, the agency will continue working with other departments to develop new models that would enable users to explore the impacts of various social changes and public policies.

### ***Using data to support the recovery of the tourism sector***

To support the post-pandemic recovery of the tourism sector, Statistics Canada will rely less on survey-based data and focus on broadening its use of administrative data so that more timely snapshots of the industry can be produced for evidence-based decision making. For example, a new product, known as the Canadian Tourism Activity Tracker, is being continually refined to provide an up-to-date and detailed picture of how the sector is evolving beyond COVID-19.

### ***Monitoring a highly fluid post-pandemic economy with real-time estimates***

Statistics Canada has recently started producing more real-time estimates of key economic indicators to support agile and informed decision making, especially during the economic uncertainty related to the pandemic. For example, to monitor the impact of government pandemic relief benefits on low-income families, experimental weekly income estimates were produced during 2020 and 2021, providing timely estimates on the evolution of family income throughout the pandemic. The series will be continued in 2022–23.

### ***Enabling digital innovation through open data access***

Creating and reusing open-source software code and other data analytics tools, where possible, are important ways of providing more timely, high-quality insights to Canadians. These approaches align with the latest industry standards and emerging digital capabilities, while providing an effective, efficient, sustainable and high-quality means to produce timely statistics.

Statistics Canada will continue its activities to bring sustainable open environments and practices in 2022–23 and make them part of its culture. This initiative uses a thorough scientific experimentation approach to ensure that standards, practices and procedures accelerate the delivery of statistical products and statistics. It aims to advance and ensure the agile creation of new services for Canadians, while maintaining security, accessibility, confidentiality and privacy by leveraging open-source and cloud technology.

### ***Taking stock of Canada's ecosystems: A world first***

Statistics Canada will lead the development of the world’s first **Census of the Environment**, which aims to improve Canadians’ knowledge about the country’s ecosystems, monitor related trends in ecosystems and promote better decision making as a means of improving how Canada responds to global environmental challenges. Crucial to the success of this program will be collaboration with other departments and external partners to incorporate scientific information and other sources of data.

### ***Monitoring sudden shifts in business conditions***

The pandemic has highlighted the need to improve the timeliness of statistics to monitor sudden and rapid shifts in economic activities. The **Real-Time Local Business Conditions Index** was launched to provide experimental statistics on a weekly basis. This index provides a near-real-time snapshot of business activities for seven population centres, accounting for approximately one-quarter of the Canadian population and half of businesses with employees.



### **Building statistical capacity and fostering data literacy**

As Canada’s national statistical organization, the agency is committed to sharing its knowledge and expertise to help all Canadians use data as a strategic asset to improve decision making and outcomes.

### ***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 or the trust of Canadians. The agency balances rigorous internal governance with external advice from groups such as the Canadian Statistics Advisory Council, which provides recommendations that reinforce the independence, relevance and quality of the national statistical system.

The Canadian Statistics Advisory Council released its 2021 Annual Report. This is the council’s second report, *Strengthening the foundation of our National Statistical System*,<sup>x</sup> and it focuses on the characteristics of an effective, representative and robust national statistical system. The report provides three main recommendations to the Minister of Innovation, Science and Industry and the Chief Statistician: adapting governance and data stewardship to a digital society by taking leadership in supporting a national data system and developing partnerships; ensuring that statistical legislation reflects the needs of a modern, digital, national statistical system by, notably, updating the *Statistics Act*; and leveraging opportunities for addressing critical data needs to understand and address key social, economic and environmental issues facing Canadians.

Statistics Canada continues to take advantage of the council’s expert advice on an ongoing basis, while working closely with partners in and outside the federal government to make tangible progress on the report’s recommendations.

### ***Adapting to the digital world***

As part of an ongoing effort to modernize Statistics Canada’s operations, a review of potential changes to the *Statistics Act* is being undertaken. This is being done to align with other federal legislative amendments in progress to ensure that Canada’s national statistical system remains responsive to the needs and challenges of a digital world.

### ***Measuring sustainable development***

Since 2015, Statistics Canada has played a leading role in the United Nations Inter-agency and Expert Group on Sustainable Development Goal Indicators, which was mandated to develop and implement a set of indicators to measure global progress on the 17 goals. In 2022–23, the agency will publish data visualizations and analytical products that highlight Canada’s progress toward the development goals, as well as profiles of community groups that have contributed meaningfully to these goals.

### ***Measuring Canadians’ quality of life***

As part of the government’s priority to build a more prosperous, inclusive and sustainable country, Statistics Canada is collaborating with Finance Canada to develop a better framework to measure the quality of life experienced by Canadians. In particular, the agency will launch a new data portal that will feature more than 80 quality-of-life indicators. Statistics Canada will also improve the framework’s ability to report on two specific dimensions: fairness and inclusivity, as well as sustainability and resilience.

### ***Harnessing data to support Indigenous self-determination***

Statistics Canada continues to support Indigenous self-determination by working collaboratively with Indigenous leaders, organizations and governments on current and new data initiatives and in support of their statistical capacity to help close socioeconomic gaps.

The agency will continue to expand the data holdings available in its Statistics on Indigenous Peoples Portal, and is committed to making such data both accessible and meaningful.

In the spirit of reconciliation and partnership, Statistics Canada will continue to engage with the Assembly of First Nations, the Congress of Aboriginal Peoples, Inuit Tapiriit Kanatami, the Métis National Council, and Native friendship centres. The goal is to better understand their data needs and to support Indigenous communities in their use of data so they can make decisions and embark firmly on a path toward self-determination.

### ***Investing in data science to better serve Canadians***



As part of a multi-year effort to modernize its operations, Statistics Canada will focus on implementing an agency-wide data science strategy that was first developed in 2020–21. Data science is a promising field that uses emerging technologies, such as machine learning and artificial intelligence algorithms, to analyze large volumes of data in responsible and ethical ways. This results in actionable insights that create value for Canadians, while preventing any harm to vulnerable populations through bias, discrimination or a lack of diversity. To implement this strategy, Statistics Canada will focus on providing its employees with the training, tools and digital infrastructure to build internal data science capacity.

Through the [Data Science Network for the Federal Public Service](#),<sup>xi</sup> launched in 2020, the agency will also continue to implement a whole-of-government approach that enables knowledge and best practices in data science to be shared among all federal public servants. The focus in 2022–23 will be to build on the success of this network (which has grown to more than 2,300 members across 26 federal departments represented at the director-level committee) and develop data science capacity. This will be done by hosting workshops on topics of interest to network members and identifying opportunities for collaboration on common projects across departments. To support the growth and retention of public service employees, career paths for data scientists will be developed.



### ***Fostering data literacy to encourage evidence-based decision making***

Through its [Data Literacy Training Initiative](#),<sup>v</sup> launched in September 2020, Statistics Canada is committed to building statistical capacity with partners and fostering data literacy among Canadians to enable more end users—whether they are businesses, governments or individuals—to make evidence-based decisions. To date, more than 25 online training videos can be found in the agency’s learning catalogue. Moving forward, Statistics Canada will continue to expand those training resources and share them freely with users.



### **Collaborating and engaging with partners**

In collaborating with public and private sector partners, Statistics Canada continues to identify new ways to collect and share data, while maintaining the high standards of trust that Canadians have come to expect from their national statistical agency. These partnerships will continue to grow as the country’s pandemic response evolves.

### ***Tracking impacts of the changing nature of jobs***

Many Canadians have experienced changes to where and how they work because of COVID-19. These changes to employment—while accelerated by the pandemic—were already underway before its onset, having been triggered by the impacts of globalization, technological innovation and demographic change. To better track these impacts on the quality of Canadians’ jobs,

Statistics Canada will collaborate with Employment and Social Development Canada, as well as international bodies, to develop a framework for defining and collecting information about new forms of employment, including gig work, that is coherent with international standards.

### *Collaborating with provinces and territories to improve health outcomes*

A new project called **Data2Care** is being launched to better integrate more health data from the provinces and territories, and produce more timely insights that achieve better health outcomes for Canadians. Statistics Canada will collaborate with provincial and territorial health partners, local health authorities, pan-Canadian health organizations, and non-governmental organizations that focus on population health framework topics.

### *Collaborating to better track opioid deaths*

The agency continues to explore trends in provisional causes of death, including drug overdose, and their effect on excess mortality. Statistics Canada has been engaging with Health Canada and other federal partners in developing the **Canadian Drugs and Substances Strategy**. Through engagement with the Public Health Agency of Canada and provincial and territorial partners, the agency is building statistical capacity and playing a leadership role in providing more timely and accurate data on the impacts of the opioid crisis.

### *Partnering to improve knowledge about northern Canada*

Working with the territories, Indigenous organizations and federal partners, Statistics Canada is developing the **Northern Data Strategy** to improve the accuracy and detail of statistics for northern and Arctic Canada. This project will address the unique challenges of collecting data about small populations spread across a vast geography. The goal is to develop innovative strategies that can produce meaningful, high-quality data from small sample sizes; reduce the number of survey questions that residents are asked to respond to; extract actionable insights from existing data sources; and empower northern communities to use data as a strategic asset to make informed decisions.

### *Improving local data for better decision making*

Municipalities in Canada provide many of the services Canadians need to live, work and play. COVID-19 has underscored the critical need for all levels of government to have timely, high-quality data about local economic conditions, as well as socioeconomic and health impacts. To respond to the growing data needs of municipalities, Statistics Canada has initiated four projects in partnership with the **Federation of Canadian Municipalities**. All four projects aim to expand the types of data available at the local level, from large cities to smaller communities. This partnership will result in new ways to address important data gaps at the municipal level while building on existing collaborations, such as the [Canadian Housing Survey](#)<sup>xii</sup> and [Canada's Core Public Infrastructure Survey](#).<sup>xiii</sup>

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### ***Collaborating to improve education and labour-market outcomes***

In collaboration with Employment and Social Development Canada, as well as provincial and territorial partners, Statistics Canada has developed a data platform that enables detailed analyses to be conducted about the lifelong education and labour-market outcomes of Canadians. This Education and Labour Market Longitudinal Platform will be further developed in collaboration with partners to determine which key administrative or survey data files related to education and labour-market statistics should be added in the coming years.

### ***Canadian Centre for Energy Information***

The Canadian Centre for Energy Information (CCEI) will continue to provide value to Canadians regarding energy information by integrating federal data and facilitating an exchange of data across federal departments. Building on its solid foundation of federal, provincial and territorial partnerships, the CCEI will continue to collaborate meaningfully with the provinces and territories to ensure multilateral decision making and to set priorities for the program. In partnership with the Energy Transition Dialogue, the CCEI will work with energy modellers across the country to understand their data needs and to provide access to key datasets for their work in providing energy policy insights. The CCEI will continue to seek out and establish new external partnerships with municipalities to enhance collaborative approaches and will expand its data inventory to include more municipal data sources.

### ***Making a difference on the world stage***

As a member of more than 190 statistical groups, Statistics Canada is a world leader in upholding the rigorous standards set by international statistical organizations. This compliance means the agency not only produces data based on the highest standards, but also conforms to common standards that enable data to be shared internationally and benchmarked against those of other countries.

In addition to participating in multiple steering and expert groups, which all work toward developing a solid framework to support evidence-based decision making, the agency will continue to actively lead as

- chair of the High-Level Group for the Modernisation of Official Statistics
- chair of the Committee on Statistics and Statistical Policy of the Organisation for Economic Co-operation and Development
- vice chair of the Conference of European Statisticians
- executive committee member of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean

- co-chair of the Network of Economic Statisticians.

Furthermore, Statistics Canada will refine and develop its coordinated whole-of-agency engagement strategy in 2022–23. This will include defining roles for establishing, maintaining and enhancing partnerships with external parties. This comprehensive, agency-wide approach will enable Statistics Canada to provide data insights in a more tailored way and leverage data solutions through engagement with other organizations. By building on the success of past and current engagement programs, the agency will be able to optimize new and emerging engagement opportunities and coordinate a targeted, user-centric approach to supporting agency priorities.

Supporting evidence-based decision making
<p><b>Statistics Canada will continue to lead as the chair of the Committee on Statistics and Statistical Policy of the Organisation for Economic Co-operation and Development. In this role, the agency helps to support policy making on the basis of high-quality, internationally comparable data and evidence-based analysis, and provides statistical information to all interested users, including the public at large.</b></p>

### **Building an agile workforce and workplace**



Building an agile workforce and workplace requires timely and effective resources so that Statistics Canada can manage its most precious asset: people. It also means giving these people access to the services that enable them to deliver results, mitigate organizational challenges and pursue business opportunities.

In 2022–23, Statistics Canada will launch a renewed **human resources planning framework** that enables leaders to establish individualized strategies for staff recruitment, retention and development, as well as to track their progress toward their people-management goals. The agency will also conduct a comprehensive review of its staffing processes and services to better support managers in making timely and effective hiring decisions.

Statistics Canada is also committed to developing a workforce that is more agile and responsive to the evolving needs of the Canadians it serves. To that end, the agency is investing in continuous learning and training opportunities for employees at all levels: managers, recruits and mid-career professionals. For example, experienced data science employees will be encouraged to participate in communities of practice to stay on top of emerging trends and technologies in that field.

### ***Taking the pulse of employees to respond to their evolving needs***

Statistics Canada will continue to create and share data through partnerships to improve human resources analytics within the agency and support other organizations in the public service. For instance, in 2022–23, Statistics Canada will launch the **Employee Engagement Portal**. Through

this portal, it will conduct short surveys at regular intervals to gain employee feedback and adjust its well-being and corporate strategies to respond to their needs in real time.

Leveraging its expertise in organizational health, the agency will also partner with academics and organizations across the federal public service to produce and share research about organizational psychology and employee wellness.

### ***Building a diverse workforce***

The agency will continue to prioritize building a workforce that reflects the diversity of Canada's population. Following the 2021 launch of its multi-year Equity, Diversity and Inclusion Action Plan: Moving Forward Together, Statistics Canada will focus on implementing key commitments within the specified timeframes. Relationships with internal networks focused on promoting employment equity will continue to be strengthened. As always, data-driven insights and evidence-based metrics will continue to guide decisions and solutions that result in a more diverse workforce and inclusive workplace.

Employment equity will remain a mandatory consideration in hiring processes, while barriers embedded within staffing processes will be identified and eliminated. Equity-deserving representation will be better reflected on hiring boards, and initiatives such as name-blind evaluations will continue to be explored. Indigenous, Black and other racialized employees will be given prioritized access to official language training. The agency will also focus on developing strategies to increase the representation and advancement to senior ranks of women, Indigenous people, members of groups designated as visible minorities and people living with disabilities.

To collect more accurate data on workforce diversity, Statistics Canada will launch a campaign to encourage employees belonging to designated equity groups to self-identify, explore ways to produce more detailed data on various visible-minority groups, and track the representation and advancement of Black and Indigenous employees in accordance with the Privy Council Office's [Call to Action](#).<sup>xiv</sup> [Statistics Canada's Letter on Implementation of the Call to Action on Anti-Racism, Equity and Inclusion](#)<sup>xv</sup> is also available to Canadians. To promote greater transparency, metrics on workforce representation among designated equity groups will be shared with employees on a quarterly basis, as comprehensively as confidentiality policies allow.

### ***Promoting official languages in the workplace***

Achieving an inclusive workplace means that all employees feel empowered to contribute to their full potential, including feeling at ease working in the country's official languages. To that end, Statistics Canada will continue implementing an agency-wide strategy to ensure that employees have access to the necessary language training to fulfill the operational requirements of their jobs. The strategy will address the training needs of existing supervisors while also addressing the needs of employees in the early years of their careers.

### ***Transitioning toward the workplace of the future***

In 2020, at the onset of the pandemic, Statistics Canada fast-tracked initiatives that were already underway to enable employees to work remotely. Its vision for the future of the workplace is being guided by an overwhelming consensus among its employees that the ability to work remotely, securely and safely is here to stay. That is why the agency is adopting a vision of the workplace that is “virtual by design.” The virtual-by-design environment is an opportunity to achieve the right balance between a flexible, productive and agile workplace and workforce.

This flexibility will enable the agency to recruit and retain top talent from across the country, and build a diverse and inclusive workforce. This transition also means Statistics Canada is committed to promoting an inclusive work environment where all employees, regardless of their physical location, have a fair and equitable opportunity to contribute to the agency and have equal access to opportunities for career advancement.

### ***Making progress on public service renewal***

As part of its public service renewal plan, known as [Beyond2020](#),<sup>xvi</sup> the Government of Canada is committed to developing a public service that is more agile and responsive to the evolving needs of the Canadians it serves. To that end, Statistics Canada will continue to invest in its employees to develop a culture of continuous improvement and innovation. This includes equipping employees with tools, training and experimentation opportunities to build inclusion and resilience, and to deliver greater value to Canadians.

### **Mitigating risk in an agile manner**

By continuously monitoring its internal and external environment, Statistics Canada addresses uncertainties related to its core responsibilities by adopting integrated risk management to identify, assess, prioritize and respond to risks at every level. This approach guides the agency’s business planning to ensure the timeliness, reliability and quality of its statistics. The agency has identified, assessed and ranked the following six corporate risks and developed corresponding strategies to mitigate each risk:

<b>Resources</b>	<b>Accuracy and integrity</b>	<b>Transformation</b>
<p>Risk: Statistics Canada may not have the workforce or the workplace it requires.</p> <p>Mitigation strategy: Strengthen the priority-setting process for human resources and ensure agile staffing and talent-management practices are in place.</p>	<p>Risk: Statistics Canada may not have access to or release accurate statistics.</p> <p>Mitigation strategy: Strengthen instruments for validating methods, processes and tools to support the Policy on Scientific Integrity, and ensure the Official Release error-reporting system is in place to correct the record.</p>	<p>Risk: Statistics Canada's transformation activities may not transform fast enough to meet the expectations of users.</p> <p>Mitigation strategy: Establish a refined business plan, in addition to ensuring strong governance and integrated business processes are in place; develop quality indicators to identify and address gaps; develop strategic relationships with key partners; and increase engagement with data users to better understand and respond to their needs.</p>
<b>Public trust</b>	<b>Relevance</b>	<b>Privacy and confidentiality</b>
<p>Risk: Statistics Canada may not be perceived as a trusted national statistical office.</p> <p>Mitigation strategy: Communicate proactively and transparently with Canadians to build awareness and promote public trust.</p>	<p>Risk: Statistics Canada's statistical information and services may not meet the evolving needs of users.</p> <p>Mitigation strategy: Continue to modernize internal operations to address the evolving data needs of external stakeholders.</p>	<p>Risk: Statistics Canada may experience a material privacy breach or wrongful disclosure of information.</p> <p>Mitigation strategy: Ensure that strict controls and safeguards are in place to manage and protect the vast amount of confidential and sensitive information; strengthen the agency's data ethics and governance processes; and regularly assess its information security and information technology posture.</p>

## Planned results for statistical information

The following table shows, for statistical information, the planned results, the result indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Departmental result indicators	2022–23 target	Date to achieve target	2018–19 actual result	2019–20 actual result	2020–21 actual result
High-quality statistical information is available to Canadians	Number of post-release corrections due to accuracy	0	March 31, 2023	2	1	6 <sup>1</sup>
	Percentage of international standards with which Statistics Canada conforms	90% <sup>2</sup>	March 31, 2023	88%	88%	88%
	Number of statistical products available on the website	47,680 <sup>3</sup>	March 31, 2023	35,920	37,254	40,738 <sup>4</sup>
	Number of Statistics Canada data tables available on the Open Data Portal	8,450	March 31, 2023	6,944	7,386	7,755
High-quality statistical information is accessed by Canadians	Number of visits to Statistics Canada website	24,500,000 <sup>3</sup>	March 31, 2023	19,752,776	20,285,269	28,193,955 <sup>4,5</sup>
	Number of hits on Statistics Canada's Application Programming Interface (API)	4,055,000 <sup>6</sup>	March 31, 2023	Not available	Not available	3,899,779
	Percentage of website visitors that found what they were looking for	78%	March 31, 2023	79%	78%	77%
	Number of interactions on social media	1,200,000 <sup>3</sup>	March 31, 2023	358,673	521,441	1,211,316 <sup>4,5</sup>
High-quality statistical information is relevant to Canadians	Number of media citations on Statistics Canada data	78,000 <sup>3</sup>	March 31, 2023	74,657	56,921	253,171 <sup>4</sup>
	Number of journal citations	38,000	March 31, 2023	22,176	26,505	33,596 <sup>4</sup>



	Percentage of users satisfied with statistical information	80%	March 31, 2023	80%	80%	80%
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1. Overall, five of the six corrections occurred during the first five months of the fiscal year, representing the period of transition to remote work.
2. The target is set at 90% since not all international standards are relevant to Statistics Canada.
3. In 2022–23, the agency will disseminate the results of the 2021 Census of Population and 2021 Census of Agriculture, which will generate a significant number of statistical products on the website, visits to the website, interactions on social media and media citations.
4. In 2020, the agency responded to the demand for an evidence-based response to COVID-19 by releasing and promoting numerous new and timely statistical products, which were well received by Canadians. This resulted in a significant increase in the number of visits to the website, interactions on social media, media citations and journal citations.
5. In early 2021, the agency experienced higher-than-expected interest in the census awareness and recruitment campaigns. This resulted in an increase in the number of visits to the website and interactions on social media.
6. This indicator is included in the agency's Departmental Results Framework for the first time.

The financial, human resources and performance information for Statistics Canada's program inventory is available on [GC InfoBase](#).<sup>xvii</sup>

## Planned budgetary spending for statistical information (dollars)

The following table shows, for statistical information, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Gross planned expenditures	616,663,357	616,663,357	560,200,355	555,042,606
Respendable revenue	-120,000,000	-120,000,000	-120,000,000	-120,000,000
Net planned expenditures	496,663,357	496,663,357	440,200,355	435,042,606

Financial, human resources and performance information for Statistics Canada's program inventory is available on [GC InfoBase](#).<sup>xvii</sup>

## Planned human resources for statistical information

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Gross planned expenditures	5,889	5,387	5,367
Respendable revenue	-1,181	-1,181	-1,181

Net planned expenditures	4,708	4,207	4,186
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The change in planned resources from 2022–23 to future years relates largely to the cyclical nature of the Census Program, for which activities peaked in 2021–22 and will wind down thereafter. Statistics Canada expects to maintain its capacity in future years for delivering ongoing statistical programs, with no significant shifts in resources. Also reflected in all three years are planned resources for several new initiatives from Budget 2021. These initiatives include Strengthening Long-term Care and Supportive Care, Supporting Access to Sexual and Reproductive Health Care Information and Services, Enhancing Business Condition Data, Better Understanding Our Environment, Better Data for Better Outcomes, and Measuring What Matters.

Financial, human resources and performance information for Statistics Canada’s program inventory is available on [GC InfoBase](#).<sup>xvii</sup>

## Internal services: planned results

### Description

Internal services are those provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ management and oversight services
- ▶ communications services
- ▶ legal services
- ▶ human resources management services
- ▶ financial management services
- ▶ information management services
- ▶ information technology services
- ▶ real property management services
- ▶ materiel management services
- ▶ acquisition management services.

### Planning highlights

Statistics Canada'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 efficient and user-centric services.

### Skill sets and talent management

Employees and managers across the agency will be given accessible and relevant learning and development opportunities that address and close skill gaps. Leadership programs will be broad enough to reach every employee, yet tailored to participants' evolving needs, with a focus on emerging technologies (digital enablement), diversity and inclusion, resilience, and change management. Data will inform program strategies, enable the analysis of learning demands and interest, and allow for the rapid identification of skills to mobilize talent. The performance and talent management program will be further anchored in quantitative data and informed by evidence to support consistent, objective and continuous feedback. In addition, the career mobility of equity-deserving talent will be supported through an enhanced mentorship and sponsorship program.

## **Accessibility**

The agency will continue to partner with external organizations, including the Office of Public Service Accessibility, to develop and implement a framework for measuring accessibility goals in terms of employment, workplace accommodation, the built environment, technology, services and culture. In the coming year, Statistics Canada will develop its accessibility roadmap and action plan, which will set a course for the accessible delivery of the agency’s mandate. This roadmap and action plan will also promote the conditions under which Statistics Canada can provide all Canadians with trustworthy and timely information that responds to the disability community’s Nothing Without Us call to action. The disability community is one of the largest minority populations in Canada.

Statistics Canada further commits to a comprehensive accessibility system review in the coming year. This review will identify barriers for clients and employees with disabilities and will introduce design practices that will allow the agency to develop accessible policies, practices, services and programs. Developing and implementing a multi-year accessibility plan require the coordinated efforts of all staff and business units across the agency to transform workspaces; programs; and service delivery to employees, Canadian data users and the respondents from whom the agency collects data. To this end, governance structures and feedback mechanisms, in addition to consultation with networks, will be strengthened.

## **Internal audit and evaluation**

In 2022–23, the Audit and Evaluation Branch will conduct audits and evaluations to yield insight into the appropriateness of the 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.

## Planned budgetary spending for internal services (dollars)

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
80,030,892	80,030,892	76,193,902	73,521,068

## Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
659	642	615



## Planned spending and human resources

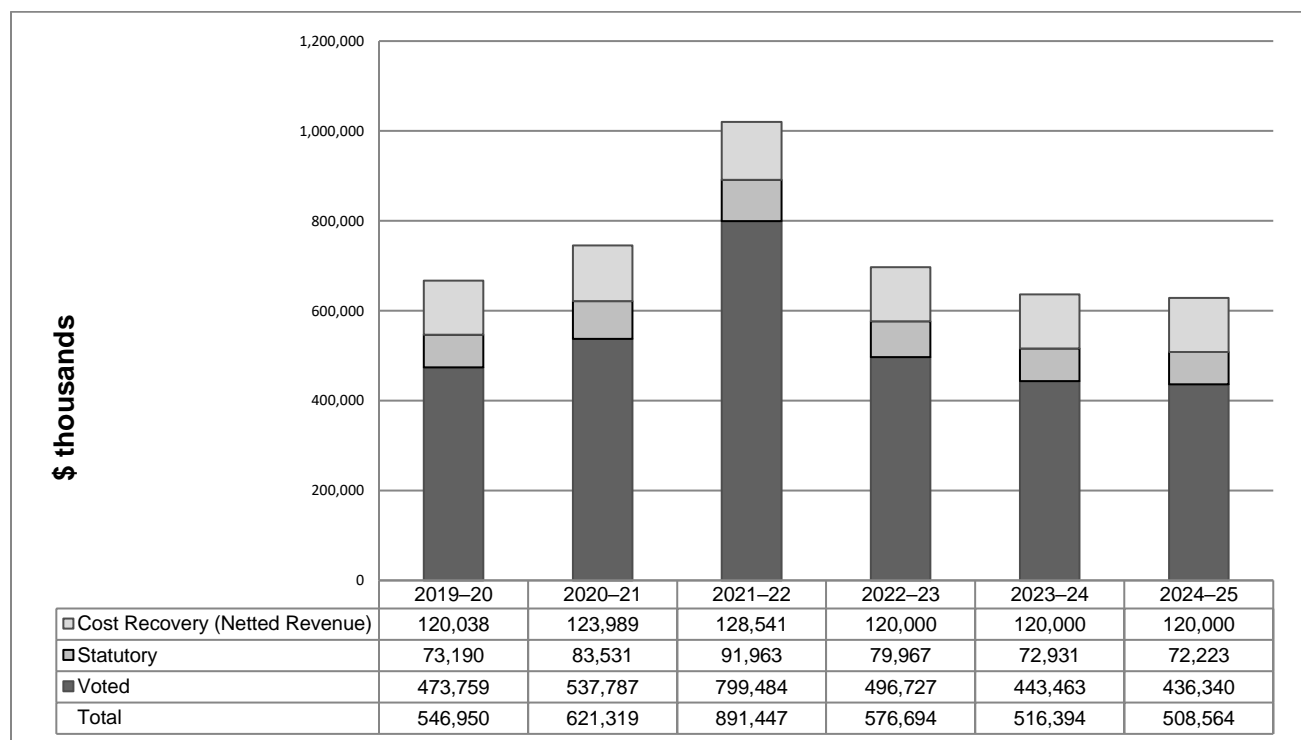
This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022–23 with actual spending for the current year and the previous year.

### Planned spending

Departmental spending 2019–20 to 2024–25

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

#### Departmental spending graph



## Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of Statistics Canada’s core responsibilities and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibilities and internal services	2019–20 actual expenditures	2020–21 actual expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Statistical information	584,770,894	666,463,788	916,348,261	616,663,357	616,663,357	560,200,355	555,042,606
Internal services	82,217,225	78,844,148	103,639,261	80,030,892	80,030,892	76,193,902	73,521,068
<b>Total gross expenditures</b>	<b>666,988,119</b>	<b>745,307,936</b>	<b>1,019,987,522</b>	<b>696,694,249</b>	<b>696,694,249</b>	<b>636,394,257</b>	<b>628,563,674</b>
Responsible revenue	-120,038,495	-123,989,068	-128,540,649	-120,000,000	-120,000,000	-120,000,000	-120,000,000
<b>Total net expenditures</b>	<b>546,949,624</b>	<b>621,318,868</b>	<b>891,446,873</b>	<b>576,694,249</b>	<b>576,694,249</b>	<b>516,394,257</b>	<b>508,563,674</b>

Statistics Canada is funded by two sources: direct parliamentary appropriations and cost-recovery activities. It has the authority to generate \$120 million annually in responsible 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 the last few years.

In recent years, responsible cost-recovery revenue has contributed between \$120 million and \$128 million annually to the agency’s total resources. A large portion of this responsible 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 peaked in 2021–22, when the 2021 Census of Population and 2021 Census of Agriculture were conducted, and decreases sharply thereafter as these activities wind down. This pattern is typical for the agency because of the cyclical nature of the Census Program. Funding for the 2026 Census of Population and the 2026 Census of Agriculture has not yet been approved, amplifying the decrease in the overall Census Program funding.

In addition, funding received for several new initiatives from Budget 2021 decreases from 2022–23 to 2023–24 and remains relatively the same in 2024–25.



Internal services spending from 2018–19 to 2021–22 includes planned resources from temporary funding related to a new initiative approved in 2018–19 to migrate the agency’s infrastructure to the cloud. The decrease in funding for outer years is largely attributable to how the agency strategically manages its investments. They are managed centrally, by priority, within the statistical information core responsibility. Investment funding from past years will come to an end in future years, while new investment decisions will be finalized only later in the year.

### 2022–23 budgetary gross and net planned spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2022–23.

Core responsibilities and internal services	2022–23 gross planned spending	2022–23 planned revenues netted against spending	2022–23 planned net spending
Statistical information	616,663,357	-120,000,000	496,663,357
Internal services	80,030,892	0	80,030,892
<b>Total</b>	<b>696,694,249</b>	<b>-120,000,000</b>	<b>576,694,249</b>

Statistics Canada has the authority to generate \$120 million annually in respendable revenue, which is reflected in the 2022–23 planned revenues netted against expenditures.

### Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of Statistics Canada’s core responsibilities and for its internal services for 2022–23 and the other relevant years.

#### Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Statistical information	5,595	6,099	7,398	5,889	5,387	5,367
Internal services	626	684	684	659	642	615
<b>Total gross full-time equivalents</b>	<b>6,221</b>	<b>6,783</b>	<b>8,082</b>	<b>6,548</b>	<b>6,029</b>	<b>5,982</b>

Respendable revenue	-1,366	-1,340	-1,554	-1,181	-1,181	-1,181
<b>Total net full-time equivalents</b>	<b>4,856</b>	<b>5,443</b>	<b>6,528</b>	<b>5,367</b>	<b>4,848</b>	<b>4,801</b>

Similar to trends seen in planned spending, changes in full-time equivalents from year to year are largely explained by the cyclical nature of the Census Program. Activity peaked in 2021–22, when the 2021 Census of Population and 2021 Census of Agriculture were conducted, and decreases sharply thereafter as these activities wind down.

## Estimates by vote

Information on Statistics Canada’s organizational appropriations is available in the [2022–23 Main Estimates](#).<sup>xviii</sup>

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Statistics Canada’s operations for 2021–22 to 2022–23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts 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](#)<sup>xix</sup> and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on Statistics Canada’s website.

Future-oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	1,145,859,783	830,619,454	-315,240,329
Total revenues	128,540,649	120,000,000	-8,540,649
Net cost of operations before government funding and transfers	1,017,319,134	710,619,454	-306,699,680

The decrease in planned expenditures for 2022–23 is primarily due to the planned reduction in spending on the Census Program, which is cyclical in nature and for which collection activities were completed in 2021–22.

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



## Corporate information

### Organizational profile

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

**Institutional head:** Anil Arora

**Ministerial portfolio:** Innovation, Science and Economic Development

### Enabling instrument(s):

- [Statistics Act](#)<sup>xx</sup>
- [Corporations Returns Act](#)<sup>xxi</sup>
- [Corporations Returns Regulations](#)<sup>xxii</sup>

**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 on 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 35 research data centres located throughout the country in academic institutions. In addition, there are five secure rooms available for access by employees of federal departments and selected provincial ministries. These centres provide researchers with access to microdata from population and household survey programs in a secure 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

Information on Statistics Canada's [raison d'être, mandate and role](#)<sup>xxiii</sup> is available on the agency's website.

Information on Statistics Canada's mandate letter commitments is available in the [mandate letter](#).<sup>xxiv</sup>

## Operating context

Information on the [operating context](#)<sup>xxv</sup> is available on Statistics Canada's website.

## Reporting framework

Statistics Canada's approved departmental results framework and program inventory for 2022–23 are as follows.

Departmental Results Framework	<p><b>Core Responsibility: Statistical Information</b></p> <p>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.</p>	
	<p><b>Result 1:</b></p> <p>High-quality statistical information is <b>available</b> to Canadians.</p>	<p><b>Indicator 1:</b> Number of post-release corrections due to accuracy.</p>
		<p><b>Indicator 2:</b> Percentage of international standards with which Statistics Canada conforms.</p>
		<p><b>Indicator 3:</b> Number of statistical products available on the website.</p>
		<p><b>Indicator 4:</b> Number of Statistics Canada data tables available on the Open Data Portal.</p>
	<p><b>Result 2:</b></p> <p>High-quality statistical information is <b>accessed</b> by Canadians.</p>	<p><b>Indicator 1:</b> Number of visits to Statistics Canada website.</p>
		<p><b>Indicator 2:</b> Number of hits on Statistics Canada's Application Programming Interface (API).</p>
		<p><b>Indicator 3:</b> Percentage of website visitors that found what they were looking for.</p>
		<p><b>Indicator 4:</b> Number of interactions on social media.</p>
	<p><b>Result 3:</b></p> <p>High-quality statistical information is <b>relevant</b> to Canadians.</p>	<p><b>Indicator 1:</b> Number of media citations on Statistics Canada data.</p>
<p><b>Indicator 2:</b> Number of journal citations.</p>		
<p><b>Indicator 3:</b> Percentage of users satisfied with statistical information.</p>		
Internal Services		
Program Inventory	Economic and Environmental Statistics	
	Socio-economic Statistics	
	Censuses	
	Cost-Recovered Statistical Services	
	Centres of Expertise	





## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to Statistics Canada’s program inventory is available on [GC InfoBase](#).<sup>xvii</sup>

## Supplementary information tables

The following [supplementary information tables](#)<sup>xxvi</sup> are available on Statistics Canada’s website:

- ▶ [Departmental Sustainable Development Strategy/Reporting on Green Procurement](#)<sup>xxvii</sup>
- ▶ [Gender-based analysis plus](#)<sup>xxviii</sup>
- ▶ [United Nations 2030 Agenda and the Sustainable Development Goals](#)<sup>xxix</sup>

## Federal tax expenditures

Statistics Canada’s Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).<sup>xxx</sup> 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 plus.

## Organizational contact information

### Mailing address

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

### Telephone:

Toll-free: 1-800-263-1136  
International: 1-514-283-8300

**TTY:** 1-800-363-7629

**Fax:** 1-514-283-9350

**Email:** [infostats@statcan.gc.ca](mailto:infostats@statcan.gc.ca)

### Website(s):

[www.statcan.gc.ca](http://www.statcan.gc.ca)<sup>xxxi</sup>  
[https://twitter.com/statcan\\_eng](https://twitter.com/statcan_eng)<sup>xxxii</sup>  
<https://www.facebook.com/StatisticsCanada/><sup>xxxiii</sup>



## 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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

### **departmental result (résultat ministériel)**

A change that a department seeks to influence. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

### **departmental result indicator (indicateur de résultat ministériel)**

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

### **departmental results framework (cadre ministériel des résultats)**

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 performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

### **experimentation (expérimentation)**

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new

mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, 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 Plus) (analyse comparative entre les sexes plus [ACS Plus])**

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

**gig workers (travailleurs à la demande)**

Unincorporated self-employed workers (sole proprietors) who report business, professional or commission self-employment income, and whose future business activity is uncertain or expected to be minor or occasional.

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

For the purpose of the 2022-23 Departmental Plan, government-wide priorities are the high-level themes outlining the Government's agenda in the 2021 Speech from the Throne: **building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.**

**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.

**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 a department and that focus on a specific set of outputs, outcomes or service levels.

**program inventory (répertoire des programmes)**

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned 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.

**target (cible)**

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

**voted expenditures (dépenses votées)**

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



## Endnotes

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- iv. 2021 Census of Agriculture, <https://statcan.gc.ca/eng/census-agriculture>.
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