



Military Police
Complaints Commission
of Canada

Commission d'examen des plaintes
concernant la police militaire
du Canada

Military Police Complaints Commission of Canada

2023–24

Departmental Plan

The Honourable Anita Anand
Minister of National Defence

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Complaints Commission of Canada, 2023.

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Chairperson’s Message

As incoming Chairperson, I am pleased to present the 2023-24 Departmental Plan for the Military Police Complaints Commission of Canada (MPCC).

This 2023-24 Departmental Plan is intended to provide Parliamentarians and Canadians with information on the MPCC’s objectives, planned activities and expected results during the reporting period, as well as the financial and human resources forecast to deliver those results.



Civilian and independent police oversight is essential to promote and maintain the trust of Canadians in their police services. The MPCC is a civilian, quasi-judicial oversight agency that operates at arm’s length from the Government of Canada. The MPCC reviews and investigates complaints concerning military police conduct and investigates allegations of interference in military police investigations. It reports its findings and makes recommendations directly to the Military Police and National Defence leadership. As a federal institution, it is part of the Defence portfolio for reporting purposes.

The MPCC will continue to deliver and advance its mandate to review and investigate complaints concerning military police conduct and investigate allegations of interference in military police investigations.

The MPCC will also continue to work with stakeholders to ensure the recommendations of the Third Independent Review Authority of the *National Defence Act* dated April 30, 2021, as they relate to military police oversight, are implemented in a timely manner. Since the creation of the MPCC in 1999, there has been a significant strengthening of independent police oversight bodies in Canada. The MPCC has not undergone similar reforms; rather, we have fallen considerably behind the national trend of more robust civilian oversight of policing, especially as it relates to accessing the documents necessary to carry out our mandate.

This fiscal year marks the implementation of the Common Hybrid Work Model for the Federal Public Service announced by the Treasury Board Secretariat (TBS) in late December 2022. The MPCC will review its work environment in light of the TBS recent announcement and integrate the lessons learned during the MPCC Hybrid Workplace model implemented in September 2022. During this exercise, the MPCC will also consider the suggestions and concerns received from employees during the Employee Engagement sessions.

We will also continue to collaborate with central agencies, within our capacity as a micro-organization, on TBS horizontal initiatives for people management and corporate services. In addition, we will continue to engage with the Canadian Armed Forces through the MPCC's renewed Outreach program to ensure that our mandate is well understood by the Military Police, the community they serve and the public at large.

Finally, the persons employed by the MPCC are its greatest resource and we will continue to prioritize their physical and mental well-being. We will continue to ensure they are working in a healthy, secure, accessible, diverse and inclusive work environment free of harassment. We will accomplish this by respecting these principles at all stages of decision-making processes and by providing employees with the tools and resources to help themselves and others.

I am impressed by the level of dedication and professionalism of the MPCC team observed since assuming the role of Chairperson on January 3, 2023. I am privileged to be part of this team and I look forward to advancing the work of the MPCC in the next five years.

Original signed by

Me Tammy Tremblay, MSM, CD, LL.M
Chairperson

Plans at a glance

Improve the effectiveness and efficiency of the complaints resolution process: The Military Police Complaints Commission of Canada (MPCC) continues to review its investigation guidelines and processes and will leverage technology in order to enhance the timeliness, efficiency and fairness of the complaints resolution process.

Work with partners to implement the recommendations of the Third Independent Review Authority on the *National Defence Act* as they pertain to military police oversight: The MPCC continues to work with its stakeholders to ensure the recommendations of the Third Independent Review Authority dated April 30, 2021, are implemented in a timely manner to enhance the MPCC's authority and, in particular, to obtain relevant information necessary to carry out its mandate.

Pursue the MPCC's Outreach program: The MPCC will continue to diversify its outreach program and engage with the Canadian Forces Provost Marshal (CFPM) and bases across Canada as well as the Canadian Forces Military Police Academy (CFMPA) and other stakeholders. After piloting a new virtual outreach program last fiscal year, we will continue to refine and improve our topic specific presentations to engage our audiences more meaningfully on topics that are most relevant to them based on lessons learned from last year. Furthermore, we expect to return to have in-person engagement in instances where it is most efficient and effective including some classes at the CFMPA this year.

Adapt to the future of work: During the pandemic, the MPCC staff was highly productive and demonstrated great adaptability and resilience to change. As the Core Public Administration shifts towards Common hybrid work in 2023, the MPCC will continue to ensure the advancement of the future of work and enable all services and programs to move to digital services. The MPCC will also collaborate with central initiatives to improve cybersecurity for Small Departments and Agencies in terms of network, security and digital services.

Continue to promote mental and physical well-being in the workplace: The MPCC will continue its efforts to maintain a standard of organizational excellence as well as employee mental health and well-being and will continue to invest in our greatest resources, our people, in order to ensure a healthy workforce.

Diversity, Inclusion and Accessibility is MPCC's Strength: The MPCC will maintain a workforce that is well equipped, inclusive and diverse to provide a high level of service in both official languages to carry out the MPCC mandate. As a micro-organization, our small size allows us to engage every employee on key issues such as anti-racism, equity, accessibility, reconciliation, inclusion and mental health.

For more information on the MPCC's plans, see the "Core responsibilities: planned results and resources" section of this plan.

Core responsibilities: planned results and resources

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.

Independent Civilian Oversight of the Military Police

Description

Promote and ensure the highest standards of conduct of Military Police in the performance of policing duties and discourage interference in Military Police investigations through independent and impartial reviews, investigations and hearings, which result in sound findings and recommendations.

Planning highlights

During the 2023-24 fiscal year, the MPCC will:

- **Strengthen the Complaints Process:** The MPCC will continue to work with the Canadian Forces Provost Marshal (CFPM), the Deputy Commander Canadian Forces Military Police Group (CF MP Gp) and other senior Defence leadership to foster an environment that supports the acceptance and implementation of MPCC recommendations. Such work includes the annual MPCC – CFPM meeting to discuss overarching issues (i.e.: disclosure issues) and processes, ongoing conversations at the working level to resolve file-specific issues, as well as the Outreach Program. These meetings ensure that the Military Police, its Chain of Command and the MPCC maintain a mutual understanding of respective roles, mandate and relevant issues;
- **Strengthen the MPCC review and investigation capacity:** The MPCC will continue to refine and improve the planning and conduct of its investigations, with particular focus on leveraging technology to improve timeliness and ensure that the resources devoted to a file match its complexity. The MPCC will maintain its pool of investigators and emphasize principles of diversity and skill set to ensure we have the expertise for timely investigation of a wide ambit of complaints, including those involving allegations of sexual assault;
- **Enhance collaboration with stakeholders:** The MPCC will continue to collaborate with the CFPM, the office of the Judge Advocate General (JAG), the Department of National Defence (DND) and the Department of Justice (DOJ) to implement the recommendations of the Third Independent Review Authority of the *National Defence Act* as they pertain to the mandate of the MPCC. This includes updates to the *National Defence Act* and associated Regulations to increase the ability of the MPCC to access information necessary to carry out its mandate efficiently and effectively. These changes would also support the MPCC being listed on the schedule of designated entities under the *Canada Evidence Act* which would allow the MPCC to receive records containing sensitive information relating to international affairs or

to national defence or security without going through cumbersome and time-consuming procedures in the Federal Court; and

- **Increase Outreach and awareness of the MPCC mandate:** The MPCC will continue its Outreach Program to increase awareness of its mandate and activities in both official languages and to respond to questions and concerns about the complaints process to increase transparency and accountability in the complaints process. After piloting a new virtual outreach program last fiscal year, we will continue to refine and improve our topic specific presentations to engage our audiences more meaningfully on topics that are most relevant to them based on lessons learned from last year. We also expect a return to an in-person presence at the CFMPA.

Gender-based analysis plus (GBA Plus)

Over this fiscal year, the MPCC plans to implement administrative procedures and system implementation to enable the collection and analysis of disaggregated identified GBA Plus factors. The collection and analysis of disaggregated identified GBA Plus factors will allow the MPCC to report publicly on a broader spectrum of data and enhance both accountability and transparency. In addition, the MPCC will continue efforts to achieve our commitment to GBA Plus by implementing the plan outlined in its three-year GBA Plus strategy.

United Nations 2030 Agenda for Sustainable Development and Sustainable Development Goals

In August 2022, the MPCC committed to contribute to achieving the Government of Canada’s sustainable development priorities, goals, and targets. In 2023, the MPCC will play its role in implementing Government-wide approach and actions to achieve a Greening Government obligation as stated in the 2022-26 Federal Sustainable Development Strategy.

Innovation

In 2023-24, the MPCC will continue carrying out digital transformation by upgrading processes, infrastructure and tools to optimize service delivery and accessibility, and promote employee mobility. This will include implementing activities to migrate MPCC’s Information Technological systems to Microsoft 365 to leverage changes in order to improve the user experience.

Planned results for Independent Civilian Oversight of the Military Police

The following table shows, for independent civilian oversight of the Military Police, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
Final Reports provide sound findings and recommendations and are issued in a timely manner.	Percentage of recommendations resulting from investigations of conduct or interference complaints are accepted by the responsible Department of National Defence authority (usually the Canadian Forces Provost Marshal).	70%	March 31, 2023	100%	100%	73% ¹
	Percentage of Final Decisions not overturned on Judicial Review.	70%	March 31, 2023	100%	100%	100%
	Percentage of interim reports (including concluding reports) issued in non-public interest cases within 18 months from the time disclosure is substantially received, to the issuance of the interim report. It is recognized that there may be exceptionally complex cases which will not meet this indicator.	70%	March 31, 2023	97%	90%	83%
Information requests pertaining to complaint files are responded to in a timely manner.	Percentage of information requests initially responded to within 48 hours.	95%	March 31, 2023	97%	95%	95%
Military Police and the public have access to current information on the issues addressed	Quarterly website updates of MPCC findings and recommendations through case summaries	4	March 31, 2023	4	4	5

¹ At the time of the preparation of these statistics, the MPCC continues to await a response from the Minister of National Defence regarding four recommendations made.

by the MPCC.	and MPCC Final Reports in public interest cases.					
	Number of Outreach activities/presentations given on the mandate, roles and responsibilities of the MPCC.	6	March 31, 2023	7	7	22
	Percentage of presentations to stakeholder or target groups that were received positively.	70%	March 31, 2023	100%	100%	100%

The financial, human resources and performance information for the Military Police Complaints Commission of Canada’s program inventory is available on [GC InfoBase](#).ⁱ

Planned budgetary spending for Independent Civilian Oversight of the Military Police.

The following table shows, for Independent Civilian Oversight of the Military Police, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
2,872,005	2,872,005	2,910,265	2,910,265

Financial, human resources and performance information for the Military Police Complaints Commission of Canada’s program inventory is available on [GC InfoBase](#).ⁱⁱ

Planned human resources for Independent Civilian Oversight of the Military Police.

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
17	17	17

Financial, human resources and performance information for Military Police Complaints Commission of Canada’s program inventory is available on [GC InfoBase](#).ⁱⁱⁱ

Internal services: planned results

Description

Internal services are the services that are 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

*At the MPCC, given its mandate of quasi-judicial oversight agency, legal services are an integral part of the delivery of our core mandate and therefore included the Independent Civilian Oversight Program.

Planning highlights

During the 2023-24 fiscal year, the MPCC will:

- **Implement the 2023-25 Departmental Accessibility Plan:** To attain this Governmental goal, the MPCC will proactively identify, remove, and prevent barriers. The identified actions will work towards the elimination and prevention of the identified barriers. These actions will have a direct impact on increasing a culture of inclusiveness that calls attention to accessibility at the MPCC;
- **Continue to engage the MPCC’s response to the Call to Action on Anti-Racism, Equity and Inclusion** from the Interim Clerk of the Privy Council and Secretary to the Cabinet to take practical actions to achieve systemic change. The MPCC will also work closely with Shared Services Canada to ensure that public servants have access to the work systems and tools they need in the official language of their choice;
- **Continue to carry out the assessment of the design effectiveness and operating effectiveness of its internal controls** and put in place Year 2 of the Management Action Plans to address the opportunities for improvement identified in the MPCC Risk Assessment and Audit; and
- **Conduct a Threat and Risk Assessment (TRA) on the Information Technology (IT) infrastructure and key services running on the infrastructure as well as developing a final TRA Report** highlighting the key processes and findings.

Planning for Contracts Awarded to Indigenous Businesses

In August 2021, the Government of Canada announced measures to renew and strengthen its economic relationship with indigenous peoples by increasing opportunities for Indigenous businesses. Departments will be phased-in over three years. As the MPCC is part of the Phase 3 (April 2024), in fiscal year 2023-2024, the MPCC will start assessing early opportunities for participation by Indigenous businesses by:

- Assessing procurement activities for potential Indigenous participation in order to contribute gradually to reaching the 5 % Target of value of Federal Government contracts awarded to businesses managed and led by Indigenous peoples; and
- Applying early opportunities for Indigenous businesses to submit bids and reviewing our processes with stakeholders to identify barriers for Indigenous businesses.

Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
1,978,437	1,978,437	1,940,177	1,940,177

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
14	14	14

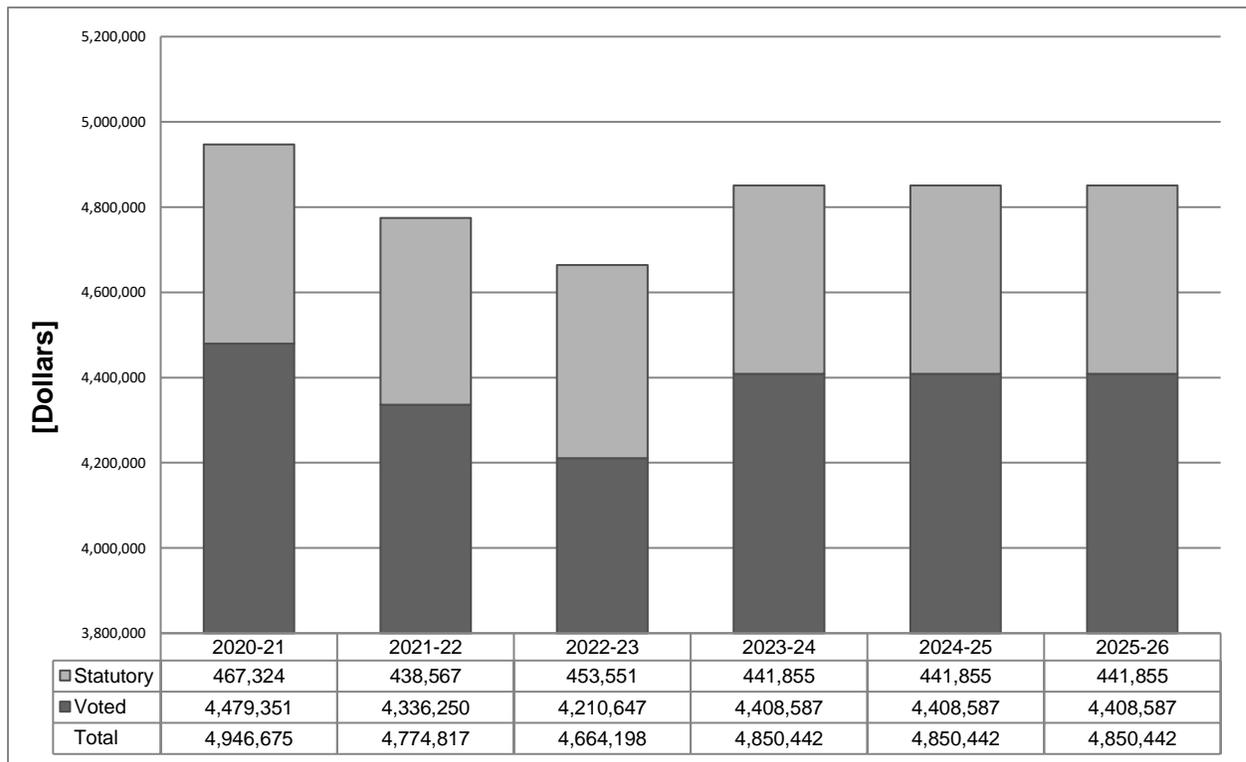
Planned spending and human resources

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 2023–24 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2020–21 to 2025–26

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



In 2017-18, a frozen allotment was set up using the lapse on personnel expenses (salary) exceeding the allocated carryover amount, as approved by the Treasury Board Secretariat, following the freeze on salaries. The extra salary allotment of \$300,000 plus the associated employee benefits plan was spread over five years up to 2022-23. In 2023-24, we are reverting to our regular allotment, which is also accompanied by a drop in our statutory funding linked to the Employee Benefits Plan.

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

The following table shows information on spending for each of the Military Police Complaints Commission of Canada’s core responsibilities and for its internal services for 2023–24 and other relevant fiscal years.

Core responsibilities and internal services	2020–21 actual expenditures	2021–22 actual expenditures	2022–23 forecast spending	2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
Independent Civilian Oversight of the Military Police	2,880,699	2,815,122	2,634,717	2,872,005	2,872,005	2,910,265	2,910,265
Subtotal	2,880,699	2,815,122	2,634,717	2,872,005	2,872,005	2,910,265	2,910,265
Internal services	2,065,976	1,959,695	2,029,481	1,978,437	1,978,437	1,940,177	1,940,177
Total	4,946,675	4,774,817	4,664,198	4,850,442	4,850,442	4,850,442	4,850,442

The MPCC’s planned spending for 2023-24 is based on its anticipated Main Estimates of \$4.85 million. This amount aligns with our Annual Reference Level Update (ARLU) until 2025-26.

The forecast for 2022-23 is significantly lower, as we are expecting a higher-than-normal surplus because of key vacant positions including pending Governor in Council appointments throughout the year. We are expecting our salary spending to increase in 2023-24.

In 2020-21, we saw higher levels of spending in line with a large number of retroactive payments due to the signing of multiple collective agreements and, consequently, back payments.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the Military Police Complaints Commission of Canada’s core responsibilities and for its internal services for 2023–24 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 forecast full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
Independent Civilian Oversight of Military Police	14	16	16	17	17	17
Subtotal	14	16	16	17	17	17
Internal services	15	14	14	14	14	14
Total	29	30	30	31	31	31

The MPPC’s FTE count remains stable between 29 and 31. Given that our budget remains stable, we do not anticipate major changes in this area.

Estimates by vote

Information on the Military Police Complaints Commission of Canada’s organizational appropriations is available in the [2023–24 Main Estimates](#).^{iv}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Military Police Complaints Commission of Canada’s operations for 2022–23 to 2023–24.

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 and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on the [MPCC website](#).^v

Future-oriented condensed statement of operations for the year ending March 31, 2024 (dollars)

Financial information	2022–23 forecast results	2023–24 planned results	Difference (2023–24 planned results minus 2022–23 forecast results)
Total expenses	4,917,219	5,142,171	224,952
Total revenues	0	0	0
Net cost of operations before government funding and transfers	4,917,219	5,142,171	224,952

The MPCC’s 2023-24 planned results reflect the amounts we have received through the Main Estimates and does not assume any significant surpluses for the moment. Our 2022-23 forecast does take into consideration a surplus for this fiscal year, as we anticipate a surplus beyond our Operating budget carry-forward due to key vacant positions including pending Governor in Council appointments throughout the year.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Anita Anand, Minister of National Defence

Institutional head: Me Tammy Tremblay, Chairperson

Ministerial portfolio: Defence Portfolio

Enabling instrument(s): *National Defence Act, Part IV*^{vi}

Year of incorporation / commencement: 1998

Other: For more information, please visit the [MPCC website](#).^{vii}

Raison d'être, mandate and role: who we are and what we do

Information on the Military Police Complaints Commission of Canada's raison d'être, mandate and role is available on the [MPCC website](#).^{viii}

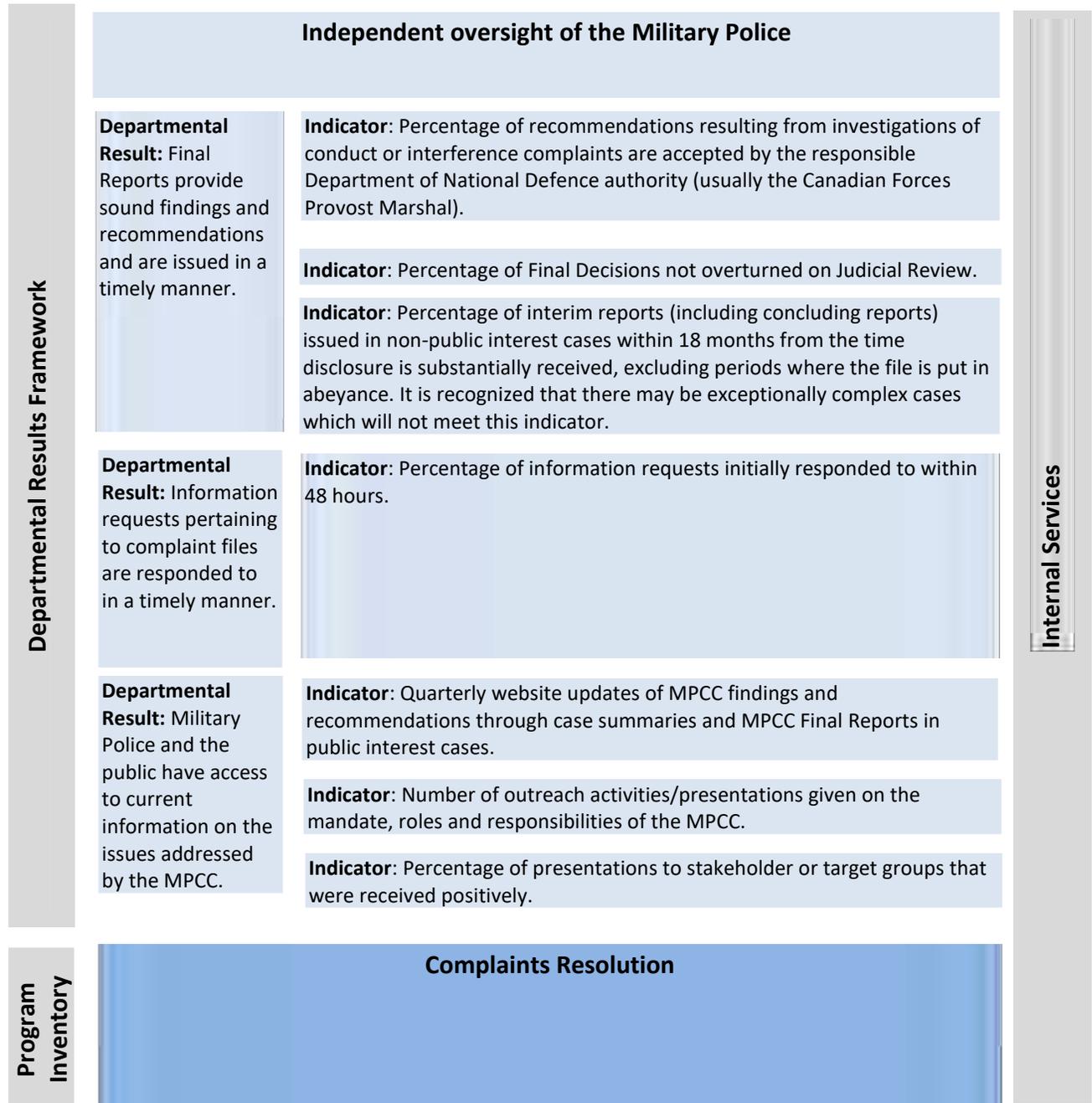
Operating context

Information on the operating context is available on the [MPCC website](#).^{ix}

Reporting framework

The Military Police Complaints Commission of Canada’s approved departmental results framework and program inventory for 2023–24 are as follows.

Graphical presentation of Departmental Results Framework and Program Inventory



Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the Military Police Complaints Commission of Canada’s program inventory is available on [GC InfoBase](#).^x

Supplementary information tables

The following supplementary information tables are available on the [MPCC website](#)^{xi}:

- ▶ [Gender-based analysis plus](#)^{xii}

Federal tax expenditures

The Military Police Complaints Commission of 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](#).^{xiii} 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

How to reach the Military Police Complaints Commission of Canada:

Call our information line

613-947-5625 or toll-free at 1-800-632-0566

Send us a letter

Military Police Complaints Commission of Canada

270 Albert Street, 10th floor

Ottawa, ON K1P 5G8

Canada

Contact us for a private consultation.

Send us an email

commission@mpcc-cppm.gc.ca

Note: We cannot guarantee the security of electronic communications.

Visit our website

mpcc-cppm.gc.ca^{xiv}

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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.

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. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet the diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023–24 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.

high impact innovation (innovation à impact élevé)

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

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 compared 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

- i. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv. 2023–24 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- v. MPCC Website, <https://www.mpcc-cppm.gc.ca/corporate-organisation/reports-rapports-eng.aspx>
- vi. *National Defence Act*, Part IV, <https://laws.justice.gc.ca/eng/acts/n-5/page-35.html#h-378808>
- vii. MPCC Website, <https://www.mpcc-cppm.gc.ca/index-eng.aspx>
- viii. MPCC Website, <https://www.mpcc-cppm.gc.ca/the-commission-la-commission/mission-statement-enonce-de-mission-eng.aspx>
- ix. MPCC Website, <https://www.mpcc-cppm.gc.ca/the-commission-la-commission/mission-statement-enonce-de-mission-eng.aspx>
- x. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xi. MPCC Website, <https://www.mpcc-cppm.gc.ca/corporate-organisation/reports-rapports-eng.aspx>
- xii. Gender-based analysis Plus, <https://www.mpcc-cppm.gc.ca/corporate-organisation/reports-rapports/departmental-plan-ministeriel/gender-based-analysis-plus-analyse-comparative-entre-les-sexes-plus-2023-2024-eng.aspx>
- xiii. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
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