

Office of the Privacy Commissioner of Canada

2017-18

Departmental Results Report

Original signed by

The Honourable Jody Wilson-Raybould, P.C., Q.C., M.P.
Minister of Justice and Attorney General of Canada

© Her Majesty the Queen in Right of Canada, as represented by
the Minister of Justice and Attorney General of Canada, 2018

Catalogue No. IP51-7E-PDF

ISSN 2560-9777

This document is available on the Office of the Privacy
Commissioner's website at <http://www.priv.gc.ca>.

Table of Contents

Message from the Privacy Commissioner of Canada	1
Results at a glance	3
Raison d'être, mandate and role: who we are and what we do.....	5
Raison d'être.....	5
Mandate and role	5
Operating context and key risks	7
Operating context.....	7
Key risks	9
Results: what we achieved.....	11
Programs	11
Program 1.1: Compliance activities	11
Program 1.2: Research and policy development	15
Program 1.3: Public outreach	18
Internal services	21
Analysis of trends in spending and human resources	25
Actual expenditures.....	25
Actual human resources.....	27
Expenditures by vote.....	27
Government of Canada spending and activities	27
Financial statements and financial statements highlights	27
Financial statements	27
Financial statements highlights.....	28
Supplementary information	31
Corporate information	31
Organizational profile	31
Reporting framework	31
Supporting information on lower-level programs.....	31
Supplementary information tables	32
Federal tax expenditures.....	32
Organizational contact information	32
Appendix: definitions.....	33
Endnotes.....	37

Message from the Privacy Commissioner of Canada

I am pleased to present the Departmental Results Report of the Office of the Privacy Commissioner of Canada (OPC) for the fiscal year ending March 31, 2018.

Much of our focus during the past year was on shifting to a more proactive approach to privacy protection in order to have a broader and more positive impact on the privacy rights of a greater number of Canadians.

It's an exercise that culminated last fall when we published our [Report on Consent](#)ⁱ following an extensive consultation with Canadians, the privacy community and other stakeholders.

In it, we outlined a series of actions our office would take, as well as recommendations for legislative change, including new powers to make orders and issue fines under the Personal Information Protection and Electronic Documents Act (PIPEDA), Canada's federal private sector privacy law.

We believe the proposals can help address challenges associated with the opacity of business models and the complexity of information flows in the age of data analytics, artificial intelligence, robotics, genetic profiling and the Internet of Things.

Among our key commitments was a plan to update and issue new guidance to individuals on how to exercise their privacy rights - and to organizations on how to respect their privacy obligations. In late September we issued draft guidelines for businesses on [obtaining meaningful consent](#)ⁱⁱ and [inappropriate data practices](#),ⁱⁱⁱ both of which were finalized in May following further discussions with stakeholders.

Additionally, we furthered our work on the complex issue of online reputation and privacy, releasing a [Draft Position on Online Reputation](#)^{iv} in January. In our report, we concluded that Canadians need better tools to help them to protect their online reputation. We highlighted measures such as the right to ask search engines to de-index web pages that contain inaccurate, incomplete or outdated information; removal or amendment of information at the source; and education to help develop responsible, informed online citizens.

This past year also saw numerous appearances before Parliament aimed at asking legislators to modernize Canada's grossly outdated privacy laws, including the Privacy Act which has seen no substantive upgrades since 1983. For instance, in our appearances and submissions on Bill C-59, we proposed amendments to better balance privacy and national security. The government agreed with the vast majority of our recommendations and took measures to address many of our concerns. We welcome the revised bill that was passed in June by the House of Commons and is now awaiting consideration by the Senate in the fall.



One of our most significant achievements this past year was to develop a new Departmental Results Framework that lays out our new organizational structure, vision and objectives and provides a clear path forward. We streamlined our operations by clarifying program functions and reporting relationships, and we became more forward-looking by shifting the balance of our activities towards greater proactive efforts.

As a product of this change, our work now falls into one of two program areas: promotion and compliance. Activities aimed at bringing departments and organizations into compliance are now part of our Promotion Program, while those related to addressing existing compliance issues fall under our Compliance Program. This new framework and program structure was unveiled in our [2018-19 Departmental Plan](#).^v Hence, as this report relates to the fiscal year ending March 31, 2018, it is aligned with our previous program framework.

By delineating our activities and results more clearly under the Promotion and Compliance programs, we chart a new course for the OPC. We become more proactive and more citizen-focused. In so doing, we seek to empower Canadians to exert greater control over their personal information, and to give them greater confidence that their privacy rights will be protected.

The following report details important achievements undertaken by my Office on behalf of Canadians during the past fiscal year.

Original signed by

Daniel Therrien
Privacy Commissioner of Canada

Results at a glance

For more information on the OPC's plans, priorities and results achieved, see the "Results: what we achieved" section in this report.

What funds were used?

\$25,689,371

Actual Spending

Who was involved?

173

Actual FTEs

Results at a glance

- ✓ Made important progress in advancing the OPC's privacy priorities to help give Canadians more control over their personal information. Delivered on several key initiatives established in its plans supporting the priorities, including the issuance of our reports and guidelines on consent, inappropriate practices and online reputation.
- ✓ Appeared before Parliament and made several recommendations on Bill C-59 with a view to strengthening Canada's national security framework in a manner which balances privacy and security. Most of these recommendations were adopted by the House of Commons.
- ✓ Supported parliamentary initiatives to reform federal privacy legislation, including the Standing Committee on Access to Information, Privacy and Ethics' review of PIPEDA.
- ✓ Initiated interjurisdictional and complex investigations such as Facebook/AIQ and Equifax.

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

Raison d'être

As an agent of Parliament, the Privacy Commissioner of Canada reports directly to the House of Commons and the Senate. The mandate of the Office of the Privacy Commissioner of Canada (OPC) is to oversee compliance with both the Privacy Act, which covers the personal information-handling practices of federal government institutions, and the Personal Information Protection and Electronic Documents Act (PIPEDA), Canada's federal private sector privacy law, along with some aspects of Canada's anti-spam law (CASL). The OPC's mission is to protect and promote the privacy rights of individuals.¹

Mandate and role

The Privacy Commissioner's powers to further the privacy rights of Canadians include:

- investigating complaints, conducting audits and pursuing court action under the authority of the Privacy Act and PIPEDA;
- publicly reporting on the personal information-handling practices of public and private sector organizations;
- supporting, undertaking and publishing research into privacy issues; and
- promoting public awareness and understanding of privacy issues, including appearing before Parliament on proposed legislation and studies on issues affecting the privacy rights of Canadians.

The Commissioner works independently of government to investigate federal public sector-related complaints from individuals under the Privacy Act, and complaints related to the private sector under PIPEDA. He also has some designated responsibilities to ensure compliance with CASL.

The Commissioner may address complaints through mediation and conciliation; he also has the power to summon witnesses, administer oaths, and compel the production of evidence. In cases where the investigation does not result in a voluntary agreement/resolution and remains unresolved, the Commissioner may seek an order from the Federal Court to address the situation under certain circumstances.

For more general information about the OPC, see the "Supplementary information" section of this report.

¹ Reference is made to "individuals" in accordance with the legislation.

Operating context and key risks

Operating context

The Office's strategic and operating environment evolves rapidly year over year, given technological change and global developments. Privacy protections often lag behind sophisticated techniques that continue to be developed to collect, use and share personal information. These present constantly shifting challenges for us and our counterparts around the world.

The last several years have seen steep increases in the number of individuals affected by data breaches, particularly in the commercial sector. Fiscal year 2017-18 saw massive data breaches caused by vulnerabilities in databases containing Canadians' personal information:

- the hack of Equifax's systems impacted 100,000 Canadian consumers' information;
- Bell Canada's breach affected 1.9 million personal email addresses;
- the Nissan Canada cyberattack compromised the personal information of 1.3 million people, and
- the Uber incident affected over 800,000 individuals in Canada alone.

We've opened investigations into several of these breaches, many of which are ongoing. To this (in early 2018) we have the added complexity of interjurisdictional complaints such as the Facebook/Aggregate IQ investigation. With good reason, these incidents trigger increased call volumes to the Office and higher numbers of complaints.

From an organizational perspective, they also tend to generate more media requests as journalists react, calls to appear before Parliament as legislators examine the issues, and added calls for support and guidance from various sectors involved. These interactions with other branches of government, regulators, elected officials and researchers can be complex undertakings in their own right and they tend to affect the available resources of the entire organization.

New mandatory breach notification provisions for the private sector are poised to expand our mandate. The Digital Privacy Act (formerly known as Bill S-4), received royal assent in June 2015, resulting in a number of significant amendments to PIPEDA. We provided comments on the proposed regulations with respect to the content of breach reports to the Privacy Commissioner, record-keeping requirements, and the timeframe for the coming into force of the regulations. The provisions under PIPEDA dealing with mandatory breach reporting, notification and record-keeping will come into force November 1, 2018.

Privacy has always been an inter-disciplinary, cross-jurisdictional issue and recent developments only emphasize how developing and enhancing partnerships needs to be a key priority for us to be effective. We are continuing efforts to augment information-sharing and coordination efforts with other national and international data-protection authorities, as well as other consumer-protection regulators, in order to strengthen global enforcement and enhance policy development.

The European Union's General Data Protection Regulation (GDPR) came into force in May 2018, potentially creating new obligations for Canadian businesses that handle the personal information of individuals in Europe. While the GDPR and Canada's federal private sector privacy law, PIPEDA, share a number of core tenets, they are different laws. The Office is not responsible for enforcing compliance with the GDPR.

The challenges faced by our colleagues in the international community reflect those we are experiencing at home. Personal information is at the heart of the digital revolution, transforming virtually every aspect of daily life. It is central to new online business models and is at the heart of how government wants to transform its services to Canadians.

We have long indicated that legislative changes are needed, as federal privacy laws have not kept pace with the rapidly evolving privacy landscape. We are encouraged that parliamentarians have also recognized this need for change, as evidenced by a surge in the House of Commons Standing Committee on Access to Information, Privacy and Ethics (ETHI) efforts over the last two years.

Since 2016, Parliament has undertaken a study of both the Privacy Act and PIPEDA. The Committee report on the study of the Privacy Act supports our recommendations and calls for a number of changes to the law in order to modernize it. The Government of Canada announced in 2016, its intent to start work towards modernizing the law, however, no concrete proposal has yet been made public.

Last February, the same Committee (ETHI) also issued a study of PIPEDA and recommended several changes, including recommendations to confer to the Office the powers to issue binding orders and impose fines for non-compliance. The government agreed that changes are required to our privacy regime and signaled its intent to further study the viability of all options, for instance on enforcement models, with a view to presenting Canadians with proposals. To that end the Minister of Innovation, Science and Economic Development announced in June 2018 a [national digital and data consultation](#),^{vi} which could eventually result in amendments to PIPEDA in several years.

We have also responded to the welcomed increase in attention to privacy issues by parliamentarians. Specifically, Parliament continues to review legislation actively with privacy in mind. As an agent of Parliament, this surge in interest in privacy issues is encouraging.

The increasing amount of personal information exchanged between private and public sector organizations continues to pose challenges to privacy and accountability. Initiatives around border security, legislation to enable information-sharing, or discussions to expand government access to personal information held by private sector organizations have given rise to heightened privacy concerns.

Growing awareness about government surveillance has also generated proposals to reform existing oversight and control measures. We provided our views to Parliament on Bill C-59, An Act Respecting National Security Matters, which introduces a wide range of measures intended to strengthen Canada's national security framework in a manner that safeguards the rights and freedoms of Canadians.

We were pleased that the government agreed with the vast majority of our recommendations and took measures to address many of our concerns. The revised bill is now awaiting consideration by the Senate in the fall.

Key risks

Risks	Mitigating strategy and effectiveness	Link to the department's Programs	Link to departmental priorities
<ul style="list-style-type: none"> Risk related to programs and business activities with high privacy risks not being reviewed by the OPC because of limited resources. 	<ul style="list-style-type: none"> Adopted a new Departmental Results Framework and program structure in line with a more proactive approach to privacy protection. Continued to prioritize the review of PIAs that present the highest privacy risks. Our office streamlined criteria to action breach reports under PIPEDA, and looked to increased collaboration with international and domestic partners where appropriate, as we did with Facebook and Equifax. Using available resources, we continued to prioritize PA breaches based on a risk-management framework. Proactively embarked on a review of privacy breach reporting within the federal public sector to promote the importance of safeguarding. 	<ul style="list-style-type: none"> Compliance activities 	<ul style="list-style-type: none"> Effective oversight of compliance with federal privacy legislation
<ul style="list-style-type: none"> Risk related to the OPC's ability to maintain or recruit the right skillset to effectively deliver on its mandate, given the increasingly complex and rapidly evolving privacy landscape. 	<ul style="list-style-type: none"> Implemented a competency-based staffing pilot project; Continued the OPC Privacy Conversations, Tech Talks and Tech Blog series to build capacity and share knowledge on evolving privacy and technological issues; Continued the learning and dissemination of knowledge from cutting-edge research funded through the Contributions Program; The ability to maintain and recruit the right skillset remains a risk in the rapidly evolving privacy landscape and additional work will be done in 2018-19 to further mitigate this risk. 	<ul style="list-style-type: none"> Compliance activities Research and policy development Public outreach 	<ul style="list-style-type: none"> Maintain and recruit the right skillset
<ul style="list-style-type: none"> Risk related to the OPC's ability to deliver on all its privacy priority commitments^{vii} as the volume of responsive work continues to increase across the organization. 	<ul style="list-style-type: none"> The conduct of a formative evaluation to measure progress to date and early impact of the work in advancing the privacy priorities was pushed back to 2018-19 due to competing priorities. However, throughout the year, we closely monitored progress against plans to advance the privacy priorities and refined them as needed to ensure they continued to be feasible. As a result, our Office was able to deliver on the initiatives in its medium-term plans. 	<ul style="list-style-type: none"> Compliance activities Research and policy development Public outreach 	<ul style="list-style-type: none"> Achieving progress in advancing the OPC's privacy priorities

Results: what we achieved

Programs

Program 1.1: Compliance activities

Description

This program oversees compliance with federal privacy legislation for public and private sector organizations, thus contributing to the protection of Canadians' privacy rights. Through this program, the OPC investigates privacy-related complaints and responds to inquiries from individuals and organizations, reviews breach reports and has the power to initiate its own investigations when warranted (Commissioner-initiated complaints).

Through audits and reviews, the OPC also assesses how well organizations are complying with requirements set out in the two federal privacy laws, and provides recommendations on Privacy Impact Assessments (PIAs), pursuant to the Treasury Board Directive on Privacy Impact Assessment. This program is supported by a legal team that provides specialized advice and litigation support, and a research team with senior technical and risk-assessment support.

Results

Providing Canadians with the level of privacy protection they expect and deserve is what drives our work under this program. However, we continued to encounter challenges responding to complaints within service standards² and faced difficulty conducting privacy breach reviews.

Despite the elevated breach volumes we address today, our study of public sector breaches last year revealed that institutions still do not consistently and appropriately address privacy incidents. Although follow-ups with key institutions are planned for the coming year, our ability to address this trend has necessarily been limited by resource constraints.

In the private sector, we opened several investigations into high-profile cyber breaches and/or large-scale privacy incidents in the last year alone: Equifax, Uber, and Facebook/AIQ represent a small handful of such investigations. Combined with the inevitable increased demands of mandatory private-sector breach notification, anticipated to be in full force this coming year, significant and increasing challenges are on the horizon.

We continued to undertake several initiatives with a view to improving the timeliness of investigations and increasing our capacity to address issues carrying the greatest privacy risk to Canadians. Under a lean perspective, an inventory of certain low-risk Privacy Act complaints was implemented to bring investigators' workload to a manageable level and enable us to dedicate more resources to closing aging investigations. These initiatives, in addition to the hiring of temporary resources, resulted in a 32% decrease in the overall number of Privacy Act active investigations over 12 months at year-end.

² Service standards for investigations have been amended to better reflect the OPC's capacity challenges. The revised methodology started April 1, 2018.

The efforts to close complaints in 2017-18, a number of which were several years old, added approximately one month to the average time taken to close an investigation.

Furthermore, early resolution continued to be a focus this past year. For example, we piloted summary investigations to issue shortened final reports. As such, 36.5% of complaints were early-resolved under the Privacy Act and 65.9% under PIPEDA.

Under PIPEDA, the Compliance Monitoring Unit ensured the satisfactory implementation of all recommendations outstanding at file closure. We also began entering into compliance agreements outside of full, cost-intensive investigations, representing an efficiency gain. An increased use of site visits and a continued focus on discontinuing complaints as appropriate allowed us to remain innovative and flexible.

Our Office conducted a study on best practices across organizations that operate an enquiries function similar to our Information Centre. Elements from the study will be implemented as appropriate in 2018-19.

As government surveillance is one of the Office's four privacy priorities, we have dedicated resources to assessing federal government initiatives involving surveillance through PIAs, consultations and reviews.

We prioritized our review of programs and activities that involve the scrutiny and monitoring of individuals crossing borders. In this regard, we completed our reviews of:

- the Canada Border Services Agency's (CBSA) Scenario Based Targeting (SBT) program;
- PIAs for the implementation of automated Primary Inspection Kiosks (PIK) at Canadian airports, and for increased sharing of immigration information by Immigration, Refugees and Citizenship Canada (IRCC) to international partners.

We noted a number of areas needing improvement in each assessment and our recommendations were accepted by both organizations.

We also conducted our third [audit of FINTRAC](#).^{viii} In addition to following up on recommendations made during our previous [audit in 2013](#),^{ix} the scope of this audit included the technical structure supporting their data and the role of Shared Services Canada (SSC) in safeguarding the IT infrastructure on which the organization's information resides.

We found that they had made limited progress in dealing with our recommendations from 2013 and we identified a number of other privacy concerns. We provided several recommendations to address these findings, all of which were accepted by the organization.

We undertook the second phase of our [Review of the operationalization of the Security of Canada Information Sharing Act \(SCISA\)](#)^x which focused on the nature of information exchanges and mechanisms in place to ensure personal information was handled in accordance with legal and policy requirements. Our review found procedural deficiencies in the operationalization of SCISA. We made several recommendations to each of the five entities examined, all of which were accepted in whole or in part.

We also made efforts to better understand the extent to which personal information was shared for national security purposes using legal authorities other than SCISA. Although inquiries were made in that regard, we shifted our priority to a review of the Canadian Security Intelligence Service (CSIS) Operational Data Analysis Centre (ODAC) following the release of a federal court judgement involving some of ODAC's data-retention practices.

Our review focused on the actions taken by CSIS to address the court's decision regarding ODAC's retention of third-party, non-threat related metadata. While work was ongoing at the time our review concluded, we were satisfied that CSIS' plan, on its face, was in keeping with the court's decision.

The Office's active engagement in collaborative enforcement initiatives in 2017-18 represents a strategic leveraging of our domestic and international partners to maximize capacity internally. For example, through the Unsolicited Communications Enforcement Network (UCENet), we continued to strengthen relationships with anti-spam, telecommunications and consumer protection enforcement agencies to ensure more effective enforcement under CASL.

We also co-led the first international Global Privacy Enforcement Network Practitioners' Workshop in June 2017. Broadly speaking, these collaborations have allowed us to become a global leader in international enforcement cooperation.

By leveraging the capacity of our international and domestic partners, we are also able to complete investigations into complex global issues in a way that is cost effective, efficient, and timely.

For example, together with the Federal Trade Commission and the Hong Kong DPA, we completed an investigation into VTech Technologies in 2017-18. This resulted in enhanced safeguards to better protect the personal information of millions globally, including more than 500,000 Canadian children and parents.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
1. Federal government institutions and private-sector organizations meet their obligations under federal privacy legislation.	1.1 Percentage of complaints and incidents (breach notifications and OPC interventions) that are resolved to the satisfaction of the OPC. ³	85%	March 31, 2018	97% ⁴	72%	79%
	1.2 Percentage of audit recommendations substantially implemented two years after publication of the final audit report.	85%	March 31, 2018	67%	0% ⁵	100%
2. Individuals receive responses to their information requests and complaints.	2.1 Percentage of information requests and complaints responded to within established service standards. ⁶	90%	March 31, 2018	86% ⁷	90%	83%
3. Federal government institutions and private-sector organizations receive advice and recommendations to improve their privacy practices, in compliance with federal privacy legislation and policies.	3.1 Percentage of PIA-related advice that results in added privacy protection for government programs or initiatives.	90%	March 31, 2018	90% ⁸	92%	93%

³ A **complaint** is deemed resolved to the satisfaction of the OPC when it is closed with one of the following dispositions: early resolved, well-founded and resolved, well-founded and conditionally resolved, settled, resolved, and not well-founded. An **incident** is deemed resolved when it does not indicate systemic/operational compliance issues with privacy legislation requiring OPC action or when a respondent's handling of an incident appears acceptable to minimize the impact and mitigate the chance of a recurrence.

⁴ The increase in the OPC's result for this indicator is caused by an internal change of interpretation for Time Limits investigations, which account for roughly half of all investigations closed under the Privacy Act. Whereas Time Limits investigations were typically closed as "well-founded" in previous years, many are now "well-founded and resolved" to reflect that the complainant received their requested records during the course of the investigation.

⁵ The audited entity indicated to the OPC that it is deferring its response to our recommendations pending implementation of a government-wide solution.

⁶ The service standard for responding to a complaint is 12 months from the date of acceptance; the service standards for responding to information requests are: within one business day for information requests received by phone or in person; and within 10 business days from date of receipt for written requests.

⁷ It is important to note that the percentage combines the timeliness for responses to 10,038 information requests, the completion of 311 PIPEDA-related complaints, and 1,208 Privacy Act-related complaints. To reduce the overweighing of information requests, the calculation for this indicator is based on an average of the performance against service standards for each of the three activities.

⁸ The OPC received ten responses to recommendations made after we consulted during the development of and/or reviewed PIAs and provided advice on initiatives that had privacy implications. Nine of these responses indicated that privacy protective measures had been or would be implemented by the institution in response to our recommendations. Some of the initiatives for which we received responses in 2017-18 were reviewed in previous fiscal years.

Budgetary financial resources (dollars)

2017-18 Main estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (Actual spending minus planned spending)
11,619,666	11,619,666	12,424,822	12,112,252	492,586

Human resources (full-time equivalents)

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference (Actual full-time equivalents minus planned full-time equivalents)
87	85	(2)

Program 1.2: Research and policy development**Description**

This program advances privacy knowledge, develops policy positions and provides strategic advice on the full range of privacy issues to parliamentarians, government institutions and private-sector stakeholders.

Through this program, the OPC serves as a centre of expertise on emerging privacy issues in Canada and abroad by researching trends and technological developments, monitoring and analysing legislative and regulatory initiatives, providing strategic legal, policy and technical advice on key issues and developing policy positions that advance the protection of privacy rights in both the public and private sectors.

An important part of the work involves supporting the Commissioner and senior officials in providing advice to Parliament on potential privacy implications of proposed legislation, government programs and private-sector initiatives. Since 2004, the Program includes the administration of the Personal Information Protection and Electronic Documents Act Contributions Program that funds independent privacy research and related knowledge translation initiatives, to advance knowledge and promote the practical application of that knowledge in ways that enhance privacy protection for Canadians.

Results

A key activity of this program is contributing information and recommendations to legislative reviews, regulatory consultations and subject studies. These can be undertaken both by parliamentary committees and government departments. As an agent of Parliament, charged with advising both Parliamentarians and governmental bodies on privacy, the Office places significant

weight on these activities. In 2017-18, we provided input into a number of complex pieces of legislation and studies.

Unfortunately, one area that has not progressed in the past year is the review of the Privacy Act, which is the establishing statute of the Office. We have advocated for many years that this law needs an overhaul. In early 2017, the government made a commitment to Parliament that it would thoroughly review the law. No further details have been made public since that time.

In recent years, we have experienced a steady increase in Parliamentary requests for input on bills and studies. Other than the work of the ETHI Committee, we are (at the time of writing) actively monitoring 11 other studies and are engaged in monitoring and preparing for possible engagement on 13 bills with privacy implications that are currently before Parliament. We appeared before parliamentary committees on 14 occasions and submitted 20 briefs for consideration.

We also responded to a number of government public consultations. For instance, we provided a submission to the Competition Bureau in relation to its discussion paper: Big data and Innovation: Implications for Competition Policy in Canada and two submissions related to consultations by the Department of Finance Canada : one on the new oversight framework for retail payments and another positioning Canada's financial sector for the future.

We continued our research work with a view to advancing knowledge of privacy risks and privacy-enhancing solutions, and sharing this knowledge in the form of practical guidance for stakeholders. For example, we anticipate issuing guidance on such widely debated issues as the Internet of Things, de-identification, artificial intelligence, digital health devices, and privacy breach-reporting requirements.

Our policy development work to identify improvements to the current consent model concluded last fall. We published a [report outlining the results of our consultation on consent](#),^{xi} which included actions and recommendations to address consent challenges posed by the digital age. We then updated and posted for public comment, guidance on online consent and new guidance for businesses on inappropriate zones where the use of personal information, even with consent, should be prohibited. This feedback helped inform the final guidance that we provide on this subject in May 2018.

In addition, our work on the complex issue of online reputation continued. We published a [draft position](#)^{xii} aimed to highlight existing protections in Canada's federal private sector privacy law, identify potential legislative changes and propose other solutions for consideration. The report sets out recourses, such as the right to ask search engines to de-index web pages and take down online information, and emphasizes the need for education. We have received feedback on the draft position, and are now determining appropriate next steps.

Calls under the Contributions Program are also increasingly focused on cutting-edge, innovative solutions to privacy issues across all the priorities. Indeed, as an example of this, the call for proposals for projects in 2017-18 encouraged applicants to develop privacy-enhancing technologies (PETs) to allow online users to protect their private information by letting them decide what data they are willing to share with third parties and under which circumstances.

We also published a systematic [review of PETs](#),^{xiii} with the view of informing Canadians of the general types of privacy-enhancing technologies available and helping advance research and knowledge in this area.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
1. Public and private-sector stakeholders are enabled to develop policies and initiatives that respect privacy rights.	1.1 Percentage of stakeholder requests for guidance on policies and initiatives that were responded to by the OPC.	100%	March 31, 2018	100%	100% ⁹	100%
2. Parliamentarians are able to draw on OPC expertise to identify and address privacy issues.	2.1 Percentage of requests from parliamentarians that were responded to by the OPC within service standards.	100%	March 31, 2018	98%	100%	100%
3. Knowledge about privacy issues is advanced.	3.1 Increased take-up of OPC research.	Annual increase relative to previous year	March 31, 2018	132,470 (22% decrease) ¹⁰	169,903 (transition towards new baseline) ¹¹	326,882

⁹ In addition to responding to all requests for informal meetings to discuss privacy initiatives, the Office also provided formal responses to consultations and responses to proposed regulations pre-published in the Canada Gazette.

¹⁰ The 2017-18 decrease can be explained by the fact that it was the first **full** year that the Office used the new baseline.

¹¹ The calculation of this indicator has changed to more accurately measure take-up of research. The previous baseline reported included HTML page views and PDF downloads of all research papers. Through discussions with web analytics experts, the Office has determined that reporting page views only would offer more reliable data for measuring user take-up over time. As such, 2016-17 was a transition year towards a new baseline.

Budgetary financial resources (dollars)

2017-18 Main estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
3,234,249	3,234,249	3,959,583	3,797,155	562,906

Human resources (full-time equivalents)

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference (actual full-time equivalents minus planned full-time equivalents)
25	21	(4)

Program 1.3: Public outreach**Description**

This program promotes public awareness and understanding of rights and obligations under federal privacy legislation. Through this program, the OPC delivers public education and communications activities, including speaking engagements and special events, exhibiting, media relations, and the production and distribution of promotional and educational material.

Through public outreach activities, individuals are informed about privacy and personal data protection. Such activities also enable federal and private-sector organizations to better understand their obligations under federal privacy legislation.

Results

Throughout the year, we worked to educate individuals about their privacy rights to help support them in making informed privacy decisions to protect themselves.

We also undertook work to increase businesses' and institutions' awareness of their privacy obligations and help them comply with privacy legislation. The demand and need for information vastly exceeded our capacity to respond. With that in mind, communications and outreach strategies helped focus and guide our efforts.

In 2017-18, our outreach strategies for individuals were geared towards educating Canadians on protecting their personal information. We provided them with information through a variety of channels, including radio campaigns and a till-tape campaign in libraries across Canada.

We had an additional focus on educating youth and seniors. Presentation packages were produced to support seniors-serving organizations, and we developed a section dedicated to seniors on our website.

Initiatives aimed at children and youth focused on working with adult influencers, such as parents, teachers, librarians, various youth-serving organizations, and other trusted sources to provide information and advice on online privacy risks and how to mitigate them. For example, we included an insert promoting privacy resources to three million parents in the Canada Child Benefit notices sent out by Canada Revenue Agency.

We conducted our [biennial poll of businesses](#)^{xiv} in 2017-18. Despite numerous high-profile data breaches in recent years, concerns over data breaches among Canadian businesses decreased, with the proportion not concerned rising to 50% from 44% in 2015. The survey found that small businesses continue to be less aware of their privacy responsibilities than larger organizations, with only 43% of small businesses indicating awareness. In response to this survey, we developed and implemented a strategy targeted toward small businesses.

We worked with stakeholders and industry associations to develop and disseminate information and guidance that directly addressed their privacy challenges and concerns. For example, we:

- published an article in Canadian Retailer Magazine;
- exhibited at multiple small business events and conferences;
- collaborated with other federal government departments such as Innovation, Science and Economic Development Canada to promote our resources to businesses;
- included an insert in Canada Revenue Agency's mail-out delivered to more than half a million small businesses, and
- increased our use of the social media platform LinkedIn to reach businesses with privacy information and guidance.

In addition to our proactive communications and outreach strategies, we also sought ways to leverage opportunities as they arose to enhance our communications efforts. For example, global media headlines about allegations of unauthorized access and use of Facebook user profiles created an opportunity to highlight that the trust needed to allow the digital economy to flourish hinges on having an appropriate legal framework.

With more than two million visits per year, our website is our primary vehicle for providing privacy guidance and advice. Over the past year, we continued to enhance our website to ensure it meets the needs of our key audiences, both individuals and organizations. To this end, we:

- developed new content offering concrete, practical advice for individuals on issues such as big data, password management, call recordings and landlord-tenant relationships;
- updated and developed tools and information for businesses to help them meet their PIPEDA privacy obligations and the expectations of their customers;
- conducted web usability testing to assess our web content and identify areas for improvement; and

- established and implemented an approach to managing the lifecycle of information on our website to make it easier for individuals and organizations to find the information they need.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
1. Federal government institutions and private-sector organizations better understand their obligations under federal privacy legislation and individuals better understand their rights.	1.1 Percentage of private-sector organizations that are moderately or highly aware of their obligations under federal privacy legislation.	85%	March 31, 2018	82% ¹²	n/a	82%
	1.2 Percentage of Canadians who feel they know about their privacy rights.	70%	March 31, 2019	n/a	65% ¹³	n/a
2. Federal government institutions and private-sector organizations have access to useful information about their privacy responsibilities and individuals have access to relevant and timely information to protect their privacy rights.	2.1 Annual increase in website visits.	Visits to OPC websites increase year over year	March 31, 2018	4%	11%	5%

¹² This indicator includes overall (small and large) businesses.

¹³ The OPC surveys Canadians every two years to explore awareness, understanding, and perceptions of privacy-related issues. The question for this indicator was altered in the 2016-17 survey. Previously, the question asked respondents to rate their knowledge of their privacy rights “under the various laws protecting your personal information”. The question no longer includes the reference to “various laws”. The removal of this reference may have impacted Canadians’ responses; comparisons of the 2016 results to those of previous years should be considered with this in mind and viewed with some caution.

Budgetary financial resources (dollars)

2017-18 Main estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (Actual spending minus planned spending)
2,869,950	2,869,950	3,066,508	2,770,740	(99,210)

Human resources (full-time equivalents)

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference (actual full-time equivalents minus planned full-time equivalents)
21	17	(4)

Internal services

Description

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization.

Internal services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are: management and oversight services; communications services; legal services; human resources management services; financial management services; information management services; information technology services; real property services; materiel services; and acquisition services.

Results

In the last year, the OPC's internal services continued to support the organization in delivering on its mandate and priorities while also continuing to implement mandatory Government of Canada transformation initiatives such as the HR-to-Pay transformation.

As in other departments, the Office is affected by the Phoenix pay system. We are a direct-entry organization and, as such, have on-site pay advisors. This means the Office is not served by the Pay Centre located in Miramichi.

To deal with the array of system issues and related pay problems, we have more than doubled the size of the dedicated HR and finance unit managing the pay function. Despite the numerous challenges brought by the transition to this new pay system, we maintained a good level of pay service for our employees. As a result, reported errors and issues have been much lower than in the rest of government.

We redefined our desired outcomes and developed a new Departmental Results Framework (DRF) to facilitate greater reporting to parliamentarians and Canadians. As part of this work, we also undertook a comprehensive review of our organizational structure to make sure our limited resources and our activities are optimally aligned to deliver results for Canadians. Work will continue in 2018-19 to fully implement and leverage our new DRF and organizational structure.

We also have met all the expected results identified in our Integrated Business and Human Resources Plan 2016-2019, year 2. Our efforts were particularly focused on developing a wellness strategy and an action plan aligned with the Federal Public Service Workplace Mental Health Strategy.

The formative evaluation of the Office's privacy priorities work originally planned for 2017-18 was pushed back to 2018-19 due to competing priorities. Once completed, it will provide insight into progress to date in advancing the four priorities and will support management in determining any needed course correction to make sure the Office's work under these priorities is contributing to desired outcomes.

Information Management (IM) and Information Technology (IT) strategies were implemented to ensure that the systems and services offered meet clients' needs while also improving IM practices and maintaining a sound IT infrastructure.

Lastly, we continued to collaborate with Agents of Parliament and other small departments and agencies to gain effectiveness, share knowledge and continue implementing best practices in areas such as IT, administrative services, legal services, training and human resources programs. We worked closely with internal and external partners to address ongoing issues with central systems such as MyGCHR, PSPM, ETMS and Phoenix.

Budgetary financial resources (dollars)

2017-18 Main estimates*	2017-18 Planned spending*	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
6,620,626	6,620,626	6,880,719	7,009,224	388,598

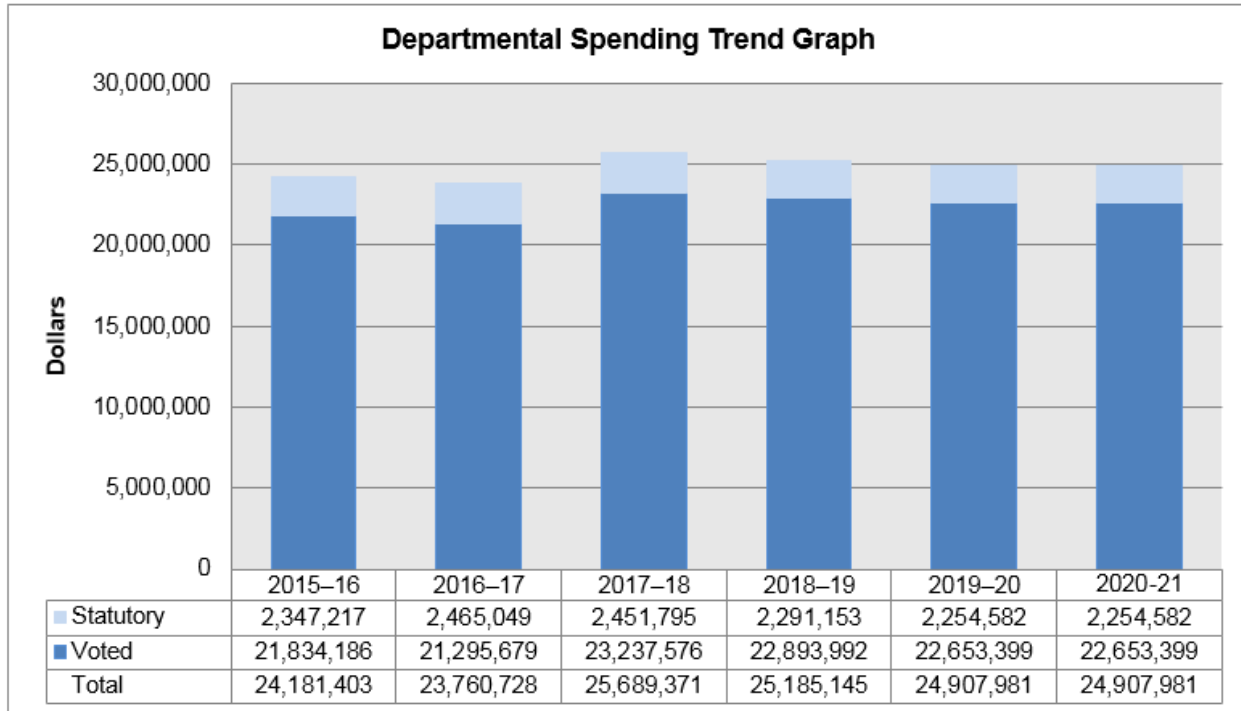
*Includes Vote Netted Revenue authority (VNR) of \$200,000 for internal support services to other government organizations.

Human resources (full-time equivalents)

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference (actual full-time equivalents minus planned full-time equivalents)
48	50	2

Analysis of trends in spending and human resources

Actual expenditures



The graph above illustrates the OPC's spending trend over a six-year period from 2015-16 to 2020-21.

Fiscal years 2015-16 to 2017-18 reflect the organization's actual expenditures as reported in the Public Accounts. Fiscal years 2018-19 to 2020-21 represent planned spending.

The overall spending trend in the graph illustrates a decrease from 2015-16 to 2016-17, with an increase in 2017-18. The OPC's spending in 2017-18 was \$1.9M higher than in 2016-17 which is primarily explained by spending on personnel due to the new collective agreements, including retroactive salary payments, IT evergreening and the costs of relocation for the Toronto office.

Between 2018-19 and 2020-21, overall OPC spending is expected to remain fairly stable as explained on the following page.

Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2017-18 Main Estimates	2017-18 Planned spending	2018-19 Planned spending	2019-20 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2016-17 Actual spending (authorities used)	2015-16 Actual spending (authorities used)
1.1 Compliance	11,619,666	11,619,666	*	*	12,424,822	12,112,252	11,216,142	11,963,491
1.2 Research and policy development	3,234,249	3,234,249	*	*	3,959,583	3,797,155	3,365,828	2,942,391
1.3 Public outreach	2,869,950	2,869,950	*	*	3,066,508	2,770,740	2,679,125	2,296,196
Protection of privacy rights	*	*	18,160,148	17,814,454	*	*	*	*
Subtotal	17,723,865	17,723,865	18,160,148	17,814,454	19,450,913	18,680,147	17,261,095	17,202,078
Internal Services**	6,620,626	6,620,626	7,024,997	7,093,527	6,880,719	7,009,224	6,499,633	6,979,325
Total	24,344,491	24,344,491	25,185,145	24,907,981	26,331,632	25,689,371	23,760,728	24,181,403

*Starting 2018-19, the OPC will report under its core responsibilities reflected in the Departmental Results Framework.

** Includes Vote Netted Revenue authority (VNR) of \$200,000 for internal support services to other government organizations.

For fiscal years 2015-16 to 2017-18, actual spending represents the actual expenditures as reported in the Public Accounts of Canada.

The slight decrease in expenditures between 2015-16 and 2016-17 is mainly related to the provision of salary payments following the ratification of the new collective agreements.

The increase of \$2.0M between the 2017-18 total authorities available for use (\$26.3M) and the 2017-18 planned spending (\$24.3M) is due to funding received as part of the operating carry-forward exercise, compensation related to the new collective bargainings and adjustments to the employee benefit plans.

The difference between actual spending and total authorities available to use in 2017-18 for Internal Services is related to expenditures for early renewal of IT equipment and higher than planned expenditures of the relocation of the Toronto office.

Total authorities available for use (\$26.3M) compared to actual spending (\$25.7M) resulted in a lapse of \$0.6M. This amount represents normal operating lapses reported in the Public Accounts of Canada by the OPC.

The spending trend starting in 2018-19 remains fairly stable. The amounts essentially reflect fluctuations related to collective bargaining and employee benefits costs.

Actual human resources

Human resources summary for Programs and Internal Services
(full-time equivalents)

Programs and Internal Services	2015–16 Actual full-time equivalents	2016–17 Actual full-time equivalents	2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
1.1 Compliance activities	89	88	87	85	*	*
1.2 Research and policy development	20	20	25	21	*	*
1.3 Public outreach	16	16	21	17	*	*
Protection of privacy rights	*	*	*	*	133	133
Subtotal	125	124	133	123	133	133
Internal Services	50	51	48	50	48	48
Total	175	175	181	173	181	181

*Starting 2018–19, the OPC will report under its core responsibilities reflected in the Departmental Results Framework.

Expenditures by vote

For information on the OPC's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017–2018](#).^{xv}

Government of Canada spending and activities

Information on the alignment of the OPC's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#).^{xvi}

Financial statements and financial statements highlights

Financial statements

The [OPC's audited financial statements](#)^{xvii} for the year ended March 31, 2018 are available on its website.

Financial statements highlights

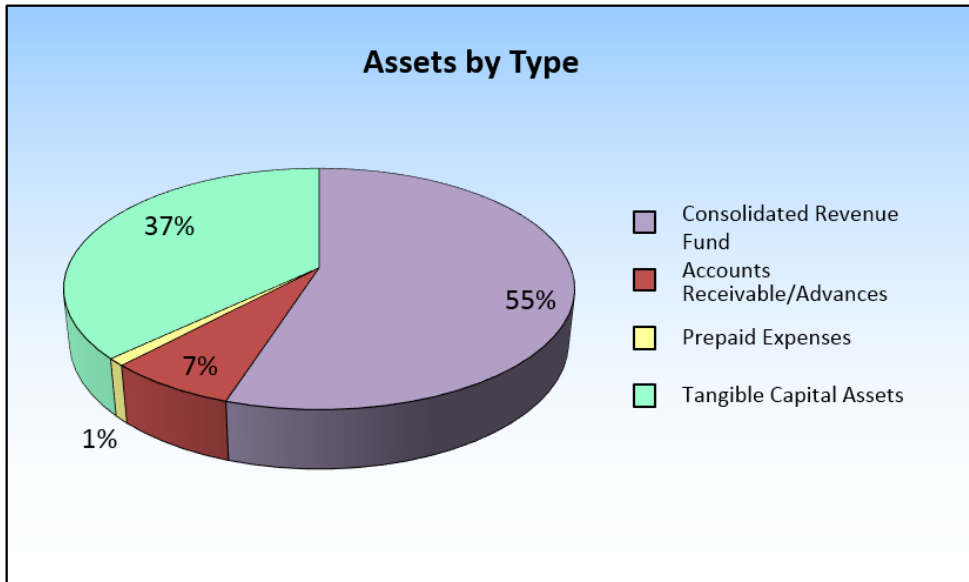
The financial highlights presented below are drawn from the OPC's financial statements which are prepared on an accrual accounting basis while the planned and actual spending amounts presented elsewhere in this report are prepared on an expenditure basis. As such, amounts differ.

Condensed Statement of Operations (unaudited) for the year ended March 31, 2018 (dollars)

Financial information	2017-18 Planned results	2017-18 Actual results	2016-17 Actual results	Difference (2017-18 actual results minus 2017-18 planned results)	Difference (2017-18 actual results minus 2016-17 actual results)
Total expenses	28,034,339	28,972,767	27,500,893	938,428	1,471,874
Total revenues	(200,000)	(150,409)	(138,607)	49,591	(11,802)
Net cost of operations before government funding and transfers	27,834,339	28,822,358	27,362,286	988,019	1,460,072

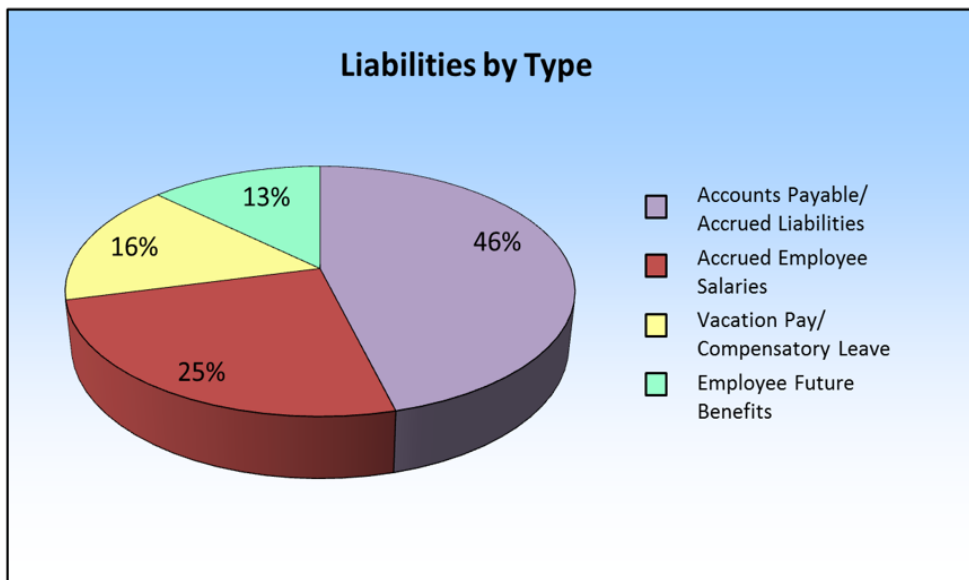
Condensed Statement of Financial Position (unaudited) as of March 31, 2018 (dollars)

Financial information	2017-18	2016-17	Difference (2017-18 minus 2016-17)
Total net liabilities	5,862,409	4,628,335	1,234,074
Total net financial assets	4,333,025	2,952,184	1,380,841
Departmental net debt	1,529,384	1,676,151	(146,767)
Total non-financial assets	2,700,949	2,788,284	(87,335)
Departmental net financial position	1,171,565	1,112,133	59,432



Total assets were \$7,034K at the end of 2017-18, an increase of \$1,294K (23%) over the previous year’s total assets of \$5,740K. Of the total assets:

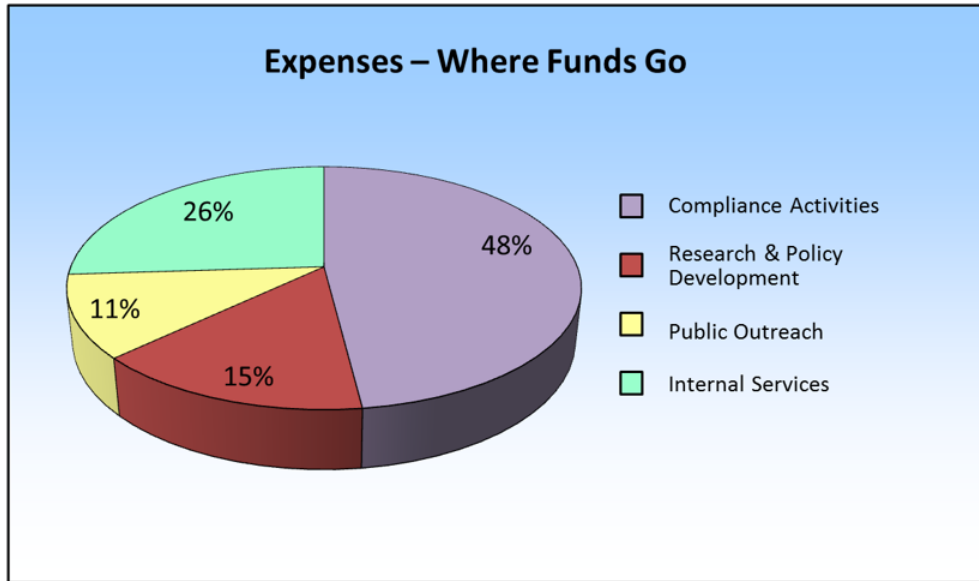
- the consolidated revenue fund totaled \$3,849K (55%);
- tangible capital assets represented \$2,586K (37%);
- accounts receivable and advances and prepaid expenses accounted for 7% and 1% of total assets, respectively.



Total liabilities were \$5,862K at the end of 2017-18, an increase of \$1,234K (27%) over the previous year’s total liabilities of \$4,628K.

- Accounts payable/accrued liabilities represented the largest portion of the total liabilities, at \$2,689K (46%);

- Employee future benefits represented a smaller portion of liabilities, at \$757K, or 13% of the total;
- Vacation pay and compensatory leave and accrued employee salaries accounted for 16% and 25% of total liabilities, respectively.



Total expenses for the OPC were \$28,973K in 2017-18.

- The largest share of the total expenses, 48% or \$13,967K was incurred for compliance activities; followed by:
- Internal services at 26% or \$7,530K;
- Research and policy development activities at 15% or \$4,323K, and;
- Public outreach efforts of 11% or \$3,153K.

(Total expenses by program activity might differ from those identified in the Public Accounts of Canada due to the methodology used to prorate the allocation in the financial statements as well as the inclusion of related party transactions.)

Supplementary information

Corporate information

Organizational profile

Appropriate Minister¹⁴: Jody Wilson-Raybould

Institutional Head: Daniel Therrien

Ministerial portfolio¹⁵: Department of Justice Canada

Enabling Instrument(s): [Privacy Act](#),^{xviii} R.S.C. 1985, c. P-21; [Personal Information Protection and Electronic Documents Act](#),^{xix} S.C. 2000, c.5

Year of Incorporation / Commencement: 1982

Reporting framework

The OPC's Strategic Outcome and Program Alignment Architecture of record for 2017-18 are shown below.

- 1. Strategic Outcome:** The privacy rights of individuals are protected
 - 1.1 Program:** Compliance activities
 - 1.2 Program:** Research and policy development
 - 1.3 Program:** Public outreach
- Internal Services**

Supporting information on lower-level programs

The OPC does not have lower-level programs as part of its Program Alignment Architecture.

¹⁴ The Commissioner works independently of government cabinet ministers and reports directly to Parliament. For the purposes of tabling Main Estimates, DRRs, and DPs, the Commissioner submits reports via the Minister of Justice.

¹⁵ *Ibid*

Supplementary information tables

The following supplementary information tables are available on the [OPC's website](#).^{xx}

- ▶ Departmental sustainable development strategy
- ▶ Evaluations
- ▶ Fees
- ▶ Internal audits

Approved internal audit and evaluation reports are available on the [OPC's website](#).^{xxi}

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits.

The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^{xxii} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

30 Victoria Street
Gatineau, Quebec K1A 1H3
Canada

Telephone: 819-994-5444
Toll Free: 1-800-282-1376
Fax: 819-994-5424
TTY: 819-994-6591
Website: www.priv.gc.ca

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.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Results Report (rapport sur les résultats ministériels)

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

evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

experimentation (expérimentation)

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

full-time equivalent (équivalent temps plein)

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

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

An analytical approach used to assess how diverse groups of women, men and gender-diverse people may experience policies, programs and initiatives. The “plus” in GBA+ acknowledges that the gender-based analysis goes beyond biological (sex) and socio-cultural (gender) differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or

physical disability. Examples of GBA+ processes include using data disaggregated by sex, gender and other intersecting identity factors in performance analysis, and identifying any impacts of the program on diverse groups of people, with a view to adjusting these initiatives to make them more inclusive.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2017–18 Departmental Results Report, those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

Management, Resources and Results Structure (structure de gestion, des ressources et des résultats)

A comprehensive framework that consists of an organization’s inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

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

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures 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.

priority (priorité)

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

program (programme)

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)

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

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

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

target (cible)

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

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. 2016-17 Annual Report to Parliament on the Personal Information Protection and Electronic Documents Act and the Privacy Act, https://www.priv.gc.ca/en/opc-actions-and-decisions/ar_index/201617/ar_201617/#heading-0-0-3-1
- ii. Guidelines for obtaining meaningful consent, https://www.priv.gc.ca/en/privacy-topics/collecting-personal-information/consent/gl_omc_201805/
- iii. Guidance on inappropriate data practices: Interpretation and application of subsection 5(3), https://www.priv.gc.ca/en/privacy-topics/collecting-personal-information/consent/gd_53_201805/
- iv. Draft OPC Position on Online Reputation, https://www.priv.gc.ca/en/about-the-opc/what-we-do/consultations/consultation-on-online-reputation/pos_or_201801/
- v. 2018-2019 Departmental Plan, https://www.priv.gc.ca/en/about-the-opc/opc-operational-reports/planned-opc-spending/dp-index/2018-2019/dp_2018-19/
- vi. Government of Canada launches national consultations on digital and data transformation, <https://www.canada.ca/en/innovation-science-economic-development/news/2018/06/government-of-canada-launches-national-consultations-on-digital-and-data-transformation.html>
- vii. OPC Strategic privacy priorities, <https://www.priv.gc.ca/en/about-the-opc/opc-strategic-privacy-priorities/>
- viii. Final report 2017, Financial Transactions and Reports Analysis Centre of Canada, https://www.priv.gc.ca/en/opc-actions-and-decisions/audits/ar-vr_fintrac_2017/
- ix. Final report 2013, Financial Transactions and Reports Analysis Centre of Canada, https://www.priv.gc.ca/en/opc-actions-and-decisions/audits/ar-vr_fintrac_2013/
- x. Review of the Operationalization of the Security of Canada Information Sharing Act, https://www.priv.gc.ca/en/opc-actions-and-decisions/audits/ar-vr_scisa_2017/
- xi. Report on Consent, , https://www.priv.gc.ca/en/opc-actions-and-decisions/ar_index/201617/ar_201617/#heading-0-0-3-1
- xii. Draft OPC Position on Online Reputation, https://www.priv.gc.ca/en/about-the-opc/what-we-do/consultations/consultation-on-online-reputation/pos_or_201801/
- xiii. Privacy Enhancing Technologies – A Review of Tools and Techniques, https://www.priv.gc.ca/en/opc-actions-and-decisions/research/explore-privacy-research/2017/pet_201711/
- xiv. 2017 Survey with Canadian businesses on privacy-related issues, https://www.priv.gc.ca/en/opc-actions-and-decisions/research/explore-privacy-research/2018/por_2018_01/
- xv. Public Accounts of Canada 2017–2018, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- xvi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#GCIIIG In>
- xvii. OPC Audited Financial Statements (note that amounts in the financial statements are rounded in thousands), <https://www.priv.gc.ca/en/about-the-opc/opc-operational-reports/audits-and-evaluations-of-the-opc/audits-of-the-opc-conducted-by-federal-institutions/>

- xviii. Privacy Act, <http://laws-lois.justice.gc.ca/eng/acts/P-21/FullText.html>
- xix. Personal Information Protection and Electronic Documents Act, <http://laws-lois.justice.gc.ca/eng/acts/P-8.6/FullText.html>
- xx. Supplementary Information Tables, <https://www.priv.gc.ca/en/about-the-opc/opc-operational-reports/reporting-of-opc-spending/departmental-performance-reports/2017-2018/st-ts/>
- xxi. Approved OPC internal audits and evaluation reports, <https://www.priv.gc.ca/en/about-the-opc/opc-operational-reports/audits-and-evaluations-of-the-opc/internal-opc-audits-and-evaluations/>
- xxii. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>