Social Sciences and Humanities Research Council

2017–18

Departmental Results Report

The Honourable Kirsty Duncan, P.C., M.P.
Minister of Science and Sport

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Minister's message

I am pleased to present the 2017–18 Departmental Results Report for the Social Sciences and Humanities Research Council (SSHRC).

Over the past year, through integrated work across the various organizations of the Innovation, Science and Economic Development Portfolio, the Government of Canada worked very hard to improve Canada's global competitiveness while creating jobs, nurturing growth and strengthening our country's middle class.

In 2017–18, the Portfolio continued to implement the Innovation and Skills Plan to promote innovation and science, including support for scientific research and the commercialization of research and ideas. The Plan's overarching aim to position Canada as an innovation leader has been the driving focus of the Portfolio's programs.

SSHRC's programs are central to delivering on Canada's Innovation and Skills Plan. Through SSHRC, the Government of Canada is investing in research projects on education, immigration, youth, Indigenous arts leadership and climate change. The projects will give us a greater understanding of the world around us and provide the government with evidence to make sound policy decisions that impact on our communities, children, economy, health and future prosperity.

SSHRC is also working closer with the other federal research funding agencies to reinvigorate Canada's federal science funding system so that it can meet the current and future needs of our country's scientists, scholars and students. The newly formed Canada Research Coordinating Committee will strengthen Canada's capacity to engage in a rapidly evolving global research landscape, strengthen equity and diversity in research, increase research capacity in Indigenous communities and improve support for the next generation of scholars.

Through deep collaborations and inclusive partnerships, the Innovation, Science and Economic Development Portfolio organizations have embarked on a shared journey to stronger, cleaner and more inclusive economic competitiveness that benefits all Canadians. This report documents the contributions that SSHRC is making toward this important work.

The Honourable Kirsty Duncan
Minister of Science and Sport

President's message

I am pleased to present SSHRC's 2017–18 Departmental Results Report.

In 2017–18, SSHRC finished implementing the first half of its 2016–20 strategic plan. The plan provides a roadmap to position and sustain Canada as a global leader in social sciences and humanities research and research training. SSHRC continued to focus on activities that enable excellence in a changing research landscape, create opportunities for research and training through collaborative initiatives, and connect research with Canadians.

A new funding stream offered under SSHRC's flagship Insight Grants, for example, is improving support for researchers seeking funding for smaller-scale projects. In addition, the new Partnership Engage Grants let researchers respond quickly to the short-term, more immediate research needs, challenges and opportunities of non-academic organizations.

SSHRC has also entered into joint initiatives that expand the agency's resource base and provide ways for SSHRC-funded researchers to contribute directly to public policy. For example, SSHRC launched a joint Knowledge Synthesis Grants opportunity with the United Kingdom's Economic and Social Research Council on Canada-United Kingdom trade relationships. It also partnered with the European Union to further support Canadian researchers working on migration issues.

With the establishment of the new Canada Research Coordinating Committee, SSHRC has increased its collaboration with the other federal research funding agencies—the Canadian Institutes of Health Research and the Natural Sciences and Engineering Research Council—and the Canada Foundation for Innovation. In doing so, SSHRC has worked toward ensuring greater agency harmonization and provided leadership by strengthening Indigenous capacity for research, improving equity, diversity and inclusion, and supporting early career researchers across the research spectrum.

SSHRC's strategic objectives align closely with the Government of Canada's priorities. As a consequence, the agency was well positioned to deliver on the objectives laid out in Budget 2018—to the benefit of the research community and ecosystem and Canadians as a whole.

Ted Hewitt
President, Social Sciences and Humanities Research Council

Results at a glance

What funds were used? (2017–18 actual spending)	Who was involved? (2017–18 actual full-time equivalents)
$783,979,328	229

Results Highlights

In its 2016–20 strategic plan, SSHRC outlined its strategic goal of sustaining Canada as a global leader in social sciences and humanities research and research training. The plan's three strategic objectives—enable excellence in a changing research landscape; create opportunities for research and training through collaborative initiatives; and connect social sciences and humanities research with Canadians—guided SSHRC in the achievement of its 2017–18 results.

Enable excellence in a changing research landscape: SSHRC responded, in collaboration with its stakeholders, to key recommendations emerging from Canada's Fundamental Science Review, the whole-of-government Innovation Agenda, as well as Open Government initiatives. In recognition of the need for more varied research funding mechanisms, SSHRC developed smaller Insight Grants of shorter duration. SSHRC also delivered two rounds of the new Partnership Engage Grants funding opportunity providing small-scale grants on a rapid turnaround to assist researchers in building collaborations.

Create opportunities for research and training through collaborative initiatives: SSHRC explored mechanisms to strengthen collaborative initiatives contributing to a diverse and creative talent base for all sectors and stimulating joint funding. SSHRC advanced a number of international projects, including with European and Latin American funders on social innovation, with the European Union, and with the UK's Economic and Social Research Council. SSHRC also placed particular emphasis on strengthening Indigenous capacity for research, as it worked with partners to respond to the Truth and Reconciliation Commission's Calls to Action.[i]

Connect social sciences and humanities research with Canadians: SSHRC saw a strong growth in demand for social sciences and humanities expertise and expanded outreach and engagement with government departments and related partners to inform decision-making and shed light on emerging issues. Two major symposiums organized by SSHRC addressed future challenge areas. SSHRC also developed and approved the 2018–21 Implementation Plan for the next stage of the Imagining Canada's Future initiative.[ii]

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

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

Raison d'être

SSHRC funds research and research training that builds knowledge about people, past and present, with a view toward creating a better future. From questions of family and culture to concerns about jobs and employment, research about people—how we live, what we think, how we act—informs new knowledge and insights on the issues that matter most to Canadians.

SSHRC plays a unique role within Canada's science, technology and innovation system by awarding grants and scholarships to researchers, students and fellows who work as individuals, in small groups and in formal partnerships with partners from all sectors to develop talent, generate insights and build connections that address the needs of all sectors of society.

Mandate and role

SSHRC is an agency that reports to Parliament through the Minister of Science and Sport. It was created through an act of Parliament in 1977 and mandated to:

‣ promote and assist research and scholarship in the social sciences and humanities; and

‣ advise the Minister in respect of such matters relating to such research as the Minister may refer to the Council for its consideration.

To fulfil its mandate, SSHRC offers funding opportunities that provide support to Canadian researchers and students through grants, scholarships and fellowships, respecting the terms of the federal Policy on Transfer Payments. SSHRC is also responsible for tri-agency programs administered through the Tri-agency Institutional Programs Secretariat (TIPS), which provide grants to institutions in support of institutional capacity for research excellence, including Canada Research Chairs, Canada Excellence Research Chairs (CERC)—including the two chairs in clean and sustainable technologies responding to the Minister of Science's mandate letter commitment—the Canada First Research Excellence Fund and the Research Support Fund.

In addition, SSHRC works with Innovation, Science and Economic Development Canada, as well as with the Natural Sciences and Engineering Research Council (NSERC) and the Canadian Institutes of Health Research (CIHR), to support Networks of Centres of Excellence initiatives, to deliver graduate scholarship, postdoctoral and fellowship programs, and to participate in the College and Community Innovation Program. SSHRC will continue to foster these collaborations to the benefit of all Canadians by supporting tri-agency programs and harmonized agency policies and practices.

For more general information about the agency, see the "Supplementary information" section of this report. For more information on the agency's organizational mandate letter commitments, see the Minister's mandate letter.[iii]

Operating context and key risks

Operating context

In addition to continuing to deliver its programs in the most efficient and effective manner possible, over 2017–18 SSHRC also managed its priorities in response to a number of external influences, including recommendations emerging from Canada's Fundamental Science Review[iv] and direction provided by a new Innovation and Skills Plan.[v] SSHRC's ability to respond quickly and effectively was shaped by the following considerations.

Information management and information technology

To ensure the most efficient delivery of its programs, SSHRC requires robust and adaptable grants management systems. To address risks associated with older technologies and inefficiencies caused by the use of a number of different information technology (IT) systems to deliver its funding, SSHRC and NSERC are jointly developing a new grants management system. Given the critical importance of the information infrastructure in delivering programs and tracking results, NSERC and SSHRC developed joint governance structures to oversee project governance and investment planning, and to ensure business continuity. Joint project authority to replace the existing systems was obtained in June 2017.

With CIHR also considering replacement of its IT systems, the tri-agency presidents formally agreed, in early 2018, to explore development of a common grants management system to support the entire research community. The agencies created a team to complete a comprehensive review, including options for level of integration, governance and balancing the three agencies' mandates with possible opportunities for collaboration. The review aims to inform a decision, expected in June 2018, to formally proceed with a tri-agency joint project.

Managing transitions in corporate governance

Turnover and vacancies characterized SSHRC's governing council during 2017–18. Following 13 new appointments in winter 2018 (two current members were renewed), its June 2018 meeting welcomed an almost entirely new set of governing council members.

In October 2017, the Canada Research Coordinating Committee (CRCC) was established with five priorities: (1) improve policies and programs in support of international, multidisciplinary, risky and rapid-response research; (2) provide advice and advance efforts in key emerging research areas; (3) strengthen equity and diversity in research by reviewing the barriers facing underrepresented groups and enhancing data collection and reporting; (4) increase the capacity of Indigenous communities to conduct research and partner with the broader research community; and (5) improve support for the next generation of scholars. A tri-agency secretariat was established at SSHRC to support the CRCC, with SSHRC's President as the inaugural chair.

Key risks

Risks	Mitigating strategy and effectiveness	Link to the department's Programs	Link to mandate letter commitments and any government-wide or departmental priorities
Information management: SSHRC's information infrastructure may not be optimal to meet the needs of the organization to track and report on results.	In 2017–18, SSHRC, in partnership with NSERC, developed an IM strategy. SSHRC also strengthened its record-keeping management, identifying areas of need to move toward IM maturity.	• Talent • Insight • Connection • Indirect costs of research • Canada First Research Excellence Fund	• Improves the quality of publicly available data in Canada • Improves the collection and analysis of performance data in aid of decision-making
Information technology: SSHRC's information infrastructure may limit its ability to implement changes required to programs and program delivery in a timely manner.	In 2017–18, SSHRC enhanced the organizational design of its Information and Innovation Solutions Division and implemented a service desk improvement plan.	• Talent • Insight • Connection • Indirect costs of research • Canada First Research Excellence Fund	• Reduces the administrative burden • Aligns with government-wide priority to adopt modern digital services practices[vi]

Risk analysis

In 2017–18, SSHRC closely monitored the risks in the table above. SSHRC's risk management framework integrates the results of the Corporate Risk Profile, while identifying triggers, controls and response strategies for risks. It also outlines processes and expectations for the ongoing monitoring and reporting of risks within SSHRC's integrated planning cycle and assigns responsibility for their management. This approach is part of SSHRC's annual planning cycle, which integrates priority-setting, resource allocation and risk management. This approach aligns with the Treasury Board's Framework for the Management of Risk.

Despite SSHRC's budget of roughly $780 million, the overall level of risk to the organization is low in terms of continuity of government operations, maintenance of services to the Canadian public, and protection of the interests, safety and security of the Canadian public.

Information management and information technology

In 2017–18, SSHRC updated its granting systems 14 times to support program changes and to improve system stability. During this time, the SSHRC granting systems remained at 99 per cent availability, an improvement from previous years where outages were more frequent and for

longer periods. SSHRC also implemented several process improvements to mitigate the risk to its legacy systems.

In 2017–18, in partnership with NSERC, SSHRC approved and implemented a new information management (IM) strategy. It also implemented a formal Enterprise Architecture Review Board, laid the foundation for an Enterprise Architecture practice and adopted a more agile methodology to deliver IT system changes. These changes strengthened the governance of security management, IM and application development practices, leading to higher-quality system changes. Moving forward, the Enterprise Architecture practice and more modern processes will help define the desired target state architecture, guide decisions on IM-IT investments required to reach the future state, as well as govern the execution and benefits realization for these investments.

Results: what we achieved

Programs

Talent: attraction, retention and development of students and researchers in the social sciences and humanities

Description

This program provides support to graduate students and postdoctoral fellows in the form of fellowships and to research chairs in postsecondary institutions that cover salary and research funding. This program is key in attracting, retaining and developing talent in the social sciences and humanities; to cultivating leaders within academia and across the public, private and not-for-profit sectors; and to building centres of world-class research excellence at Canadian postsecondary institutions. The program brands Canada as a top destination for research and research training.

Results

Talent funding constituted 45 per cent of SSHRC's grant expenditures in 2017–18 under Strategic Outcome 1 (as per SSHRC's Program Alignment Architecture, please refer to the "Supplementary information" section of this report). SSHRC's Talent Program includes support for skills and leadership development through the Canada Graduate Scholarships, Vanier Canada Graduate Scholarships, Banting Postdoctoral Fellowships, as well as SSHRC's doctoral and postdoctoral fellowships. It also facilitates the attraction and retention of research talent in the social sciences and humanities through the Canada Research Chairs and CERC, which are administered at SSHRC through Tri-Agency Institutional Program Secretariat.

Some performance highlights under the Talent Program in 2017–18 are detailed below.

‣ Budget 2017 provided $117.6 million over eight fiscal years for the Canada 150 Research Chairs program, created to attract top-tier international scholars and researchers and to enhance Canada's reputation as a global centre for innovation, science and research excellence. The

Advancing Indigenous research

- SSHRC prepared an Indigenous Research and Reconciliation Action Plan, based on internal, interagency, interdepartmental and stakeholder consultations in response to the Truth and Reconciliation Commission's Calls to Action.[vii]
- In response to the Call to Action 65 to establish a national research program, SSHRC identified actions and began planning, including for enhancing its Talent funding opportunities.

program launched in April 2017 with the competition deadline in September 2017. The grant competition was administered by TIPS, on behalf of SSHRC, CIHR and NSERC, through a competitive, peer review process. The panel's funding recommendations were ratified by the

program Steering Committee with 25 chairs announced between December 2017 and March 2018. Of the chairs awarded, 60 per cent self-identified as women and 20 per cent self-identified as members of a visual minority.

▸ SSHRC continued to promote its collaborative initiatives that support Talent, such as the CIGI joint initiative[viii] and the Queen Elizabeth II Diamond Jubilee Scholarships program,[ix] while also exploring ways to further leverage support for undergraduate, graduate and postgraduate training through additional collaborations with funding partners.

▸ SSHRC, working in collaboration with CIHR and NSERC, implemented the management response for the evaluation of the Vanier Canada Graduate Scholarships,[x] evaluation of the Banting Postdoctoral Fellowships[xi] and evaluation of the Canada Graduate Scholarships. The updated Tri-Agency Research Training Award Holder's Guide was published in January 2018. In addition, to increase its ability to track and report on results, SSHRC launched new end-of-award reporting for scholarships and fellowships (Talent Achievement Report).

▸ As part of the harmonization process, the agencies sought to reduce administrative burden and improve access to paid parental leave. As of April 1, 2017, all research training award holders are now eligible for paid parental leave. In addition, since July 31, 2017, SSHRC has joined NSERC and CIHR in providing paid parental leave supplements to eligible students and postdoctoral fellows who are paid out of agency grants.

> ## Equity action plan for research chair allocations
>
> - TIPS, on behalf of SSHRC, CIHR and NSERC, worked on the implementation of the management response to the Canada Research Chairs Program 15th-Year Evaluation[xii] with the launch of the Equity, Diversity and Inclusion Action Plan in May 2017.
> - TIPS consulted with key stakeholders to identify the policy and program modifications required to increase the accountability and transparency of institutions' management of their chair allocations.
>
>   Key actions include mandating institutions to develop action plans for sustaining the participation of and/or addressing the underrepresentation of individuals from the four designated groups (women, Indigenous peoples, persons with disabilities and members of visible minorities), based on the institution's equity and diversity targets.[xiii]

▸ TIPS, on behalf of SSHRC, CIHR and NSERC, delivered Phase 1 of the current CERC competition, including adjudication of proposals and announcement of results, to award 11 new chairs, including two in clean and sustainable technologies in response to the Minister of Science's mandate letter commitment. It also began delivering Phase 2 of the

competition, with the new chairs expected to be announced in 2018–19. SSHRC also developed a mid-term review process for existing awards.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
SSHRC-funded scholarship and fellowship recipients are employed in Canada and internationally	Employment rates (in percentage) of SSHRC-funded doctoral students	85	Ongoing	82.5*	82.5*	82.5*
	Employment rates (in percentage) of SSHRC-funded postdoctoral researchers	90	Currently met; to be maintained	94	94	94
Canada builds research excellence and research capacity	Percentage of SSHRC Canada Research Chairs researchers that report having been nominated for, or received, a national or international prize or award	10	December 2018	14	10	10

* The actual value, based on 2015 evaluation data, is within 5 per cent of the target; this is acceptable given the sensitivity of the indicator because it is based on a small population.

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)
174,512,591	174,512,591	175,895,303	172,908,061	(1,604,530)*

* Differences in planned and actual spending relate to turnover of Canada Research Chairs incumbents. Surplus funds were transferred to the Insight and Connection programs.

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)
52	53	1

Insight: new knowledge in the social sciences and humanities

Description

This program provides grants to support research in the social sciences and humanities conducted by scholars and researchers working as individuals, in teams, and in formal partnerships among the academic, public, private and/or not-for-profit sectors and to support the building of institutional research capacity. This program is necessary to build knowledge and understanding about people, societies and the world, as well as to inform the search for solutions to societal challenges. The objectives of the program are to build knowledge and understanding from disciplinary, interdisciplinary and/or cross-sectoral perspectives; support new approaches to research on complex and important topics; provide a high-quality research training experience for students; mobilize research knowledge to and from academic and non-academic audiences; and build institutional research capacity. Research supported by the program has the potential to lead to intellectual, cultural, social and economic influence, benefit and impact, and increased institutional research capacity. International research initiatives that offer outstanding opportunities to advance Canadian research are encouraged. Partnerships can include both Canadian and international partners.

Results

In 2017–18, SSHRC invested 47 per cent of its grants expenditures under Strategic Outcome 1 in funding opportunities under its Insight Program. Through the investigator-led Insight Grants and Insight Development Grants, SSHRC-funded researchers are building knowledge and understanding of complex and important topics in the social sciences and humanities. Primary research contributions resulting from grants are new knowledge that is communicated through conference papers, peer reviewed articles in research journals, and books and book chapters. SSHRC-funded researchers are also present in the media, in radio and television broadcasts, in public lectures, and on websites. The work of researchers funded through the Insight Program is recognized nationally and internationally. A number of funded research projects have been cited for recognition or prizes, and the researchers themselves have won various awards for their books and articles.

Through its Insight Program, SSHRC also supports formal partnerships (which include cash and/or in-kind contributions from partners) involving the academic, public, private and not-for-profit sectors within Canada and internationally. Partnership Grants support large-scale formal research partnerships that advance research, research training and/or knowledge mobilization. Partnership Development Grants support smaller-scale partnerships in a shorter timeframe. For every dollar awarded by SSHRC, Partnership Grant holders are, on average, leveraging 1:1 in cash and in-kind partner contributions, while Partnership Development Grant holders are leveraging partner contributions of up to $1.24 per SSHRC dollar.

Some performance highlights under the Insight Program in 2017–18 are detailed below.

▸ SSHRC worked collaboratively with NSERC and CIHR to support the development of the CRCC work plan to address priorities that included the improvement of support to international, multidisciplinary, risky and rapid-response research. SSHRC participated in a pilot initiative to expand the existing NSERC-CIHR Collaborative Health Research Projects program through a special call launched in April 2018 on artificial intelligence, health and society.[xiv]

> **New approaches to partnership funding**
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> In recognition of the needs of the research community for more varied funding mechanisms to support shorter-term research initiatives:
>
> • SSHRC developed Stream A Insight Grants for smaller grants of shorter duration.
> • SSHRC delivered two rounds of the new Partnership Engage Grants funding opportunity, which provides small-scale grants on a rapid turnaround to help researchers build collaborations with organizations in the public, private, and not-for-profit sectors. This experimentation with a new approach to partnership support yielded a very successful and popular funding opportunity that averaged slightly over 100 applications per round, with a 50 per cent success rate.

▸ A draft framework for SSHRC's work in support of international research collaboration was created. The final framework being developed will take into account the recent Budget 2018 investments. SSHRC advanced a number of international projects including further development of a joint call with European and Latin American funders on social innovation, anticipated to launch in fall 2018; successful negotiation with the European Union for the support of Canadian researchers within the Horizon 2020 Migration Calls in 2018 and 2019; and the successful launch of the Knowledge Synthesis Grants: Understanding the future of Canada-UK trade relationships with the UK's Economic and Social Research Council.

▸ SSHRC, on behalf of Canada's three research funding agencies, developed a draft tri-agency research data management policy and conducted preconsultation meetings with stakeholders. The online consultation on the draft policy was launched in June 2018. SSHRC also led the research funding agencies' engagement internationally on this issue, through the Research Data Alliance meetings in Montréal in fall 2017 and in Berlin in spring 2018. SSHRC continues to monitor the Government of Canada's Open Science activities, including the anticipated renewal of its Open Science Commitment in June 2018.

▸ The evaluation of partnership grants, including Partnership Grants and Partnership Development Grants, completed the data collection stage. Data collection included: a review of documents and key literature; a review of financial data, grant files and administrative data;

interviews with key informants; a web-based survey of applicants and partners/collaborators; and case studies. The overall schedule for the evaluation is on track and the final report should be approved in early 2018–19.

▸ The joint evaluation of the Community and College Social Innovation Fund (SSHRC administered) and the College and Community Innovation program (NSERC administered) proceeded as planned. However, the final evaluation report is delayed and will be approved in mid 2018-19.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Canada builds research excellence in social sciences and humanities research	Percentage of research projects cited for Canadian and/or international recognition or prizes in a year	15	December 2018	23*	10.5	10.1
	Average number of research contributions per research grant (e.g., peer reviewed articles, presentations, speeches)	14	Currently met; to be maintained	30*	17.9	16.9
Research is undertaken in areas of strategic importance to Canada	Percentage of applications received in Government-identified priority areas	30	Ongoing	Not available**	Not available**	28.2

* The variance here is due to a change in data collection methodology in 2017–18.

** This result has been unavailable since the 2016–17 fiscal year due to a change in SSHRC's data collection and data compilation methods. Results from a new data collection tool will be available in 2018–19.

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)
179,931,376	179,931,376	185,184,538	186,101,140	6,169,764

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)
64	61	(3)

Connection: mobilization of social sciences and humanities knowledge

Description

This program provides funding (grants and operational) to support the multidirectional flow, exchange and co-creation of knowledge in the social sciences and humanities among researchers and diverse groups of policy-makers, business leaders, community groups, educators and the media, working as individuals, in teams, in formal partnerships and in networks. This program is necessary to help stimulate leading-edge, internationally competitive research in areas critical to Canada; build multisectoral partnerships; and accelerate the use of multidisciplinary research results by organizations that can harness them for Canadian economic and social development. The program increases the availability and use of social sciences and humanities research knowledge among academic and non-academic audiences; supports the building of reciprocal relationships, networks and tools designed to facilitate scholarly work; and makes such networks and tools more accessible to non-academic audiences. The funding opportunities offered in this program are intended to complement activities funded through the Talent and Insight programs.

Results

In 2017–18, Connection program funding constituted 8 per cent of SSHRC's grant expenditures under Strategic Outcome 1. Knowledge mobilization can occur via the publication of scholarly journals and books; the organization of and participation in events to discuss, compare and plan research activities; the honouring and recognition of researchers, graduate students and postdoctoral fellows whose contributions to research have enriched Canadian society; and the development of large-scale, virtual research networks that bring together partners from academia, industry, government and not-for-profit organizations.

Some performance highlights under the Connection Program in 2017–18 are detailed below.

‣ SSHRC organized two major symposiums that addressed future challenge areas. The forum on the Knowledge Systems, Experiences and Aspirations of Indigenous Peoples was held September 25-26, 2017. Some 28 knowledge synthesis grants reports, 18 of which were co-funded by Indigenous and Northern Affairs Canada, were shared. The forum brought together over 120 participants, who discussed issues such as culture, language and arts; research

development, duty to consult, impacts and benefits; legal traditions; self-governance; and treaty rights. The forum on Globalized Society took place on November 16, 2017. Close to 30 knowledge synthesis reports were shared and over 120 participants form academic, government, business and community sectors discussed such topics as demographic changes, gender, inclusion and belonging in diverse societies, and changing global trends. The final reports on each of these future challenges are accessible through SSHRC's webpage on Imagining Canada's Future.[xv]

> **Engagement with government partners**
>
> SSHRC saw a strong growth in demand for social sciences and humanities expertise and undertook many outreach and engagement activities with government departments and related partners to inform decision-making and shed light on emerging issues.
>
> - SSHRC, in collaboration with the Privy Council Office, facilitated roundtable discussions involving the deputy minister committees on inclusive growth and on economic trends and policies, assistant deputy ministers, and researchers on the topic of the transformational impacts of technology.
> - SSHRC brokered the commissioning of four knowledge synthesis reports by the Treasury Board of Canada Secretariat on the horizontal review of business innovation programs.
> - SSHRC partnered with Global Affairs Canada to launch the third annual International Policy Ideas Challenge Competition.

▸ SSHRC also developed and approved the 2018–21 Implementation Plan for the next stage of the Imagining Canada's Future initiative, which seeks to identify and address emerging future challenges for Canada, in a global context. In early 2018, SSHRC partnered with Policy Horizons Canada to conduct a horizon scan of emerging global challenges that have the potential to shape society in profound ways. Beginning July 2018, the resulting 16 challenges will be prioritized through an online crowdsourcing platform with stakeholders from across sectors. Results will be available in winter 2018.

▸ SSHRC prepared a management response to the Impact Awards evaluation, and began implementing the action plan. This year SSHRC completed a review of the funding description and processes (recommendation 1); put in place a process to monitor participation and success of institutions, with particular focus on Francophone and small institutions (recommendation 4); established internal and external advisory committees to seek feedback to continuously improve the funding opportunity and to encourage the submission of nominations (recommendation 2); and continued to consistently capitalize on opportunities to promote the award and highlight past Impact Award winners through SSHRC's communication channels (recommendation 3).

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Social sciences and humanities research knowledge is mobilized within academic and non-academic communities	Average number of participants per knowledge mobilization activity	60	June 2018	210	253	Not available*

* This result is from a new data collection tool launched in 2016–17.

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)
29,484,082	29,484,082	29,795,610	29,907,524	423,442

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)
13	13	0

Indirect costs of research

Description

This program provides support to institutions in the form of grants in the social sciences and humanities, natural sciences and engineering, and health. This program is necessary to build institutional capacity for the conduct of research and research-related activities, to maximize the investment of publicly funded academic research. This program helps to offset the central and departmental administrative costs that institutions incur in supporting research, which are not attributable to specific research projects, such as lighting and heating; maintenance of libraries, laboratories and research networking spaces; or for the technical support required for an institution's website or library computer system, ultimately helping researchers concentrate on cutting-edge discoveries and scholarship excellence, and ensuring that federally funded research projects are conducted in world-class facilities with the best equipment and administrative support available. The program is administered by the SSHRC-hosted Tri-agency Institutional Programs Secretariat on behalf of the three research granting agencies. This program uses funding from the following transfer payment: Research Support Fund.

Results

Grants to postsecondary institutions from the Research Support Fund (formerly the Indirect Costs Program) equalled $369.4 million in 2017–18, and provided vital support to the academic research environment in Canada. In 2017–18, the program constituted 97 per cent of SSHRC's grant expenditures under Strategic Outcome 2. This program partially offsets expenses for institutions by providing support in five categories: maintaining modern labs and equipment; providing access to up-to-date knowledge resources; providing research management and administrative support; meeting regulatory and ethical standards; and transferring knowledge from academia to the private, public and not-for-profit sectors. The impacts of Research Support Fund grants are both direct, through supporting research administration and grant writing, and indirect, by helping to maintain the infrastructure necessary to support new initiatives.

In 2013–14, the federal government conducted a review of the Indirect Costs Program in consultation with the postsecondary sector to ensure that the program was meeting its objective of reinforcing excellence in postsecondary research. The review generally identified strong support for the program and overall satisfaction with its current design parameters, while proposing that institutional reporting measures be increased; the program was renamed the Research Support Fund to better reflect intended outcomes. The 10th-year evaluation of the program[xvi] was completed in 2014–15. It supported the review, finding that there is a continuing need for the program, and that many contextual shifts have increased pressures on institutions conducting research. The evaluation further found that the program is consistent with federal and tri-agency priorities, as well as with federal roles and responsibilities.

Some performance highlights under the Research Support Fund in 2017–18 are detailed below.

▸ In January 2018, SSHRC initiated planning for the next program evaluation of the Research Support Fund. The evaluation's design report, largely completed by the end of March 2018, included timelines for the final program evaluation reporting stage in 2019–20.

▸ In early July 2017, SSHRC received the Phase 2 version of the Research Support Fund outcomes report from 96 recipient post-secondary institutions. In addition, all 96 institutions met the public accountability and transparency requirements that were instituted in 2015 to ensure the program remains accountable to stakeholders and the Canadian public regarding who receives support and how funds are used to meet the program's objectives.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Universities and colleges sustain a strong research environment	Percentage of institutions reporting general positive impacts of their grants in the attraction of additional funding	80	March 2018	Not available*	Not available*	90
	Percentage of institutions reporting general positive impacts of their grants in the attraction and retention of researchers	90	March 2018	98	99	91

* This result has been unavailable since the 2016–17 fiscal year due to a change in SSHRC's data collection and data compilation methods. Results from a new data collection tool will be available in 2018–19.

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)
369,620,441	369,620,441	368,733,575	368,706,690	(913,751)

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)
2	2	0

Canada First Research Excellence Fund

Description

The program provides financial support in the form of grants to Canadian universities and colleges to excel globally in research areas that create long-term economic advantages for Canada. The program helps competitively-selected institutions implement ambitious and focused strategies to attract and retain talent, develop partnerships across sectors nationally and internationally, and undertake cutting-edge research. Consequently, the program will contribute to enhancing Canada's competitiveness in the global, knowledge-based economy, improving Canadians' health, and enriching our social and cultural life. The program is administered by the Social Sciences and Humanities Research Council on behalf of the Canadian Institutes of Health Research, the Natural Sciences and Engineering Research Council and the Social Sciences and Humanities Research Council. This program uses funding from the following transfer payment: Canada First Research Excellence Fund.

Results

Canada First Research Excellence Fund grants are paid out through SSHRC, NSERC and CIHR, as appropriate, based proportionately on the research areas addressed by the successful proposals. In 2017–18, the program constituted 3 per cent of SSHRC's grant expenditures under Strategic Outcome 2.

Some highlights under the Canada First Research Excellence Fund in 2017–18 are detailed below.

▸ SSHRC put in place a performance database for the Canada First Research Excellence Fund. Data captured from the first round of progress reporting from grantees will be used to track the progress toward achieving the planned results.

▸ The TIPS Management Committee designed and approved the mid-term review process, and resource planning was completed for the 2018–19 mid-term reviews.

Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015–16 Actual results
Competitively-selected postsecondary institutions excel globally in research areas that create long-term economic advantages for Canada	Percentage of institutions demonstrating progress toward global leadership targets	100	June 2019	Not available*	Not available*	Not available*

* The first cohort of grants had until June 30, 2018, to submit their progress report on their performance measurement plans. Data will be available in 2018–19.

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)
13,506,758	13,506,758	13,506,758	13,586,067	79,309

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)
5	6	1

Information on SSHRC's lower-level programs is available in the GC InfoBase.[xvii]

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

Some performance highlights under Internal Services in 2017–18 are detailed below.

▸ SSHRC continued implementing its People Strategy, including actions to promote a healthy and productive workforce and workplace and participation in the Public Service Employee Survey. SSHRC achieved very good overall results in the 2017 survey; however, the results indicated continued areas of concern with regard to harassment and discrimination in the workplace. To increase understanding and awareness, SSHRC held information sessions on the current protocol and employees' formal and informal recourses to deal with workplace issues and conflicts. It also implemented mandatory and optional training and awareness activities for all managers and employees to develop an enhanced understanding of mental health and well-being, and held a consultation session with the Public Service Alliance of Canada to evaluate actions required following release of the report of the Mental Health Joint Task Force.

▸ SSHRC updated its internal financial policy guidelines and directives to meet the requirements of new Treasury Board of Canada Secretariat (TBS) Financial Policy Suite guidelines. SSHRC engaged with Innovation, Science and Economic Development Canada to support the portfolio-wide implementation of TBS Financial Management policy.

▸ SSHRC completed the first phase of a pilot project with postsecondary institutions to identify ways to use secondary data to better track SSHRC-supported students. A second phase of this experimentation initiative, planned for 2018–19, will match university administrative data to Statistics Canada data.

▸ SSHRC and NSERC approved and implemented a new IM strategy. They also put in place bi-agency data governance processes that serve to describe, organize and assess the quality of corporate data in order to support decision-making and reporting.

▸ SSHRC implemented a formal Enterprise Architecture Review Board, and worked toward finalizing the entire Enterprise Architecture program in 2018–19.

▸ SSHRC developed an agile methodology for better understanding IT system requirements and software development to track, manage and develop user and technical requirements for a flagship project.

Budgetary financial resources (dollars)

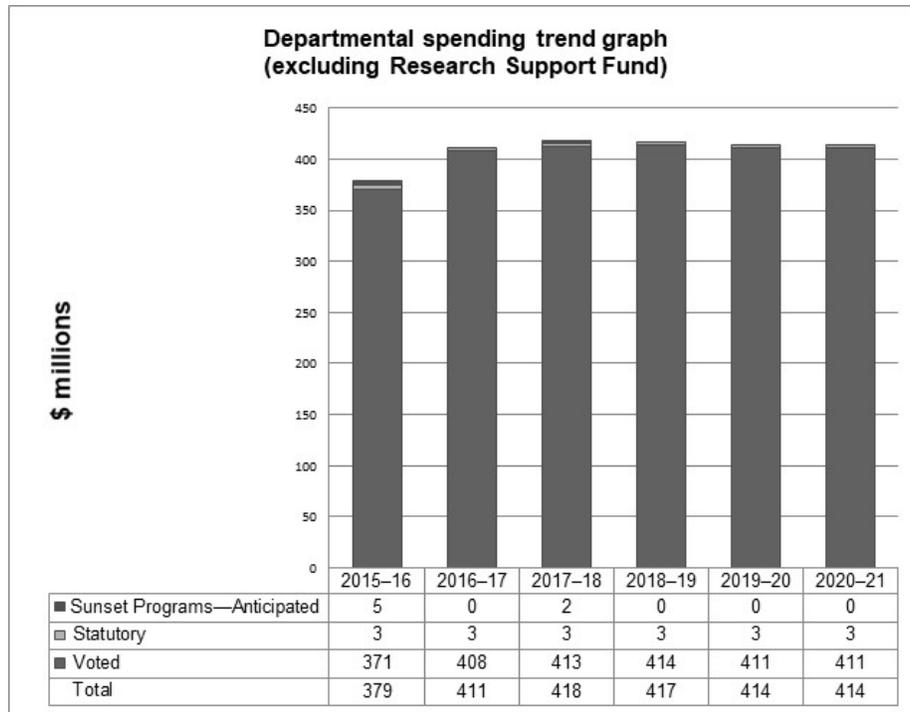| 2017–18 Main Estimates	2017–18 Planned spending	2017–18 Total authorities available for use	2017–18 Actual spending (authorities used)	2017–18 Difference (Actual spending minus Planned spending)
12,188,608	12,188,608	13,716,266	12,769,846	581,238

Human resources (full-time equivalents)

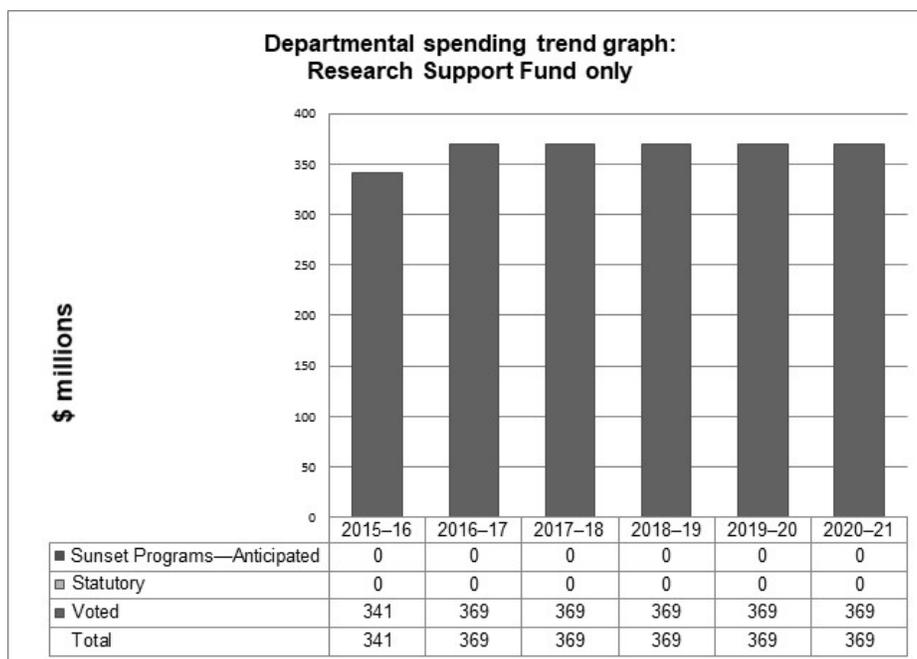| 2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
91	94	3

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph (excluding Research Support Fund)

$ millions

	2015–16	2016–17	2017–18	2018–19	2019–20	2020–21
■ Sunset Programs—Anticipated	5	0	2	0	0	0
▫ Statutory	3	3	3	3	3	3
■ Voted	371	408	413	414	411	411
Total	379	411	418	417	414	414

Note: The decrease between 2018–19 and 2019–20 is due to: $542,580 less in operating funds and $1,859,628 less in grant funding for Centres of Excellence for Commercialization and Research; $78,112 less in CERC operating funds; $510,791 less in frozen allotment for economic increase; and $316,237 less in operating funds for Canada 150 Research Chairs.

Departmental spending trend graph: Research Support Fund only

$ millions

	2015–16	2016–17	2017–18	2018–19	2019–20	2020–21
■ Sunset Programs—Anticipated	0	0	0	0	0	0
▫ Statutory	0	0	0	0	0	0
■ Voted	341	369	369	369	369	369
Total	341	369	369	369	369	369

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 Talent: attraction, retention and development of students and researchers in the social sciences and humanities	174,512,591	174,512,591	119,320,663*	119,008,231	175,895,303	172,908,061	172,100,909	169,294,848
1.2 Insight: new knowledge in the social sciences and humanities	179,931,376	179,931,376	189,506,303*	188,958,721	185,184,538	186,101,140	180,034,365	162,450,407
1.3 Connection: mobilization of social sciences and humanities knowledge	29,484,082	29,484,082	75,383,430*	73,253,476	29,795,610	29,907,524	34,477,611	32,964,773
2.1 Research Support Fund	369,620,441	369,620,441	369,637,453	369,615,755	368,733,575	368,706,690	368,679,893	340,666,298
2.2 Canada First Research Excellence Fund	13,506,758	13,506,758	19,083,229*	19,024,187	13,506,758	13,586,067	8,016,252	8,545,724
Subtotal	767,055,248	767,055,248	772,931,078*	769,860,370	773,115,784	771,209,482	763,309,030	707,922,050
Internal Services	12,188,608	12,188,608	13,217,940*	12,907,906	13,716,266	12,769,846	12,645,018	12,370,089
Total	779,243,856	779,243,856	786,149,018*	782,768,276	786,832,050	783,979,328	775,954,048	720,292,139

* The variance between the programs and internal services categories from 2017–18 to 2018–19 is due to the realignment of programs in the departmental results framework.

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 Talent: attraction, retention and development of students and researchers in the social sciences and humanities	50	51	52	53	39*	39
1.2 Insight: new knowledge in the social sciences and humanities	60	63	64	61	69	69
1.3 Connection: mobilization of social sciences and humanities knowledge	12	13	13	13	27	27
2.1 Research Support Fund	2	2	2	2	2	2
2.2 Canada First Research Excellence Fund	6	6	5	6	0	0
Subtotal	130	135	136	135	137	137
Internal Services	88	93	91	94	94	94
Total	218	228	227	229	231**	231

* The variance between the full-time equivalent distribution by programs and internal services categories from 2017–18 to 2018–19 is due to the realignment of programs in the departmental results framework.

** This includes an increase of two full-time equivalents for Canada 150 Research Chairs.

Expenditures by vote

For information on SSHRC's organizational voted and statutory expenditures, consult the Public Accounts of Canada 2017–2018.[xviii]

Government of Canada spending and activities

Information on the alignment of SSHRC's spending with the Government of Canada's spending and activities is available in the GC InfoBase.[xix]

Financial statements and financial statements highlights

Financial statements

SSHRC's financial statements (unaudited) for the year ended March 31, 2018, are available on the agency's website.[xx]

Financial statements highlights

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	785,906,766	788,005,542	778,264,541	2,098,776	9,741,001
Total revenues	94,976	132,337	204,628	37,361	(72,291)
Net cost of operations before government funding and transfers	785,811,790	787,873,205	778,059,913	2,061,415	9,813,292

The increase in total expenses over previous year is mainly due to the variances in transfer payments in the following initiatives:

▸ an increase of $6.2 million in Partnership Grants, which support collaborations between academic researchers, businesses and other partners to advance research and knowledge mobilization in the social sciences and humanities; and
▸ an increase of $5.5 million for the Canada First Research Excellence Fund.

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	16,158,239	5,088,826	11,069,413
Total net financial assets	15,041,036	4,255,268	10,785,768
Departmental net debt	1,117,203	833,558	283,645
Total non-financial assets	2,268,921	2,997,432	(728,511)
Departmental net financial position	1,151,718	2,163,874	(1,012,156)

The increase in net liabilities and net financial assets is mainly due to grants and subsidies recognized at the end of 2017–18 that were paid in the following fiscal year.

The decrease in non-financial assets is mainly due to the annual depreciation of SSHRC's tangible capital assets, which surpassed the additions made during the year.

Supplementary information

Corporate information

Organizational profile

Appropriate minister: The Honourable Kirsty Duncan, P.C., M.P.
                          Minister of Science and Sport

Institutional head: Ted Hewitt, President

Ministerial portfolio: Innovation, Science and Economic Development

Enabling instrument: Social Sciences and Humanities Research Council Act, R.S.C. 1985, c. S-12[xxi]

Year of incorporation / commencement: 1977

Reporting framework

SSHRC's Strategic Outcomes and Program Alignment Architecture of record for 2017–18 are shown below.

1. **Strategic Outcome:** Canada is a world leader in social sciences and humanities research and research training.

   1.1 **Program:** Talent: attraction, retention and development of students and researchers in the social sciences and humanities

      1.1.1 Sub-Program: Canada Research Chairs

      1.1.2 Sub-Program: Canada Graduate Scholarships

      1.1.3 Sub-Program: Vanier Canada Graduate Scholarships

      1.1.4 Sub-Program: Banting Postdoctoral Fellowships

      1.1.5 Sub-Program: Doctoral and Postdoctoral Fellowships

   1.2 **Program:** Insight: new knowledge in the social sciences and humanities

      1.2.1 Sub-Program: Individual, team and partnership research grants

      1.2.2 Sub-Program: Institutional research capacity grants

   1.3 **Program:** Connection: mobilization of social sciences and humanities knowledge

      1.3.1 Sub-Program: Individual, team and partnership knowledge mobilization grants

      1.3.2 Sub-Program: Research-based knowledge culture

      1.3.3 Sub-Program: Networks of Centres of Excellence

2. **Strategic Outcome:** Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health.

2.1 **Program:** Indirect costs of research

2.2 **Program:** Canada First Research Excellence Fund

Internal Services

Supporting information on lower-level programs

Supporting information on lower-level programs is available on the GC InfoBase.[xxii]

Supplementary information tables

The following supplementary information tables are available on SSHRC's website:[xxiii]

‣ Departmental Sustainable Development Strategy;

‣ Details on transfer payment programs of $5 million or more;

‣ Evaluations; and

‣ Internal audits.

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.[xxiv] 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

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350 Albert Street
Ottawa, ON K1P 6G4
Canada

Telephone: 613-992-0691
Email: corporate-performance@sshrc-crsh.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.   Truth and Reconciliation Commission of Canada: Calls to Action, http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf

ii.   Imagining Canada's Future, http://www.sshrc-crsh.gc.ca/society-societe/community-communite/Imagining_Canadas_Future-Imaginer_l_avenir_du_Canada-eng.aspx

iii.   Ministers' mandate letters, http://pm.gc.ca/eng/mandate-letters

iv.   Canada's Fundamental Science Review, http://www.sciencereview.ca/eic/site/059.nsf/eng/home

v.   Canada's Innovation and Skills Plan, https://www.ic.gc.ca/eic/site/062.nsf/eng/home

vi.   News release on advancing digital services to Canadians, https://www.canada.ca/en/treasury-board-secretariat/news/2018/03/the-government-of-canada-announces-policy-updates-to-advance-digital-services-for-canadians.html#_blank

vii.   Truth and Reconciliation Commission of Canada: Calls to Action, http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf

viii.   CIGI Post-Doctoral Fellowship, www.cigionline.org/cigi-post-doctoral-fellowship

ix.   Queen Elizabeth II Diamond Jubilee Scholarships, www.queenelizabethscholars.ca/

x.   Evaluation of the Vanier Canada Graduate Scholarships Program, http://www.cihr.gc.ca/e/48761.html

xi.   Evaluation of the Banting Postdoctoral Fellowships Program, http://cihr-irsc.gc.ca/e/49593.html

xii.   Evaluation of the Canada Research Chairs Program, http://www.chairs-chaires.gc.ca/about_us-a_notre_sujet/publications/evaluations/chairs_evaluation-chaires_evaluation-eng.aspx

xiii.   Canada Research Chairs equity and diversity targets, http://www.chairs-chaires.gc.ca/program-programme/equity-equite/index-eng.aspx#m2

xiv.   Collaborative Health Research Projects with a special call: artificial intelligence, health and society, http://www.cihr-irsc.gc.ca/e/50922.html

xv.   Imagining Canada's Future, including reports on future challenge areas, http://www.sshrc-crsh.gc.ca/society-societe/community-communite/Imagining_Canadas_Future-Imaginer_l_avenir_du_Canada-eng.aspx

xvi.   Tenth-year Evaluation of the Indirect Costs Program, www.rsf-fsr.gc.ca/about-au_sujet/publications/2014_Evaluation_Report_Eng.pdf

xvii.   GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html

xviii.   Public Accounts of Canada 2017–2018, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

xix.   GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html

xx.   SSHRC's financial statements, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/corporate_reports-rapports_organisationnels-eng.aspx

xxi.   Social Sciences and Humanities Research Council Act, http://laws.justice.gc.ca/eng/acts/S-12

xxii.   GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html

xxiii.   SSHRC supplementary tables, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/corporate_reports-rapports_organisationnels-eng.aspx

xxiv.   Report on Federal Tax Expenditures, http://www.fin.gc.ca/purl/taxexp-eng.asp