Shared Services Canada

2012-13

Report on Plans and Priorities

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Minister of Public Works and Government Services and
Minister for Status of Women

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Minister's Message

It is my pleasure to present Shared Services Canada's 2012-13 *Report on Plans and Priorities*. This report outlines the new Department's priorities for its first year.

Shared Services Canada (SSC) is renewing the Government of Canada's information technology (IT) infrastructure to help modernize our operations. SSC's whole-of-government approach is enabling IT infrastructure improvements which will underpin modern programs and services that are more secure, cost-effective and accessible for Canadians.

Maintaining and improving existing levels of service to our government partners will be this year's primary focus for SSC. Through the initiation of our ambitious multi-year plans, however, we will also begin to build the solid foundation upon which our operations will be renewed in order to meet the changing needs of tomorrow's public service.

In the course of implementing those plans, our transformative projects will see a consolidation and standardization of the government's email systems, data centres and networks. For 2012-13, we will identify a single email solution and initiate a competitive procurement process. During this year we will also ensure the operational integrity of current data centre and network operations and develop our strategies to consolidate data centres and rationalize our networks and telecommunications.

The establishment of SSC signalled a new approach to the management of IT. With the launch of SSC, we are taking a major step forward in the modernization of how the public service operates. In the process, we are fully harnessing the power of IT, taking advantage of technological change and improving security across the government enterprise. In all our activities, we will be leveraging public and private sector best practices and, wherever possible, will be looking at ways to take advantage of the government's buying power to contribute to returning the government to balanced budgets.

Through our efforts in 2012-13 and in years to come, I am confident that our new department will significantly contribute to improving the delivery of programs and services to Canadians, as well as to the sound management of the resources that they have entrusted to us.

Rona Ambrose, P.C., M.P.
Minister of Public Works and Government Services and
Minister for Status of Women

Section I: Organizational Overview

Raison d'être

Shared Services Canada (SSC) is a federal department created on August 4, 2011, to fundamentally transform how the Government of Canada manages its information technology (IT) infrastructure. SSC reports to Parliament through the Minister of Public Works and Government Services and will deliver mandated email, data centre and network services to its partner organizations in a consolidated and standardized manner to support the delivery of Government of Canada programs and services. SSC will also provide certain optional technology related services to government organizations on a cost-recovery basis.

With a whole-of-government approach to IT, SSC will create economies of scale to deliver more efficient, reliable and secure IT infrastructure services to Government of Canada departments.

Responsibilities

SSC's Opportunity

SSC was created to fundamentally change how the federal government manages its IT infrastructure in order to better support the delivery of programs and services to Canadians. SSC has launched a new and innovative approach to deliver a technology platform for a 21st century public service – one that is modern, reliable, secure and cost-effective.

Traditionally, the government's infrastructure has been managed in silos, with each department establishing the services that it required to conduct its business. Over the years, that infrastructure became increasingly fragmented, as well as costly to manage and maintain. Duplication, unnecessary diversity and inefficiency resulted. Today, the government has over 100 different, largely incompatible email systems. Across the country it operates over 300 data centres and their use is not rationalized; some function well below capacity while others are struggling to meet the demand. Additionally, the government supports over 3,000 overlapping and uncoordinated electronic networks. Clearly, the status quo is not sustainable.

SSC's ambitious plans for the provision of enterprise-wide IT services represent an eight-year journey that will yield better value for money and a more robust service backbone for modern government operations. These plans are founded on proven models from other public-sector jurisdictions and industry.

Governments and private-sector companies alike have demonstrated that streamlining and consolidating in the areas of email, data centres and telecommunications lead to substantial service improvement and efficiencies. For example, the government of British Columbia

began its consolidation in 2002 and reduced the number of its data centres from over a hundred to two data centres by 2011. As a result, its data centre energy costs alone are expected to be 50% lower. The government of Ontario reports that at maturity, its IT consolidation is saving $100 million annually, which represents 10% of total IT spending and between 20% and 25% of IT infrastructure spending.

By learning from the lessons of other shared services organizations and leveraging their best practices, SSC is establishing a model and setting a pace that will deliver increased efficiency, better quality and service excellence to the Government of Canada. With a focus on service and quality, SSC will be purposeful in its investments, relentlessly pursuing common standards and efficiencies. Furthermore, the consolidation of IT services and assets will strengthen the government's efforts to reliably and securely protect the information of Canadians. Building security into new infrastructure from the outset and collaborating with partners will help the government to better understand cyber threats and mitigate attacks.

The creation of SSC also presents an unprecedented opportunity to bring the government's best and brightest IT talent together to form one Government of Canada "IT bench". The combined and complementary abilities will lead to more coordination and collaboration, and will result in more integrated approaches and solutions.

SSC represents an intersection of need and opportunity. SSC is supporting effective government operations by delivering horizontal, enterprise-wide improvements to IT infrastructure that supports modern Government of Canada programs and services, and makes them more integrated, efficient and accessible for Canadians.

SSC's Mandate and Responsibilities

SSC is mandated to simultaneously *operate* and *transform* the government's IT infrastructure. Under the umbrella of that dual authority, SSC is responsible for providing its partner organizations with modern, reliable and secure IT infrastructure services that are cost-effective and which contribute to a greener government. In the process, it is building a new organization from the ground up.

From an operational perspective, SSC is stabilizing IT service delivery across the Government of Canada. With a focus on business continuity, it is maintaining existing service levels while working to improve them. SSC is supporting a significant number of projects in cooperation with its partners which will both modernize and streamline today's IT operations. This is delivering early results, facilitating SSC's contribution to the government's deficit reduction efforts, and enabling it to plan and build capacity to take on the larger, more complex transformative initiatives.

In 2012-13, SSC will be launching the renewal of the Government of Canada's IT infrastructure. Working collaboratively with its partners, SSC is identifying an email solution and developing initial plans to consolidate data centres and networks in a whole-of-government approach. Additionally, as a key security services delivery organization, SSC will work collaboratively with other cyber-security agencies to enhance information security

across the Government of Canada in order to support the implementation of federal government's new cyber-security strategy.

SSC will take advantage of every opportunity to work with partners to fulfill its mandate and realize its objective of improving delivery of services to Canadians in a secure, reliable and integrated manner. Partner departments and agencies have developed many innovative processes, principles and tools over the years and SSC will mine that expertise and leverage best practices. Collaborating and maintaining an open, transparent and meaningful dialogue with industry on IT modernization will also be a critical component of SSC's success. SSC has mapped an engagement process that focuses on developing a sustainable and substantive relationship with the private sector.

As a new department, SSC is creating a dynamic corporate culture – one that builds on a broader public service ethos to embrace innovation as part of its brand. Supporting and challenging SSC employees is central to that undertaking. Working together, as a community, SSC will deliver service excellence, innovation and value for money as it builds a modern, reliable and secure IT platform for the Government of Canada.

Strategic Outcome and Program Activity Architecture (PAA)

SSC's Program Activity Architecture (PAA), as approved by the Treasury Board of Canada, supports the achievement of the following strategic outcome: *Mandated services are delivered in a consolidated and standardized manner to support the delivery of Government of Canada programs and services for Canadians.*

The current PAA is an interim structure that will be reviewed and refined in future fiscal years. In addition to Internal Services, a single Program Activity supported the immediate establishment of SSC in 2011-12 and enabled SSC to be included in the 2012-13 Main Estimates.

SSC is committed to participate in the 2013-14 amendment process which will add more detail to the PAA. In the interim, two concepts, Operate and Transform, are embedded in the PAA architecture in order to reflect the nature of the activities required to achieve the strategic outcome.

Strategic Outcome:

Mandated services are delivered in a consolidated and standardized manner to support the delivery of Government of Canada programs and services for Canadians.

Program Activities:

Efficient and effective IT infrastructure services are delivered across the Government of Canada.

Operate

Transform

Internal Services

Description:

Enterprise-wide consolidation in the areas of email, data centres and telecommunications improves the overall efficiency, reliability and security of IT infrastructure.

Organizational Priorities

SSC has identified the following four priorities for 2012-13.

Priority #1	Type[1]	Program Activity
Maintain and improve the delivery of IT infrastructure services to the Government of Canada through an enterprise approach.	New	Efficient and effective IT infrastructure services are delivered across the Government of Canada

Description

Why is this a priority?

Government of Canada IT operations enable and support the delivery of programs and services upon which Canadians depend. For the first time, an enterprise approach will be applied to IT infrastructure and network operations. The focus will be on providing and improving support to government programs and services.

Plans for meeting the priority

- Maintain IT operational integrity and business continuity:
  - Adopt an enterprise approach to monitoring IT operations; and
  - Identify and focus on support to mission-critical systems.
- Improve IT service delivery:
  - Standardize, optimize and implement enterprise incident management, problem management and change management processes;
  - Enhance IT infrastructure and network operations governance, and facilitate decision-making at the enterprise level;
  - Align and develop the SSC operations team by establishing functional and regional portfolios;
  - Identify horizontal, enterprise opportunities to improve IT services; and
  - Identify opportunities to standardize IT architecture.

1. There are three types of priorities: **previously committed to**—(committed to one or two fiscal years prior to the subject year of the report); **ongoing**—(committed to at least three fiscal years prior to the subject year of the report); and **new**—(newly committed to in the reporting year of the RPP or DPR).

Streamline IT infrastructure and networks:

- Maximize use of existing IT infrastructure to optimize storage of data and identify further optimization opportunities;
- Implement standardized government-wide processes to optimize IT assets;
- Dispose of unused telephone devices and lines;
- Identify opportunities to modernize telephone equipment;
- Identify opportunities to leverage and modernize videoconferencing services for the enterprise; and
- Identify opportunities to optimize networks.

Enable and support program and business transformation projects:

- Develop strategic relationships and complementary governance mechanisms with partners to support program operations and business transformation; and
- Continue to implement IT projects inherited from our partners and work closely with them to identify consolidation opportunities.

Enhance IT security

- In collaboration with our cyber security partners, identify standards, develop architecture, enhance service delivery, and identify IT infrastructure protection opportunities consistent with the implementation plans of the government's new cyber-security strategies;
- Work with our partners to validate disaster recovery capability for mission critical systems;
- Work with Treasury Board Secretariat and our partners to develop an enterprise view of disaster recovery and business continuity; and
- Identify opportunities to remove barriers between departments to improve the effectiveness of IT security.

Priority #2	Type	Program Activity
Launch the renewal of the Government of Canada's IT infrastructure. • Identify an email solution; and • Develop initial plans to consolidate data centres and networks in a whole-of-government approach.	New	Efficient and effective IT infrastructure services are delivered across the Government of Canada

Description

Why is this a priority?

The government currently runs 100 different email systems for its employees. It operates over 300 data centres across the country, which store data and computing equipment for departments. Across Canada today there are thousands of network connections and firewalls in government buildings that link together hundreds of thousands of users and devices. Engineered in silos, the overlap has created barriers to collaboration and productivity. This duplication and lack of coordination leads to inefficiencies and sub-optimal service delivery.

Plans for meeting the priority

Email:

- Assess the current inventory of email systems and confirm requirements with partner organizations; and
- Identify an enterprise-wide email solution in preparation for transition and implementation planning phases beginning in the next fiscal year.

Data Centres:

- Complete the assessment of data centres, data centre infrastructure, and business uses of the infrastructure; and
- Develop a strategy for data centre consolidation.

Networks:

- Complete the assessment of existing IT networks and telecommunications; and
- Develop a strategy for telecommunications transformation and IT network consolidation.

Priority #3	Type	Program Activity
Establish governance mechanisms and implement partnerships to clarify accountability, and adopt enterprise approaches for the management of IT infrastructure services.	New	Efficient and effective IT infrastructure services are delivered across the Government of Canada

Description

Why is this a priority?

SSC has inherited an amalgam of IT infrastructure from 43 partner organizations. This necessitates the establishment of appropriate governance mechanisms to engage departments in order to clarify accountability and adopt enterprise approaches for the management of IT infrastructure. These activities directly support the realization of more efficient and effective IT infrastructure service delivery to the Government of Canada.

Plans for meeting the priority

- Establish external advisory committees to advise SSC on IT infrastructure operations and renewal;
- Implement a partnership framework that clarifies the roles and responsibilities assumed by SSC and its partners;
- Engage departments on SSC service delivery and performance;
- Establish effective outreach to IT communities of interest across the Government of Canada and the external stakeholder community; and
- Be transparent with partners by reporting performance regularly.

Priority #4	Type	Program Activity
Implement efficient and effective business management processes and services in support of the SSC mandate.	New	Internal Services

Description

Why is this a priority?

As a new department, SSC brings together resources from 43 partner organizations into a single entity. SSC must adopt best practices and implement administrative processes and services that are sound, efficient and effective for the operation of a new organization that must meet the needs of a diverse and complex client and stakeholder community.

Plans for meeting the priority

- Deploy business systems for resource management;
- Implement corporate policies to support sound management;
- Develop a human resources strategy for effective workforce management;
- Develop a departmental investment plan;
- Develop a corporate performance measurement framework;
- Refine the PAA;
- Identify opportunities to consolidate accommodations for employees and initiate the development of a long-term accommodation plan;
- Create platforms to support virtual teams and leverage contributions from regional staff;
- Establish efficient internal services modelled after leading practices in the public and private sectors;
- Identify procurement and contract consolidation opportunities;
- Develop a communications strategy to engage stakeholders; and
- Establish a Departmental Audit Committee to provide effective oversight.

Risk Analysis

As a new department, SSC is aware of the magnitude of the challenges it faces and the associated risks. Our first priority is operational stability – maintaining and improving the delivery of IT services to the Government of Canada through an enterprise approach. This includes identifying and managing the risks that can represent threats to information security, business continuity and disaster recovery.

History has demonstrated that execution of IT projects can carry high risk. Whether developing applications or consolidating infrastructure, there is associated risk. SSC is putting in place rigorous management processes that will help to mitigate risks with its infrastructure consolidation and renewal initiatives and which will provide the ability to adjust quickly. The organization will closely monitor project progress to support continuous alignment of priorities, plans and delivery.

SSC is building an entire department from the ground up. SSC employs a highly skilled workforce of approximately 6,700 employees dispersed across almost every Government of Canada workplace in Canada. Other jurisdictions and private sector organizations have emphasized how important it is to pay special attention to human resources and the development of a positive organizational culture in times of significant transformation. That is why SSC has focussed particular attention on the transition of its people to the new organization, the manner in which they are deployed within the organization and their alignment with mandated initiatives. SSC recognizes that its employees are an invaluable resource and has committed to a range of activities that include establishing effective Human Resources structures and placing an emphasis on strong talent management throughout the Department.

Given SSC's extensive transformation mandate, which has an impact on financial resources, the organization recognizes the risks that implementation entails. Through its ongoing, proactive engagement with partners and stakeholders, SSC will appropriately size, structure and judiciously manage its transformation initiatives. SSC will closely monitor all projects with a focus on management excellence and will proactively manage all risks. By honouring its commitments to partners and delivering service improvements, SSC will build a reputation of service excellence.

Further assessment of key risks, their likelihood and the impact on the organization will be developed within a corporate risk profile under an Integrated Risk Management Framework which has been identified as a priority during the first year of operation.

Planning Summary

Financial Resources ($ millions)

	Planned Spending		
	2012-13	2013-14	2014-15
Gross Expenditures	1,842	1,446	1,434
Less Respendable Revenue	(368)		
Net Expenditures	1,474	1,446	1,434

Human Resources (Full-Time Equivalents—FTEs)

	2012–13	2013–14	2014–15
Full-Time Equivalents—FTEs	6,700	6,700	6,700

Figures in the table above do not include certain DFAIT staff, Canadian Forces military personnel, and RCMP civilian members who are engaged in the delivery of IT infrastructure services on our behalf. At this time, there is insufficient information to determine exact numbers, or the split between the IT Infrastructure Services program activity and Internal Services.

Strategic Outcome: Mandated services are delivered in a consolidated and standardized manner to support the delivery of Government of Canada programs and services for Canadians**.**

Performance Indicators	Targets
Performance indicators are currently under development and will be presented in the 2012-13 Departmental Performance Report (DPR).	Performance targets are currently under development and will be presented in the 2012-13 Departmental Performance Report.

Planning Summary Table
($ millions)

Program Activity	Planned Spending			Alignment to Government of Canada Outcomes
Efficient and effective IT infrastructure services are delivered across the Government of Canada.	**2012-13**	**2013-14**	**2014-15**	Well managed and efficient government operations.
Gross Expenditures	1,627	1,231	1,221	
Less Respendable Revenue	(368)			
Net Expenditures	1,259	1,231	1,221	
Human Resources				
Full-Time Equivalents (FTEs)	5,550	5,550	5,550	

Planning Summary Table
($ millions)

Program Activity	Planned Spending		
Internal Services	**2012-13**	**2013-14**	**2014-15**
Gross Expenditures	215	215	213
Less Respendable Revenue			
Net Expenditures	215	215	213
Human Resources			
Full-Time Equivalents (FTEs)	1,150	1,150	1,150

Expenditure Profile

SSC's mandate includes the objective to deliver savings in IT Infrastructure services for the medium term. Planned spending will decrease over the next three years by $40M as the department anticipates savings in the short term, with further reductions planned beyond this.

Guidelines for the Report on Plans and Priorities instruct departments to provide a graphical trend depiction of spending for a total of seven fiscal years: three fiscal years of actual (historical) spending, one fiscal year of forecast spending, and three fiscal years of planned (future) spending. SSC is a new department and can only report on planned spending. Given that the resulting graph is missing four of the seven fiscal years, and cannot depict a trend, the graph has not been provided in this initial Report on Plans and Priorities.

Forecast spending for 2011-12 in the amount of $968 million is not reflected in the SSC Report on Plans and Priorities as this amount is currently embedded within the planned spending of the 43 partner organizations. Planned spending for 2012-13 includes an appropriation of $1,474 million and respendable revenues (vote netted revenues) of $368 million. Figures for 2013-14 and beyond include appropriations only as the department currently has no vote-netted revenue authority beyond 2012-13.

Revenue is derived from two sources. The primary source of revenue is the delivery of mandatory services and optional services, including IT security, to the partner organizations. The second source of revenue is derived from the delivery of these same services on a cost-recovery basis to departments and agencies other than the partner organizations.

Estimates by Vote

For information on our organizational appropriations, please see the 2012–13 Main Estimates publication.

Section II: Analysis of Program Activities by Strategic Outcome

Strategic Outcome

Mandated services are delivered in a consolidated and standardized manner to support the delivery of Government of Canada programs and services for Canadians.

Program Activity – Efficient and effective IT infrastructure services

Efficient and effective IT infrastructure services are delivered across the Government of Canada.

Program Activity Description

Enterprise-wide consolidation in the areas of email, data centres and telecommunications improves the overall efficiency, reliability and security of IT infrastructure.

Financial Resources ($ millions)

	Planned Spending		
	2012-13	**2013-14**	**2014-15**
Gross Expenditures	1,627	1,231	1,221
Less Respendable Revenue	(368)		
Net Expenditures	1,259	1,231	1,221

Human Resources (Full-Time Equivalents—FTEs)

	2012–13	**2013–14**	**2014–15**
Full-Time Equivalents—FTEs	5,550	5,550	5,550

Program Activity Expected Results	Performance Indicators	Targets
Improved delivery of IT infrastructure services to the Government of Canada through an enterprise approach.	Meeting agreed business arrangements. Availability of mission critical systems.	Business arrangements established for all partner organizations by March 31, 2013. Mission critical systems identified by March 31, 2013. Baseline reliability targets for mission critical systems established by March 31, 2013.
Reduced duplication of email systems, data centres and electronic networks and optimized service delivery.	Reliability, security and efficiency of email systems, data centres and electronic networks.	Competitive email procurement process launched by fall 2012. A single email solution identified by March 31, 2013. Initial inventory of data centres and associated technology completed by winter 2013. Strategy for data centre consolidation program developed by March 31, 2013. Initial inventory of networks and telecommunications completed by winter 2013.

Planning Highlights

Activities under this program will directly support the Department's efforts to consolidate and standardize IT infrastructure services for the partner organizations. Activities will include IT infrastructure life-cycle management, contract management, licensing, horizontal project consolidation, and operational functions organized by portfolio.

The Department is committed to conducting a competitive solicitation for an email solution by the end of fiscal year 2012-13 in order to move the partner organizations to a single reliable and secure email solution by 2015.

The Department will initiate the development of comprehensive plans for the consolidation of over 300 Government of Canada data centres and associated services into fewer than 20 data centres, as well as the transformation of numerous individual departmental networks into a consolidated, reliable, and secure enterprise-wide network.

Strategic Outcome

Mandated services are delivered in a consolidated and standardized manner to support the delivery of Government of Canada programs and services for Canadians.

Program Activity – Internal Services

Internal Services

Program Activity Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal Services include only those activities and resources that apply across an organization and not those provided to a specific program. These activity groups include:

- 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;
- Acquisition services; and
- Travel and other administrative services.

Financial Resources ($ millions)

	Planned Spending		
	2012-13	**2013-14**	**2014-15**
Gross Expenditures	215	215	213
Less Respendable Revenue			
Net Expenditures	215	215	213

Human Resources (Full-Time Equivalents—FTEs)

	2012–13	**2013–14**	**2014–15**
Full-Time Equivalents—FTEs	1,150	1,150	1,150

Planning Highlights

Activities under the Internal Services program will provide the administrative services needed to support the achievement of SSC's priorities.

Internal Services support a strong and robust management function. Modern technology management is not just about technology; it is about effective leadership in managing the use of technology to meet the overall needs of an organization. Modern technology management includes the structures and processes for setting direction, establishing standards and principles, and prioritizing investments that leverage technology to provide value to partners.

The Internal Services program focuses on planning, performance management, monitoring of internal and external risks, policy compliance and governance. It ensures that SSC is able to marshal the human and financial resources needed to deliver on its mandate, and puts in place processes and an organizational culture to foster service excellence, innovation and value for money.

SSC will be participating in the 2013-14 PAA amendment process and we will deliver the amended PAA to TBS. In addition, SSC will submit the corresponding Performance Measurement Framework (PMF) to TBS.

Section III: Supplementary Information

Financial Highlights

Future-Oriented Financial Statements

Future-oriented financial estimates are not available at this time since SSC is a new organization. These will be presented in the RPP for 2013-14.

List of Supplementary Information Tables

All electronic supplementary information tables found in the 2012–13 Report on Plans and Priorities can be found on the Treasury Board of Canada Secretariat website.

- *Greening Government Operations;*
- *Sources of Respendable and Non-Respendable Revenue;*
- *Summary of Capital Spending by Program Activity;*

Section IV: Other Items of Interest

Organizational Contact Information

General inquiries:

Please direct your inquiries to: Media@ssc-spc.gc.ca
Medias@spc-ssc.gc.ca

Media Relations Office: (819) 956-2315

Upcoming Internal Audit and Evaluations - Next Three Fiscal Years

Early in 2012-13, SSC will complete the process of developing its audit and evaluation capacity, which includes the appointment of a Chief Audit and Evaluation Executive reporting directly to the President. The SSC audit and evaluation unit will be responsible for developing internal audit plans and evaluation plans, and for undertaking all audit and evaluation activities for SSC. SSC's Departmental Audit and Evaluation Committee will be in place by fall 2012 and will provide advice and recommendations on the Department's risk management control and governance frameworks and processes.

Audits will be undertaken as required under a risk-based audit plan being developed for 2013-14.

Evaluations will be undertaken as required under a departmental evaluation plan being developed for 2013-14.

Organizational Structure: Operations – Portfolio Breakdown

Science Portfolio

1. Agriculture and Agri-Food Canada
2. Canadian Food Inspection Agency
3. Canadian Nuclear Safety Commission
4. Canadian Space Agency
5. Environment Canada
6. Fisheries and Oceans Canada
7. Health Canada
8. National Research Council Canada
9. Natural Resources Canada
10. Public Health Agency of Canada

Economic Portfolio

1. Atlantic Canada Opportunities Agency
2. Canada Economic Development for Quebec Regions
3. Canadian Northern Economic Development Agency
4. Federal Economic Development Agency for Southern Ontario
5. Industry Canada
6. Infrastructure Canada
7. Statistics Canada
8. Western Economic Diversification Canada

Government Operations Portfolio

1. Canada School of Public Service
2. Department of Justice Canada
3. Library and Archives Canada
4. Privy Council Office
5. Public Service Commission
6. Public Works and Government Services Canada
7. Treasury Board of Canada Secretariat

Social Portfolio

1. Aboriginal Affairs and Northern Development Canada
2. Canadian Heritage
3. Citizenship and Immigration Canada
4. Human Resources and Skills Development Canada
5. Immigration and Refugee Board of Canada
6. Parks Canada
7. Veterans Affairs Canada

Security Portfolio

1. Canada Border Services Agency
2. Correctional Service Canada
3. Financial Transactions and Reports Analysis Centre of Canada
4. National Defence
5. Public Safety Canada
6. Royal Canadian Mounted Police
7. Transport Canada

International Portfolio

1. Canadian International Development Agency
2. Foreign Affairs and International Trade Canada

Finance Portfolio

1. Canada Revenue Agency
2. Department of Finance Canada

List of Partner Organizations - Alphabetical

1. Aboriginal Affairs and Northern Development Canada
2. Agriculture and Agri-Food Canada
3. Atlantic Canada Opportunities Agency
4. Canada Border Services Agency
5. Canada Economic Development for Quebec Regions
6. Canada Revenue Agency
7. Canada School of Public Service
8. Canadian Food Inspection Agency
9. Canadian Heritage
10. Canadian International Development Agency
11. Canadian Northern Economic Development Agency
12. Canadian Nuclear Safety Commission
13. Canadian Space Agency
14. Citizenship and Immigration Canada
15. Correctional Service Canada
16. Department of Finance Canada
17. Department of Justice Canada
18. Environment Canada
19. Federal Economic Development Agency for Southern Ontario
20. Financial Transactions and Reports Analysis Centre of Canada
21. Fisheries and Oceans Canada
22. Foreign Affairs and International Trade Canada
23. Health Canada
24. Human Resources and Skills Development Canada
25. Immigration and Refugee Board of Canada
26. Industry Canada
27. Infrastructure Canada
28. Library and Archives Canada
29. National Defence
30. National Research Council Canada
31. Natural Resources Canada
32. Parks Canada
33. Privy Council Office
34. Public Health Agency of Canada
35. Public Safety Canada
36. Public Service Commission of Canada
37. Public Works and Government Services Canada
38. Royal Canadian Mounted Police
39. Statistics Canada
40. Transport Canada
41. Treasury Board of Canada Secretariat
42. Veterans Affairs Canada
43. Western Economic Diversification Canada