
2020–21

PUBLIC SERVICES AND PROCUREMENT CANADA

DEPARTMENTAL PLAN



Anita Anand, PC, MP
Minister of Public Services and Procurement



Public Services and
Procurement Canada

Services publics et
Approvisionnement Canada

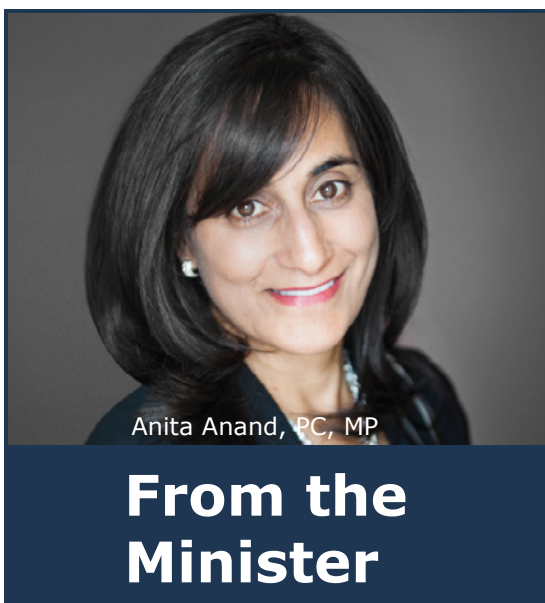
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Anita Anand, PC, MP

From the Minister

I am pleased to present Public Services and Procurement Canada's 2020–21 Departmental Plan.

PSPC supports the everyday work of the Government of Canada. We are the Government of Canada's central purchasing agent, linguistic authority and real property manager. PSPC is also the government's treasurer, accountant, integrity adviser, and pay and pension administrator. Our work helps to build an inclusive, innovative and accessible Canadian economy and society.

This plan highlights the Department's priorities for 2020–21, which will in turn contribute to meeting my mandate letter commitments and underpin the work of PSPC's committed employees.

As Minister of Public Services and Procurement, one of my top priorities is to ensure that our dedicated public servants are paid accurately and on time. While the Department has made

progress in reducing the backlog of pay transactions, we will continue to work diligently to stabilize the system and eliminate outstanding pay issues.

Purchasing supplies and equipment vital to the work of the brave members of the Canadian Armed Forces and the Canadian Coast Guard also remains a priority.

PSPC will advance the competitive process to acquire advanced fighter jets to replace Canada's CF-18 fleet, while ensuring best value and supporting Canada's defence priorities. As part of the National Shipbuilding Strategy, PSPC is working with its partners to deliver much-needed vessels to the Royal Canadian Navy and the Canadian Coast Guard resulting in new jobs, economic growth and sustainable marine sector for Canadians.

Working with other departments, PSPC will bring forward analyses and options for the creation of Defence Procurement Canada with a focus on ensuring that Canada's most complex Defence and Coast Guard procurements are delivered on time and with greater transparency to Parliament.

PSPC manages around \$15 billion of procurements annually and we remain focused on simplifying our procurement systems, making it easier for departments and agencies to acquire the goods and services they need to deliver their programs for Canadians.

In all of its work, PSPC is also committed to fighting climate change.

The Department will integrate sustainable development, and energy and greenhouse gas reduction into our real property projects. We will also work with our partners on a plan to power federal buildings with 100 per cent clean electricity, where available, by 2022. In doing so, PSPC will help to support the growth of new clean electricity/renewable power sources as they become available.

The restoration and modernization of Canada's parliamentary and other heritage buildings remains a key priority. Building on the successful completion of the West Block and Senate of Canada Building in 2018, PSPC is advancing important work on the rehabilitation of the Centre Block, the largest such project in recent Canadian history. At the same time, several other projects are moving forward, including restoration work at 100 Wellington which will result in a space for Indigenous peoples within the Precinct. Once restored, these historic buildings will meet, and where possible exceed, standards for accessibility and sustainability. Also in the National Capital Region, significant investments in inter-provincial bridges are planned to meet the needs of a growing regional population.

In partnership with federal science-based departments and agencies, PSPC will advance the Government's commitment to strengthen federal science by creating world-class collaborative science facilities. In 2020–21, the Department will finalize the selection of sites for the new facilities and launch procurement activities for the projects across Canada.

The Translation Bureau, an important part of PSPC that plays a vital role in promoting linguistic duality, will also modernize its tools to ensure timely and high quality linguistic services by using automated workflows and experimenting with artificial intelligence solutions. In addition, the Bureau will grow its capacity to promote sign language interpretation and enhance the use of Indigenous languages.

These are only some of our priorities for 2020–21. I am looking forward to working with the dedicated employees of PSPC as we continue to invest in Canadians and their communities, create good middle class jobs, fight climate change, and grow our economy.

Anita Anand, PC, MP

Minister of Public Services and Procurement 



Minister Ahand, Assistant Deputy Minister Rob Wright and Associate Deputy Minister Michael Vandergrift tour 100 Wellington (Space for Indigenous Peoples) and Centre Block (December 4, 2019)

Plans at a glance

In 2020–21, Public Services and Procurement Canada (PSPC) will:

Purchase of Goods and Services

- Advance initiatives to modernize procurement and ensure value for money, such as increasing the diversity of bidders on government contracts and developing better vendor performance management tools to incentivize suppliers to deliver high-quality goods and services.
- Make purchasing simpler and easier to access through the phased deployment of the cloud-based Electronic Procurement Solution (EPS) within PSPC.
- Participate in the development of a proposal for the new Canadian Apprenticeship Service.
- Explore measures that support the conversion of government fleets to zero-emission vehicles.
- In support of reconciliation, work towards increasing the participation of Indigenous Peoples in federal procurement, and have at least 5% of federal contracts awarded to businesses managed and led by Indigenous Peoples.
- Advance key procurements in support of Canada's defence policy, Strong, Secure, Engaged, including the competitive process to replace the fighter aircraft fleet, and explore options for the creation of Defence Procurement Canada.
- Work with partners to deliver much-needed vessels to the Royal Canadian Navy and the Canadian Coast Guard, as part of the National Shipbuilding Strategy (NSS), while creating jobs and generating economic growth for Canada.

Payments and Accounting

- Continue progress towards the elimination of the backlog of outstanding pay issues for public servants as a result of the Phoenix Pay System.
- Deliver client-centric services that improve engagement with pension plan members and leverage industry proven best practices, so that more than 904,000 active and retired members of pension plans administered by PSPC can readily access pension information, and receive timely and accurate pension payments.

Property and Infrastructure

- Advance sustainability, climate resiliency, and the green agenda for federal real property and infrastructure assets by integrating sustainable development, the use of clean energy, energy reduction, and greenhouse gas reduction into the decision-making, planning and delivery of real property projects.
- Continue to improve crossings in the National Capital Region (NCR) in order to reduce congestion, improve fluidity and increase transportation options throughout the NCR.
- Advance the Government of Canada's commitment to revitalizing federal science and technology laboratories by advancing the design of new laboratory and research facilities based on integrated science plan requirements, finalizing the selection of sites and launching procurement activities for projects across Canada that will support science excellence, innovation and evidence-based decision-making across the federal government.
- Continue to advance the pace of office modernization (fit-up) by delivering an innovative and future-oriented workplace that changes the way we work and supports a world-class public service equipped to serve Canada and Canadians.
- Advance major construction activities on the historic restoration of the Centre Block and launch an international design competition for the redevelopment of Crown properties facing Parliament Hill along Wellington and Sparks Streets, while ensuring accessibility, sustainability and security are held at the forefront of the broader transformation of the Parliamentary Precinct into an integrated campus.
- Continue to work with Crown-Indigenous Relations Canada, National Indigenous Organizations and the Algonquin Nation to open the short-term use of 100 Wellington Street and to transform this iconic space into a National Indigenous People's Space.
- Continue to develop and implement a Prompt Payment regime for federal construction projects through the development of regulations and the naming of an Adjudicator Authority.

Government-Wide Support

- Continue to provide quality remote interpretation services and adapt to the rapid pace of digital transformation in linguistic services, including experimentation with artificial intelligence and other technologies to support the work of translators and interpreters allowing them to focus their expertise on quality, work on enhancing the capacity to translate and interpret Indigenous languages, as well as in sign language interpretation.
- Continue to explore and implement new and innovative ways to further safeguard the integrity of the federal procurement and real property system.
- Support the transition to a more digital government to improve the delivery of government services and enhance the capacity to use modern tools and methodologies.
- Continue to transform the Contract Security and Controlled Goods Programs to respond to an evolving external threat environment, and develop a more client-focussed delivery approach to safeguard sensitive and strategic government information and assets accessed by the private sector.

Procurement Ombudsman

While operating at arm's-length from federal organizations, the Office of the Procurement Ombudsman (OPO) will:

- Review the procurement practices of federal organizations to promote fairness, openness and transparency.
- Review complaints from Canadian suppliers and make recommendations for the improvement of federal procurement practices.
- Provide low-cost alternative dispute resolution services which offer an opportunity for suppliers and federal organizations to come together in a neutral setting with the purpose of finding solutions, preserving business relationships and avoiding costly litigation.
- Share procurement-related information amongst federal organizations and Canadian suppliers to promote simplification and transparency in the federal procurement process.

For more information on Public Services and Procurement Canada's plans, priorities and planned results, see the [“Core responsibilities: planned results and resources, and key risks”](#) section of this report. 🍁



Joint Support Ships

Core responsibilities: planned results and resources, and key risks

This section contains detailed information on the Department's planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

Purchase of Goods and Services

PSPC purchases goods and services on behalf of the Government of Canada.

Planning highlights

Departmental Result: *Federal organizations have the products and services they need, when they need them, at the best value.*

As the central purchaser for the Government of Canada, PSPC will continue to manage the procurement of goods and services valued at approximately \$15 billion on behalf of federal departments and agencies. The Department continues to advance initiatives to modernize procurement and ensure value for money is being achieved. The

[Practitioner's Guide to Procurement Pricingⁱ](#) generates a common understanding of pricing and its strategic importance in the achievement of key procurement objectives and value to Canada. The third phase of this guide will be released in 2020–21, and its implementation will be supported by training.

The Department is strengthening the stewardship and integrity of federal procurement through the development and gradual implementation of a Vendor Performance Management regime. This will entail a new policy and supporting

guidance and training, and will allow the government to hold poor performers accountable while incentivizing good performance. In 2020–21, PSPC will develop key performance indicators that will be used to evaluate vendor performance and will begin to test the regime using selected goods and services, in collaboration with other government departments and industry. PSPC will also work to increase the number of procurement tools that are available for use by provinces and territories through the Canadian Collaborative Procurement Initiative.

As a leader in the Canadian procurement landscape, PSPC will continue to review and improve procurement approaches to help federal organizations meet their business needs. To this end, the Department has been conducting a pilot to assess a risk-based approach to streamline approvals of defence procurements so that the Canadian Armed Forces can get the equipment they need faster. PSPC will work with the Department of National Defence and the Treasury Board of Canada Secretariat to analyze results of the pilot and propose future options. In addition, the Department will continue to manage agile procurement projects in order to refine this new approach, which brings together government and industry to design procurements in an iterative manner to achieve results, in addition to piloting other innovative procurement approaches. Furthermore, PSPC will lead analyses and options for the creation of Defence Procurement Canada, with the support of the Department of National Defence

and the Department of Fisheries and Oceans and the Canadian Coast Guard, to ensure that Canada's National Defence and Canadian Coast Guard procurement projects are delivered on time and with greater transparency to Parliament.

The Department will also continue to implement the Sustainment Initiative principles, which consist of tailored contracting approaches for the maintenance and repair of military equipment to ensure that the specific needs of each sustainment project are met. Over the course of the fiscal year, PSPC will develop improved guidance material and training.

Defence and marine procurement will continue to be a priority for the Department, including the advancement of key procurements in support of Canada's defence policy, Strong, Secure, Engaged, and the National Shipbuilding Strategy (NSS).

Under the NSS, the Department is working with its partners to deliver much-needed vessels to the Royal Canadian Navy and the Canadian Coast Guard, while creating jobs and generating economic growth for Canada, and building a sustainable Canadian marine sector. In 2020–21, PSPC plans to add a third Canadian shipyard as a partner under the Strategy, and will advance projects with its existing partner shipyards.

As well, the procurement of advanced fighter jets to replace Canada's CF-18 fleet will continue, with the evaluation



Defence procurement: Deputy Minister Bill Matthews and Associate Deputy Minister Michael Vandergrift.

of proposals and a dialogue process with top ranked bidders.

Departmental Result: *Government purchasing is simpler and easy to access, fair and transparent for suppliers.*

PSPC is implementing a world-class procurement system that drives value for money while advancing the government's socio-economic objectives, simplifying the procurement system for suppliers and client departments and delivering real results for Canadians. The Department is advancing the implementation of a modernized, cloud-based, Electronic Procurement Solution within PSPC, which will make it easier for government departments

and agencies to procure the goods and services they need to deliver their programs to Canadians. The new system will also simplify how suppliers of all sizes and all regions of the country do business with the Government of Canada.

As part of its commitment to Open Government, PSPC will release additional datasets via ongoing participation in the Open Contracting Data Standard Initiative, and will complete the development and implementation of a Procurement Data Strategy. The Department will continue engaging with other Canadian jurisdictions on adopting common contracting data standards for tender notices.

PSPC will continue to make procurement less burdensome for suppliers with the phased implementation of a simplified contract model, with streamlined clauses and a standardized contract structure. In addition, the Department will develop and implement best practices for public-private partnership (P3) procurement projects, including a streamlined project agreement template.

Departmental Result: *Government purchasing supports Canada's economic, environmental, and social policy goals.*

As the largest public buyer of goods and services, the Government of Canada is using its purchasing power to achieve economic, environmental, and social policy goals.

To advance Canada's commitment to support reconciliation with Indigenous

Peoples, PSPC will continue to implement Indigenous Benefits Plans within certain strategic procurements in order to provide direct benefits to Indigenous Peoples and companies on whose traditional territory the work is taking place. In addition, the Department will work with Indigenous Services Canada and the Treasury Board of Canada Secretariat to create more opportunities for Indigenous businesses to succeed and grow by creating a new target to have at least 5 per cent of federal contracts awarded to businesses managed and led by Indigenous Peoples.

The Department will also take further steps to increase the diversity of bidders and the participation of small- and medium-sized businesses owned by under-represented groups in federal procurement. This will include increased outreach to industry, and expanding its partnerships with professional organizations that support under-represented



communities, such as the Gay and Lesbian Chamber of Commerce, Women Business Enterprises Canada, the Canadian Aboriginal and Minority Supplier Council and the Inclusive Workplace and Supply Council of Canada. PSPC will also continue to develop inclusive procurement strategies including experimentation with socio-economic objectives in procurements. Employment and Social Development Canada will lead the creation of a new Canada Apprenticeship Service, upon which PSPC will develop options to encourage supplier participation and set targets for greater inclusion of women in trades in federal construction contracts. In addition, the Department will assess and refine social procurement measures applied to the refreshed Temporary Help Services method of supply and seek opportunities to expand such measures to other professional services procurement tools.

PSPC will continue to enable the integration of environmental considerations in procurement, with the aim of reducing the government's environmental footprint and creating new markets for innovative, clean-technology products and services. The integration of sustainable plastic and alternatives is a priority, and in 2020–21, a key focus will be on developing and implementing contract language with respect to reducing packaging waste and improving product durability. PSPC will also propose a suite of measures that will support the adoption of zero-emission vehicles across Government fleets.



PSPC will propose a suite of measures that will support the adoption of zero-emission vehicles across Government fleets.

On September 4, 2019, the Government of Canada announced a new National Strategy to Combat Human Trafficking. As part of this Strategy, PSPC will be working towards enhancing federal procurement supply chains with the goal of ensuring that they are free from human trafficking and labour exploitation.

PSPC continues to undertake activities to implement the *Accessible Canada Act*, with the establishment of the Accessible Procurement Resource Centre. The Department will focus on ensuring that procurement tools and resources are made available across government, as well as engaging the disability community and suppliers in identifying relevant standards and guidelines for key commodities.

Gender-based analysis plus

Within the context of the Electronic Procurement Solution (EPS) initiative, Gender-based Analysis Plus (GBA+) considerations have identified that as transformation takes place, individuals and groups will experience change in different ways based on intersecting factors such as sex, gender, language, age, physical ability, geographic or regional context, duration of service and tenure. The GBA+ elements and potential impacts that have been identified at the pre-implementation stage of EPS will continue to be carefully considered upon implementation of the solution. Additionally, a positive impact is anticipated in the area of accessibility with enhanced technology making procurement processes simpler, clearer, more accessible and less burdensome.

United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

PSPC planned activities under its Purchase of Goods and Services Core Responsibility support Canada's efforts to address the UN 2030 Agenda and the Sustainable Development Goals (SDGs). The various initiatives and programs under this core responsibility, such as procurement modernization, inclusive procurement strategies, the Accessible Procurement Resource Centre and the integration of sustainable plastic and alternatives contribute towards:

- achieving gender equality and empowering all women and girls (SDG 5, target 5.5);
- promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (SDG 8, target 8.3); and

- ensuring sustainable consumption and production patterns (SDG 12, target 12.7).

Further information on SDGs is available on the [United Nations](#)ⁱⁱ website.

Key risks

Defence and Marine Procurement

To ensure timely delivery of Strong, Secure, Engaged, and NSS objectives, PSPC is implementing measures to manage the inherent complexities of defence and marine procurements. These measures will include hiring and training additional specialized procurement staff, continuing to collaborate closely with partners and stakeholders, including those in the defence and marine industries, and continuing the implementation of the Sustainment Initiative principles, in order to optimize defence and marine procurement practices.

Electronic Procurement Solution

Given its scale and complexity, there is a risk that the Electronic Procurement Solution (EPS) will not be delivered on schedule and on budget, and may not produce intended outcomes. To mitigate this risk, PSPC is leveraging lessons learned from other major information technology projects, augmenting internal delivery capacity, and implementing robust governance and strong community engagement. In addition, the Department will continue to augment project delivery teams with other subject matter experts to drive increased project management leadership. PSPC will also decommission existing procurement systems only once EPS has been fully tested.

Planned results for Purchase of Goods and Services

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
Federal organizations have the products and services they need, when they need them, at the best value.	Percentage of overall client satisfaction with PSPC procurement services.	80%	March 31, 2021	82%	84%	84%
	Percentage of original contracts of level 1 (Basic) complexity awarded within established timeframes.	85%	March 31, 2021	82.3%	82.3%	80.8%
	Percentage of original contracts of level 2 (Standard) complexity awarded within established timeframes.	80%	March 31, 2021	76.0%	76.7%	71.1%
	Cost of procurement services per \$100 of contract value.	\$1.75	March 31, 2021	\$0.47 ¹	\$0.58 ²	\$1.65
	Percentage of dollar value awarded through competitive contracting processes.	80%	March 31, 2021	80.5%	80%	84%
	Percentage of contracts awarded through PSPC standing offers and/or supply arrangements.	40%	March 31, 2021	39.8%	30%	Data will be available in April 2020.
	Percentage of competitive procurement processes versus sole source.	80%	March 31, 2021	82%	62%	81%
	Percentage of complex competitive procurement processes for which at least two bids were received (Level 3–5).	TBD ³	March 31, 2021	N/A	N/A	N/A ⁴
	Average number of qualified bidders on complex competitive procurement processes.	TBD ⁵	March 31, 2021	N/A	N/A	N/A ⁶
Government purchasing is simpler and easy to access, fair and transparent for suppliers.	Percentage of suppliers that rate the purchasing process as simpler and easy to access.	74%	March 31, 2021	N/A	N/A	72%
	Percentage of contracts awarded for which a valid complaint was filed.	1%	March 31, 2021	0.07%	0.00%	0.07%
	Percentage of suppliers that rate the purchasing process as fair and transparent.	TBD ⁷	March 31, 2021	N/A	N/A	56%
	Number of agile digital procurements.	15	March 31, 2021	N/A	N/A	3
Government Purchasing supports Canada's economic, environmental, and social policy goals.	Percentage of contract value awarded to small and medium businesses.	40%	March 31, 2021	47.5%	67%	49%
	Percentage of PSPC contracts, standing offers and supply arrangements that include "green" goods and services.	42.5%	March 31, 2021	15%	13.5%	40%
	Percentage increase in participation to procurement processes by businesses owned by Indigenous peoples.	TBD ⁸	March 31, 2021	N/A	N/A	N/A ⁹
	Percentage increase in participation to procurement processes by businesses owned by women.	TBD ¹⁰	March 31, 2021	N/A	N/A	N/A ¹¹

2020–21 Departmental Plan

1. In 2016–17, the target was \$0.80 as a different methodology was used.
2. In 2017–18, the target was \$0.80 as a different methodology was used.
3. A full fiscal year of data is not yet available for this indicator, therefore it is not yet possible to set a target.
4. Results are not available for this indicator, as current procurement data management systems primarily focus on contract volumetrics (i.e. contract award data). These systems are being replaced by the Electronic Procurement Solution which will be able to capture this data systematically.
5. A full fiscal year of data is not yet available for this indicator, therefore it is not yet possible to set a target.
6. Results are not available for this indicator, as current procurement data management systems primarily focus on contract volumetrics (i.e. contract award data). These systems are being replaced by the Electronic Procurement Solution which will be able to capture this data systematically.
7. PSPC is currently reviewing the methodology to measure this indicator so that a target can be established for 2021–22.
8. A full fiscal year of data is not yet available for this indicator, therefore it is not yet possible to set a target.
9. Results are not available for this indicator, as current procurement data management systems primarily focus on contract volumetrics (i.e. contract award data). These systems are being replaced by the Electronic Procurement Solution which will be able to capture this data systematically.
10. A full fiscal year of data is not yet available for this indicator, therefore it is not yet possible to set a target.
11. Results are not available for this indicator, as current procurement data management systems primarily focus on contract volumetrics (i.e. contract award data). These systems are being replaced by the Electronic Procurement Solution which will be able to capture this data systematically.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)ⁱⁱⁱ.

Planned budgetary financial resources for Purchase of Goods and Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
206,899,418	206,899,418	147,864,928	144,920,400

The variance in net planned spending is mainly related to the reduction in funding requirements following the implementation of E-Procurement Solution, an initiative from Budget 2018 that will result in simpler and better procurement.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)^{iv}.

Planned human resources for Purchase of Goods and Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
1,860.30	1,800.60	1,772.40

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)^v.

Payments and Accounting

PSPC collects revenues and issues payments, maintains the financial accounts of Canada, issues Government-wide financial reports, and administers payroll and pension services for the Government of Canada.

Planning highlights

Departmental Result: *Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner.*

In supporting the Minister as the Receiver General for Canada, PSPC manages the operations of the federal treasury with a yearly cash flow of \$2.2 trillion, through the issuance and settlement of more than 325 million payments on behalf of the federal government (of which 67% are for social benefits payments), and the collection of revenues for all government departments and agencies. The Receiver General also maintains the government's central treasury systems.

PSPC will continue to offer modern solutions to improve payments and revenue collection efficiency by establishing contracts which will allow for the implementation of banking services such as Electronic Data Interchange, bill payment and cash orders. It will also tender banking services such as card acceptance services, AMEX Acceptance, acquisition card program and payment card industry advisory services. PSPC will continue to support operations and development of the treasury systems by adding services such as Business

Analytics and Client Relationship Management (CRM). It will also implement Cheque Image Exchange to replace paper processes with digital images of cashed Receiver General cheques.

Departmental Result: *Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled.*

In 2020–21, PSPC will make pension information readily accessible to more than 904,000 active and retired members of pension plans administered by the Department. It will deliver services to pension plan members using industry proven best practices. The Department will also develop a plan to assess the members' satisfaction. PSPC will provide additional self-service options to retired and active members, including new online self-service forms.

To ensure members receive timely and accurate pension payments, PSPC will establish a data integrity team to review client pension data. More specifically the team will assess the number of data correction cases generated by the Phoenix Pay System and the complexity of accounts to determine if increased capacity is needed to resolve the critical outstanding pay issues affecting pension.

Departmental Result: *In collaboration with government departments, employees receive timely and accurate pay and benefits.*

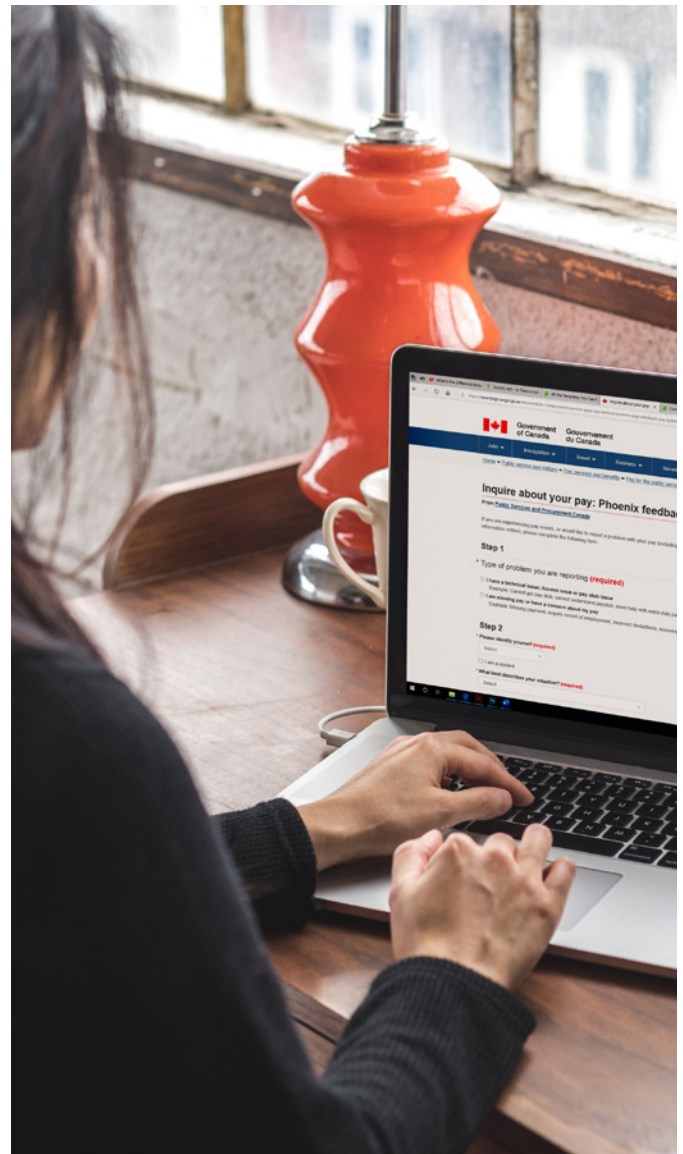
As one of Canada's largest payroll administrators, handling compensation for more than 300,000 government pay accounts, PSPC's top priority is to stabilize pay and resolve the backlog of pay issues so that public servants are paid accurately and on time, to improve outcomes for employees. These efforts will also support the transfer of accurate pay files to a next generation compensation system. PSPC will continue to work closely with its federal partners as well as the private sector to leverage their expertise to help stabilize pay administration.

PSPC will track progress monthly through concrete targets and milestones to help accelerate progress towards a steady state, while keeping senior management and employees informed on progress made.

As part of its efforts to put in place an optimized, modern and reliable pay environment, the Department will continue to increase awareness related to the submission of timely and accurate human resources data to ensure the public servants receive their right pay and benefits. In addition, PSPC will continue to ensure the accuracy of T4s issued to employees to limit amendments in a tax year.

Last year, PSPC increased capacity at the Pay Centre and implemented the Pay Pod approach which assigns

compensation advisors and assistants to specific departments or agencies. In 2020–21, the Department will increase the percentage of cases completed within service standards, implement the 2018 collective agreements in a timely manner and work on reducing the backlog of pay transactions for government employees.



The data integrity team will assess the number of data correction cases generated by the Phoenix Pay System and the complexity of accounts to determine if increased capacity is needed to resolve the critical outstanding pay issues affecting pension.

PSPC will deploy new online tools, such as MyGCPay, for government employees to better understand and improve trust and confidence in their pay, and will monitor their effectiveness. This initiative should reduce the number of calls received by the Client Contact Centre related to pay issues by 50 to 60%, while maintaining a monthly average level of satisfaction of 85%.

Updates on progress are provided on a monthly basis in the [Public Service Pay Centre dashboard](#)^{vi}.

Departmental Result: *Canadians have timely access to reliable information on Canada's finances.*

In 2020–21, PSPC will explore innovative opportunities and possible partnerships to ensure government-wide financial reports remain a modern, trusted and accessible source of financial data in Canada. To do so, it will implement digital solutions and automation to modernize how we collect and manage financial data, including a new publication tool to facilitate the preparation of the government-wide financial reports and make them accessible in various formats simultaneously. By the end of the fiscal year, the Department will put in place robotic process automation to automate manual and repetitive processes allowing employees to focus on higher-value work. PSPC will also develop a long-term modernization plan for the Receiver General—Central Accounting and Reporting by March 2021.

Experimentation

In 2020–21, the redesign of pay administration processes and procedures will continue. PSPC will carry out the work under the Notice of Proposed Procurement with the private sector to propose innovative ideas and solutions to stabilize the current pay system and pay related activities. PSPC has identified several challenge categories for which innovative ideas and solutions are being sought. Categories include automation, lowering the queue, accelerator services, enhanced user access management, improving user experience and training. These categories will help PSPC increase productivity and accelerate technology enhancements.

Key risks

Pay stabilization

To mitigate the ongoing risk of employee pay inaccuracies and pension data integrity issues, PSPC has already taken a number of concrete steps. To ensure the stabilization of pay administration for the Government of Canada, PSPC has provided client departments with business intelligence and best practices, actively engaged bargaining agents to outline system impacts and timeline expectations related to the implementation of large pay events, and piloted an integrated pay information portal across several departments.

To further minimize risk, the Department will conduct a post-implementation review of the Pay Pod service delivery model, continue to work

with the Treasury Board of Canada Secretariat, departments and agencies to develop and implement new time-liness and accuracy standards for HR transactions, and complete the government-wide rollout of the integrated pay information portal. As it relates to pension integrity

related risks, PSPC will work with the Treasury Board Secretariat to ensure pension data requirements are incorporated during the development of future pay system solutions, and will utilize established working groups to inform the development of a new, direct pay-to-pension system interface.

Planned results for Payments and Accounting

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner.	Percentage of payments issued within established timeframes. ¹	99%	March 31, 2021	99.74%	99.99%	99.99%
	Percentage of money paid to Government of Canada that is reconciled within two business days.	95%	March 31, 2021	100%	99.6%	100%
	Percentage of payments made instead of property taxes to taxing authorities within established timeframes.	95%	March 31, 2021	98.5%	99.7%	99%
Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled.	Percentage of pension payments processed that are accurate and on time.	95%	March 31, 2021	97.6%	96.9%	98%
In collaboration with government departments, employees receive timely and accurate pay and benefits.	Percentage of pay transactions processed that are accurate and on time.	95%	March 31, 2021	36%	46%	55%
	Percentage of cases submitted to the Pay Centre on time.	65%	N/A—New indicator	N/A—New indicator	N/A—New indicator	N/A—New indicator
	Percentage of cases, promptly submitted to the Pay Centre, that have been processed on time.	80%	N/A—New indicator	N/A—New indicator	N/A—New indicator	N/A—New indicator
Canadians have timely access to reliable information on Canada's finances.	The Public Accounts of Canada are posted on the Department's website within 24 hours of tabling in the House of Commons.	100%	March 31, 2021	100%	100%	100%
	Information presented in the Consolidated Financial Statements of the Government of Canada is accurate.	99%	March 31, 2021	99%	99%	100%

1. Established timelines can vary based on contract terms and conditions and applicable legislation.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)^{vii}.

Planned budgetary financial resources for Payments and Accounting

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
316,291,929	316,291,929	311,205,052	219,116,779

The variance in net planned spending is mainly related to the end of incremental funding received from Budget 2019 to stabilize the pay operations.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)^{viii}.

Planned human resources for Payments and Accounting

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
2,399.05	2,408.79	2,422.79

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)^{ix}.

Property and Infrastructure

PSPC provides federal employees and Parliamentarians with workspace; builds, maintains and manages federal properties and other public works such as bridges and dams; and provides associated services to federal organizations.

Planning highlights

Departmental Result: *Federal real property estate and associated services meet the needs of federal government clients, partners and/or Parliamentarians, and ensure best value for Canadians.*

Enhance portfolio-based planning, building, and operating of the national real property office portfolio, infrastructure assets and heritage sites across the country

PSPC is responsible for managing and maintaining the assets within its real property portfolio. A key objective is to restore and renew heritage sites in support of sustainability as well as the health and safety of Canadians. Going forward, PSPC will continue to focus on the restoration of heritage buildings in the portfolio, including the Lester B. Pearson Building, the Supreme Court of Canada and the West Memorial Building. Investments in these assets will help to meet current standards for sustainability, accessibility, and health and safety, while at the same time preserving their historic character.

As the mandated provider of office space to the Government of Canada, the Department will develop a National Office Portfolio Strategy to ensure effective and efficient portfolio management. The Strategy will seek to

optimize the government's space and reduce its environmental footprint while also supporting employees' worklife balance by providing workspaces closer to where they live and encouraging the use of flexible work arrangements, including activity based working and telework.

In addition, PSPC manages and acts as a steward for 17 major engineering assets (including the Esquimalt Graving Dock, the Alaska Highway, and bridges, dams and wharves across Canada) that serve hundreds of thousands of Canadians and support economic activity in their respective communities. Budget 2019 provided \$248.9 million in funding to support the rehabilitation and sustainable stewardship of these engineering assets. Going forward, PSPC will ensure that the following ongoing objectives are achieved for 2020–21: fostering their safe and continued operation; seeking opportunities to reduce costs through asset divestiture and cost-sharing agreements; achieving value through prudent investments and life cycle management; and strengthening risk assessment, project prioritization and portfolio planning processes.

Work will continue for the new Esquimalt Graving Dock South Jetty which will restore work space for ship maintenance and repair activities. In

support of Indigenous communities, this work was awarded to an Indigenous joint venture firm as part of the Procurement Strategy for Aboriginal Business.

With the addition of the National Capital Commission (NCC) to the PSPC portfolio, the Department will collaborate closely with the NCC on areas such as real property management and heritage rehabilitation to leverage each other's strengths in the National Capital Region (NCR).

Finally, PSPC is examining options for a potential sixth crossing in the NCR. To address the growth in population of the Ottawa-Gatineau region, the Department, in partnership with the NCC, is planning for significant investments in NCR bridges, in addition to ongoing routine and scheduled inspections.

Modernize office space and workplace technology in collaboration with clients

PSPC will advance the pace of modernization (i.e. the fit-up program of work) and seek to optimize workspace utilization rates throughout the office portfolio. The GCworkplace vision centres around an innovative and future-oriented workplace that changes the way employees work and supports a world-class Public Service to serve Canada and Canadians. GCworkplace is designed to be agile, inclusive, and equipped, and to increase



GCworkplace is designed to be agile, inclusive, and equipped, and to increase employee satisfaction by delivering workspaces that are flexible, digital, efficient, green, inclusive, collaborative and healthy.

employee satisfaction by delivering workspaces that are flexible, digital, efficient, green, inclusive, collaborative and healthy.

On the heels of 19 successful pilot projects (including 11 Activity Based Working (ABW¹) projects, two of which received awards: 9A1 Place du Portage and Les Terrasses de la Chaudière in Gatineau, Quebec), the forward focus is on working with clients, namely 99 federal departments and agencies, to build the conditions of success for workplace modernization and increase their level of readiness for GCworkplace implementation.

Additionally, PSPC will seek to improve and expand GCcoworking, a pilot project that provides alternative

1. ABW is a way of working in which employees make shared use of a variety of work settings designed to support different kinds of activities. The Government of Canada Workplace Fit-up Standards were updated in 2018 to include the ABW design approach.

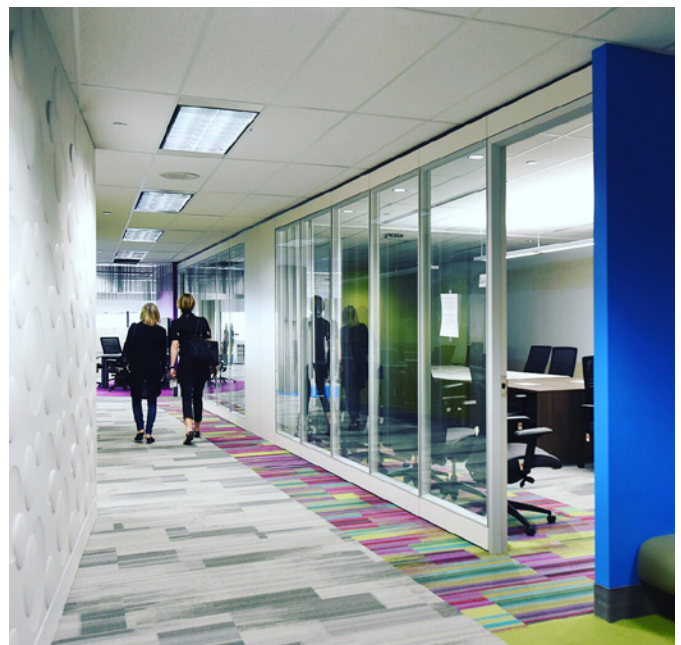
work location for federal employees in participating departments. GCcoworking sites can be used as touchdown points between meetings or as temporary workspaces closer to home. With 10 pilot locations in the NCR and in the regions, GCcoworking continues to act as a catalyst, raising awareness about the benefits of mobility for both employees and employers. In keeping with the objective of interdepartmental collaboration, the program has onboarded 17 departments in the first 3 phases, and will be onboarding an additional 25 departments in Phase 4, which is expected to support around 10,500 employees.

With respect to asset modernization, PSPC will identify and define potential strategic projects and develop specific action plans to move the office portfolio to GCworkplace standards. For example, through the Place du Portage III (PDP III) modernization program of work, the PDP III campus will serve as a model office for all federal government departments. The aim is to create modern, “smart”, fully accessible, sustainable, and inclusive workspaces that will provide greater flexibility and a variety of workspaces that support employee health and well-being.

The Terrasses de la Chaudière program of work will result in the full modernization of the entire complex. In addition to interior fit-up, the program of work includes the replacement of the exterior brick wall assembly, as well as the windows and roofing for the entire complex. This will transform the

complex into a safe, energy-efficient, and modern office complex. The program of work is in various stages of development and will be implemented in a phased approach over the next decade, including the construction phase which is expected to begin in spring 2021.

As part of its commitment to make its buildings greener, PSPC will also continue the major rehabilitation of the Arthur Meighen Building, located at 25/55 St. Clair Avenue East in mid-town Toronto. This project will demonstrate the Government of Canada’s delivery on the Sustainable Development and Environment Strategy by incorporating elements such as high-efficiency building systems, a geothermal system, and photovoltaic panels, estimated to provide a reduction of over 80% in carbon emissions.



The PDP III campus will serve as a model office for all federal government departments.

Long-term Vision and Plan for the Parliamentary Precinct

The Department is continuing the implementation of the Long Term Vision and Plan (LTVP) for the rehabilitation and modernization of Canada's Parliamentary Precinct. The LTVP addresses health and safety risks stemming from the deteriorated state of the buildings in the Precinct, and will modernize them to meet the needs of a 21st century parliament.

PSPC is focusing on restoring and modernizing Parliament's Centre Block, which will be the largest heritage infrastructure project of this nature in Canadian history. Efforts are also focused on restoring the remaining 23 assets in the Precinct, in a holistic approach to address important connective infrastructure issues, including material handling, the movement of people and goods, accessibility, sustainability, and security to create an integrated parliamentary campus. To this end, in 2020–21, the Department will continue the planning and restoration of the remaining Crown assets in the Parliamentary Precinct, including the East Block, Confederation Building and projects along Wellington and Sparks streets. PSPC will continue to support Crown-Indigenous Relations and Northern Affairs Canada to conclude the Government's contribution to the iconic new space for Indigenous Peoples at 100 Wellington.

PSPC is making the buildings on and around Parliament Hill, more accessible for the people that use them, including Parliamentarians,

staff and visitors. Several improvements have been made in recent years to permit barrier-free access throughout the Precinct, including: lowering of curbs, and the installation of automatic door openers, hand rails and accessible ramps at building entrances.

Long Term Vision and Plan for the federal science initiative

Federal science and technology research plays a key role in Canada. However, much of the infrastructure supporting this role is outdated and fails to support modern needs. PSPC is working in partnership with Innovation, Science and Economic Development Canada, and with federal science departments and agencies to implement a long term vision plan (LTVP) to strengthen federal science in Canada. The federal science LTVP is an ambitious whole-of-government, 25-year transformative initiative, and is focussed on science needs, priorities and new collaboration. In the first phase, PSPC is supporting its partners to renew federal laboratories and research centres that are in the most critical condition. Working closely with the science community, we will develop new, collaborative carbon neutral facilities, provide for increased scientific equipment sharing, and information technology that are designed to meet the needs of federal scientists and researchers into the future. In addition, the Department is streamlining procurement and facilitating sharing of scientific equipment by partnering with Shared Services Canada. In 2020–21, the Department will finalize the selection of sites for new collaborative and multipurpose

facilities in the National Capital Region, launch major procurement activities for facilities across Canada and advance the development of science functional programming for these spaces in partnership with science stakeholders.

Departmental Result: *Federal infrastructure spending supports Canada's social, economic and environmental priorities.*

Advance sustainability, climate resiliency, and the green agenda for federal real property and infrastructure assets

PSPC is committed to fighting climate change by greening its operations. In its move towards a low-carbon economy, PSPC will integrate sustainable development, energy reduction, and greenhouse gas reduction into the decision-making, planning and delivery of real property projects. With a focus on reducing greenhouse gas (GHG) emissions, and continuing the progress made in having achieved a 54% reduction, surpassing the Federal Sustainable Development Strategy target of 40% by 2030, PSPC is committed to increasing the resiliency of assets, services and operations to adapt to the changing climate. Progress has also been made with respect to ensuring that GHG emissions are reported in leases signed by PSPC, in an effort to work with the private sector to improve energy and sustainability performance standards.

PSPC is planning a GHG emissions baseline study for its engineering assets to determine the most effective means

of reducing the GHG emissions of the portfolio and developing a strategy to power federal buildings with 100% clean electricity, where available, by 2022. The Department will increase the number of Crown-owned buildings with SMART buildings technology, a system that collects data and analyzes it to pinpoint inefficiency. Information is displayed in public areas to cultivate an energy-conscious culture among occupants of the building, providing tenants and visitors with important and timely data on public utility use (natural gas, electricity, and water), GHG emissions and occupancy patterns. Smart building technology has been deployed in 103 of PSPC's Crown-owned buildings with the technology resulting in energy savings of over 27,555 MWh of energy, \$3.38 million in cost savings and 5,545 tonnes of CO₂.

PSPC will monitor the implementation of the PSPC Real Property Carbon Neutral Portfolio Implementation Plan, and finalize the NCR Roadmap: Low-carbon Operations by 2020 which will address the decarbonisation of federal operations in buildings and lands as well as in federal leased properties in the NCR. This roadmap will be one of the tools used to inform capital investment decisions, guide future collaborative work with other levels of government and enable low-carbon federal operations. The roadmap will be designed using input from federal departments, provinces, municipalities, Indigenous communities, academia and industry in order to achieve the government's broader low-carbon



PSPC working on the restoration of the West Block.

objectives. Through this low carbon roadmap, PSPC will play a leadership role in designing better and more sustainable government buildings.

To fulfill Canada's commitments under the Ocean Plastics Charter developed during Canada's Group of 7 (G7) Presidency and the Canadian Council of Ministers for the Environment Canada-Wide Strategy on Zero Plastic Waste, the Department will play

a leadership role in the reduction of single use plastics and promote the use of sustainable plastics/alternatives in both federal procurement and in federal operations. To support the zero plastics objective, PSPC will implement, as part of its leadership, the national waste audit methodology that incorporates zero plastic waste objectives.

PSPC is also leveraging the LTVPs for the Parliamentary Precinct and the



To fulfill Canada's commitments under the Ocean Plastics Charter the Department will play a leadership role in the reduction of single use plastics and promote the use of sustainable plastics/alternatives in both federal procurement and in federal operations.

federal science initiative to reduce the Government's carbon footprint and will transform the Precinct into a model for sustainability. In the Parliamentary Precinct specifically, PSPC is diverting more than 90% of demolition materials from landfills, setting an energy consumption reduction over National Building Code standards, and installing, for example, green roofs, solar hot water panels, and water-saving plumbing systems. PSPC has already reduced GHG emissions in the Precinct by 56% in 2019–2020 and is on track to reduce them by 80% by 2030.

Improve accessibility of federal buildings

PSPC will continue conducting technical accessibility assessments on its nationwide Crown-owned and

lease purchase portfolio. As a result of these assessments, PSPC will identify accessibility improvements to bring base building elements in conformity with the 2018 Accessibility Standard and address new legislative requirements under the *Accessible Canada Act*. PSPC will also identify incremental improvements to go above and beyond requirements. Accessibility technical assessments will also be conducted to inform the regularly scheduled Engineering Asset Management Plans for all assets.

PSPC is making the Parliamentary Precinct a model and leader in the development of accessible environments by making the site and buildings more accessible, family-friendly and open to the public. It will achieve, and in some cases exceed, accessibility standards set by the Canadian Standards Association in rehabilitated heritage buildings.

Advance socio-economic benefits in support of federal mandates, such as affordable housing and Indigenous reconciliation

PSPC will continue working with partners on the Canada Mortgage and Housing Corporation (CMHC) led Federal Lands Initiative (FLI) which makes surplus federal real property available for re-purposing for affordable housing. The FLI was launched in July 2018 with a target of 4,000 new or renovated housing units. As of September 2019, 283 units had been committed through the program and over the next 10 years, up to \$200 million will be used to subsidize

the transfer of federal lands to housing providers to encourage the development of sustainable, accessible, mixed-income, mixed-use developments and communities. In support of PSPC's new target of at least 5% of federal contracts awarded to businesses managed and lead by Indigenous Peoples, property and infrastructure projects will be evaluated to identify opportunities for enhanced Indigenous participation.

PSPC is continuing its work with Crown-Indigenous Relations and Northern Affairs Canada (CIRNA), the National Representative Organizations (Assembly of First Nations, Inuit Tapiriit Kanatami and the Métis National Council), and the Algonquin Nation to transform the building at 100 Wellington and adjacent property at 119 Sparks Street in Ottawa into a space for Indigenous Peoples.

Prompt Payment Initiative

On June 21, 2019, the *Federal Prompt Payment for Construction Work Act* received royal assent as part of the *Budget Implementation Act, 2019*. The prompt payment regime will provide benefits for contractors and subcontractors who do business with the federal government by improving payment timeliness while facilitating the orderly and timely building of federal construction projects on federal property.

To fully implement the prompt payment regime, regulations have to be developed to establish an adjudicator authority (the entity responsible for the designation of adjudicators), select qualified



PSPC is continuing its work to transform 100 Wellington Street in Ottawa into a Space for Indigenous Peoples.

adjudicators (certified individuals who can arbitrate a dispute resolution) and elaborate adjudication timelines. In 2020–21, PSPC expects to have regulations ready for implementation. In addition, PSPC will have to amend the standard federal government construction contract to address the new legislation and regulations and incorporate various prompt payment elements. PSPC anticipates to have completed that work by the end of 2021.

Gender-based analysis plus

PSPC will continue to explore options and/or develop and deploy strategies to provide Indigenous and First Nations organizations, female business owners and/or other underrepresented groups with greater access to opportunities to participate in and/or submit proposals in response to Real Property solicitations. A Gender-Based Assessment will be completed for all new Real Property mechanisms and solutions launched as part of the Enterprise Sourcing Strategy, which is a ten-year roadmap that lays out PSPC's plan to

strategically source real property activities from the private sector and strengthen internal contract management and oversight capabilities. Furthermore, future Real Property contracts will include provisions designed to encourage successful proponents to provide increased accessibility to procurement opportunities to these same organizations and groups.

United Nations' 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs)

PSPC planned activities under its Property and Infrastructure Core Responsibility support Canada's efforts to address the UN 2030 Agenda and the Sustainable Development Goals (SDGs). The various initiatives and programs under this core responsibility, such as GCworkplace, SMART buildings, the plan to achieve a carbon neutral

portfolio, the rehabilitation of major assets and the transfer of federal lands to housing providers contribute to the following goals:

- ensure access to affordable, reliable, sustainable and modern energy for all (SDG 7, target 7.2);
- build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation (SDG 9, targets 9.1 and 9.4);
- ensure sustainable consumption and production patterns (SDG 12, targets 12.5 and 12.7);
- take urgent action to combat climate change and its impacts (SDG 13, target 5c); and
- make cities and human settlements inclusive, safe, resilient and sustainable (SDG 11, target 11.1).

Further information on SDGs is available on the [United Nations^x](https://www.un.org/sustainabledevelopment/) website.



UN Sustainable Development Goals (SDGs)

Experimentation

PSPC's Smart Tools Initiative was created to help building operators and maintenance personnel conduct their activities and reporting using more modern, innovative and digitally-enabled solutions. In 2020–21, PSPC will continue to undertake the procurement and testing of new tools to leverage technology aimed at improving client service delivery with respect to building management services. This initiative will provide modern IT-integrated maintenance programs, an IT-enabled workforce delivering effective and efficient operation and maintenance programs of work with digitally integrated parliamentary accommodations and departmental assets.

Key risks

Property asset integrity and safety

In order to minimize the risk that climate change, natural disasters and human-related events could negatively affect the safety, integrity, and operations of PSPC's real property and infrastructure assets, PSPC has already taken steps such as greening initiatives to lessen environmental impact, and putting in place business continuity planning and emergency management programs. In addition, PSPC will design all rehabilitation and new construction projects to be net zero-carbon ready, integrate climate-resilience in design and building operations, launch the Heritage Building Envelope Energy Efficiency Study to improve thermal performance of heritage buildings, and create the

integrated Departmental Operations Centre to improve response coordination during large-scale events.

Delivery of large-scale and complex initiatives

To manage the complexities and partner dependencies affecting the effective and efficient delivery of major PSPC initiatives such as the rehabilitation of the Parliamentary Precinct, GCworkplace and federal science facilities, PSPC is utilizing built-in risk management processes with a strong focus on schedules and budgets, designing contracts with built-in flexibility to support delivery changes, and building capacity through early engagement with stakeholders in industry as well as learning and research. PSPC will establish governance models that focus on collaboration, co-development and alignment with the complexity levels to proceed with key decisions that include senior level engagement, and establish communication protocols with stakeholders. The Department will also develop and implement client onboarding strategies and sequence the management of all infrastructure projects with a PSPC portfolio lens, rather than a project-by-project approach, to maximize existing staff, contractor and financial capacity.

Predictable capital funding

PSPC has established a dedicated project office to manage the Department's transition to a predictable capital funding model. This capital funding model provides the Department secured funding over a 20 year period, to be used to acquire and maintain capital



PSPC employees in GCWorkplace environment.

assets such as buildings, bridges and federal labs. The project office will manage a number of initiatives over three years to design new processes, tools and train staff to operate under this capital funding model. The

transition to a predictable capital funding will help ensure a more effective and efficient delivery of PSPC's infrastructure programs, and will produce the more timely and strategic fund allocation needed to ensure a healthy asset portfolio.

Planned results for Property and Infrastructure

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
Federal real property and associated services meet the needs of federal government clients, partners and/or Parliamentarians and ensure best value for Canadians.	Percentage of Crown-owned buildings that are in fair or better condition.	53%	March 31, 2021	N/A	N/A	53% ¹
	Percentage of Crown-owned heritage buildings that are in fair or better condition.	TBD ²	March 31, 2021	N/A	N/A	N/A
	Percentage of PSPC-managed office space that is modernized each year to meet the current Government of Canada Workplace Fit-up Standards.	≥4%	March 31, 2021	2%	3.5%	2.1%
	Percentage of real property projects that are delivered within scope, on time and on budget.	95%	March 31, 2021	96%	95%	98%
	Percentage of time that PSPC's real property facilities are fully operational.	≥99%	March 31, 2021	99%	99.78%	99.78%
	Operating expenses per square metre of Crown-owned office space.	\$142.41 per m ²	March 31, 2021	N/A	N/A	\$142.41 per m ²
Federal infrastructure spending supports Canada's social, economic, and environmental priorities.	Percentage of PSPC owned and lease purchase buildings that provide features to support accessibility in the built environment.	TBD ³	March 31, 2021	77%	76%	N/A ⁴
	Percentage of reduction in greenhouse gas emissions in PSPC Crown-owned building portfolio, excluding housing.	40%	March 31, 2021	14.7%	54%	54.3% ⁵

1. Only 208 buildings out of a total of 366 have a Fair Condition Index (FCI) value (57% of the total portfolio). Out of the 208 buildings with an FCI, 53% are in fair or better condition.
2. This indicator is being revised and as such the methodology remains under development.
3. While a baseline has been established, the methodology and target are still under development. The Canadian Standards Association standard B-651/18 was issued in 2018, and the Treasury Board of Canada Secretariat Accessibility Standard for Real Property is expected to be updated in 2019. It is too early to establish a target in light of the fact that we have committed to conduct assessments over the next 5 years in anticipation of the 2019 legislation.
4. The 2018–19 result is not available for this indicator given that the methodology was revised in order to ensure its alignment with the 2018 version of the CSA B651 standard.
5. 54.3% represents the GHG emission reduction in 2018–19 when compared to the 2005–06 baseline year.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)^{xi}.

Planned budgetary financial resources for Property and Infrastructure

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
3,068,409,083	3,068,409,083	3,183,871,405	3,060,777,747

The increase in net planned spending in 2021–22 is mainly related to planned investments to support the federal science initiative as well as the rehabilitation of Engineering Assets such as dams and bridges. The decrease in 2022–23 reflects the end of current projects under the rehabilitation and modernization of Canada's Parliamentary Precinct.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase^{xii}](#).

Planned human resources for Property and Infrastructure

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
4,423.02	4,365.26	4,329.91

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase^{xiii}](#).

Government-Wide Support

PSPC provides administrative services and tools to federal organizations that help them deliver programs and services to Canadians.

Planning highlights

Departmental Result: *Federal organizations have access to high quality linguistic services and tools.*

In order to best support the government in serving Canadians in their official language of choice through the provision of timely and high quality linguistic services and tools, the Translation Bureau (the Bureau) is modernizing its tools to enable automated workflows and also experimenting with artificial intelligence solutions in support of translators. For instance, the Bureau is working with the National Research Council on a project that consists of evaluating quality, translation memory matching and the automatic identification of best-matched translators. The Bureau will also collaborate with other government department and agencies to develop an enterprise-wide platform for remote interpretation. Further, it will advance the tools available for Canadians in support of Canada's official languages.

To ensure deaf and hard of hearing Canadians can access government services through sign language interpretation and closed captioning, the Bureau will implement a Video Remote Interpretation solution for sign language for government employees and public-facing departments. It will improve real-time translation services for all departments and continue to build

capacity in Live Sign Language Interpretation services by increasing the pool of suppliers.

Moreover, to ensure that Parliamentarians and the public service can avail themselves of translation and interpretation services in Indigenous languages, enhancing visibility and positively impacting the status and future vitality of Indigenous languages in Canada, the Bureau will build capacity in Indigenous languages through ongoing community outreach and partnerships.

Departmental Result: *The Government does business with ethical suppliers and ensures that sensitive information is handled appropriately.*

The Department will maintain effectiveness of the Integrity Regime through continued outreach with federal entities that are applying the regime; engagement of interested stakeholders; and the assessment of internal processes to identify potential efficiencies.

To support the government's efforts against money laundering, PSPC will participate in a government-wide taskforce to develop intelligence and share knowledge across government for better enforcement outcomes.

The Department will also complete the final phase of the Fraud Risk Assessments, and in collaboration with the Competition Bureau and the Royal

Canadian Mounted Police, will assess enhancements to the federal government Fraud Tip Line. The Department will further mitigate the risks of fraud in procurement, identified in the Department's fraud risk assessments, through the use of data analytics for fraud detection and by strengthening existing anti-fraud measures.

In alignment with PSPC's commitment to ensure that departmental activities such as the procurement of goods, services or construction services, acquisition and disposal of real property, disposal of Crown assets, and grants and contributions are conducted in a fair, open and transparent manner, the Department will implement an updated Fairness Monitoring Policy to provide contracting authorities with clear requirements for fairness monitoring engagement. This will ensure that identified procurements with high complexity and/or high sensitivity are being evaluated to determine whether fairness monitoring is required.

The Department will continue its client-focused delivery approach to safeguard sensitive and strategic government information and assets by enhancing tools and processes to improve client compliance for the Contract Security Program and Controlled Goods Program. In 2020–21, PSPC will also continue to engage security and intelligence departments and agencies to pilot initiatives aimed at facilitating the exchange of security and intelligence information.

Departmental Result: *Federal organizations have the support services and tools they need to deliver their programs to Canadians.*

PSPC will begin modernizing the suite of applications and e-platforms used for federal employee travel, the Canada Gazette, the Canadian General Standards Board, GCSurplus, and Seized Property Management. New production tools will be selected and implemented to enable digital services for the Canada Gazette. The Canadian General Standards Board will analyse the e-platform replacement options and select a solution, and GCSurplus will initiate the replacement of its on-line auction system.

PSPC will also continue to deliver common information technology solutions for the Government of Canada such as GCdocs (electronic document and records management), GCCase (case management), GCshare (collaboration) and GCInterop (interoperability) to meet client business needs while promoting standardization and rationalization of infrastructure and resources.

In 2020–21, PSPC will continue to implement its three-year Service Management Strategy (2018–21) to support key departmental priorities and government direction in the area of service management and will continue to look for opportunities to strengthen client satisfaction. In line with implementing the new Government of Canada Policy on Service and Digital, the results of continuous monitoring

and reporting will guide the development of a new integrated and client-centric PSPC Service strategy that will articulate how the Department manages service delivery, information and data, information technology, and cyber security in the digital era.

Experimentation

In order to enhance its capacity to deliver timely, cost effective and quality services, the Translation Bureau will continue to research and experiment with artificial intelligence and other emerging language technologies to support the work of translators and interpreters, allowing them to focus their expertise on quality, and determine its applicability and future feasibility for integration into the translation workflow. This research includes the review of artificial intelligence applications for translation, remote interpretation, terminology and client service.

Key risks

Digital transformation

To ensure that PSPC continues to have modern and reliable systems, expertise and cyber safeguards needed to effectively operate and deliver services in a predominantly digital environment, the Department created the Cloud Competency Centre. Through this initiative, PSPC is currently engaging with the private sector to establish delivery systems that will enable the Department to acquire the in-house expertise needed to improve cloud readiness. PSPC will also implement the recently developed Service Management Strategy, the IT Project

Management Framework and a cyber-security management action plan to adapt to the changing digital environment.

Protection of information

To ensure that personal, business and other sensitive information is appropriately protected, PSPC already uses mandatory site access clearances for all employees and contractors,



Translation Bureau kiosk at the Persons with Disabilities event (December 3, 2019).

2020–21 Departmental Plan

conducts annual reviews of applications followed by appropriate safeguard implementation, and utilizes Shared Services Canada's Government of Canada Secure Infrastructure to safely handle and transfer secret information. To further mitigate risk, the Department

will maintain the Controlled Goods Program's Industry Engagement Committee, implement and report on safeguards detailed in the three-year Departmental Security Plan and review elements of contractor program requirements.

Planned results for Government-Wide Support

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
Federal organizations have access to high quality linguistic services and tools.	Percentage of linguistic services that comply with established quality standards.	85%	March 31, 2021	N/A	N/A	87.3% ¹
	Percentage of overall client satisfaction with the Translation Bureau's language tools and services.	90%	March 31, 2021	N/A	N/A	85.6%
The Government does business with ethical suppliers and ensures that sensitive information is handled appropriately.	Percentage of business integrity verification requests answered within the four-hour client service standard.	80%	March 31, 2021	98.5%	99%	99%
	Percentage of security screenings processed within 7 business days for contractors and sub-contractors requiring access to protected information.	85%	March 31, 2021	89%	96%	97%
Federal organizations have the support services and tools they need to deliver their programs to Canadians.	Percentage of overall client satisfaction with PSPC support services and tools.	87%	March 31, 2021	89%	90%	N/A ²
	Percentage of PSPC service standards met.	87%	March 31, 2021	90.4%	82%	74%

1. In previous years this indicator was separated into three indicators, representing the Bureau's three linguistic services: translation, interpretation and terminology. As of 2020–21, these indicators are merged into one. The actual result for 2018–19 shown in the table is calculated based on the average percentage of the results for translation and terminology (not including interpretation data, as it is still in development).
2. PSPC changed its client measurement practices in 2018–19. As a result, data for 2018–19 is not available.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)^{xiv}.

Planned budgetary financial resources for Government-Wide Support

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
170,809,108	170,809,108	152,004,622	140,346,346

The decrease in net planned spending reflects the end of the development costs in 2021–22 and 2022–23 for the Industrial Security Systems Transformation project, a unified secured online public-facing portal to support the Contract Security and the Controlled Goods programs, as well as a one-time investment in 2020–21 for

the purchase of equipment such as scanners and servers for the Winnipeg Document Imaging Operation Center.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase^{xv}](#).

Planned human resources for Government-Wide Support

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
2,511.54	2,509.04	2,506.46

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase^{xvi}](#).

Procurement Ombudsman

The Office of the Procurement Ombudsman (OPO) operates at arm’s-length from federal organizations. It is legislated to review the procurement practices of federal organizations, review complaints from Canadian suppliers, and provide dispute resolution services.

Planning highlights

Departmental Result: *Raise awareness of procurement issues and exchange information (education).*

In 2020–21, OPO will continue to exchange information and raise awareness of procurement issues by engaging Canadian suppliers and federal organizations to learn about procurement-related challenges and opportunities, and to inform them about OPO services. OPO will track and report on trends and developments in federal procurement.

Departmental Result: *Procurement related issues are addressed through facilitation (alternative dispute resolution).*

As per OPO’s motto “we are here to help”, the Office will continue to offer low-cost dispute resolution services to suppliers and federal organizations when disputes arise during the performance of a contract. OPO’s certified mediators seek to resolve procurement-related issues and disputes as quickly and informally as possible by re-establishing lines of communication between suppliers and federal officials. When issues cannot be resolved informally, OPO offers mediation services to help the parties to a contract reach a settlement.

Departmental Result: *Procurement related issues are addressed through investigation.*

In 2020–21, OPO will address procurement-related issues by reviewing certain supplier complaints with respect to the award of federal contracts for goods below \$26,400 and services below \$105,700. It will also review supplier complaints regarding the administration of federal contracts, regardless of dollar value and the procurement practices of federal organizations to assess their fairness, openness and transparency. The reviews will be published and will help to develop recommendations for improvement.

Key risks

In order to mitigate possible risks to its mandate, OPO will recruit and train a skilled and multidisciplinary work force able to deliver high quality services and products. It will also remain abreast of current trends, developments and initiatives in federal procurement to maximize the quality and value of OPO’s recommendations and outputs.

OPO will collaborate extensively with federal procurement stakeholders to ensure it takes into consideration the impacts of its actions and remains focused on the needs of those it serves.



As per OPO's motto "we are here to help", the Office will continue to offer low-cost dispute resolution services to suppliers and federal organizations when disputes arise during the performance of a contract.

Planned results for Procurement Ombudsman

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2016–17 Actual results	2017–18 Actual results	2018–19 Actual results
Raise awareness of procurement issues and exchange of information (education).	Number of educational events per year with small and medium-sized businesses and federal officials.	10	March 31, 2021	60	63	79
	Number of geographical locations where these educational events are held.	5	March 31, 2021	6	5	8
Procurement-related issues are addressed through facilitation (alternative dispute resolution).	Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties.	90%	March 31, 2021	100%	100%	N/A ¹
Procurement-related issues are addressed through investigation.	Percentage of supplier complaint reviews completed within 120 working days as per legislative requirements.	100%	March 31, 2021	100%	100%	100%
	Percentage of recommendations made by the Ombudsman acted upon by federal organizations.	100%	March 31, 2021	100%	100%	100%

1. In 2018–19, OPO received four requests for formal ADR services. Two of the requests met the requirements set out in the Regulations, and ADR processes were launched. One of the ADR requests was resolved between the supplier and federal organization prior to the start of a formal process and the other continued into 2019–20. OPO also provided ADR services on two cases started the previous year.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)^{xvii}.

Planned budgetary financial resources for Procurement Ombudsman

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
4,138,544	4,138,544	4,149,751	4,152,605

There is no significant variance in the net planned spending.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)^{xviii}.

Planned human resources for Procurement Ombudsman

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
20.89	20.01	20.01

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase](#)^{xix}.



Internal Services: planned results

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 services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department.

These services are:

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management Services
- Financial Management Services
- Information Management Services
- Information Technology Services
- Real Property Management Services
- Materiel Management Services
- Acquisition Management Services

Planning highlights

PSPC will embed integrated planning and integrated risk management throughout the Department. An evergreen Integrated Plan will provide a comprehensive three-year view of departmental priorities and activities, and inform required investment strategies. PSPC will assess progress on departmental priorities, resource requirements and associated risks on a quarterly basis. These efforts will ensure corporate collaboration around strategic outcomes and investment decisions, and foster a culture of “One PSPC”, supported by a transition to predictable capital funding.



In 2020–21, PSPC will continue to maintain strong relationships with stakeholders at the federal, provincial and territorial levels.

In 2020–21, PSPC will continue to maintain strong relationships with stakeholders at the federal, provincial and territorial levels. It will continue to engage with Federal-Provincial-Territorial (FPT) Deputy Heads of Public Works to support collaboration over the course of the year. At the international level, PSPC will plan an annual bilateral Deputy Minister-level meeting with the General Services Administration, which is the closest equivalent to PSPC in the United States in terms of common government services mandate, by June 2021 in Washington.

PSPC is developing its first Reconciliation Strategy to enable the Department to engage with Indigenous partners systematically and in a coordinated way to accelerate and build on progress toward recognizing self-determination, reduce socio-economic gaps and strengthen the Indigenous-Crown relationship. Engagement with PSPC employees is also being undertaken to facilitate open discussion on Reconciliation, increase employees' cultural competence, and to explore how employees can help to advance Reconciliation in their day to day work.

The Department is modernizing the way it engages with Canadians and its employees by establishing a modern, full-service Communications organization. The aim is to enhance PSPC's reputation, increase awareness of our role in delivering important outcomes for Canadians, engage employees in a common vision for the Department and its priorities, and balance issues

management with proactive communications. All of these activities serve to align communications with the Department’s Integrated Plan and support the Minister’s Mandate.

PSPC will continue its work to engage with its employees through outreach and awareness activities to support the implementation of the changes to Bill C-58. The Department is committed to ensuring information is accessible and is continuously monitoring content and adapting it to meet accessibility standards. Furthermore, PSPC is working toward an “accessible by default” mindset, so that content created is accessible right from the start. This is essential to meet the Government of Canada’s commitments for accessibility and to ensure all Canadians are able to fully participate in any discussion with the Government of Canada and access its information.

To provide program managers and senior management with more relevant information for decision-making and to strengthen accountability, the evaluation and performance measurement teams will continue to work towards reinforcing the principles of the *Policy on Results*. PSPC will work to reposition the functions to increase proactive interventions and provide more strategic support in order to enhance results achievement and improve outcomes for Canadians.

PSPC will continue to enhance its Gender-based Analysis plus (GBA+) capacity, including through implementation of

corporate guidance. The Department will support the implementation of the TBS policy direction on sex and gender information. The GBA+ focal point will assist in building awareness of tools and guidelines, and facilitate their use across PSPC programs and service areas.

The Department will continue to improve its data collection practices to ensure its organizational performance indicators are supported by sound underlying data to allow for effective planning and decision-making. This work will also help support the public availability of data sets and help streamline departmental reporting.

Key risks

There are a number of risks that could impact the successful delivery of internal services in support of program delivery to PSPC clients, and which the Department takes steps to manage.

Data analytics

To readily access reliable data and have the expertise needed to analyze it to make timely and informed decisions, PSPC will implement its Data Strategy, as well as required data warehouses, and will continue to invest in data analytics capacity and tools.

Departmental coordination

PSPC will take advantage of opportunities for increased collaboration by strengthening its strategic policy function, promoting and reinforcing the “one PSPC” approach in planning and communication and continuing to adapt training and governance

structures. This will ensure a better alignment of resources with core priorities and more consistency in client service experiences.

Departmental risk management culture

To support the proactive identification and appropriate assessment of potential opportunities and issues such as those related to project delivery, fraud and security, PSPC will strengthen its departmental risk management culture by implementing a comprehensive integrated risk management framework, further developing its departmental risk management capacity, and completing

Phase III of the PSPC Fraud Risk Assessment.

Recruitment and retention

As a skilled workforce is key to deliver timely and quality services to its clients, a cohesive, department-wide Strategic HR Management Plan aligned with integrated planning will be developed. This plan will help to prioritize human resources programs and strategies, and to integrate leadership development and succession planning. Realizing these benefits will facilitate PSPC's ability to attract and retain the specialized and diverse staff required to deliver on its plans and priorities.

Planned budgetary financial resources for Internal Services

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
281,723,937	281,723,937	271,071,532	258,397,860

The decrease in net planned spending is mainly due to investment fluctuations in Information Technology projects. The planned spending in 2020–21 is higher than in subsequent years because there are more projects in the development/implementation phases at this time. Since many projects will be completed in 2021–22 and 2022–23, the planned spending is projected to decrease.

Planned human resources for Internal Services

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
3,018.52	3,030.18	3,041.78



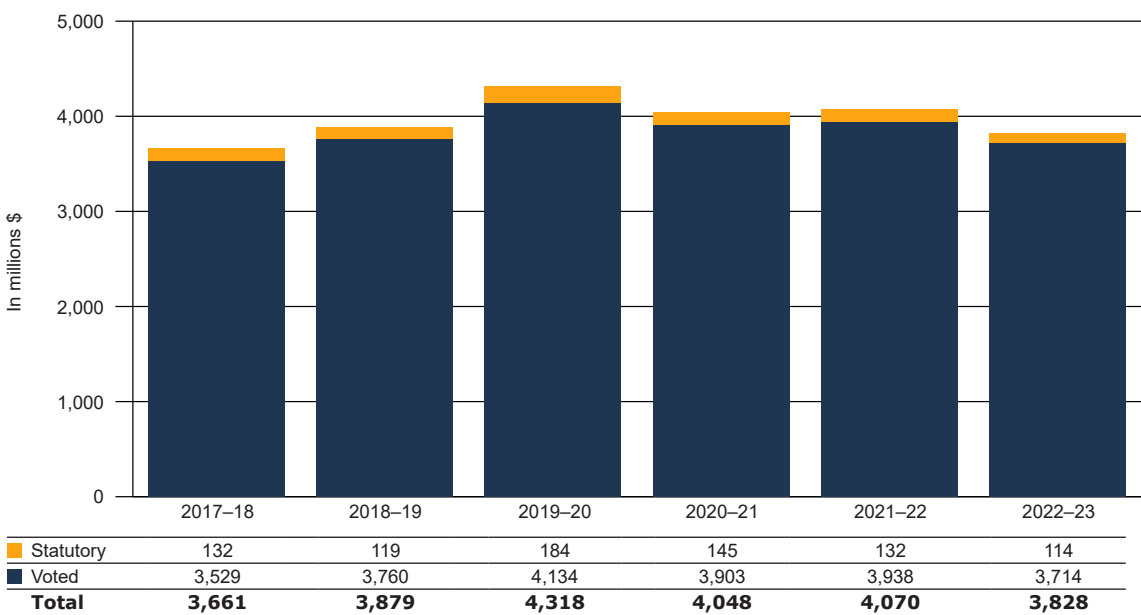
Spending and human resources

This section provides an overview of the Department’s planned spending and human resources for the next three consecutive fiscal years, and compares planned spending for the upcoming year with the current and previous years’ actual spending.

Planned spending

Departmental spending 2017–18 to 2022–23

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



The Departmental spending trend graph presents trends in the Department’s planned and actual spending over time. The data representing actual spending (2017–18 to 2018–19), forecast spending (2019–20) and planned spending (2020–21 to 2022–23), is broken down between Statutory and Voted Expenditures.

Analysis of the variances in actual spending, forecast spending and planned spending is provided in the Budgetary planning summary for Core Responsibilities and Internal Services section.

Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of Public Services and Procurement Canada’s core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2017–18 expenditures	2018–19 expenditures	2019–20 forecast spending	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Purchase of Goods and Services	175,626,248	184,354,499	174,202,037	206,899,418	206,899,418	147,864,928	144,920,400
Payments and Accounting	338,203,919	469,877,329	615,780,232	316,291,929	316,291,929	311,205,052	219,116,779
Property and Infrastructure	2,710,895,329	2,829,166,463	3,026,624,168	3,068,409,083	3,068,409,083	3,183,871,405	3,060,777,747
Government-Wide Support	136,782,441	106,721,614	169,028,879	170,809,108	170,809,108	152,004,622	140,346,346
Procurement Ombudsman	3,776,030	4,398,757	4,418,726	4,138,544	4,138,544	4,149,751	4,152,605
Subtotal	3,365,283,967	3,594,518,662	3,990,054,042	3,766,548,082	3,766,548,082	3,799,095,758	3,569,313,877
Internal Services	295,624,358	284,557,972	327,476,510	281,723,937	281,723,937	271,071,532	258,397,860
Total	3,660,908,325	3,879,076,634	4,317,530,552	4,048,272,019	4,048,272,019	4,070,167,290	3,827,711,737

Totals may not add up due to rounding.

The variances observed are explained as follows:

- For 2019–20, the Department plans to spend approximately **\$657 million** more than in 2017–18. The increase is due to a broad suite of initiatives including:
 - Additional funding to stabilize the pay system and operations;
 - Rehabilitation of major public infrastructure, to reduce risks related to health and safety and to ensure long term stewardship of these assets; and
 - Increased funding for the protection against inflation and price variations relating to rent and utilities.
- For 2020–21, the planned spending is approximately **\$269 million** less than the 2019–20 forecasted spending. The decrease is due primarily to the following:
 - The end of incremental funding received from Budget 2019 for:
 - Improvements towards stabilization of the pay delivery, including systems and processes; and

- The Federal Accommodation Program to provide office accommodation and related real property services to federal departments and agencies.
 - Offset by an increase in funding received in 2020–21 to establish a long-term capital funding management strategy to manage the Department’s portfolio of assets.
- For 2022–23, the Department plans to spend **\$221 million** less than in 2020–21. The decrease is due to the end or winding down of funding in a broad suite of initiatives including:
 - The end of incremental funding received from Budget 2019 to stabilize the pay operations;
 - Reduction in funding requirements following the implementation of E-Procurement Solution, an initiative from Budget 2018 that will result in simpler and better procurement; and
 - The completion of information technology projects in 2020–21 and 2022–23.

While PSPC transitioned to the Departmental Results Framework beginning in 2018–19, the Expenditures for 2017–18 that were previously reported based on the Program Alignment Architecture, were restated to comply with the presentation of this Departmental Plan.

2020–21 Budgetary planned gross spending summary (dollars)

The following table reconciles gross planned spending with net planned spending for 2020–21.

Core responsibilities and Internal Services	2020–21 planned gross spending	2020–21 planned revenues netted against expenditures	2020–21 planned net spending
Purchase of Goods and Services	486,719,824	279,820,406	206,899,418
Payments and Accounting	455,594,880	139,302,951	316,291,929
Property and Infrastructure	6,005,529,040	2,937,119,957	3,068,409,083
Government-Wide Support	467,632,948	296,823,840	170,809,108
Procurement Ombudsman	4,138,544	0	4,138,544
Subtotal	7,419,615,236	3,653,067,154	3,766,548,082
Internal Services	352,533,659	70,809,722	281,723,937
Total	7,772,148,895	3,723,876,876	4,048,272,019

PSPC’s major sources of revenues netted against expenditures are collected through the Real Property Federal Accommodation and Infrastructure program as well as through its three active Revolving Funds.

The Real Property Services Revolving Fund (RPSRF) collects most revenues by providing real property services such as project delivery, facility management and advisory services. The Real Property Federal Accommodation and Infrastructure

program generates revenues mainly through the provision of spaces, conference rooms and parking, the preparation of spaces for occupancy and the production and distribution of utilities.

Revenues are also collected through the Optional Services Revolving Fund (OSRF) which provides communications, travel and vaccines procurement services, as well as through the Translation Bureau Revolving Fund (TBRF) which provides translation, interpretation and other linguistic services.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in Public Services and Procurement Canada's departmental results framework and to Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2017–18 actual FTEs	2018–19 actual FTEs	2019–20 forecast FTEs	2020–21 planned FTEs	2021–22 planned FTEs	2022–23 planned FTEs
Purchase of Goods and Services	1,560.00	1,693.80	1,724.00	1,860.30	1,800.60	1,772.40
Payments and Accounting	2,384.42	3,878.53	4,605.59	2,399.05	2,408.79	2,422.79
Property and Infrastructure	3,452.58	3,999.01	4,317.60	4,423.02	4,365.26	4,329.91
Government-wide Support	2,113.00	2,292.20	2,480.24	2,511.54	2,509.04	2,506.46
Procurement Ombudsman	24.00	24.91	18.00	20.89	20.01	20.01
Subtotal	9,534.00	11,888.45	13,145.43	11,214.90	11,103.70	11,051.57
Internal Services	2,646.35	2,740.37	2,854.89	3,018.52	3,030.18	3,041.78
Total	12,180.35	14,628.82	16,000.32	14,233.42	14,133.88	14,093.35

Estimates by vote

Information on Public Services and Procurement Canada's organizational appropriations is available in the [2020–21 Main Estimates](#)^{xx}.

Condensed future-oriented statement of operations

The condensed future oriented statement of operations provides an overview of Public Services and Procurement Canada's operations for 2019–20 to 2020–21.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on [Public Services and Procurement Canada's website^{xxi}](#).

Condensed future oriented statement of operations for the year ending March 31, 2021 (dollars)

Financial information	2019–20 forecast results	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	7,062,079,011	6,480,526,501	(581,552,510)
Total revenues	3,308,234,513	3,225,377,747	(82,856,766)
Net cost of operations before government funding and transfers	3,753,844,498	3,255,148,754	(498,695,744)

The net cost of operations is forecasted to decrease by \$498.7 million in 2020–21 from \$3,753.8 to \$3,255.1 million. This decrease is primarily attributable to:

- The end of incremental funding received from Budget 2018 for:
 - Improvements towards stabilization of the pay delivery, including systems and processes; and
 - The Federal Accommodation Program to provide office accommodation and related real property services to federal departments and agencies. 🍁



Minister Anand tours Centre Block (December 4, 2019).

Corporate information

Organizational profile

Appropriate minister: Anita Anand, PC, MP

Institutional head: Bill Matthews

Ministerial Portfolio: Public Services and Procurement Canada

Enabling Instrument(s):

The *Department of Public Works and Government Services Act*^{xxii} establishes the Department of Public Services and Procurement Canada.

Year of incorporation/commencement: 1841

Other: The Minister of Public Services and Procurement has responsibilities under 19 other acts. The most important ones are:

- *Canada Post Corporation Act*^{xxiii}
- *National Capital Act*^{xxiv}

- *Expropriation Act*^{xxv}
- *Defence Production Act*^{xxvi}
- *Seized Property Management Act*^{xxvii}
- *Surplus Crown Assets Act*^{xxviii}
- *Financial Administration Act*^{xxix}

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

“Raison d'être, mandate and role: who we are and what we do” is available on [Public Services and Procurement Canada's website](#)^{xxx}.

For more information on the Department's organizational mandate letter commitments, see the “[Minister's mandate letter](#)”.

Operating context

Information on the operating context is available on [Public Services and Procurement Canada's website](#)^{xxxi}.

Reporting framework

Public Services and Procurement Canada's approved Departmental Results Framework and Program Inventory for 2020–21 are as follows.

Core Responsibility: Description

1. Purchase of Goods and Services	2. Payments and Accounting	3. Property and Infrastructure	4. Government-Wide Support	5. Procurement Ombudsman
PSPC purchases goods and services on behalf of the Government of Canada.	PSPC collects revenues and issues payments, maintains the financial accounts of Canada, issues financial reports, and administers payroll and pension services for the Government of Canada.	PSPC provides federal employees and Parliamentarians with work space; builds, maintains and manages federal properties and other public works such as bridges and dams; and provides associated services to federal organizations.	PSPC provides administrative services and tools to federal organizations that help them deliver programs and services to Canadians.	The Office of the Procurement Ombudsman operates at arm's-length from federal organizations. It is legislated to review the procurement practices of federal organizations, review complaints from Canadian suppliers, and provide dispute resolution services.

Core Responsibility: Departmental Results and Departmental Results Indicators

1. Purchase of Goods and Services	2. Payments and Accounting	3. Property and Infrastructure	4. Government-Wide Support	5. Procurement Ombudsman
1.1 Federal organizations have the products and services they need, when they need them, at the best value. 1.1.1 Percentage of overall client satisfaction with PSPC procurement services 1.1.2 Percentage of original contracts of level 1 (Basic) complexity awarded within established timeframes 1.1.3 Percentage of original contracts of level 2 (Standard) complexity awarded within established timeframes 1.1.4 Cost of procurement services per \$100 of contract value 1.1.5 Percentage of dollar value awarded through competitive contracting processes 1.1.6 Percentage of contracts awarded through PSPC standing offers and/or supply arrangements 1.1.7 Percentage of competitive procurement processes versus sole source 1.1.8 Percentage of complex competitive procurement processes for which at least two bids were received (Level 3-5) 1.1.9 Average number of qualified bidders on complex competitive procurement processes	2.1 Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner. 2.1.1 Percentage of payments issued within established timeframes 2.1.2 Percentage of money paid to the Government of Canada that is reconciled within two business days 2.1.3 Percentage of payments made instead of property taxes to taxing authorities within established timeframes 2.2 Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled. 2.2.1 Percentage of pension payments processed that are accurate and on time	3.1 Federal real property and associated services meet the needs of federal government clients, partners and/or Parliamentarians, and ensure best value for Canadians. 3.1.1 Percentage of Crown-owned buildings that are in fair or better condition 3.1.2 Percentage of Crown-owned heritage buildings that are in fair or better condition 3.1.3 Percentage of PSPC-managed office space that is modernized each year to meet the current Government of Canada Workplace Fit-up Standards 3.1.4 Percentage of real property projects that are delivered within scope, on time and on budget 3.1.5 Percentage of time that PSPC's real property facilities are fully operational 3.1.6 Operating expenses per square metre of Crown-owned office space	4.1 Federal organizations have access to high quality linguistic services and tools. 4.1.1 Percentage of linguistic services that comply with established quality standards 4.1.2 Percentage of overall client satisfaction with the Translation Bureau's language tools and services 4.2 The Government does business with ethical suppliers and ensures that sensitive information is handled appropriately. 4.2.1 Percentage of business integrity verification requests answered within the four-hour client service standard 4.2.2 Percentage of security screenings processed within 7 business days for contractors and sub-contractors requiring access to protected information	5.1 Raise awareness of procurement issues and exchange information (education). 5.1.1 Number of educational events per year with small and medium-sized businesses and federal officials 5.1.2 Number of geographical locations where these educational events are held 5.2 Procurement related issues are addressed through facilitation (alternative dispute resolution). 5.2.1 Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties

Core Responsibility: Departmental Results and Departmental Results Indicators (continued)

1. Purchase of Goods and Services	2. Payments and Accounting	3. Property and Infrastructure	4. Government-Wide Support	5. Procurement Ombudsman
1.2 Government purchasing is simpler and easy to access, fair and transparent for suppliers. 1.2.1 Percentage of suppliers that rate the purchasing process as simpler and easy to access 1.2.2 Percentage of contracts awarded for which a valid complaint was filed 1.2.3 Percentage of suppliers that rate the purchasing process as fair and transparent 1.2.4 Number of agile digital procurements 1.3 Government purchasing supports Canada's economic, environmental, and social policy goals. 1.3.1 Percentage of contract value awarded to small and medium businesses 1.3.2 Percentage of PSPC contracts, standing offers and supply arrangements that include "green" goods and services 1.3.3 Percentage increase in participation to procurement processes by businesses owned by Indigenous peoples 1.3.4 Percentage increase in participation to procurement processes by businesses owned by women	2.3 In collaboration with government departments, employees receive timely and accurate pay and benefits. 2.3.1 Percentage of pay transactions processed that are accurate and on time 2.3.2 Percentage of cases submitted to the Pay Centre on time 2.3.3 Percentage of cases, promptly submitted to the Pay Centre, that have been processed on time 2.4 Canadians have timely access to reliable information on Canada's finances. 2.4.1 The Public Accounts of Canada are posted on the Department's website within 24 hours of tabling in the House of Commons 2.4.2 Information presented in the Consolidated Financial Statements of the Government of Canada is accurate	3.2 Federal infrastructure spending supports Canada's social, economic and environmental priorities. 3.2.1 Percentage of PSPC owned and lease purchase buildings that provide features to support accessibility in the built environment 3.2.2 Percentage in reduction in green-house gas emissions in PSPC Crown-owned building portfolio, excluding housing	4.3 Federal organizations have the support services and tools they need to deliver their programs to Canadians. 4.3.1 Percentage of overall client satisfaction with PSPC support services and tools 4.3.2 Percentage of PSPC service standards met	5.3 Procurement related issues are addressed through investigation. 5.3.1 Percentage of supplier complaint reviews completed within 120 working days as per legislative requirements 5.3.2 Percentage of recommendations made by the Ombudsman acted upon by federal organizations

Core Responsibility: Program Inventory

1. Purchase of Goods and Services	2. Payments and Accounting	3. Property and Infrastructure	4. Government-Wide Support	5. Procurement Ombudsman
<ul style="list-style-type: none"> Procurement Leadership Procurement Services 	<ul style="list-style-type: none"> Federal Pay Administration Federal Pension Administration Payments Instead of Property Taxes to Local Governments Payments and Revenue Collection Government-Wide Accounting and Reporting Cape Breton Operations: HR legacy Benefits 	<ul style="list-style-type: none"> Federal Accommodation and Infrastructure Real Property Services Parliament Hill and Surroundings Management 	<ul style="list-style-type: none"> Linguistic services Communication services Government-wide Corporate Services Document Imaging Services Asset Disposal Service Strategy Canadian General Standards Board Security and Oversight Services 	<ul style="list-style-type: none"> Procurement Ombudsman

Changes to the approved reporting framework since 2019–20

PSPC only made minor amendments to its 2020–21 Departmental Results Framework. Minor amendments constitute changes at the departmental result and indicator level. As such, PSPC's core responsibilities and program inventory remain unchanged.



Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to Public Services and Procurement Canada's Program Inventory is available in the [GC InfoBase^{xxxii}](#). 🇨🇦



Supplementary information tables

The following supplementary information tables are available on [Public Services and Procurement Canada's website](#)^{xxxiii}:

- [Departmental Sustainable Development Strategy](#)^{xxxiv}
- [Details on transfer payment programs](#)^{xxxv}
- [Gender-based analysis plus](#)^{xxxvi}
- [Status report on transformational and major Crown projects](#)^{xxxvii} 🇨🇦



Federal tax expenditures

Public Services and Procurement Canada's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2020–21.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#)^{xxxviii}. This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are solely the responsibility of the Minister of Finance. 🍁



Organizational contact information

For more information on Public Services and Procurement Canada's programs and services, please communicate with us through our [general enquiries^{xxxix}](#) webpage.

You can follow PSPC on Facebook, LinkedIn, Twitter and Instagram. 🍁



Appendix: definitions

appropriation (*crédit*)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (*dépenses budgétaires*)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (*responsabilité essentielle*)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (*plan ministériel*)

A report on the plans and expected performance of a department over a 3-year period. Departmental Plans are tabled in Parliament each spring.

departmental priority (*priorité ministérielle*)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (*résultat ministériel*)

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

departmental result indicator

(indicateur de résultat ministériel)

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

departmental results framework

(cadre ministériel des résultats)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report

(rapport sur les résultats ministériels)

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

experimentation *(expérimentation)*

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

full-time equivalent *(équivalent temps plein)*

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

gender-based analysis plus *(GBA+)*

(analyse comparative entre les sexes plus [ACS+])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities *(priorités pangouvernementales)*

For the purpose of the 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2019 Speech from the Throne, namely: Fighting Climate Change; Strengthening the Middle Class; Walking the Road of Reconciliation; Keeping Canadians Safe and Healthy; and Positioning Canada for Success in an Uncertain World.

horizontal initiative *(initiative horizontale)*

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures*(dépenses non budgétaires)*

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

performance *(rendement)*

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

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 presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

program *(programme)*

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory *(répertoire des programmes)*

Identifies all of the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result *(résultat)*

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

statutory expenditures (*dépenses législatives*)

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

strategic outcome (*résultat stratégique*)

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

target (*cible*)

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

voted expenditures (*dépenses votées*)

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



Endnotes

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<https://buyandsell.gc.ca/practitioners-guide-for-procurement-pricing>
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<https://sustainabledevelopment.un.org/?menu=1300>
- iii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- v GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vi Public Service Pay Centre dashboard, <https://www.tpsgc-pwgsc.gc.ca/remuneration-compensation/services-pay-pay-services/centre-presse-media-centre/tableau-dashboard/tableau-02-2019-dashboard-eng.html>
- vii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
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- ix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- x United Nations Sustainable Development Goals Knowledge Platform,
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- xix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

- xx 2018–19 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xxi Consolidated departmental financial statement of operations, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/index-eng.html>
- xxii *Department of Public Works and Government Services Act*, <https://laws-lois.justice.gc.ca/eng/acts/P-38.2/>
- xxiii *Canada Post Corporation Act*, <https://laws-lois.justice.gc.ca/eng/acts/c-10/index.html>
- xxiv *National Capital Act*, <https://laws-lois.justice.gc.ca/eng/acts/n-4/>
- xxv *Expropriation Act*, <https://laws-lois.justice.gc.ca/eng/acts/D-1/>
- xxvi *Defence Production Act*, <https://laws-lois.justice.gc.ca/eng/acts/D-1/>
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- xxix *Financial Administration Act*, <https://laws-lois.justice.gc.ca/eng/acts/f-11/>
- xxx Raison d'être, mandate and role : who we are and what we do, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/pm-dp/2020-2021/renseignements-information-fra.html#a2>
- xxxi Operating context, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/pm-dp/2020-2021/renseignements-information-fra.html#a3>
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- xxxiii Supplementary information tables, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/pm-dp/2020-2021/supplementaires-supplementary-eng.html>
- xxxiv Departmental Sustainable Development Strategy, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/smdd-dsds/index-eng.html>
- xxxv Details on transfer payment programs of \$5 million or more, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/pm-dp/2020-2021/ppt-tpp-eng.html>
- xxxvi Gender-based analysis plus, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/pm-dp/2020-2021/acs-gba-eng.html>
- xxxvii Status report on transformational and major Crown projects, <https://www.tpsgc-pwgsc.gc.ca/rapports-reports/pm-dp/2020-2021/trs-tps-eng.html>
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- xxxix General enquiries, <https://www.tpsgc-pwgsc.gc.ca/comm/cn-cu-eng.html#general>

