



REPORT ON THE
the Supplementary Estimates (C) for the year ending March 31, 2021

Standing Senate Committee on National Finance

THIRD REPORT

The Honourable Percy Mockler, Chair
The Honourable Éric Forest, Deputy Chair
The Honourable Marty Klyne, Deputy Chair
The Honourable David Richards, Member of the Steering Committee

March 2021

MEMBERS OF THE COMMITTEE

The Honourable Percy Mockler, Chair
The Honourable Éric Forest, Deputy Chair
The Honourable Marty Klyne, Deputy Chair
The Honourable David Richards, Member of the Steering Committee
The Honourable Peter M. Boehm
The Honourable Jean-Guy Dagenais
The Honourable Marty Deacon
The Honourable Pat Duncan
The Honourable Rosa Galvez
The Honourable Tony Loffreda
The Honourable Elizabeth Marshall
The Honourable Larry W. Smith

Ex-officio members:

The Honourable Marc Gold, P.C. (or Raymonde Gagné) and the Honourable Donald Neil Plett (or Yonah Martin)

Other Senators who participated in the study:

The Honourable Senators: Lucie Moncion, Kim Pate and Vernon White

Parliamentary Information and Research Service, Library of Parliament:

Sylvain Fleury, Analyst
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Committees Directorate:

Maxime Fortin, Clerk of the Committee
Louise Martel, Administrative Assistant of the Committee
Andrea Mugny, Procedural Clerk
Nathalie Boutros, Administrative Assistant

ORDER OF REFERENCE

Extract from the *Journals of the Senate* of Tuesday, February 16, 2021:

With leave of the Senate,

The Honourable Senator Gagné moved, seconded by the Honourable Senator Gold, P.C.:

That the Standing Senate Committee on National Finance be authorized to examine and report upon the expenditures set out in the Supplementary Estimates (C) for the fiscal year ending March 31, 2021; and

That, for the purpose of this study, the committee have the power to meet, even though the Senate may then be sitting or adjourned, with rules 12-18(1) and 12-18(2) being suspended in relation thereto.

The question being put on the motion, it was adopted.

Interim Clerk of the Senate

Gérald Lafrenière

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EXECUTIVE SUMMARY

As part of its oversight role, the Standing Senate Committee on National Finance considered the Supplementary Estimates (C) for the year ending March 31, 2021, which were referred to the committee on February 16, 2021.

The *Supplementary Estimates (C), 2020–21* request a total of \$8.0 billion in incremental budgetary spending, which reflects \$13.4 billion to be voted, partially offset by a \$5.4 billion decrease in forecast statutory expenditures. Approximately \$9.9 billion (74%) of the voted requirements are related to the government's response to the COVID-19 pandemic.

In order to examine the *Supplementary Estimates (C), 2020–21*, the committee held four meetings and questioned 39 officials of 12 organizations that are requesting total voted appropriations of approximately \$11 billion in the supplementary estimates, which represents 83% of the total voted amount requested. The committee also heard from the Parliamentary Budget Officer.

OBSERVATIONS

The committee's observations from issues raised during the meetings include:

1. The Treasury Board of Canada Secretariat should continue to improve transparency and its reporting practices regarding the estimates, particularly on COVID-19 measures, in a timely manner.
2. Finance Canada must restart its practice of preparing clear and consistent biweekly reports on the cost and performance of all its COVID-19-related measures.
3. Indigenous Services Canada must ensure that it has robust planning, reporting and accountability mechanisms in place to monitor the sum of the expenditures intended to provide access to safe drinking water to all First Nations in Canada.
4. The federal government must ensure timely delivery of the contracted vaccine doses and support provinces and territories and their medical officers of health to ensure the prompt vaccination of Canadians. In addition to setting targets around current vaccination efforts, the federal government must ensure proper funding and support for its stated plans to re-establish vaccine manufacturing capacity in Canada.
5. Public Services and Procurement Canada must make public as much information as possible on its agreements for the purchase of COVID-19 vaccines, provided that this does not breach the commercial confidentiality of the contracts signed with each vaccine manufacturer.
6. Global Affairs Canada must ensure there is a robust accountability framework to ensure that the funds provided to developing countries to cope with the COVID-19 pandemic are used for the intended purpose and to achieve the desired results.
7. Innovation, Science and Economic Development Canada and the Regional Development Agencies must ensure a speedy implementation of the programs that support small and medium-sized businesses while taking into account the unique characteristics of each province and territory. They also need to ensure timely disclosure of information regarding these programs. Additionally, the committee remains concerned that the issue of affordability of internet access has not been sufficiently addressed and believes that the government should explore avenues to help those in greatest economic need to have access to a computer to take advantage of the improvements it is making in internet access.
8. Overall, on several occasions, the committee did not receive the information requested in a timely fashion. While the committee recognizes the difficult circumstances under which officials are working during these unprecedented times, the committee is concerned that unprovided and delayed answers are impeding our ability to perform our role of scrutinizing government spending on behalf of all Canadians.

INTRODUCTION

The Standing Senate Committee on National Finance has an important role to play on behalf of Parliament and Canadians in examining the federal government's spending plans, as outlined in the main and supplementary estimates. The committee reviews and presents reports on the government's proposed spending in order to examine whether it is reasonable, takes into account value-for-money, will be effective in achieving the government's objectives and allows parliamentarians to follow the money.

As the Main Estimates do not contain all of the government's spending needs for the year, the government also presents supplementary estimates to Parliament for approval, usually in the fall and winter.

The *Supplementary Estimates (C), 2020–21* were tabled in the Senate on February 16, 2021, and referred to the Standing Senate Committee on National Finance for study on February 16, 2021. They are the third and final supplementary estimates planned for the 2020-21 fiscal year.

Of the 123 organizations that are represented in the *2020–21 Main Estimates*, 58 organizations are included in the *Supplementary Estimates (C), 2020–21*: 2 for information only, and 56 for additional parliamentary consideration. As shown in Table 1, these estimates request Parliament's approval of an additional \$13.36 billion in voted expenditures, and forecast reduction of statutory expenditures of \$5.4 billion, for a total of \$7.96 billion in additional planned budgetary spending, which represents an increase of 1.7% over authorities to date in 2019–2020.

Table 1 – Authorities to Date and Supplementary Estimates (C), 2020–21 (\$)

	Authorities to Date	Supplementary Estimates (C)	Change(%)
Budgetary			
Voted	152,786,386,826	13,365,393,906	8.7%
Statutory	318,758,941,384	-5,401,774,616	-1.7%
Total Budgetary	471,545,328,210	7,963,619,290	1.7%
Non-budgetary			
Voted	87,203,002	–	–
Statutory	4,432,290,118	200,000,000	4.5%
Total Non-budgetary	4,519,493,120	200,000,000	4.4%

Source: Table prepared by the authors using data obtained from Treasury Board of Canada Secretariat, *Supplementary Estimates (C), 2020–21*.

In order to examine the *Supplementary Estimates (C), 2020-21*, the committee held four meetings and questioned 39 officials of 12 organizations that are requesting total voted appropriations of approximately \$11 billion in the supplementary estimates, which represents 83% of the total voted amount requested. The committee also heard from the Parliamentary Budget Officer.

This report highlights issues discussed during the examination of the *Supplementary Estimates (C), 2020-21*.

Further information about the committee's hearings can be found in the meeting transcripts, which are available on the committee's website: <https://sencanada.ca/en/committees/nffn/studiesandbills/43-2>.

1 TREASURY BOARD OF CANADA SECRETARIAT

The Treasury Board of Canada Secretariat (TBS) supports the Treasury Board in its role as the government's management board: overseeing the operations of the federal government as a whole, providing oversight of the financial management of departments and agencies, and acting as the employer of the core public service.

Committee Observations

In the *Supplementary Estimates (C), 2020–21*, the Treasury Board of Canada Secretariat provided additional information that enhanced transparency. While this effort is commendable, the committee believes that the Treasury Board of Canada Secretariat must continue to improve transparency and its reporting practices regarding the estimates, particularly on COVID-19 measures, in a timely manner.

1.1 Estimates Overview

In the *Supplementary Estimates (C), 2020–21*, the TBS is requesting additional voted appropriations of \$1,707,209,190 for four items:

- \$1,702,045,792 for compensation adjustments – Transfers to departments and agencies for negotiated salary adjustments;
- \$3,779,000 for the Canadian Digital Service to provide critical digital products and services (COVID-19);
- \$746,833 for the Joint Learning Program; and
- \$637,565 to foster a diverse and inclusive public service.

The TBS would also receive net transfers of \$7,719,175. When transfers are included, the TBS is requesting an increase of 35.7% compared to its total voted authorities to date of \$4,800,161,444.

Forecasted statutory expenditures for the TBS are increasing by \$645,916 due to contributions to employee benefit plans. The TBS's total proposed budgetary authorities to date, including voted and statutory expenditures and transfers, are \$6,549,160,088.

1.2 Compensation for Damages Associated with the Phoenix Pay System

In the *Supplementary Estimates (C), 2020–21*, the TBS is requesting \$1.7 billion for compensation adjustments – Transfers to departments and agencies for negotiated salary adjustments. This funding will compensate departments for the impact of collective bargaining agreements that were concluded between September 12, 2020 and December 10, 2020. Funding is also being provided to compensate current Public Service Alliance of Canada (PSAC) members for general damages associated with the Phoenix pay system and for grievances related to the late implementation of the 2014 round of collective bargaining.

Regarding the taxability of the compensation amount included in the agreement with PSAC, officials from the TBS told the committee that it is the Canada Revenue Agency (CRA)'s mandate to interpret the *Income Tax Act*. When the agreement was submitted to the CRA, it concluded that the compensation

amount was taxable. Officials added that only PSAC negotiated a monetary compensation while all other unions accepted up to five days off to compensate them for the implementation of the Phoenix pay system.

1.3 Canadian Digital Service

In the *Supplementary Estimates (C), 2020–21*, the TBS is requesting \$3.8 million for the Canadian Digital Service to provide critical digital products and services as part of the COVID-19 response. The Canadian Digital Service, housed at the TBS, partners with departments to design, test and build easy-to-use services.

Officials told the committee that out of the \$3.8 million, \$3.1 million is related to the implementation of the COVID Alert application while \$300,000 of the \$3.8 million is to help departments deliver on their respective COVID-19 responses. In a follow-up written response, the TBS also provided the committee with an [online dashboard](#) on the app usage, which shows that, as of March 21, 2021, there has been 6.4 million downloads in the nine participating provinces and territories. However, the committee is unable to determine the effectiveness of the COVID Alert application based on this information.

1.4 Joint Learning Program

In the *Supplementary Estimates (C), 2020–21*, the TBS is requesting \$746,833 for the Joint Learning Program. According to its [website](#), it is a partnership between PSAC and the TBS that aims to design, develop, and deliver learning events that will improve labour relations and increase the understanding of both union and management roles in the workplace. Since 2011, all Union members within the Core Public Administration are eligible to participate in the program.

Officials said in their written response that the Joint Learning Program is not delivered by an intermediary or a third party. It is delivered by Core Public Administration (CPA) employees who are trained to become facilitators for the Joint Learning Program. Two facilitators, one representing employees and one representing management, are deployed to requesting CPA departments/agencies to facilitate learning on the chosen topic.

Officials told the committee that workshops on anti-discrimination and anti-racism have been given and more can be developed. Officials added that in addition to the Joint Learning Program, there are other avenues to receive training on such subjects in the public service, such as training provided by the Canada School of Public Service and mandatory training on harassment and discrimination as mandated by the recently amended *Canada Labour Code*. Committee members brought to the attention of officials the lack of courses on increasing the understanding of Indigenous relations throughout Canada.

1.5 Diversity in the Public Service

In the *Supplementary Estimates (C), 2020–21*, the TBS is seeking \$637,565 to foster a diverse and inclusive public service.

Officials from the TBS stated that this funding would be provided to the Office of the Chief Human Resources Officer to create a centre on diversity and inclusion. This centre would start initiatives such as the diversity targeted management development program as well as a mentorship plus initiative. Officials

added that they have been releasing improved, disaggregated data on representation for employment equity groups as well as data from the employee survey for equity-seeking groups to better support the departments in addressing the gaps and the barriers.

1.6 Transparency and Disclosure of Information

The TBS supports the Treasury Board in its role as the government's management board: overseeing the operations of the federal government as a whole, providing oversight of the financial management of departments and agencies, and acting as the employer of the core public service.

On February 24, 2021, the Parliamentary Budget Officer published a report on the *Supplementary Estimates (C), 2020–21* which stated that

PBO raised several key issues in previous reports highlighting the challenges for parliamentarians in performing their critical role of scrutinizing Government spending and ensuring value for money during the pandemic.

In these Supplementary Estimates, the Treasury Board Secretariat has included additional information which addresses some of these issues. Notable improvements include a complete list of Bills presented to Parliament to authorize spending for COVID-19-related measures, which helps to track where certain measures have received their authority, and a reconciliation table between the Fall Economic Statement 2020 and the Estimates documents, which provides a clearer picture of how these two documents align.

There remain certain areas which need to be addressed. The frequency at which the Government provides an updated list of COVID-19 measures in one central document (outside of the Estimates process) and the inconsistency to which actual spending data on COVID-19 measures is made publicly available remain areas of concern.

Officials from the TBS told the committee that enhancements have been included in the *Supplementary Estimates (C), 2020-21* in an effort to improve the financial transparency of the government's planned spending response to COVID-19 in particular. However, in terms of the actual spending, departments are providing information as the programs are implemented and payments are being made. Officials added that they would consider how this information can be provided in a timely manner.

In addition, officials provided in writing a list of 17 major projects/programs that are currently under TBS oversight. At different stages and under several departments, these projects/programs have a combined approval budget of \$4.289 billion.

2 DEPARTMENT OF FINANCE

The Department of Finance sets the overall fiscal framework for federal spending and prepares the budget. It provides policy advice on taxation, the financial sector, and international trade and finance. It also manages major transfers from the federal government to the provinces and territories.

Committee Observations

Since Canada's COVID-19 Economic Response Plan was launched on March 13, 2020, the Government has introduced several Bills to authorize spending for COVID-19 measures. Once approved by Parliament, many of these Bills provided organizations with temporary additional statutory authority to spend funds without obtaining money via the usual estimates process, which makes it more challenging to determine the source of the spending authorities.

The Department of Finance is no longer producing a biweekly consolidated report on the cost of COVID-19 measures announced by the federal government. To help parliamentarians hold the government to account, the committee strongly encourages the government to restart its practice of preparing clear and consistent biweekly reports on the cost and performance of all its COVID-19-related measures.

The Department of Finance needs to disclose the details of the terms and covenants of the LEEFF loan agreements to the highest extent possible without breaching commercial confidentiality.

2.1 Estimates Overview

In the *Supplementary Estimates (C), 2020–21*, the Department of Finance is requesting additional voted appropriations of \$12,650,000 for the following item:

- \$12,650,000 for the Global Risk Institute in Financial Services and the National Pension Hub. According to officials from the Department of Finance, this lump sum payment is intended to cover 10 years of operating expenses for the organization.

Forecast statutory expenditures for the Department of Finance increased by \$1,780,057,892, mainly due to a payment to the Canada Infrastructure Bank and a payment to purchase shares in the newly created Crown corporation, Canada Enterprise Emergency Funding Corporation. Including voted appropriations, statutory expenditures and transfers, the requested budgetary authorities for Finance Canada is \$119,519,512,273 to date.

2.2 Disclosure of Financial Information on Government Expenditures in Response to the COVID-19 Pandemic

The Department of Finance provided bi-weekly updates on government spending in response to the COVID-19 pandemic before Parliament was prorogued on August 18, 2020. Since then, the Parliamentary Budget Officer (PBO) has indicated that there is little publicly available information on federal government COVID-19 expenditures. Despite recommendations by the committee, the government has not reinstated these biweekly reports. As a result, it is difficult for parliamentarians to oversee government spending.

When questioned about the cessation of disclosure of certain government expenditures related to COVID-19, Finance Department officials explained that, as a result of the COVID-19 pandemic, legislation has provided specific spending authority for a number of measures related to COVID-19. In their view, these measures have been extremely effective in quickly releasing funds that were absolutely necessary. The committee will follow with interest the work of the Auditor General of Canada, who is scheduled to present three performance audit reports related to COVID-19 on March 25, 2021. These reports will focus on the Canada Emergency Benefit, the Canada Emergency Wage Subsidy and Pandemic Border Surveillance and Control.

2.3 Infrastructure Bank

In the *Supplementary Estimates (C), 2020–21*, the Department of Finance is forecasting \$2.25 billion for a payment to the Canada Infrastructure Bank (CIB).

Officials explained to the committee that the CIB makes periodic requests to the Department of Finance Canada for payments to support its operations and investments¹. When questioned about the reasons for this funding arrangement, officials explained that it was essentially a motivation for efficiency at the time of CIB's creation, when the CIB was establishing itself and intensifying its activities. Talking about the scheduled review of the Infrastructure Bank's legislation in 2022, officials noted that it could be a good time to look at the arrangements that were made at the outset of the creation of the CIB and see what role its evolution now suggests the government should play in its governance and funding approach.

Officials provided written information to the committee on how the Canada Infrastructure Bank, the Business Development Bank of Canada and Export Development Canada operate in terms of their oversight and funding.

2.4 Large Employer Emergency Financing Facility (LEEFF)

Funding of \$200 million was provided to the Department of Finance to acquire shares of the Canada Enterprise Emergency Funding Corporation (CEEFC), a Crown corporation created in 2020 to administer the Large Employer Emergency Financing Facility (LEEFF). The LEEFF is a credit support program devoted to large Canadian Corporations in response to COVID-19. CEEFC is a wholly owned subsidiary of another Crown corporation, the Canada Development Investment Corporation.

The Department of Finance responded to the committee in writing, stating that, as at February 26, 2021, four LEEFF loans totalling \$1 billion have been approved, of which \$274 million has been drawn down. The response also states that while the information on standardized terms of the LEEFF facility are made public on CEEFC's website, the detailed terms and covenants of the loan agreements are commercially confidential and thus not publicly available. Given the extent of funding being provided by CEEFC to Canadian businesses, the Department of Finance needs to disclose the details of the terms and covenants of the LEEFF loan agreements to the highest extent possible without breaching commercial confidentiality. The committee will continue to monitor the activities of CEEFC and the LEEFF program.

¹ Under the Canada Infrastructure Bank Act, Parliament has approved a \$35 billion statutory authority for such cash requisitions from the Consolidated Revenue Fund. In addition, the Government has established a \$15 billion accrual envelope for the CIB.

3 INDIGENOUS SERVICES CANADA

Indigenous Services Canada (ISC) works with First Nations, Inuit and Métis to provide them access to various services, including primary health care, education, water and wastewater systems, housing, community infrastructure, social programs, and emergency management.

Committee Observations

Indigenous Services Canada (ISC) has met only 6 of its 61 objectives, or less than 10%, in 2019-2020 and nearly half of its performance indicators do not have clearly established targets.

ISC has fallen behind in its mandate to ensure that First Nations communities have ongoing access to safe drinking water.

To ensure that its funds are spent effectively and that its objectives are achieved, the committee believes that ISC must have robust planning, reporting and accountability mechanisms in place to monitor the sum of the expenditures intended to provide access to safe drinking water to all First Nations in Canada.

3.1 Estimates Overview

In the *Supplementary Estimates (C), 2020–21*, ISC is requesting additional voted appropriations of \$1,564,729,370 for 19 items:

- \$525,726,568 for the continuation of public health responses in Indigenous communities (COVID-19);
- \$383,838,641 for the Indigenous Community Support Fund (COVID-19);
- \$151,386,642 to improve access to safe, clean drinking water in First Nations communities;
- \$73,171,280 to support the implementation of *An Act respecting First Nations, Inuit and Métis children, youth and families* and the ongoing reform of the Indigenous Child and Family Services program;
- \$67,000,000 to reimburse First Nations and emergency management service providers for on-reserve response and recovery activities;
- \$63,749,620 for supportive care in Indigenous communities (COVID-19);
- \$58,268,205 to support Indigenous mental wellness (COVID-19);
- \$58,000,000 to help the Government of Nunavut with increased health care costs due to the pandemic (COVID-19);
- \$58,000,000 to alleviate the economic impacts to Indigenous community businesses that are ineligible for mainstream support measures (COVID-19);
- \$46,994,481 to strengthen governance capacity and advance fiscal relationship reforms;
- \$29,419,153 to end violence against Indigenous women and girls, as well as to provide mental health services (horizontal item);
- \$23,612,858 to support a safe restart in Indigenous communities (COVID-19);
- \$9,014,079 for Urban Programming for Indigenous peoples service providers;
- \$7,598,490 to construct health facilities in Cross Lake and Pikangikum;
- \$2,502,673 for Income Assistance (COVID-19);
- \$2,437,358 to support Canada's initial response to the pandemic (COVID-19);
- \$1,809,163 to support Indigenous businesses (COVID-19);

- \$1,253,035 to enhance public health measures in First Nations and Inuit communities (COVID-19); and
- \$947,124 to support Canada's Flood Risk Plan (horizontal item).
- ISC would also receive \$21,958,332 in net transfers from other organizations. When the transfers are taken into account, ISC is requesting an increase of 10.9% over its total voted appropriations, which are currently \$14,493,132,069.
- ISC's forecasted statutory expenditures have decreased by \$91,022,570, mainly because of payments to support Indigenous mental wellness pursuant to the *Public Health Events of National Concern Payments Act*. To date, ISC's total budget expenditures, including voted appropriations, statutory items and transfers, are \$17,837,545,539.

3.2 Access to Safe, Clean Drinking Water in First Nations Communities

In the *Supplementary Estimates (C), 2020–21*, ISC is requesting \$151,386,642 to improve access to safe, clean drinking water in First Nations communities. This funding would be used to accelerate access to safe drinking water in First Nations communities.

When asked about the reasons why, after many years of promises and funding, ISC is unable to provide safe drinking water to all First Nations communities in Canada², ISC officials told the committee that addressing access to safe drinking water in First Nations communities is complex and the solutions are unique to each situation. They added that the role of ISC is to provide funding and advice to First Nations communities. They also informed the committee that First Nations leadership is responsible for the planning, design, procurement, construction, operation and maintenance of their on-reserve infrastructure, which includes water and wastewater systems.

3.3 Departmental Results Report

Departmental Results Reports (DRRs) are tabled in Parliament each fall and are part of the Estimates documents. DRRs play an important role in how government departments report to Parliament and Canadians by providing a snapshot of the performance and achievements of a department over the past fiscal year.

According to its *Departmental Results Report 2019-2020*³, ISC has met only six of its 61 objectives, or less than 10%, in 2019-2020 and nearly half of its performance indicators do not have clearly established targets. Officials explain that as ISC was recently created in 2017, the department had to create a completely new departmental results framework with its Indigenous partners and that process requires time. They added that several of the performance indicators' targets are either in negotiation or in co-development with Indigenous communities while other targets will be measured in the future.

² Auditor General of Canada, [Report 3—Access to Safe Drinking Water in First Nations Communities—Indigenous Services Canada](#), February 2021.

³ Indigenous Services Canada, [Departmental Result Report 2019-2020](#).

3.4 The Status of the COVID-19 Pandemic Across Indigenous Communities

In the *Supplementary Estimates (C), 2020–21*, ISC is requesting additional voted appropriations of \$525,726,568 for the continuation of public health responses in Indigenous communities (COVID-19) and \$383,838,641 for the Indigenous Community Support Fund (COVID-19).

When asked about the status of the COVID-19 pandemic in Indigenous and Inuit communities, officials informed the committee that as of February 26, 2021, 1,523 active cases of COVID-19 have been identified in on-reserve First Nations communities, for a total of 21,405 confirmed cases since the beginning of the COVID-19 pandemic, including 226 deaths. There were 26 active cases in Nunavut and 329 cases of people who have recovered.

Officials explained that as part of the immunization that is underway in over 480 First Nations and Inuit communities across Canada 113,179 doses of vaccine have been administered, which represents 30% of the adult population. They added that Indigenous communities were under-represented in terms of COVID-19 cases and COVID-related deaths, which is the opposite of the situation during the H1N1 pandemic.

Asked about the difficulties parliamentarians may have in tracking the money that is flowing to Indigenous communities to deal with the pandemic, officials acknowledged that it is difficult to track financial information through the government's regular expenditure cycle and the pandemic did not follow the course of the budget. They explained that as the year progressed there were additional needs and additional budget requests that were made either by statutory vote or through the supplementary estimates process.

The Parliamentary Budget Officer told the committee that ISC is one of the departments that has not provided regular and up-to-date information on their COVID-19-related spending measures to his office.

4 PUBLIC HEALTH AGENCY OF CANADA

The Public Health Agency of Canada (PHAC) seeks to promote health; prevent and control chronic diseases, infectious diseases and injuries; prepare for and respond to public health emergencies; strengthen intergovernmental collaboration on public health; and facilitate national approaches to public health policy and planning.

Committee Observations

As more COVID-19 vaccines are approved for use in Canada, the committee urges the federal government to ensure timely delivery of the contracted vaccine doses and to support provinces and territories and their medical officers of health to ensure the prompt vaccination of Canadians.

Made apparent by our unpreparedness to address this pandemic, there is an urgent need to develop and manufacture vaccines and PPE in Canada, a capacity which we have lost due to the disappearance of the domestic vaccine manufacturing industry over the course of decades.

The Public Health Agency of Canada should establish targets around vaccinations, including timelines for vaccination delivery and administration.

4.1 Estimates Overview

In the *Supplementary Estimates (C), 2020–21*, PHAC is requesting additional voted appropriations of \$6,335,648,777 for 13 items:

- \$2,482,712,418 for medical research and vaccine developments (COVID-19);
- \$1,722,283,700 to acquire protective gear and medical equipment (COVID-19);
- \$536,461,532 for medical countermeasures (COVID-19);
- \$522,888,313 for the Safe Restart Agreement for federal investments in testing, contact tracing and data management (COVID-19);
- \$485,109,029 for innovative research and procurement of testing technologies related to the pandemic (COVID-19);
- \$225,556,596 for border and travel measures and isolation sites (COVID-19);
- \$208,496,863 for surge capacity (COVID-19);
- \$84,434,710 for the Sero-Surveillance Consortium (COVID-19);
- \$50,000,000 for mental health and to address substance use (COVID-19);
- \$7,700,000 to strengthen pre-clinical and medical countermeasures in Canada (COVID-19);
- \$6,250,000 for rapid testing machines (COVID-19);
- \$3,184,160 for medical research (COVID-19); and
- \$571,456 to support a safe restart in Indigenous communities (COVID-19).

PHAC would have net transfers to other organizations of \$702,000,000. When transfers are included, PHAC is requesting an increase of 56.9% compared to its total voted authorities to date of \$9,905,286,908.

Forecasted statutory expenditures for PHAC are decreasing by \$5,567,169,700 primarily due to expiration of the spending authority under the *Public Health Events of National Concern Payments Act*, including:

- \$1,722,283,700 to acquire protective gear and medical equipment;
- \$2,482,712,418 for medical research and vaccine developments;
- \$522,888,313 for the Safe Restart Agreement for federal investments in testing, contact tracing and data management;
- \$225,556,596 for border and travel measures and isolation sites;
- \$84,434,710 for the Sero-Surveillance Consortium;
- \$3,184,160 for medical research;
- \$536,461,532 for medical countermeasures;
- \$7,700,000 to strengthen pre-clinical and medical countermeasures in Canada; and
- \$600,000 to support a safe restart in Indigenous communities.

PHAC's total proposed budgetary authorities to date, including voted and statutory expenditures and transfers, are \$21,049,663,733.

4.2 Vaccine procurement and distribution

In the *Supplementary Estimates (C), 2020–21*, PHAC is requesting \$2.5 billion for research, development and purchases of vaccines and treatments, including advanced vaccine purchase agreements. Previously, the *Supplementary Estimates (B), 2020–21* included \$5.4 billion in voted appropriations and forecasted statutory expenditures of \$3.8 billion, totalling \$9.2 billion for the same item.

Officials explained that the requested amount of \$2.5 billion in voted appropriations is a reclassification of the statutory portion previously forecast in the *Supplementary Estimates (B), 2020–21*. Therefore, the total funding for this item remains unchanged at \$9.2 billion, including \$8 billion for advance purchase agreements. Officials stated that a total of over 282 million doses of the vaccine are contracted. However, according to the *Fall Economic Statement 2020*, Canada has invested over \$1 billion in vaccine agreements and secured a domestic supply of up to 429 million doses. As of March 22, 2021, the committee has not received a response from PHAC regarding these differences. Moreover, officials stated that there have not been reviews of the procurement since they are all subject to commercial confidentiality.

Regarding the distribution of the vaccines, officials said that while it is a provincial-territorial responsibility to administer the vaccines, PHAC does track and publish data on doses delivered and doses administered in each jurisdiction on its website.

To combat vaccine hesitancy, officials told the committee that PHAC is supporting community-based efforts as the concerns of different communities vary. They have recently completed a solicitation for community-based projects which will be reviewed in the coming days.

With regard to the COVAX facility, officials explained that while Canada invested \$220 million in the program for domestic procurement, we also contributed over \$325 million to date to COVAX to help advance the vaccines for middle and low-middle-income countries.

4.3 Border and travel measures

In the *Supplementary Estimates (C), 2020–21*, PHAC is requesting \$226 million for border and travel measures and isolation sites.

Officials from PHAC told the committee that their role in the quarantine operation includes the assessment and follow-up of inbound travellers at both land borders and airports, and the identification of the isolation hotels. Currently, this operation is funded through an envelope of \$508 million that was previously approved for this fiscal year.

Regarding isolation hotels, officials said that the hotels need to meet certain criteria in order to be listed on the federal government's website as approved accommodations. Officials added that while the government does not regulate the pricing of the hotels, the government does monitor issues or complaints from travellers staying in these hotels and communicates with the hotels regularly.

In addition, officials pointed out that small communities that are dependent on daily border-crossing are exempt from certain measures such as the COVID-19 molecular test. They said that PHAC are working with the Canada Border Services Agency to provide better clarity for these communities.

4.4 Medical Supplies and Personal Protective Equipment

In the *Supplementary Estimates (C), 2020–21*, PHAC is requesting \$1.7 billion to purchase personal protective equipment, laboratory testing kits, medical supplies and equipment for use in the health care sector and in federal government departments and agencies.

PHAC is responsible for acquiring medical supplies and equipment, including personal protective equipment (PPE), for the National Emergency Strategic Stockpile. Officials said PHAC continues to receive a steady supply of PPE which is rapidly allocated to the provinces and territories. PPE is allocated based on an 80-20 formula, with 80% going to the provinces and territories and the 20% remaining within the national emergency strategic stockpile. It is used to deal with additional surge requests from individual provinces, particularly if they have an unexpected outbreak. Currently, there is an eight-week supply within the national emergency strategic stockpile, which is mainly N95 masks, respirators, surgical masks, face shields and gloves.

4.5 Human Resources in the Public Health Agency of Canada

Officials from PHAC admitted that they had a lower number of full-time equivalents or employee capacity before the COVID-19 pandemic. However, they also told the committee that in the *Supplementary Estimates (C), 2020-21*, there is an investment of \$227 million into their surge capacity in various areas. Officials said that with this funding, and other investments, they plan to increase their full-time equivalents to approximately 3,900 from around 2,300 last year.

Despite the officials' explanation, the committee remains concerned that PHAC may not have the necessary qualified personnel to be well prepared for future health crises. We urge the government to continue its investments in PHAC human resources and to establish a future health crisis management strategy.

5 PUBLIC SERVICES AND PROCUREMENT CANADA

Public Services and Procurement Canada (PSPC) is the federal government's central purchasing agent, real property manager, treasurer, accountant, pay and pension administrator, procurement integrity advisor, and provider of translation services.⁴

Committee Observations

The committee urges Public Services and Procurement Canada to make public as much information as possible on its agreements for the purchase of COVID-19 vaccines, provided that this does not breach the commercial confidentiality of the contracts signed with each vaccine manufacturer.

5.1 Estimates Overview

In the *Supplementary Estimates (C), 2020–21*, PSPC is requesting additional voted appropriations of \$403,846,377 for five items:

- \$379,994,612 to provide supplies for the health system (COVID-19);
- \$9,193,852 for accommodation costs related to pension administration;
- \$8,184,499 to improve the Government of Canada's procurement processes (COVID-19);
- \$6,054,185 for administration and data integrity of the Public Service Pension Plan; and
- \$419,229 to strengthen Canada's anti-money laundering and anti-terrorist financing regime.

PSPC would also receive a net transfer of \$4,276,994 from other organizations. When transfers are included, PSPC is requesting an increase of 8.2% compared to its total voted authorities to date of \$4,873,657,530.

Forecasted statutory expenditures for PSPC are decreasing by \$376,405,128 primarily due to payments to provide supplies for the health system pursuant to the *Public Health Events of National Concern Payments Act*. PSPC's total proposed budgetary authorities to date, including voted and statutory expenditures and transfers, are \$5,683,504,821.

5.2 Domestic Supply of COVID-19 Vaccines

According to the *Fall Economic Statement 2020*, Canada has invested over \$1 billion in vaccine agreements and secured a domestic supply of up to 429 million doses of seven COVID-19 vaccine candidates, totalling on average 11 doses of vaccine per person⁵.

⁴ The legal name of the department, and the name used in the estimates, is the Department of Public Works and Government Services.

⁵ As stated in section 4.2 (Vaccines procurement and distribution) of this report, according to the *Fall Economic Statement 2020*, Canada has invested over \$1 billion in vaccine agreements and secured a domestic supply of up to 429 million doses. As of March 22, 2021, the committee has not received a response from PHAC regarding these differences.

When asked about the status of the vaccination rollout in Canada and the schedule for receiving the pre-ordered vaccines, officials from PSPC told the committee that they have limited information in advance about the vaccine rollout. They said that as of March 5, 2021, the government received over 2.8 million doses and approximately 2.2 million doses had been administered. Officials added that the department works on a daily basis with the provinces and territories to improve their capacity to support the vaccine rollout.

Officials were unable to provide information about the average price of the COVID-19 vaccine doses, the delivery calendar or the government's contractual responsibilities in its agreements with the pharmaceutical companies. They agreed to verify if this information could be made public and will inform the committee. As of March 24, 2021, the committee had not received a response.

5.3 Procurement of Supplies in Response to the COVID-19 Pandemic

In the *Supplementary Estimates (C), 2020–21*, PSPC is requesting additional voted appropriations of \$379,994,612 to provide supplies for the health system (COVID-19). These funds would allow the department to acquire critical goods and services, such as personal protective equipment and medical supplies for front-line health-care workers involved in the COVID-19 response. This funding was first provided under the *Public Health Events of National Concern Payments Act*, which was repealed on December 31, 2020.

Officials informed the committee that in the early stages of the pandemic, PSPC used some of this funding to purchase two mobile hospitals and for transportation of medical supplies as the government went to great lengths to buy essential goods such as disposable gowns, N95 respirators, nitro gloves, surgical masks, goggles and face shields.

Additionally, the funding will help maintain the *Essential Services Contingency Reserve (ESCR)*. This reserve acts as an emergency backstop for eligible essential service businesses or organizations and gives temporary urgent access to personal protective equipment, as well as other supplies, on a cost-recovery basis. Officials committed to providing written information about the status of the ESCR, but as of March 24, 2021, the committee had not received a response.

6 GLOBAL AFFAIRS CANADA

Global Affairs Canada (GAC) manages diplomatic and consular relations, encourages international trade and leads international development and humanitarian assistance.⁶ It also maintains Canadian offices abroad with diplomatic and consular status on behalf of all federal government departments.

Committee Observations

Global Affairs Canada (GAC) is responsible for supporting the recovery and resilience of developing countries, as well as supporting their access to COVID-19 vaccines, therapeutics and diagnostics.

The committee expects that GAC will ensure that there is a robust accountability framework to ensure that the funds provided to developing countries to cope with the COVID-19 pandemic are used for the intended purpose and that they achieve the desired results.

6.1 Estimates Overview

In the *Supplementary Estimates (C), 2020–21*, GAC is requesting additional voted appropriations of \$895,639,857, for seven spending items:

- \$400,000,000 to support the recovery and resilience of developing countries (COVID-19);
- \$341,340,000 to help developing countries address the impact of climate change;
- \$120,000,000 to support access by developing countries to vaccines, therapeutics and diagnostics (COVID-19);
- \$16,553,436 for increased costs related to currency fluctuations on operations incurred at missions abroad and payments of assessed contributions;
- \$14,100,000 for the Export Import Control System project;
- \$2,000,000 for the Trade Commissioner Service Electronic Client Relationship Management Solution; and
- \$1,646,421 to enhance Canada's global Arctic leadership (Budget 2019).

When transfers are included, this is an increase of 21.6% compared to GAC's total voted budgetary authorities to date of \$7,419,902,318.

Forecasted statutory expenditures for GAC are increasing by \$1,025,660 due to contributions to employee benefit plans. GAC's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$9,459,115,116.

⁶ The legal name of the department, and the name used in the estimates, is the Department of Foreign Affairs, Trade and Development.

6.2 Support Access by Developing Countries to COVID-19 Vaccines, Therapeutics and Diagnostics

In the *Supplementary Estimates (C), 2020–21*, GAC is requesting a transfer of \$705 million from the Public Health Agency of Canada to support access by developing countries to COVID-19 vaccines, therapeutics and diagnostics.

According to GAC officials, the transfer of \$705 million from the Public Health Agency of Canada will fund three elements: \$230 million for procurement of COVID-19 therapeutics for low — and middle-income countries through the UNICEF Supply Division, \$220 million for COVAX Advance Market Commitment⁷ and \$255 million for vaccine therapeutics and diagnostics to support Latin American and Caribbean countries.

With respect to Canada's anticipated vaccine surplus sharing, officials told the committee that the government has not finalized the specific timing of when that sharing would begin and the specific mechanisms by which it would be shared. They added that COVAX would be a natural candidate for the government to consider in terms of the mechanism used as it is the only global mechanism that is already operational and has now delivered over 20 million vaccine doses to over 20 developing countries.

6.3 Support the Recovery and Resilience of Developing Countries

In the *Supplementary Estimates (C), 2020–21*, GAC is requesting additional voted appropriations of \$400,000,000 to support the recovery and resilience of developing countries (COVID-19).

Officials from GAC told the committee the fund requested to support the recovery and resilience of developing countries include targeted initiative in collaboration with Canadian partners to adjust and expand their operations in developing countries. They added that GAC is also working with some global initiatives, including the World Health Organization and Nutrition International.

When asked about accountability mechanisms to ensure that these funds are used for the intended purpose and achieve the desired results, officials pointed out that the overwhelming proportion of funds would be used to support the activities of non-governmental and multilateral organizations with robust quality assurance and monitoring programs. In addition, GAC would carry out its own verification and monitoring activities from headquarters when conditions allow and from abroad through its embassies and missions.

When questioned about the transfer of funds between departments, which make tracking more challenging for parliamentarians, officials explained that there are often government initiatives that involve a number of departments. Generally, the lead department receives the initial funding, and distributes it among the collaborative departments.

⁷ At the [Global Vaccine Summit](#) on June 4, Gavi launched the COVID-19 Vaccines Advance Market Commitment (COVAX AMC) as the first building block of the COVAX Facility. The Gavi COVAX AMC is the financing instrument that will support the participation of 92 low- and middle-income economies in the COVAX Facility – enabling access to donor-funded doses of safe and effective COVID-19 vaccines.

7 INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT CANADA AND REGIONAL DEVELOPMENT AGENCIES

The federal government has six regional development agencies that work with businesses to advance and diversify regional economies:

- Atlantic Canada Opportunities Agency (ACOA);
- Canada Economic Development for Quebec Regions (CED);
- Canadian Northern Economic Development Agency (CanNor);
- Federal Economic Development Agency for Southern Ontario (FedDev Ontario);
- Federal Economic Development Initiative for Northern Ontario (FedNor); and
- Western Economic Diversification Canada (WD).

Innovation, Science and Economic Development Canada (ISED) was invited to appear as it provides support to six regional development agencies under its portfolio. ISED was also appearing for the Federal Economic Development Initiative for Northern Ontario (FedNor) as FedNor is a program of ISED.

Committee Observations

As the vaccine availability improves and the economy reopens, Innovation, Science and Economic Development Canada and Regional Development Agencies will play a vital role in assisting small and medium-sized businesses' recovery efforts.

The committee is encouraged that the government is launching programs that aims to support small and medium-sized businesses. However, during these critical times, these efforts must include a speedy implementation, timely disclosure of information, and consideration of the unique characteristics of each province and territory.

The committee remains concerned that the issue of affordability of internet access has not been sufficiently addressed and believes that the government should explore avenues to help those in greatest economic need to have access to a computer to take advantage of the improvements it is making in internet access.

7.1 Estimates Overview

7.1.1 Innovation Science and Economic Development Canada

In the *Supplementary Estimates (C), 2020–21*, ISED is requesting additional voted appropriations of \$70,499,527 for seven items:

- \$21,661,230 for the Shop Local initiative supporting small business in Canada (COVID-19);
- \$20,678,751 for the Universal Broadband Fund;
- \$9,461,597 to support students and youth (COVID-19);
- \$6,000,000 for the Community Futures Network (COVID-19);
- \$5,875,000 for the Regional Air Transportation Initiative (COVID-19);
- \$5,322,949 to support small and medium-sized businesses (COVID-19); and

- \$1,500,000 for the Canada Emergency Business Account Project (COVID-19).

When transfers are included, ISED is requesting an increase of 1.9% compared to its total voted authorities to date of \$3,700,474,916.

Forecasted statutory expenditures for ISED are increasing by \$6,582,285 primarily due to payments for initiatives under the *Economic Statement Implementation Act, 2020* and expiration of the spending authority under the *Public Health Events of National Concern Payments Act*.

ISED's total proposed budgetary authorities to date, including voted and statutory expenditures and transfers, are \$3,942,214,368.

7.1.2 Western Economic Diversification Canada

In the *Supplementary Estimates (C), 2020–21*, WD is requesting additional voted appropriations of \$139,390,000 for three spending items:

- \$125,000,000 to support small and medium-sized businesses (COVID-19);
- \$13,250,000 for the Regional Air Transportation Initiative (COVID-19); and
- \$1,140,000 for the Canadian Seafood Stabilization Fund (COVID-19).

When transfers are included, this is an increase of 34% compared to WD's total voted authorities to date of \$399,272,007.

Forecasted statutory expenditures for WD are increasing by \$24,500,000 primarily due to payments for initiatives under the *Economic Statement Implementation Act, 2020* and expiration of the spending authority under the *Public Health Events of National Concern Payments Act*.

WD's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$163,890,000.

7.1.3 Economic Development Agency of Canada for the Regions of Quebec

In the *Supplementary Estimates (C), 2020–21*, CED is requesting additional voted appropriations of \$19,628,500 for four spending items:

- \$14,375,000 for the Regional Air Transportation Initiative (COVID-19);
- \$3,500,000 for the development of regional economic infrastructure in Quebec;
- \$1,650,000 for the Canadian Seafood Stabilization Fund (COVID-19); and
- \$103,500 for the Black Entrepreneurship Program (COVID-19).

When transfers are included, this is an increase of 4% compared to CED's total voted authorities to date of \$498,257,249.

Forecasted statutory expenditures for CED are decreasing by \$1,650,000 principally due to expiration of the spending authority under the *Public Health Events of National Concern Payments Act*.

CED's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$613,532,646.

7.1.4 Federal Economic Development Agency for Southern Ontario

In the *Supplementary Estimates (C), 2020–21*, FedDev Ontario is requesting additional voted appropriations of \$14,459,146 for two spending items:

- \$13,706,883 to support small and medium-sized businesses (COVID-19); and
- \$752,263 for the Community Futures Network (COVID-19).

When transfers are included, this is an increase of 3.3% compared to FedDev Ontario's total voted authorities to date of \$439,414,314.

Forecasted statutory expenditures for FedDev Ontario are decreasing by \$14,459,146 principally due to expiration of the spending authority under the *Public Health Events of National Concern Payments Act*.

FedDev Ontario's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$695,560,361.

7.1.5 Atlantic Canada Opportunities Agency

In the *Supplementary Estimates (C), 2020–21*, ACOA is requesting additional voted appropriations of \$14,820,623 for three spending items:

- \$10,000,000 for the Regional Air Transportation Initiative (COVID-19);
- \$4,560,000 for the Canadian Seafood Stabilization Fund (COVID-19); and
- \$260,623 for the Black Entrepreneurship Program (COVID-19).

When transfers are included, this is an increase of 3.8% compared to ACOA's total voted authorities to date of \$494,315,861.

Forecasted statutory expenditures for ACOA are increasing by \$30,805,863 due to payments for initiatives under the *Economic Statement Implementation Act, 2020*.

ACOA's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$595,096,310.

7.1.6 Canadian Northern Economic Development Agency

In the *Supplementary Estimates (C), 2020–21*, CanNor is requesting additional voted appropriations of \$3,625,000 for two spending items:

- \$3,000,000 to support small and medium-sized businesses (COVID-19); and
- \$625,000 for the Regional Air Transportation Initiative (COVID-19).

When transfers are included, this is an increase of 3.2% compared to CanNor's total voted authorities to date of \$339,678,668.

There are no forecasted statutory expenditures for CanNor in these estimates. CanNor's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$122,763,555.

7.2 Regional Air Transportation Initiative

The *Supplementary Estimates (C), 2020–21* include a horizontal funding item of \$44 million for the Regional Air Transportation Initiative. This includes \$10 million for ACOA, \$625,000 for CanNor, \$5.9 million for ISED, \$13 million for WD and \$14 million for CED. Each organization will provide grants and/or contributions to municipalities, provinces and territories, not-for-profit organizations, businesses, and Indigenous organizations to help maintain essential air transportation services and associated economic activity.

Officials could not provide details on the Regional Air Transportation Initiative although they are requesting approval of \$44 million to be disbursed during the current fiscal year. Given that they appeared before the committee 3 weeks before the end of the fiscal year, there is some concern as to whether the program can be developed, and the funding disbursed before the fiscal year ends.

Officials told the committee that the funding has been split across several Regional Development Agencies to focus on regional routes and airports within their jurisdictions. The allocation of funds in each regional agency is on a proportionate basis as a function of different variables including the number of employers and the gross domestic product (GDP). Officials emphasized that none of this funding is destined for the large major carriers or larger airports such as those in National Airport System (NAS). Officials said the exact process and criteria of the initiative has not been confirmed yet; however, the intent is to restore connectivity and to prepare for the gradual recovery of activities. When it begins, the allocation of funds would be application-based and would consider the whole ecosystem of each region to ensure fairness and transparency.

7.3 Support for Small and Medium-Sized Businesses

In the *Supplementary Estimates (C), 2020–21*, ISED is requesting a voted appropriation of \$21,661,230 for the Shop Local initiative supporting small business in Canada. Additionally, various organizations are seeking funding to support small and medium-sized businesses. This includes \$3 million for CanNor, \$5.3 million for ISED, \$13 million for FedDev Ontario, and \$125 million for WD.

Officials said that in addition to the extension of the Canada Emergency Wage Subsidy, the government is proposing up to \$46.5 million over two years to support main street businesses through the shop local initiative across the country. This includes \$12 million for the Canada United Small Business Relief Fund, and \$33 million for the territorial and provincial chambers of commerce. Officials explained that the purpose of this funding is to provide liquidity support and to help small businesses adapt to future market conditions.

7.4 Universal Broadband Fund

In the *Supplementary Estimates (C), 2020–21*, ISED is requesting a voted appropriation of \$20,678,751 for the Universal Broadband Fund.

Officials told the committee that this request of \$20.7 million for the Universal Broadband Fund as well as a significant portion of the \$280 million for next year, are associated with the Rapid Response Stream. It funds projects that can be deployed quickly. ISED has received 574 applications to date, most of which will be funded through the Rapid Response envelope. There is also another \$750 million of the overall

allocation for large, high-impact projects. Additionally, officials added that \$50 million of the Universal Broadband Fund was set aside to support mobile projects that will primarily benefit Indigenous people. This is a new investment in addition to the Connect to Innovative program, which connected 190 Indigenous communities over a five-year period. Officials said that the target of the Universal Broadband Fund was set when it was announced in Budget 2019, that is, a national target of 95% of Canadian homes and businesses to have access by 2026 and 100% by 2030.

APPENDIX – WITNESSES WHO APPEARED BEFORE THE COMMITTEE

Atlantic Canada Opportunities Agency

Bill Grandy, Director General, Programs
(2021/03/08)

Canada Economic Development for Quebec Regions

Jean-Frédéric Lafaille, Vice-President, Policy and Communications
(2021/03/08)

Canadian Northern Economic Development Agency

Margaret Buist, Vice-President, Policy, Planning, Communications and NPMO
(2021/03/08)

Department of Finance Canada

Bradley Recker, Director General, Fiscal Policy
Darlene Bess, Chief Financial Officer, Financial Management Directorate, Corporate Services Branch
Evelyn Dancey, Associate Assistant Deputy Minister, Economic Development and Corporate Finance Branch
Galen Countryman, Director General, Federal-Provincial Relations, Federal-Provincial Relations and Social Policy Branch
Katharine Rechico, Assistant Deputy Minister, International Trade and Finance Branch
Miodrag Jovanovic, Associate Assistant Deputy Minister, Tax Policy Branch
Soren Halverson, Associate Assistant Deputy Minister, Financial Sector Policy Branch
(2021/02/25)

Federal Economic Development Agency for Southern Ontario

Lisa St-Amour, Chief Financial Officer
(2021/03/08)

Global Affairs Canada

Anick Ouellette, Assistant Deputy Minister and Chief Financial Officer, Corporate Planning, Finance and Information Technology Branch
Joshua Tabah, Director General, Health and Nutrition, Global Issues and Development Branch
Sue Szabo, Director General, Innovative and Climate Finance Bureau
Yannick Hébert, Director, Resource Management
(2021/03/08)

Indigenous Services Canada

David Peckham, Acting Assistant Deputy Minister, Education and Social Development Programs Sector and Partnerships Sector
James Sutherland, Acting Assistant Deputy Minister, Child and Family Services Reform Branch
Jennifer Esdaile, Director, Strategic Water Management
Jessica Sultan, Director General, Economic and Business Opportunities Branch, Lands and Economic Development
Keith Conn, Acting Senior Assistant Deputy Minister

Nelson Barbosa, Senior Director, Regional Operations Sector, Housing and Infrastructure Services Reform Directorate
 Philippe Thompson, Chief Finances, Results and Delivery Officer
 (2021/03/01)

Innovation, Science and Economic Development Canada

Douglas McConnachie, Assistant Deputy Minister, Corporate Management Sector
 (2021/03/08)

Office of the Parliamentary Budget Officer

Jason Stanton, Senior Analyst
 Jill Giswold, Analyst
 Xiaoyi Yan, Director, Budgetary Analysis
 Yves Giroux, Parliamentary Budget Officer
 (2021/03/01)

Public Health Agency of Canada

Brigitte Diogo, Vice-President, Health Security Infrastructure Branch
 Cindy Evans, Acting Vice-President, Emergency Management
 Dr. Roman Szumski, Senior Vice-President, COVID-19 Vaccine and Therapeutics Acquisitions
 Kaili Levesque, Vice-President, COVID-19 Vaccine Roll Out Taskforce
 Kimberly Elmslie, Senior Vice-President, Immunization Program
 Martin Krumins, Vice-President and Chief Financial Officer
 (2021/03/05)

Public Services and Procurement Canada

Jeff Marcantonio, Director General, Pension Excellence Sector, Receiver General and Pension Branch
 Levent Özmutlu, Director General, Procurement, Services and Technology Acquisition Management Sector, Procurement Branch
 Wojciech (Wojo) Zielonka, Chief Financial Officer, Finance and Administration Branch
 (2021/03/05)

Treasury Board of Canada Secretariat

Glenn Purves, Assistant Secretary, Expenditure Management Sector
 Karen Cahill, Assistant Secretary and Chief Financial Officer
 Lola Paulin, Senior Director, Expenditure Strategies and Estimates
 Roger Ermuth, Assistant Comptroller General, Financial Management Sector, Office of the Comptroller General
 Sandra Hassan, Assistant Deputy Minister, Employment Conditions and Labour Relations
 Sonya Read, Acting Assistant Secretary, Digital and Services Policy
 (2021/02/25)

Western Economic Diversification Canada

Cathy McLean, Executive Director, Finance and Corporate Management and Chief Financial Officer
 (2021/03/08)