2021 TO 2022
DEPARTMENTAL RESULTS REPORT

PUBLIC SERVICES AND PROCUREMENT CANADA

Parliament Hill under construction

Helena Jaczek, PC, MP
Minister of Public Services and Procurement

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Minister's message

Helena Jaczek, Minister of Public Services and Procurement

I am pleased to present Public Services and Procurement Canada's (PSPC) Departmental Results Report for 2021 to 2022, which highlights the department's achievements in delivering on its diverse mandate.

PSPC is a strategic partner in the everyday work of the Government of Canada as its central purchasing agent, real property manager and linguistic authority. PSPC is also the government's pay and pension administrator, treasurer, and accountant. The department's work helps to build an inclusive, innovative and accessible Canadian economy and society.

In its role as central agent for purchasing goods and services, in 2021 to 2022, PSPC continued to prioritize procurements in support of the Government of Canada's response to COVID-19. Securing vaccines, therapeutics, testing equipment and border testing services was central to supporting a safe and open economy for Canadians.

The department also advanced other improvements to the procurement function. For example, it continued to implement the Electronic Procurement Solution to make it easier for suppliers to do business with the government. Furthermore, the department has taken steps to reduce carbon emissions by supporting the availability of Canadian clean technologies to client departments, such as the establishment of a supply arrangement for Canadian electric vehicle charging stations.

In January 2022, PSPC released its Supplier Diversity Action Plan to increase participation in federal procurement from under-represented groups. PSPC also continued to work with federal partners toward the target to award at least 5% of the value of federal contracts to Indigenous businesses. It also advanced the phased implementation of its Vendor Performance Management Regime to incentivize and hold vendors accountable. In addition, as part of its efforts to address the risk of forced labour and human trafficking in federal procurement supply chains, PSPC updated its Code of Conduct for Procurement, which sets forth human and labour rights expectations for suppliers and their subcontractors.

In addition, PSPC is making progress in delivering on key defence procurements

in support of Canada's defence policy: *Strong, Secure, Engaged*. For example, the department entered into the finalization phase of the procurement process to replace Canada's fighter aircraft fleet. As part of the National Shipbuilding Strategy, the department also made progress toward the addition of a third Canadian shipyard to provide additional shipbuilding capacity in Canada.

As part of its mandate to manage payments and accounting, PSPC continues to work to resolve outstanding Phoenix pay system issues. In the case of pension payments, all standards for service delivery to 935,000 active and retired plan members were met in the last year, and data quality continues to improve through innovative solutions.

As the government's real property custodian, PSPC continued to actively engage with client departments to highlight trends, needs and expectations regarding the future of work. This engagement and collaboration provided information to support the Office Long Term Plan, which will modernize and green the Government of Canada's office portfolio over a 10 year planning horizon, and support enhanced flexibility in working environments for federal public servants.

In addition, the department officially announced the Laboratories Canada strategy, which outlined a Long Term Vision and Plan to enable federal science collaboration and investments in science infrastructure to support Canadian scientists. Laboratories Canada advanced plans and construction on science hubs

such as the Atlantic Science Enterprise Centre and the Hamilton and Mississauga TerraCanada projects.

Significant strides were made in rehabilitating the Parliamentary Precinct, including the excavation for the Parliament Welcome Centre in front of the Centre Block. PSPC also completed a design competition to transform Block 2—the city block in Ottawa bounded by Metcalfe, Wellington, O'Connor and Sparks streets—into an innovative complex that will meet the needs of a 21st century Parliament. PSPC's work with the National Capital Commission on crossings in the National Capital Region has led to advancing plans to replace the Alexandra Bridge and to rehabilitate other crossings to improve transportation options.

PSPC also continued to provide translation and interpretation services to Parliament and government, and to advance the implementation of a new linguistic services management system. Moreover, to support the increasing demand for interpretation services in Indigenous languages, PSPC delivered a workshop to train potential Indigenous language interpreters.

These are only a few highlights of PSPC's achievements in 2021 to 2022. I invite you to read more about the department's progress. The work highlighted in this report is a testament to the enormous efforts of the dedicated PSPC employees to serve Canadians.

Helena Jaczek
Minister of Public Services and Procurement 🍁

Alexandra Bridge, Ottawa

Results at a glance

What funds were used?

Public Services and Procurement Canada's actual spending (authorities used) for 2021 to 2022: $4,172,352,231

Who was involved?

Public Services and Procurement Canada's actual full-time equivalents (FTE) for 2021 to 2022: 16,775.90

Diversity and Inclusion

At PSPC, accessibility is about creating an equitable and inclusive department for employees, government partners, and Canadians through the services and programs that the department delivers. Reaffirming its commitment to advancing accessibility and inclusion, PSPC published its refreshed interim accessibility plan, reflecting the department's forward movement towards the adoption of *Accessible Canada* regulations under which all departments are required to develop and publish a 3-year accessibility plan and yearly progress reports.

The department also launched its **Policy on Social Procurement**[i], which provides a framework to integrate socio economic measures in procurement, as well as the **Supplier Diversity Action Plan**[ii], which outlines concrete steps to increase the participation of businesses from under-represented groups in federal procurement. The Plan stems from continued engagement with suppliers from under-represented groups to better understand their needs and the barriers they face. PSPC also established an interdepartmental community of practice to mainstream accessible procurement practices across federal departments and agencies.

In February 2022, PSPC's Pacific Region and Procurement Assistance Canada held a roundtable which featured representatives from Canada's Black communities and PSPC executives. Focusing on the experiences of Black entrepreneurs and the barriers to their participation in federal procurement will support the department's effort in identifying and reducing these barriers.

Also, through the **Long Term Vision and Plan for the Parliamentary Precinct**[iii]— a multi-decade strategy to restore and modernize the Precinct—PSPC has committed to ensuring that buildings and grounds are accessible, family-friendly and open to the public. That's why the new and restored buildings on Parliament Hill are now being designed and built with enhanced accessibility and inclusion measures, such as: barrier-free amenities, tactile signage, enhanced broadcast capabilities and simultaneous interpretation.


Visually impaired employee working in a GCcoworking space

Reconciliation

In support of Reconciliation with Indigenous Peoples and in collaboration with Indigenous Services Canada and the Treasury Board of Canada Secretariat, PSPC continued its work with Indigenous Peoples to increase the participation of Indigenous businesses in federal procurement. A key milestone was achieved as the Treasury Board ***Directive on the Management of Procurement***[iv] was amended to reflect the target to award at least 5% of the value of federal contracts to Indigenous businesses.

In addition, PSPC procurement teams continued to work with their client departments to seek opportunities to engage Indigenous businesses and communities in key procurements. Illustrative examples over the course of 2021 to 2022 included a contract for construction management and care and maintenance services at the Faro Mine Complex, which will bring socio-economic benefits to northern and First Nations communities; two contracts **for the redevelopment of the Atlantic Science Enterprise Centre**[v], which include Indigenous Participation Plans that will benefit Indigenous businesses and communities in New Brunswick; a contract to **upgrade the road surface of the Alaska Highway**[vi] around Fort Nelson, British Columbia, which will employ the local labour force and Indigenous companies; and a contract **related to the Canadian High Arctic Research Station**[vii] for which the competitive process was limited to Registered Inuit Firms.

PSPC also continued to support Crown Indigenous Relations and Northern Affairs (CIRNA) and Indigenous partners in the development of a long term vision for the Indigenous Peoples Space, as part of the modernization of the Parliamentary Precinct. Achievements include supporting CIRNA and Indigenous organizations in fostering broader Indigenous and public engagement to support the development of the long term vision, governance and programming of the Indigenous Peoples Space. PSPC's interdepartmental collaboration to advance reconciliation also included becoming a member of the Interdepartmental Indigenous Science, Technology, Engineering, and Mathematics (STEM) Cluster.
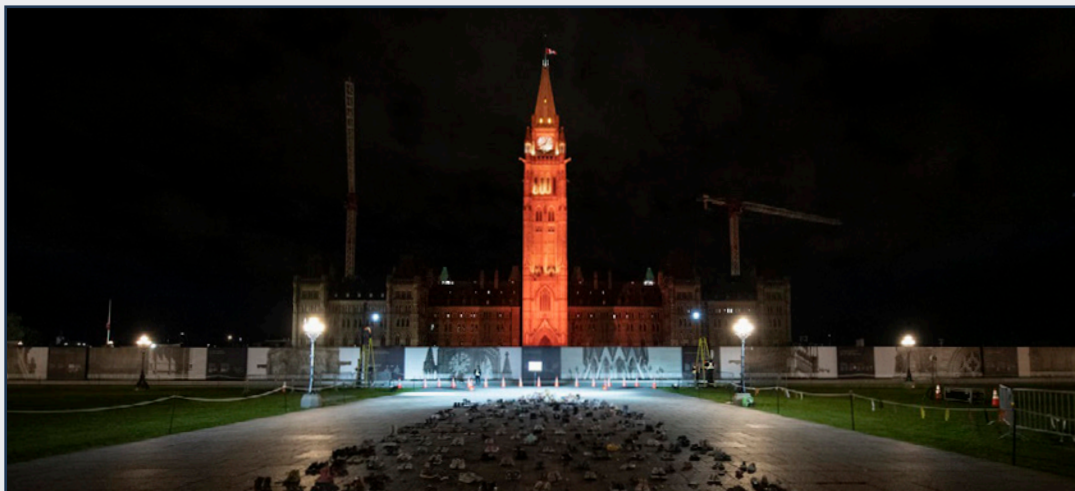
Peace Tower illuminated in orange for the Truth and Reconciliation Day

Greening Government

PSPC is committed to supporting climate action and sustainability through greening government procurement. As part of the Low Carbon Procurement Project, the department is working to develop science-based methods and tools to measure greenhouse gas emissions associated with the goods and services that PSPC buys. In 2021 to 2022, two contracts were awarded to develop carbon footprint methodologies in the categories of office furniture and professional services. Work also progressed, in collaboration with the National Research Council, to develop a carbon footprint methodology for the light duty vehicles category.

In addition, the department continued its multi-year trend of increasing the number of electric vehicles available for purchase by federal departments. PSPC also made significant strides in making other types of electric vehicles available for purchase by federal departments, through the establishment of new procurement instruments for electric buses, trucks, snowmobiles, all terrain vehicles and utility task vehicles.

Procuring clean electricity remained a priority throughout 2021 to 2022, with 92% of the electricity used by the Government of Canada in the Crown-building portfolio (excluding housing) being clean. The Energy Services Acquisition Program (ESAP) also made important progress in the modernization of PSPC energy systems, which provide heating and cooling services to a large number of buildings in the National Capital Region. In combination with other initiatives, this modernization project will result in a reduction of 92% of greenhouse gas emissions over the 2005 baseline for ESAP operations.

PSPC also advanced initiatives in its buildings to improve employee engagement levels to reduce plastic waste in federal operations. Measures were also taken to explore how these initiatives could be adapted to new and hybrid workplace environments, including telework. A pilot program to recycle face masks was implemented to identify potential diversion solutions for this new waste stream. The pilot informed additional industry outreach to identify service availability and long-term contracting solutions for diversion of hard to recycle plastics, including disposable face masks.

Charging stations for electric vehicles

Results at a glance

Purchase of Goods and Services

Key priorities for 2021 to 2022*	Achievements for 2021 to 2022
Continue to prioritize the purchase of goods and services in support of the government's response to COVID-19.	Procurements in support of the Government of Canada's response to COVID-19 continued to be a priority for PSPC. Among the most critical requirements were vaccines and therapeutics, testing equipment and border testing services. Securing these goods and services was central to supporting the reopening of the economy, schools and other industries for Canadians. In 2021 to 2022, 865 contracts, call-ups and amendments were issued, valued at more than $5 billion, in support of the Government's response to COVID-19, excluding the value of vaccines and therapeutics.
Advance the implementation of the cloud-based Electronic Procurement Solution (EPS) within PSPC, to simplify how suppliers of all sizes and regions of the country do business with the Government of Canada.	The implementation of the EPS is well underway to make it easier for PSPC to procure goods and services, as well as for suppliers to do business with the Government of Canada. By the end of March 2022, it had been used to award nearly 500 contracts and over 12,000 suppliers had registered in the new platform.
Examine new approaches to procurement to provide greater opportunities for supplier diversity, including the launch of pilot procurements to open bidding opportunities for Black owned and/or operated businesses.	PSPC's **Policy on Social Procurement**[viii] came into effect in May 2021, allowing the department to integrate socio-economic measures in the procurement of goods, services and construction led by PSPC. In addition, the **Supplier Diversity Action Plan**[ix] was announced in January 2022, outlining concrete steps to increase the participation of businesses from under-represented groups in federal procurement.
Continue to modernize procurement, including continuing the phased implementation of a Vendor Performance Management Regime (VPMR) to incentivize suppliers to deliver high-quality goods and services, and developing and implementing innovative procurement approaches to help federal organizations meet their business needs.	PSPC is continuing to prioritize the modernization of procurement through a number of initiatives. The implementation of the new VPMR is underway in six commodities, and the department has begun planning for expansion into additional commodities. Through this regime, PSPC is building strong relationships with vendors who perform well and holding poor performers accountable. As part of its efforts to address the risk of forced labour and human trafficking in federal procurement supply chains, PSPC also updated its Code of

*as stated in the 2021 to 2022 Departmental Plan

Purchase of Goods and Services (continued)

Key priorities for 2021 to 2022*	Achievements for 2021 to 2022
	Conduct for Procurement and implemented new anti-forced labour clauses in all goods contracts to ensure that it can terminate contracts where there is credible information that goods have been produced in whole or in part by forced labour or human trafficking. In addition, as part of the Contract Modernization Initiative (CMI), PSPC continued to work towards simplifying its contract structure and language. This initiative also aims at ensuring a closer alignment to commercial best practices. Approximately 75% of standard contract clauses have been modernized, and the department has received favourable feedback on the new model for Requests for Proposals posted on BuyandSell.
Deliver on key procurements in support of Canada's defence policy, Strong, Secure, Engaged, including by releasing requests for proposals for a number of defence air and land require-ments, as well as making key strides in the competitive process to replace the fighter aircraft fleet.	PSPC has made significant progress in delivering on key defence procurements. The department released requests for proposals to pre-qualified suppliers for four major defence procurements: the **Future Aircrew Training Program**[x], the **Logistics Vehicle Modernization Project**[xi], the **Remotely Piloted Aircraft System Project**[xii], and the **Strategic Tanker Transport Capability Project**[xiii]. In addition, a key advancement was made in replacing Canada's fighter aircraft fleet, as the federal government announced it would enter into the finalization phase of the procurement process with the top-ranked bidder.
Continue to work with other government departments and industry to renew Canada's federal fleet of combat and non-combat vessels, providing economic benefits to Canadians and rebuilding our country's shipbuilding industry.	Work continued to advance under the **National Shipbuilding Strategy**[xiv] (NSS), which is providing the Canadian Coast Guard and the Royal Canadian Navy with modern vessels and delivering important economic benefits to Canada. Significant achieve-ments included the delivery of the second Arctic and Offshore Patrol Ship, and the award of a contract for vessel life extension work on the *CCGS Louis S. St-Laurent*. In addition, the Canadian Surface Combatant entered the preliminary design review phase of the definition contract in December 2021.

*as stated in the 2021 to 2022 Departmental Plan

Payments and Accounting

Key priorities for 2021 to 2022*	Achievements for 2021 to 2022
Continue progress towards the elimination of the backlog of outstanding pay issues for public servants as a result of the Phoenix Pay System.	As of March 30, 2022, the backlog of financial transactions beyond the normal workload had been reduced to 137,000 transactions from the January 2018 peak of 384,000. The overall queue of transactions waiting to be processed at the Pay Centre had been reduced to 319,000 transactions, from the peak of 633,000.
Deliver high quality, client-centric services by meeting service delivery goals, ensuring the ongoing integrity of pension data, and enabling more services through innovation, so that more than 908,000 active and retired members of pension plans administered by PSPC can readily access pension information, and receive timely and accurate pension payments.	As one of Canada's largest pension administrators, serving more than 935,000 active and retired members, PSPC issued over 5.1 million pension payments valued at $14.5 billion in 2021 to 2022. All standards for service delivery to plan members were met during the year. Pension payments are subject to a rigid verification and quality assurance process that ensures they are made accurately. The Pension Program successfully implemented innovative solutions to streamline service delivery to pension plan members and improve data quality.

Property and Infrastructure

Key priorities for 2021 to 2022*	Achievements for 2021 to 2022
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.	PSPC published the Real Property Sustainability Handbook to provide national guidance for the adoption of sustainable portfolio management strategies, which describe concrete actions put forward in order to effectively support greening priorities. Work continued on reducing plastic waste from federal operations through the implementation of the Real Property Plastics Action Plan. In response to COVID-19, PSPC launched a pilot project for the recycling of disposable face masks in buildings and tracked waste trends and building performance through waste audits.
Build a comprehensive approach that takes into consideration opportunities brought upon by the COVID-19 pandemic to rethink the workplace, and the return to the office, through stakeholder engagement.	PSPC continued to actively engage with client departments to highlight trends, needs and expectations regarding the future of work. The information gathered through this engagement and collaboration will support the Office Long Term Plan. It will also allow PSPC to highlight risks and

*as stated in the 2021 to 2022 Departmental Plan

Property and Infrastructure (continued)

Key priorities for 2021 to 2022*	Achievements for 2021 to 2022
	opportunities to advance the office portfolio modernization and to develop specific tools and services to assist client departments with their strategies and their gradual return to the workplace.
Continue to advance the Laboratories Canada Strategy which seeks to provide federal scientists with leading-edge, collaborative, accessible, and sustainable science and technology facilities.	PSPC achieved key milestones for the **Laboratories Canada Strategy**[xv] in 2021 to 2022, including the release of the **Laboratories Canada Long Term Vision and Plan**[xvi]. Important progress was also made in the planning and construction of various Laboratories Canada hubs including: the **Atlantic Science Enterprise Centre**[xvii], the Hamilton and Mississauga **TerraCanada**[xviii] hubs, the **Transportation Safety and Technology Science**[xix] hub, the **Cultural Heritage Science**[xx] hub and the **Regulatory and Security Science**[xxi] hub.
Continue to implement the rehabilitation of the Parliamentary Precinct through the Long Term Vision and Plan (LTVP).	PSPC made significant strides regarding the Centre Block rehabilitation. Construction activities were mainly focused on excavation work for the new Parliament Welcome Centre (completion rate of 65%), on the interior demolition and abatement of hazardous materials (completion rate of 65%), and on the masonry rehabilitation, which includes the repair and repointing of the entire building, including the Peace Tower (completion rate of approximately 25% on the North façade of the Centre Block, and 5% overall). PSPC launched the Block 2 design competition, in partnership with Parliament, to transform an entire city block of aging and underutilized buildings into an integrated and sustainable facility to support the needs of a 21st century Parliament. PSPC also completed the East Block Rehabilitation Phase 1 project to address the more pressing health and safety issues on four areas of greatest concern prior to the building's full rehabilitation. This included completing the work on the South entrance, the Southeast tower, the Southwest tower and the Governor General's entrance.
Continue to improve crossings in the National Capital Region (NCR) in order to improve fluidity and	PSPC worked with the National Capital Commission to complete a long-term plan for integrated interprovincial crossings in close

*as stated in the 2021 to 2022 Departmental Plan

Property and Infrastructure (continued)

Key priorities for 2021 to 2022*	Achievements for 2021 to 2022
increase transportation options to ensure the health and safety of users and to further decrease greenhouse gas emissions.	collaboration with provincial, municipal and Indigenous partners. With regard to the Alexandra Bridge replacement, activities included public and stakeholder consultations and engagement with Indigenous partners, which will feed the Impact Assessment of this project.

Government-Wide Support

Key priorities for 2021 to 2022*	Achievements for 2021 to 2022
Continue to adapt to the rapid pace of digital transformation in linguistic services, by experimenting with artificial intelligence and collaborating with other government departments and agencies to increase remote interpretation for official, Indigenous and foreign languages, and video remote interpretation for sign languages.	In 2021 to 2022, PSPC continued to provide translation and interpretation services to the Parliament of Canada and the Government of Canada in official, foreign and Indigenous languages. These linguistic services were crucial in the delivery of national communications to all Canadians. PSPC continued to advance its linguistic services management system, GClingua, by successfully implementing automated billing, onboarding four client departments, and migrating employees to the new platform. In parallel, the department tested artificial intelligence solutions and continued research projects in collaboration with the National Research Council. PSPC also updated and implemented a number of precautionary measures to protect the health and safety of interpreters, and formalized its contract provisions to include remote interpretation working conditions. The department also offered an increasing amount of Video Remote Interpretation for sign language interpretation services for deaf, deafened and hard of hearing public servants.
Support the transition to a digital government to improve the delivery of services and solutions, enhancing the capacity and integration of modern tools and methodologies.	The 2021 annual review of Our Services, Standards and Results (OSSR) was conducted by engaging service providers to support PSPC client-centric standards for continuous improvement of digital service design and delivery.

*as stated in the 2021 to 2022 Departmental Plan

Government-Wide Support (continued)

Key priorities for 2021 to 2022*	Achievements for 2021 to 2022
	The annual Client Satisfaction Snapshot Survey 2022 was conducted to identify areas of improvement in the delivery of PSPC services and solutions by engaging with over 5,000 Government of Canada employees.
Continue to improve the Contract Security Program (CSP) and Controlled Goods Program (CGP) 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.	PSPC engaged with industry and Government of Canada stakeholders to refine the CSP security screening process. Under this initiative, only suppliers participating in a federal government procurement process would be registered and only the personnel security screening requests supported by a valid security requirement would be processed. These changes are improving the delivery of security screening services, both in terms of robustness and expediency, reducing the administrative burden on industry, and better integrating security requirements into the procurement process.

Procurement Ombudsman

Key priorities for 2021 to 2022*	Achievements for 2021 to 2022
Review the procurement practices of federal organizations to promote fairness, openness and transparency.	The Office of the Procurement Ombudsman (OPO) completed seven systemic procurement practices reviews, made 31 recommendations for improvement, and launched an additional six reviews and one follow-up review to be completed in 2022 to 2023. The reports are made available on the **Office of the Procurement Ombudsman's website**[xxii] once completed, and summarized in the Procurement Ombudsman's Annual Report which is tabled in Parliament by the Minister of Public Services and Procurement.
Review complaints from Canadian suppliers and make recommendations for the improvement of federal procurement practices.	The OPO received a total of five complaints that met the criteria set forth in the *Procurement Ombudsman Regulations* to launch a review. The reports are made available on **Office of the Procurement Ombudsman's website**[xxiii] once completed, and summarized in the Procurement Ombudsman's Annual Report which is tabled in Parliament by the Minister of Public Services and Procurement.

*as stated in the 2021 to 2022 Departmental Plan

Procurement Ombudsman (continued)

Key priorities for 2021 to 2022*	Achievements for 2021 to 2022
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.	The OPO received a total of seven requests for alternative dispute resolution (ADR) services. In one case, both parties to the contract agreed to use the OPO's ADR services but it did not result in a signed settlement agreement. In three cases, the federal department declined to participate in the ADR process. In one instance, the nature of the request for ADR services did not meet the *Procurement Ombudsman Regulations* and could not be considered any further. In the two remaining cases, the supplier withdrew the request.
Share procurement-related information amongst federal organizations and Canadian suppliers to promote simplification and transparency in the federal procurement process.	The OPO completed two research studies on topics of interest to federal procurement stakeholders, entitled Social Procurement—Set-aside Programs, and National Security Exception. These studies will be available on OPO's website and discussed at conferences and events. Additionally, in January 2022, the OPO hosted virtually its fourth annual Diversifying the Federal Supply Chain Summit to connect diverse and Indigenous Canadian businesses with representatives from the Government of Canada, supplier councils, and other organizations who can help them access federal contracting opportunities.

*as stated in the 2021 to 2022 Departmental Plan

For more information on Public Services and Procurement Canada's plans, priorities and results achieved, see the **"Results: what we achieved"** section of this report. ❧

Parliament Hill, Ottawa

Results: what we achieved

Core Responsibilities

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

Results

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

In 2021 to 2022, PSPC managed the procurement of goods and services valued at approximately $25 billion on behalf of client departments and agencies. The department provided procurement services to support Government of Canada institutions in fulfilling their respective mandates, while contributing to the country's socio-economic goals. In doing so, the department not only supported its clients in carrying out their planned initiatives, but also in responding to emerging priorities.

COVID-19 pandemic
In 2021 to 2022, procurements in support of the Government of Canada's response to COVID-19 continued to be a priority for PSPC. Among the most critical requirements were vaccines and therapeutics, testing equipment and border testing services.

PSPC worked with suppliers to manage the delivery of vaccine doses to Canadians, and by July 2021 had achieved the important milestone of having doses for every eligible adult in Canada who wanted one. The department also worked to secure the supply of booster and pediatric doses at the earliest opportunity, as well as to procure doses for Canada's future needs. In terms of therapeutics, PSPC took a proactive approach by securing orders for more than 1.7 million treatment courses for 9 therapeutics, 2 of which were still pending regulatory approval at the time of contract award, to ensure that Canadians would have timely access. The department continues to work actively with suppliers on planned deliveries, and to pursue actions which will accelerate delivery schedules of the treatment courses.

Testing was a priority in 2021 to 2022 given its importance in supporting a safe and open economy. Following a competitive process, PSPC established standing offers with multiple qualified companies to ensure a reliable supply of rapid tests on an as-needed basis. By the end of the

COVID-19 Vaccine procurement

fiscal year, PSPC had procured over 600 million test kits. The department also posted a competitive request for proposals to secure the services from testing providers to collect and process test specimens from travellers entering Canada, to meet the demand of the evolving Border Testing Program. This solicitation resulted in flexible contracts that enable services to ramp up and down as needed, allowing the Government of Canada to better respond to waves of the COVID-19 pandemic.

Procurement modernization
PSPC has continued its ongoing efforts to modernize procurement and ensure value for money in federal purchasing. PSPC implemented its new Vendor Performance Management Regime, which aims to hold poor performers accountable while encouraging good performance, in six commodities. PSPC also began reviewing the outcomes of this initial implementation, and engaging with key industry partners and client departments, to inform any necessary refinements to the regime before its implementation in additional areas of procurement.

> **Responding to an international crisis**
> PSPC's procurement workforce has supported Canada's response to the Russian invasion of Ukraine. In 2021 to 2022, the department began working with its client departments to procure and transport supplies needed on the ground in Ukraine and in surrounding countries, and to bring displaced Ukrainians to Canada as quickly as possible.

The department also continued to implement the sustainment initiative principles, in collaboration with the Department of National Defence and Innovation, Science and Economic Development Canada, by providing procurement professionals with ongoing support in the development of sustainment solutions for military equipment and fleets. Engagement, training, best practices and tools are refined on a continual basis to ensure the development of tailored solutions that reflect the initiative's principles of performance, value for money, flexibility and economic benefits.

PSPC continued to strengthen relationships with stakeholders and other government organizations through forums to discuss procurement principles and tools. For example, PSPC's **Supplier Advisory Committee**[xxiv] met on a regular basis, advancing a workplan that was regularly reviewed to ensure continued alignment with the priorities of both the department and the members representing industry. In addition, PSPC continued to enhance its **Canadian Collaborative Procurement Initiative**[xxv] through which provincial and territorial governments, as well as the Municipalities, Academic Institutions, Schools and Hospitals (MASH) sector and other entities, can use federal procurement tools. The aim of this initiative is to improve the efficiency and value of public procurement for the benefit of Canadians, and make it easier for suppliers to sell to multiple levels of government in a streamlined approach. Over the past year, PSPC increased the percentage of participants from the

Minister Tassi visit to the Seaspan Shipyard

MASH sector by 14%, and also expanded the procurement instruments available under the initiative by more than 30%.

Defence and marine procurement

In 2021 to 2022, PSPC continued to support **Canada's defence policy: Strong, Secure, Engaged**[xxvi], and the **National Shipbuilding Strategy**[xxvii] (NSS), ensuring the Canadian Armed Forces and the Canadian Coast Guard receive the equipment and services they need.

Following extensive industry engagement over past years, in 2021 to 2022, formal requests for proposals were released to pre-qualified suppliers for 4 major defence procurements: the **Future Aircrew Training Program**[xxviii], the **Logistics Vehicle Modernization Project**[xxix], the **Remotely Piloted Aircraft System Project**[xxx], and the **Strategic Tanker Transport Capability Project**[xxxi]. Following

a competitive procurement process, PSPC awarded contracts for the purchase and in-service support of three new **tactical control radars**[xxxii]. Significant progress was also made in deliveries of equipment under existing contracts, including **search and rescue aircraft**[xxxiii] and **armoured combat support vehicles**[xxxiv]. In addition, a key advancement was made in **replacing Canada's fighter aircraft fleet**[xxxv], as the federal government announced it would enter into the finalization phase of the procurement process with the top-ranked bidder.

Work under the NSS, which is providing the Canadian Coast Guard and the Royal Canadian Navy with modern vessels and delivering important economic benefits, also continued to advance. At Irving Shipbuilding Inc. work continued on the **Arctic and offshore patrol ships**[xxxvi], with key milestones in 2021 to 2022 including

delivery of the second ship, launch of the third ship, a keel-laying ceremony for the fourth ship and a cut-steel event for the fifth ship. Design work on the **Canadian Surface Combatants**[xxxvii] was also advanced as the project entered the preliminary design review phase of the definition contract in December 2021. At Seaspan's Vancouver Shipyards, construction on the first **joint support ship**[xxxviii] and first **offshore oceanographic science vessel**[xxxix] is underway, as well as early design work for the **multi-purpose vessels**[xl] and **polar icebreakers**[xli].

In 2021 to 2022, the NSS also continued to provide opportunities for small vessel construction, and repair, refit and maintenance of vessels. Following a competitive procurement process, PSPC awarded an **in-service support contract for the Halifax-class LM2500 gas turbines**[xlii]. The department also awarded a number of contracts to extend the life of various

Canadian Coast Guard vessels, including motorized lifeboats, jet boats and fisheries patrol vessels. Deliveries continued for small vessels under existing contracts, including **search and rescue lifeboats**[xliii] to the Canadian Coast Guard and **naval large tugs**[xliv] for the Royal Canadian Navy.

In 2021 to 2022, the department also continued working towards the addition of a third Canadian shipyard under the NSS, to provide additional shipbuilding capacity in Canada to renew the Royal Canadian Navy and Canadian Coast Guard fleets, while supporting economic opportunities for the Canadian marine sector. In parallel with the third yard selection process, Chantier Davie continued work under existing contracts for the acquisition and conversion of **three medium commercial icebreakers**[xlv], maintenance work on Canada's **Halifax-class frigates**[xlvi], and the design and

Polar Icebreaker

construction of **two new ferries**^{xlvii} for Transport Canada. In March 2022, the shipyard was also awarded a contract to complete vessel life extension work on the *CCGS Louis S. St-Laurent*^{xlviii}.

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

In its efforts to make it easier for suppliers and Canadians to do business with the Government of Canada, PSPC made great strides in the implementation of the **Electronic Procurement Solution**^{xlix}. By the end of the fiscal year, over 500 contracts were awarded using the solution. As implementation advanced, continuous engagement across the supplier community was a priority. The department ensured that the tools and resources available to suppliers were updated based on feedback received.

PSPC also continued to advance its **Contract Modernization Initiative**^l, which is aimed at modernizing and standardizing existing contract structure and language across procurement instruments. Modernized requests for proposals were posted on PSPC's **BuyandSell website**^{li}, and were well-received by businesses. With approximately 75% of PSPC standard contract clauses having undergone modernization, work is now underway to integrate the modernized contract structure and content for use with the Electronic Procurement Solution.

PSPC continued to support Canadians having access to open data on federal procurement. The department published

a dataset as part of the **Open Contracting Data Standard pilot**^{lii}, as well as reports related to lessons learned and stakeholder engagement. In addition, PSPC has taken other steps to advance the availability of open data related to federal procurement. As an example, in 2021 to 2022, the department began publishing suppliers' **quarterly usage reports**^{liii} for some of its methods of supply for services, where there was a known level of interest.

PSPC also continued to implement innovative procurement approaches in procuring the goods and services required by federal organizations. This included the phased bid compliance approach, through which the department can provide bidders with more flexibility in demonstrating their compliance with certain mandatory requirements, as well as agile procurement, a collaborative approach that focuses on outcomes and brings together government and industry to design procurements in an iterative manner to achieve results.

In addition, the department has continued to carry out calls for proposals on behalf of programs such as Innovation for Defence Excellence and Security (IDEaS) and Innovative Solutions Canada (ISC). These programs challenge Canadian businesses to develop innovative solutions that can assist Canada in solving specific challenges or test late stage innovations, for example those related to defence, public safety and security. In 2021 to 2022, PSPC awarded over 300 contracts for innovative solutions as a result of these calls for proposals.

The Office of Small and Medium Enterprises was rebranded to Procurement Assistance Canada in July 2021. This change highlights the important role of this organization in delivering educational support and providing assistance that makes it easier for smaller and diverse businesses to bid on federal contracting opportunities.

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

Indigenous Procurement

PSPC, in collaboration with Indigenous Services Canada and the Treasury Board of Canada Secretariat, continued its work with Indigenous partners to increase the participation of Indigenous businesses in federal procurement. A key milestone was achieved in implementing the target of awarding at least 5% of the value of federal contracts to Indigenous businesses: the Treasury Board *Directive on the Management of Procurement* was amended, effective on April 1, 2022, to introduce **Appendix E—Mandatory Procedures for Contracts Awarded to Indigenous Businesses**[liv]. In addition to establishing a robust reporting mechanism, this directive also requires that departments develop procurement plans to identify opportunities for Indigenous businesses, among other requirements. To support its procurement workforce in increasing Indigenous procurement, PSPC has released step-by-step guidance to its procurement workforce on incorporating measures into various aspects of the procurement process, such as defining requirements and conducting market research.

North Warning System

The North Warning System (NWS) is Canada's most significant contribution to the North American Aerospace Defence Command (NORAD).

On January 31, 2022, following an open and competitive process, PSPC awarded a contract on behalf of the Department of National Defence for maintenance of the NWS. The contract was awarded to Nasittuq, an Inuit company, and is valued at $592 million for an initial period of 7 years. The procurement strategy included mandatory requirements for Inuit benefits, and beyond that, also provided more points to suppliers who committed to Inuit benefits that exceeded the mandatory requirements.

The Government of Canada remains committed to renewing and strengthening its economic relationship with Indigenous Peoples. Additional information on this NWS procurement is available online: **Backgrounder—North Warning System In-Service Support**[lv].

Bidder Diversity

The department launched its **Supplier Diversity Action Plan**[lvi], which outlines concrete steps to increase the participation of businesses from under-represented groups in federal procurement, a cornerstone of which is the Policy on Social Procurement. The Policy allows the department to create targeted approaches to increase diversity and inclusion in PSPC procurement and leverage trade agreements that permit socio-economic procurement. In implementing the Action Plan, PSPC has incorporated lessons learned from the Black Businesses Procurement Pilot that was launched in 2021. The Action Plan also takes into

account several requests for information published in 2021, which sought to better understand the procurement experience and needs of businesses owned or led by Black entrepreneurs, persons with disabilities and the LGBTQ2+ community.

PSPC also enhanced the services delivered through Procurement Assistance Canada (PAC) to help under-represented groups successfully participate in federal procurement. In 2021 to 2022, PAC piloted a new coaching service in partnership with Women Business Enterprises Canada. This new service aims to provide assistance to experienced bidders from diverse socio-economic groups who have had limited success in bidding on federal government opportunities, via a series of personalized sessions. PAC also continued to engage with under-represented groups to guide the department's efforts to advance supplier diversity.

Greening Government
PSPC is committed to advancing Canada's net-zero greenhouse gas (GHG) emissions and zero plastic waste agendas through the implementation of the **Policy on Green Procurement**[lvii] and the advancement of the **Greening Government Strategy**[lviii]. As part of the department's Low Carbon Procurement Project, two contracts were awarded to develop science-based methods and tools to measure GHG emissions associated with PSPC's office furniture and professional services supply chains. PSPC also advanced the development of standard procurement language related to sustainable packaging and the durability of goods, with the expansion of pilot projects to test and evaluate the standard language in various operational environments.

In addition, the department increased the availability of electric vehicles on its existing procurement instruments, and also introduced new procurement instruments that provide clients with access to electric buses, trucks, snow-mobiles, all-terrain vehicles and utility task vehicles.

Ethical Procurement
PSPC is addressing the risk of forced labour and human trafficking in federal procurement supply chains. A number of key advancements were made, beginning with a risk analysis of PSPC's supply chains to determine which goods were at the highest risk of exposure to human trafficking, forced labour, and child labour. The risk analysis identified key areas that will allow the department to maximize the impact of its actions. The department also updated its **Code of Conduct for Procurement**[lix], which sets forth human and labour rights expectations for suppliers and their subcontractors.

PSPC implemented new anti-forced labour clauses in all goods contracts to ensure that it can terminate contracts where there is credible information that goods have been produced in whole or in part by forced labour or human trafficking.

Finally, continuing to build on an evidence-based approach, the department posted a request for proposal to map international human rights due-diligence obligations for businesses to report on actions taken to address risks of forced labour, human trafficking, and human rights violations in their supply chains.

Gender-based analysis plus

PSPC continued to incorporate Gender-Based Analysis Plus (GBA Plus) in PSPC's work and decision-making processes. For example, GBA Plus analyses continued to inform the department's work on social and accessible procurement. Various requests for information were launched during 2021 to gain a better understanding of the experience of under-represented businesses in federal procurement. The feedback received is providing critical context to the department's policy work and ensuring that initiatives to increase the participation of under-represented groups reflect the realities and needs of these businesses.

Moreover, the department has been developing a methodology which applies a gender-based analysis in procurement. Based on this methodology, learning tools are being developed to support its application in procurement. For example, a dedicated training course on GBA Plus from a procurement perspective has been developed and is being rolled out to PSPC's procurement workforce—initially in a small group format with the aim of providing valuable insights into a future government-wide training course.

The department also continued to collaborate with the Department of National Defence (DND) and Canadian Coast Guard (CCG) to incorporate GBA Plus into defence and marine procurements. **Canada's defence policy: Strong, Secure, Engaged**[lx] commits to supporting the integration of GBA Plus into DND's equipment procurement, and similar considerations are being applied to the CCG portfolio. For example, GBA Plus

principles are imbedded in the requirements for the Future Aircrew Training Program in various ways, such as infrastructure design.

With the increasing demand for GBA Plus support and expertise, PSPC is supporting Women and Gender Equality Canada to establish a standing offer for GBA Plus consultancy services. The standing offer will establish a pool of pre-qualified suppliers to provide GBA Plus expertise to federal departments when needed.

United Nations' 2030 agenda for sustainable development and the United Nations' sustainable development goals

PSPC activities under its Purchase of Goods and Services Core Responsibility supported Canada's efforts to address the United Nations' (UN) 2030 Agenda and the Sustainable Development Goals (SDGs). The various initiatives and programs under this core responsibility, such as procurement modernization, the development of a Policy on Social Procurement, and advancements in ethical and green procurement, contributed 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 target 8.7)
- ensuring sustainable consumption and production patterns (SDG 12, target 12.7)

Further information on SDGs is available on the **United Nations website**[lxi].

Risk mitigation

Defence and marine procurement

At the outset of 2021 to 2022, there was a risk that the inherent complexities of defence and marine procurement, in addition to impacts resulting from the COVID-19 pandemic, would present challenges in achieving the timely delivery of Canada's defence policy: Strong, Secure, Engaged, and National Shipbuilding Strategy objectives. To mitigate this risk, PSPC:

- continued ongoing enhancements to defence and marine procurement, including the risk-based approach to procurement approvals
- leveraged interdepartmental governance committees
- hired and trained additional specialized procurement staff
- collaborated closely with partners and stakeholders, including those in the defence and marine industries
- continued the implementation of the sustainment initiative principles

Pandemic procurement

Due to intense global competition and constrained supply chains, in 2021 to 2022, there was a risk that PSPC would face challenges in continuing to procure critical goods and services needed to combat the COVID-19 pandemic. To mitigate this risk, PSPC put in place and maintained multi-year contracts and procurement instruments with a diversified roster of suppliers—

including domestic suppliers—to secure stable and predictable access to critical supplies and services, even in times of high demand. The department also incorporated flexibility in contracts and procurement instruments so that supply could be ramped up and down as needed to respond to waves in the COVID-19 pandemic. PSPC also worked closely with Health Canada and the Public Health Agency of Canada with respect to forecasting future needs to ensure that Canada would have sufficient supplies available, and to sequence deliveries accordingly.

Procurement modernization

At the beginning of the 2021 to 2022 fiscal year, there was a risk that PSPC would not be able to achieve its ongoing procurement modernization goals and initiatives in a timely manner, and to the desired extent. To mitigate this risk, the department gradually implemented its modernization initiatives in the areas where they would have the greatest impact, with a view to demonstrating progress and building momentum, and also recognizing that effort is required to foster uptake amongst procurement officers, clients and suppliers. Gradual implementation of initiatives has also provided PSPC with an opportunity to identify lessons learned and to adjust accordingly as the initiatives progress, and to ensure that all stakeholders are properly supported in adapting to new processes and tools through rigorous change management approaches.

Results achieved for Purchase of Goods and Services

The following table shows, for Purchase of Goods and Services, the results achieved, the performance indicators, the targets and the target dates for 2021 to 2022, and the actual results for the three most recent fiscal years for which actual results are available.

2021 to 2022 Departmental results	2021 to 2022 Departmental result indicators	2019 to 2020 Actual results	2020 to 2021 Actual results	2021 to 2022 Targets	Date to achieve target	2021 to 2022 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	Not available[1]	90%	At least 80%	March 31, 2022	87%
	Percentage of original contracts of level 1 (Basic) complexity awarded within established timeframes	78%	78%	At least 85%	March 31, 2022	75%[2]
	Percentage of original contracts of level 2 (Standard) complexity awarded within established timeframes	75%	81%	At least 80%	March 31, 2022	78%[3]
	Cost of procurement services per $100 of contract value	$1.42	$1.50	At most $1.75	March 31, 2022	$1.33
	Percentage of dollar value awarded through competitive contracting processes	71%	64%	At least 80%	March 31, 2022	81%
	Percentage of contracts awarded through PSPC standing offers and/or supply arrangements	23%	40%	At least 30%	March 31, 2022	Data will be available in April 2023.[4]
	Percentage of competitive procurement processes versus sole source	80%	76%	At least 80%	March 31, 2022	79%[5]
	Percentage of complex competitive procurement processes for which at least two bids were received (Level 3–5)	72%	67%	At least 80%	March 31, 2022	84%
	Average number of qualified bidders on complex competitive procurement processes	3.1	3.5	At least 2.5	March 31, 2022	2.6
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	84%	87%	At least 80%	March 31, 2022	85%
	Percentage of contracts awarded for which a valid complaint was filed	0.04%	0.14%	At most 1%	March 31, 2022	0.05%
	Percentage of suppliers that rate the purchasing process as fair and transparent	82%	85%	At least 80%	March 31, 2022	84%
	Number of agile digital procurements	6	30	At least 19	March 31, 2022	24
Government purchasing supports Canada's economic, environmental, and social policy goals	Percentage of contract value awarded to small and medium businesses	52%	47%	At least 40%	March 31, 2022	32%[6]

Results achieved for Purchase of Goods and Services (continued)

2021 to 2022 Departmental results	2021 to 2022 Departmental result indicators	2019 to 2020 Actual results	2020 to 2021 Actual results	2021 to 2022 Targets	Date to achieve target	2021 to 2022 Actual results
Government purchasing supports Canada's economic, environmental, and social policy goals (continued)	Percentage of PSPC contracts, standing offers and supply arrangements that include "green" goods and services	43%	42.6%	At least 45%	March 31, 2022	45%
	Percentage increase in participation to procurement processes by businesses owned by women	Not available[7]	0% point[8]	Not available[9]	March 31, 2022	(4% points)[10]
	Percentage increase in participation to procurement processes by businesses owned by women.	Not available[11]	(2% points)[12]	Not available[13]	March 31, 2022	0% point[14]

1. Early in 2019 to 2020, software used in the administration of PSPC's Post-Contract Assessment, which is the data source for this indicator, was replaced resulting in technical issues which prevented use of the survey.
2. Changes underway to improve PSPC's procurement processes, such as thoughtful and meaningful consideration of how to benefit Indigenous Peoples and under-represented groups through procurement, are impacting procurement timeframes.
3. Ibid.
4. The data supporting this performance indicator is provided by departments to PSPC after the close of the calendar year, therefore data for 2021 to 2022 is expected to be available in early 2023.
5. PSPC contracting authorities ensure that bids are solicited for contracts, except when one of the exceptions set out in the Government Contracts Regulations applies. Each non-competitive procurement process that contributed to this result would be supported by a clear justification. In 2021 to 2022, most non-competitive procurement processes were due to only one supplier being capable of performing the contract.
6. The COVID-19 pandemic was ongoing throughout 2021 to 2022, and is understood to have had a disproportionate impact on small and medium enterprises. In 2021 to 2022, PSPC also noted that some of the highest-value procurements awarded to small and medium businesses were in fact awarded to suppliers which are commonly known to be large enterprises. To refine the results calculation, PSPC manually redirected the value of procurements for these suppliers to attribute them to large businesses. In view of this exercise, PSPC is exploring potential refinements to the data source and/or methodology for this indicator going forward.
7. A manual tabulation of 2019 to 2020 bid information was conducted, and provided a baseline year against which a 2020 to 2021 result for a percentage increase could be calculated. In 2019 to 2020, 11% of bids received from businesses in Canada were from businesses owned by Indigenous Peoples.
8. Manual tabulations of bid information for fiscal years 2019 to 2020 and 2020 to 2021, respectively, both indicated that 11% of bids received from businesses in Canada were from businesses owned by Indigenous Peoples. Given this, a 0% percentage increase in participation was reported.
9. At the beginning of the year, a full fiscal year of baseline data was not yet available for this indicator, therefore it was not yet possible to set a target at that time. As of 2022 to 2023, this indicator will be replaced. The new indicator will measure a direct percentage of participation rather than a percentage increase over the previous year.
10. A manual tabulation of bid information for fiscal year 2021 to 2022 indicated that 7% of bids received from businesses in Canada were from Indigenous businesses, compared to 11% of bids in 2020 to 2021. This may be due to fewer contracts having been awarded under the Procurement Strategy for Indigenous Business (PSIB) in 2021 to 2022, which could be related to impacts from the COVID-19 pandemic. For example, procurements of office furniture under the PSIB, which were previously high volume, declined substantially. PSPC has provided its procurement workforce with guidance and tools aimed at increasing opportunities for Indigenous businesses and peoples in procurement. In addition, through Procurement Assistance Canada, the department is undertaking outreach and engagement with Indigenous businesses.
11. A manual tabulation of 2019 to 2020 bid information was conducted, and provided a baseline year against which a 2020 to 2021 result for a percentage increase could be calculated. In 2019 to 2020, 16% of bids received from businesses in Canada were from businesses owned by women.
12. A manual tabulation of bid information for fiscal year 2020 to 2021 indicated that 14% of bids received from businesses in Canada were from businesses owned by women, compared to 16% of bids in 2019 to 2020.
13. At the beginning of the year, a full fiscal year of baseline data was not yet available for this indicator, therefore it was not yet possible to set a target at that time. As of 2022 to 2023, this indicator will be replaced. The new indicator will measure a direct percentage of participation rather than a percentage increase over the previous year.
14. Manual tabulations of bid information for fiscal years 2020 to 2021 and 2021 to 2022, respectively, have both indicated that 14% of bids received from businesses in Canada were from businesses owned by women. Given this, a 0% percentage increase in participation is reported. PSPC is strengthening its outreach and engagement in support of broader efforts across the Government of Canada to increase the diversity of bidders on government contracts.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in **GC InfoBase**[lxii].

Budgetary financial resources (dollars) for Purchase of Goods and Services

The following table shows, for Purchase of Goods and Services, budgetary spending for 2021 to 2022, as well as actual spending for that year.

2021 to 2022 Main Estimates	2021 to 2022 Planned spending	2021 to 2022 Total authorities available for use	2021 to 2022 Actual spending (authorities used)	2021 to 2022 Difference (actual spending minus planned spending)
165,373,648	165,373,648	873,605,552	248,612,162	83,238,514

The variance between actual spending and planned spending is mainly due to additional funding received to support the Government of Canada's evolving response to the COVID-19 pandemic as well as the continued modernization of federal procurement to support a more robust, inclusive and sustainable economy.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in **GC InfoBase**[lxiii].

Human resources (full-time equivalents) for Purchase of Goods and Services

The following table shows, in full time equivalents, the human resources the department needed to fulfill this core responsibility for 2021 to 2022.

2021 to 2022 Planned full-time equivalents	2021 to 2022 Actual full-time equivalents	2021 to 2022 Difference (actual full-time equivalents minus planned full-time equivalents)
1,857.00	2,106.00	249.00

The difference between planned FTEs and actual FTEs during the 2021 to 2022 fiscal year is mainly due to PSPC having secured additional funding through Budget 2021 and through new agreements with client departments and agencies. The department was able to quickly ramp up its workforce as a result of this new funding, enabling PSPC to provide high-quality procurement services, while also actively delivering on key priorities for the Government of Canada. This includes supporting the evolving response to the COVID-19 pandemic, increasing procurement inclusivity, and continuing the modernization of federal procurement.

Financial, human resources and performance information for the Public Services and Procurement Canada's Program Inventory is available in **GC InfoBase**[lxiv]. ❁

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.

Results

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

In 2021 to 2022, the Receiver General processed over 362 million payments, with $3 trillion in cash flow. Although this represents a decrease from last year, when 400 million payments were issued, volumes and values remained higher than pre-pandemic, as PSPC continued to issue payments to support individuals and businesses under the Government of Canada's various COVID-19 benefit programs.

The COVID-19 programs, along with other critical Receiver General-issued social payments such as Employment Insurance, Canada Pension Plan, Old Age Security, and the Canada Child Benefit, were critical to ensuring the economic well-being of Canadians in the second year of the pandemic.

The Receiver General also implemented data sharing solutions with financial institutions to help combat frauds related to payments. Payment efficiency was also improved by the implementation of a cheque image exchange solution, that allows Government of Canada cheques to be cleared and reconciled more quickly, thus also identifying payment

fraud in a more timely fashion. This solution is aligning the Government of Canada with the industry standard process of exchanging images and data from redeemed cheques electronically. Partnerships were implemented with two financial institutions in 2021 to 2022, moving approximately 40% of the Receiver General volume from a paper process to the digital exchange of redeemed government cheques, as part of the payment reconciliation process. Efforts continue to implement partnerships with additional banks in Canada.

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

PSPC is committed to providing members of federal pension plans with the highest quality services so that they have the information they have the information they need to make important life decisions at the right time. As one of Canada's largest pension administrators serving more than 935,000 active and retired members, PSPC issued over 5.1 million pension payments valued at $14.5 billion in 2021 to 2022. All service levels for service delivery to plan members were met during the year, with pension payments subject to a rigid verification and quality assurance process to ensure they are made accurately. For the 21st consecutive year, the Pension Program received an unmodified audit

opinion from the Office of the Auditor General on the Public Service Pension Plan financial statements.

The Pension Program successfully designed and implemented an automated solution to calculate pension payment revisions resulting from retroactive salary changes. This automation improved data quality, streamlined processes, and enabled the Pension Program to issue revised payments to over 20,000 pension plans members, reducing processing time by up to eight months and eliminating over 40,000 hours of manual intervention.

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

PSPC continued its efforts to reduce the backlog of unprocessed pay transactions that accumulated following the introduction of the Phoenix pay system in 2016. As of March 30, 2022, the backlog has been reduced by 247,000 transactions (64%) since it peaked in January 2018. The high intake since March 2021, due to the growth in the public service and other extenuating factors such as the federal mandatory vaccination policy and classification conversion, impacted output potential and may lead to new cases entering the backlog.

During the fiscal year, the department made progress on the implementation of the phased Backlog Reduction Strategy (BRS), which helped to eliminate some of the backlog of transactions at the Pay Centre. In

Did you know?
With a website boasting cost recovery-based operations, customer testimonials and an international quality control certification (ISO 9001:2015), the Government of Canada Document Imaging Solutions Centre might be mistaken for a burgeoning entrepreneurial enterprise if not for the blue-on-grey Canada.ca web template.

Far from a startup, 2021 marked the 20th anniversary of digitization's integration into the activities of the Imaging and Receiver General Operations Directorate (IRGOD) in Matane, Quebec.

Currently, the Centre has 62 projects either underway or in development across 32 federal departments and agencies.

And more growth is coming. A satellite office in Winnipeg is already in the works and the COVID-19 pandemic seems set to propel demand even further.

August 2021, 95% of the cases targeted by phase 2 of the BRS had been processed, roughly 4 months ahead of schedule. The BRS dedicated team has now been redeployed to help with overpayments and new intake.

The implementation of the Accelerator initiative, which leveraged the knowledge base and skillsets of compensation advisors, contributed to the standardization and streamlining of pay processing to improve team performance.

Continuous improvement and implementation of innovative solutions, such as robotic process automations (RPA) and data analytics have resulted in the

Technology at the Government of Canada Document Imaging Solutions Centre

reduction of highly-repetitive manual tasks, improvement in accuracy and streamlining of pay processes. Several pay processes were partially automated with RPA, which contributed to processing an average of 1,753 transactions per pay period and a total of 45,570 transactions for 2021 to 2022. Other technology solutions resulted in a reduction of 29 full-time equivalents annually of manual effort.

Efforts were also deployed to stabilize the HR-to-Pay systems by implementing transformative technology enhancements. For example, PeopleSoft 9.2 upgrade was successfully completed in September 2021, which allows for regular software and tax rate updates and patches. A new pay system support contract was signed with IBM in December 2021 to continue receiving support for functional, technical and payroll processing.

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

The Receiver General continued to maintain the General Ledger of the Government of Canada, also known as the Public Accounts of Canada, to produce government-wide financial reports, and provide expert advice, guidance and instructions to departments and agencies on accounting and reporting matters.

The Receiver General continues to be among the world leaders in terms of government accounting. For the 23rd consecutive year, the Consolidated Financial Statements of the Government of Canada received an unmodified audit opinion from the Auditor General.

PSPC published all formats of the Public Accounts simultaneously, allowing Canadians with disabilities to access reliable information at the same time as other stakeholders, contributing to the commitment for a more responsive, accessible and transparent government.

PSPC continued to advance the Receiver General's Accounting Modernization initiative. As progress was made to automate the current business processes to increase efficiencies and minimize risk through the delivery of a series of projects, a draft concept was put forward to outline how to improve, streamline and digitalize the way the Receiver General operates to ensure Government of Canada's legislated accounting reporting requirements are met.

Gender-based analysis plus

PSPC analyzed the gender, age and language composition of employees with a case in the backlog for more than a year. The findings will be used to guide future decision-making. PSPC is also planning to undertake a refresh and expansion of the GBA Plus related to additional aspects of pay administration, for example, escalation cases, return from leave cases and employees with more than two cases.

Experimentation

The HR-to-Pay Program continued with various experimentation initiatives, including RPA and innovative problem-solving techniques. The introduction of RPA (the automation of manual and repetitive processes) allows employees to focus on higher-value and complex work, increasing efficiency in processing pay. PSPC has eight robots automatically processing between 200 and 2,000 transactions per pay period, adding to capacity at the Pay Centre. PSPC continues to test additional robots in order to be able to scale this initiative to other pay processes in 2022 to 2023.

Advanced problem solving techniques through the Innovation Garage also continued. The Innovation Garage conducts short-term projects, called Minimum Viable Products (MVPs), that aim to solve complex problems using advanced technology and processes. As of March 31, 2022, seven MVPs were successfully completed, which helped tackle various problems and improved service delivery.

Risk mitigation

Pay stabilization

There was a risk that the ongoing stabilization of pay administration for Government of Canada employees would be slowed down impacting the timeliness and accuracy of employees' pay, the integrity of pension data, and the ability for the department to continue resolving existing pay errors. Contributing factors included, but were not limited to, increased intake since March 2021 due to a growth in the public service and the implementation of government-wide human resources initiatives (Collective Agreements, Classification Conversion and Mandatory Vaccine Policy), increased attrition and the complexity of the remaining backlog cases.

To mitigate this risk, PSPC:
- ensured regular monitoring and reporting of pay processing to internal and external stakeholders
- continued to work towards enabling the Internet access to MyGCPay to former employees as well as active employees without Government of Canada network to build trust and make Pay information accessible
- continued collaboration with the Treasury Board of Canada Secretariat (TBS) on a forward agenda for human resources management changes to facilitate planning for both system and resource requirements
- continued to work with TBS and other Government of Canada departments and agencies to implement timeliness and accuracy standards for human resources transactions. PSPC has been reporting to departments on the timeliness of human resources transactions. In August 2021, PSPC's reports expanded to include 20 HR-to-Pay transactions, in line with the expansion of standards set by the Chief Human Resources Officer
- used innovative technologies, initiatives and processes, such as RPA and data analytics, to help increase productivity and improve the quality of pay transactions
- continued to maximize processing capacity and implemented a work-force strategy focused on retaining subject matter experts with technical and operational pay expertise
- continued to work with TBS and Shared Services Canada to ensure pension data requirements are incorporated in the development of the next generation human resources and pay system

Results achieved for Payments and Accounting

The following table shows, for Payments and Accounting, the results achieved, the performance indicators, the targets and the target dates for 2021 to 2022, and the actual results for the three most recent fiscal years for which actual results are available.

2021 to 2022 Departmental results	2021 to 2022 Departmental result indicators	2019 to 2020 Actual results	2020 to 2021 Actual results	2021 to 2022 Targets	Date to achieve target	2021 to 2022 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	99.99%	99.99%	At least 99%	March 31, 2022	99.99%
	Percentage of money paid to Government of Canada that is reconciled within two business days	100%	100%	At least 95%	March 31, 2022	100%
	Percentage of payments made instead of property taxes to taxing authorities within established timeframes	99.5%	97.2%	At least 95%	March 31, 2022	90.3%[1]
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	99%	99%	At least 95%	March 31, 2022	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	68%	73%	At least 95%	March 31, 2022	81%[2]
	Percentage of cases submitted to the Pay Centre on time	Not available[3]	70%	At least 65%	March 31, 2022	72%
	Percentage of cases, promptly submitted to the Pay Centre, that have been processed on time	Not available[4]	89%	At least 80%	March 31, 2022	83%
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%	100%	100%	March 31, 2022	100%
	Information presented in the Consolidated Financial Statements of the Government of Canada is accurate	100%	100%	At least 99%	March 31, 2022	100%

1. The target was not met because payments were not finalized to municipalities in Ontario and Manitoba due to issues related to new legislation introduced by the government of Ontario and Manitoba that reduced the business education tax rates for taxable business properties while maintaining higher previous-year tax rates for federal payments in lieu of taxes (PILT) properties. The legislative amendment conflicts with the *Payments in Lieu of Taxes Act*, which requires that the Government of Canada be treated like other taxable property owners.
2. Accountability for pay accuracy and timeliness is shared across the Government of Canada. Two main factors have an impact on this result: the timeliness and accuracy of human resources transactions submitted by departments and agencies in the Phoenix and human resources systems, and the processing of cases in the backlog. Inaccurate or late human resources data generates more transactions in the queue and increases risks for errors in pay.
3. This indicator was added to the Departmental Results Framework in 2020 to 2021.
4. Ibid.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in **GC InfoBase**[lxv].

Budgetary financial resources (dollars) for Payments and Accounting

The following table shows, for Payments and Accounting, budgetary spending for 2021 to 2022, as well as actual spending for that year.

2021 to 2022 Main Estimates	2021 to 2022 Planned spending	2021 to 2022 Total authorities available for use	2021 to 2022 Actual spending (authorities used)	2021 to 2022 Difference (actual spending minus planned spending)
564,223,848	564,223,848	623,035,047	584,208,702	19,984,854

The variance between actual spending and planned spending is mainly due to incremental funding received to support the stabilization of pay operations and reduce the backlog of pay issues.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in **GC InfoBase**[lxvi].

Human resources (full-time equivalents) for Payments and Accounting

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021 to 2022.

2021 to 2022 Planned full-time equivalents	2021 to 2022 Actual full-time equivalents	2021 to 2022 Difference (actual full-time equivalents minus planned full-time equivalents)
4,748.20	4,584.65	-163.55

There is no significant variance between planned and actual full-time equivalents.

Financial, human resources and performance information for the Public Services and Procurement Canada's Program Inventory is available in **GC InfoBase**[lxvii]. ❧

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.

Results

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

In 2021 to 2022, PSPC submitted to the Treasury Board of Canada Secretariat the latest version of its Office Long Term Plan (OLTP), which aims at modernizing and greening the Government of Canada's office portfolio over a 10-year planning horizon. The OLTP takes advantage of the dramatic change in working patterns and commuting behaviors resulting from the pandemic to transform the current office portfolio into a fit-for-purpose, modern, green, and cost-effective office portfolio, and to generate annual savings for the Government of Canada through

GCcoworking space in Laval (Québec)

selective acquisitions and recapitalization of office buildings, and disposals of properties that no longer support the department's mandate of providing office space to federal departments and agencies.

The department continued to enhance flexibility in working environments for federal public servants in response to the COVID-19 pandemic through the work-space modernization (GCworkplace) and governmental co-working (GCcoworking) models. PSPC worked with client depart-ments and agencies to meet their future office needs, which are expected to be characterized by the extensive use of unassigned office space and inter-departmental shared space, and result in a reduced office footprint over time. As of March 2022, the GCcoworking project had onboarded 46 departments and agencies and over 3,500 employees registered to participate. There are 9 sites across the country (5 in the National Capital Area and 1 each in Laval, Toronto, Dartmouth and Vancouver). Interest in GCcoworking continues to grow strong with an increase of user applications to GCcoworking and multiple depart-mental inquiries for presentations and sites tours.

Consolidation of work environments will contribute significantly to the greening efforts of the Government of Canada by, over time, reducing the office footprint and the greenhouse gas emissions.

In 2021 to 2022, the restoration and renewal of heritage buildings to support sustainability and the health and safety of Canadians remained an ongoing priority for the department. PSPC made significant progress on the renewal and fit-up of the Lester B. Pearson Building: Tower D (Phase 1) construction was completed; the design for Tower B (Phase 2) was also finalized and early works, demolition and abatement activities related to Tower B started in Fall 2021.

The rehabilitation of the Supreme Court of Canada Building and the West Memorial Building (WMB) also continued in 2021 to 2022. The WMB Rehabilitation Project remained on track and is expected to be completed in Summer 2024. The project will modernize the WMB to meet current building codes and conserve important heritage characteristics.

PSPC also advanced redevelopment projects at several Crown-owned locations. For example, the Place du Portage III Asset and Workplace Renewal Project continued: selective interior demolition was completed in Fall 2021 and construction work began in January 2022. Important progress was also made on the Les Terrasses de la Chaudière (Les Terrasses) complex and the design of the new replacement envelope was initiated. Construction is expected to begin in Fall 2022 with a completion in 2026. The first phase of the interior modernization was launched in 2021 and by 2023, 15 floors or 33,000 m² in the complex will have been modernized to GCworkplace

GCcoworking space in Toronto (Ontario)

standards. A comprehensive feasibility study to plan the long term modernization of the Les Terrasses complex was also initiated and is expected to be completed in 2022.

In 2021 to 2022, the department continued to protect the integrity, value and usefulness of the 24 engineering assets under its stewardship, in accordance with government standards and accepted engineering and maintenance practices. These assets include key interprovincial bridges (Alexandra Bridge, Chaudière Crossing, and MacDonald Cartier Bridge), dams, the Alaska Highway, the Esquimalt Graving Dock, and the National Capital Area District Energy System. They serve hundreds of thousands of Canadians and support economic activity in their respective communities. Key achievements in 2021 to 2022 include improvements to the use of the Esquimalt Graving Dock as well as construction activities for the East End Dock Extension, which will continue through December 2022 and allow for more efficient use of

drydock space resulting in significant client savings (primarily Royal Canadian Navy and BC Ferries) and freeing up space for additional contracts.

In 2021 to 2022, the department worked with the National Capital Commission (NCC) to complete a long-term plan for integrated interprovincial crossings, in close collaboration with provincial, municipal and Indigenous partners. This plan will support decision-making at all levels of government based on continued data collection, including elements such as post-pandemic commuting patterns. The plan was approved by the NCC Board of Directors in January 2022. In Fall 2021, PSPC also established, jointly with the NCC, a dedicated project office responsible for addressing the need for an additional crossing in the National Capital Region.

The department continued to advance work to support the ongoing maintenance of the region's interprovincial bridges, including the replacement of the aging Alexandra Bridge. In June 2021, the NCC's Board of Directors approved the planning and design principles for the replacement of the bridge, while in March 2022, the Impact Assessment Agency of Canada posted the **Initial Project Description**[lxviii] on its website, thereby officially starting the project's impact assessment process. A structural steel replacement project was also completed on the Alexandra Bridge in 2021 and progress has been made on the planning of a boardwalk lane and articulation rehabilitation project to make sure the bridge is maintained in safe condition until it is replaced. With regards to the Chaudière Crossing,

projects currently underway include the widening of the Hull Causeway and a major rehabilitation of the 100-year-old Union Bridge. The work started in July 2021 and is planned on being completed in Summer 2023.

Long Term Vision and Plan for the Parliamentary Precinct and the Laboratories Canada Strategy

In 2021 to 2022, PSPC made significant progress on the restoration and modernization of Canada's Parliamentary Precinct, as part of the Long Term Vision and Plan (LTVP), a multi-decade strategy designed to address the health and safety risks stemming from the deteriorated state of the more than 100 years old Parliament buildings. The objective of the LTVP is to modernize the buildings to meet the requirements of the Parliament of Canada, as well as 21st century expectations for sustainability, security and accessibility for all Canadians—while protecting and conserving the unique heritage character, qualities and features.

Work progressed on the restoration and modernization of the historic Centre Block, the largest and most complex heritage rehabilitation project in Canada's history. PSPC advanced construction on the Centre Block with the careful removal of more than 20,000 heritage assets for repair and conservation. Interior demolition and the removal of hazardous materials, including approximately 16 million pounds of asbestos containing material, reached a completion rate of 65%. The masonry rehabilitation of the North facade of the building reached

a completion rate of about 25% and represents around 5% of the overall masonry work, including the Peace Tower. This work will involve the complete removal and repair, and in some cases replacement, of approximately 35% of the 400,000 stones. In addition, about 65% of the excavation work for the new Parliament Welcome Centre has been completed with over 27,000 truckloads of rock removed from the site. Through collaboration with the Parliamentary Partners (House of Commons, Senate of Canada, and Parliamentary Protective Service), PSPC also developed a design for the Centre Block endorsed by the Royal Canadian Architectural Institute of Canada and an Independent Design Review Panel of eminent design professionals.

PSPC advanced work on the LTVP Update, which will provide the framework to transform the Parliamentary Precinct into an integrated and modern campus that takes into consideration important and interconnected elements including security, visitor experience, urban design and landscape, material handling, movement of people and vehicles, environmental sustainability, and accessibility. The rehabilitation and modernization of Block 2—the city block bounded by Metcalfe, Wellington, O'Connor and Sparks streets—will transform a mix of functionally-obsolete heritage buildings into a modern, sustainable and accessible facility for Parliament. This project is a critical piece in the evolution of the long-term plan towards

Excavation Work at Parliamentary Precinct

an integrated campus and will enable PSPC to empty and then restore both the East Block and the Confederation Buildings. This redeveloped space will then allow PSPC to consolidate parliamentary operations into an integrated campus.

In May 2021, PSPC advanced the Block 2 Redevelopment Project by launching an international design competition, for which the Royal Architectural Institute of Canada assembled an independent jury comprised of design professionals, members of academia, civil society and Parliamentarians. In 2022, the jury selected 6 out of 12 prequalified teams to advance to the second phase of the competition.

In addition to work accomplished on the Centre Block and Block 2, PSPC also completed construction for the East Block Rehabilitation Phase 1 project, which included recapitalization work of four areas of greatest concern within the exterior envelope of the 1867 wing. These areas included urgent repairs to the South West tower, the South East entrance (Agricultural entrance), the South entrance and the Governor General's entrance; as well as the implementation of an enhanced maintenance program and an ongoing screening and investigation program to identify issues to be addressed prior to its full rehabilitation.

PSPC is responsible for **Laboratories Canada**[lxix], a long-term transformative strategy driven by a Long Term Vision and Plan (LTVP) to enable federal science excellence by creating a world-class national network of modern, multipurpose, federal science and technology laboratories to support collaborative, multidisciplinary research and innovation, and evidence-based decision-making, including in regulatory responsibilities.

In 2021 to 2022, progress was made to advance Phase 1 of the strategy, which includes the development of five science hubs across the country that will support science program synergies in areas such as security and regulation; health and safety; heritage and conservation; and sustainability of Atlantic fresh water and coastal ecosystems. PSPC also announced the launch of the **TerraCanada**[lxx] hub, including investments in the Mississauga and Hamilton projects. PSPC continued to advance planning and procurement for Laboratories Canada hubs by awarding contracts for the **Atlantic Science Enterprise Centre**[lxxi] (ASEC) hub, continuing the planning and actively contributing to the engagement strategy with Indigenous Peoples for the **Cultural Heritage Science**[lxxii] (CHS) hub, and completing the planning and advancing procurement for the **Transportation Safety and Technology Science**[lxxiii] (TSTS) hub. PSPC also awarded contracts and completed schematic design for the **Regulatory and Security Science**[lxxiv] (RSS) Sidney project. In addition, the department completed construction for the TerraCanada Hamilton project and advanced construction work on the TerraCanada Mississauga project. These major milestones will support the future engagement with key stakeholders such as municipalities,

community organizations, Indigenous groups, academia, and the greater science and technology community.

Prompt payment initiative

PSPC continued the development of regulations to help ensure a full implementation of the prompt payment regime. The *Federal Prompt Payment for Construction Work Act* received Royal Assent on June 21, 2019, as part of the *Budget Implementation Act*, 2019. The prompt payment regime provides benefits for contractors and subcontractors who do business with the federal government by improving payment timeliness while facilitating the orderly and timely advancement of federal construction projects. The regulations will define the process and timing of the adjudication process should a dispute arise over a payment at any tier of the construction supply chain. The *Act* and regulations are expected to come into effect in Winter 2023.

> ***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 continues to take effective action on climate change in accordance with the **Federal Sustainable Development Strategy**[lxxv] and the Government of Canada's **Greening Government Strategy**[lxxvi] by transitioning to net-zero carbon and climate-resilient operations, while also reducing environmental impacts beyond carbon, including on waste, water and biodiversity. Modernization of the PSPC District Energy Systems (DES) in the National Capital Region (NCR) through the Energy Services Acquisition Program (ESAP) is well underway with significant progress made in 2021 to 2022 to build new Energy Centres at Cliff Street and Tunney's Pasture. In March 2022, the construction of a new Modernized Gatineau Energy Centre with a low-carbon electric boiler plant was approved by the Treasury Board of Canada. In combination with other initiatives, this will result in a reduction of 92% of GHG emissions over the 2005 baseline for ESAP DES operations, upon completion in late 2025. The DES provides heating services to 80 buildings and cooling services to 67 buildings in the NCR, accommodating 55,000 occupants. As of March 2022, 13 buildings have been fully converted through ESAP's User Building Conversion Plan to enable building connections to the modernized DES.

The Government is taking action to reduce GHG emissions from its buildings. In 2021 to 2022, PSPC reported a 57.1% reduction in GHG emissions from its buildings compared to the 2005 baseline. PSPC already achieved a 58% reduction of its GHG emissions, surpassing the Federal Sustainable Development Strategy target of 40% by 2030. These reductions came from actions to improve buildings' energy efficiency, electricity grid improvements and the procurement of renewable energy credits.

PSPC continues working with the Treasury Board of Canada Secretariat in developing a strategy to procure 100% clean electricity where available by 2022, and by 2025 at the latest. In 2021 to 2022, 92% of the electricity used by the Government of Canada in the Crown-building portfolio (excluding housing) was clean.

Work continued on implementing the Real Property Plastics Action Plan, which sets out PSPC actions to reduce the use of plastic in construction projects, government buildings and leases and to meet the federal government's plastic reduction targets. In 2021 to 2022, a total of 86 waste audits were completed to inform procurement and

New federal building in Shawinigan, Québec

operational strategies to further reduce waste. These audits also provide PSPC with comparative and predictive data to understand present and future needs in the post-pandemic environment.

The department also advanced sustainability occupant awareness pilot projects in PSPC buildings to improve employee engagement levels to reduce plastic waste in federal operations. PSPC developed engagement strategies adapted to new and hybrid workplace environments. A pilot program for the recycling of face masks was implemented to identify potential diversion solutions for this new waste stream. The pilot informed additional industry outreach to identify service availability and long-term contracting solutions for diversion of hard to recycle plastics, including disposable face masks.

In 2021 to 2022, on behalf of Environment and Climate Change Canada, PSPC completed the clean-up portion of the Randle Reef remediation project. Randle Reef is the largest contaminated sediment site on the Canadian side of the Great Lakes. This project is a major contribution to the restoration of Hamilton Harbour and is estimated to have generated approximately $167 million in economic benefits for the local community, including job creation, business growth and increased tourism.

Work continued on making surplus federal real property available for re-purposing to affordable housing through the **Federal Lands Initiative**[lxxvii]

(FLI) led by Canada Mortgage and Housing Corporation (CMHC). In 2021 to 2022, PSPC contributed 21 properties that CMHC will assess for suitability for affordable housing. Since the inception of the program in 2018, the department contributed a total of 96 properties. In 2021 to 2022, one PSPC property in Thunder Bay, Ontario, was identified for transfer through the FLI and three others are also in the process of being transferred to new owners that will use them to provide affordable housing.

PSPC continued to leverage the Parliamentary Precinct and Laboratories Canada LTVPs to enhance sustainability, improve climate resiliency, and advance the greening commitment for federal real property and infrastructure assets with the goal of reducing the Government of Canada's carbon footprint. PSPC has reduced greenhouse gas (GHG) levels in the Parliamentary Precinct by 62% from 2005 levels and is on track for reductions of 95% by 2040. To ensure the Parliamentary Precinct continues to be a model of environmental sustainability, PSPC identified sustainability as one of the strategic objectives within the LTVP update for the Parliamentary Precinct and includes sustainability targets in every LTVP project. In addition, the design, delivery, and implementation of all Laboratories Canada projects include enhanced greening and sustainability measures and adhere to PSPC's GHG Options Analysis Methodology, and to the Treasury Board of Canada Secretariat's Greening Government Strategy.

Improve accessibility of federal buildings

PSPC is leading the government towards enhancing accessibility in the built environment by meeting and surpassing existing applicable building codes and accessibility standards. As COVID-19 restrictions began to ease, the department was able to resume delivery of technical accessibility assessments. PSPC assessed more than 50 assets in 2021 to 2022, which brings the total number of assets assessed to 111 out of 353 nationally. In support of these assessments, PSPC launched an anonymous online survey in order to gather information from persons with disabilities and building users on barriers faced in the built environment.

In collaboration with stakeholders, PSPC is also implementing pilot projects to identify opportunities and assess the feasibility of improving the accessibility of PSPC's built environment and exceeding the minimum codes and standards. In 2021 to 2022, PSPC successfully implemented two new pilot projects which are not only improving the accessibility of its buildings but are also reducing touchpoints in response to COVID-19. PSPC also continued to make incremental improvements to its portfolio. As of March 2022, 22 high-impact low-cost accessibility improvements identified through previous pilot projects had been implemented in 97% of PSPC-managed Crown buildings.

PSPC is committed to making the Parliamentary Precinct a model for universal accessibility excellence. Within the Parliamentary Precinct,

the finalization of the Universal Accessibility Strategy and Action Plan progressed, in partnership with Parliamentary partners and leading accessibility groups in Canada. While work continues on the Strategy, implementation has already begun, including through the ongoing engagement of persons with disabilities, and the development of a strategy for universal accessibility improvements.

The department also continued to ensure all Phase 1 projects for Laboratories Canada maintain universal accessibility at the forefront of design requirements to ensure that the built environment is accessible and supportive of diversity and inclusion.

Support Reconciliation efforts

In 2021 to 2022, PSPC issued three supply arrangements (SA) for project services for office fit-ups and light base building work. An overarching Indigenous Participation Plan (IPP) forms part of each of these SA. Subsequent request for proposals (RFP) from the SA will draw upon the overarching IPPs and provide a mandatory IPP for each project. This is expected to create subcontracting opportunities for Indigenous businesses as well as supporting growth and capacity building within the industry. The department has also launched a RFP for full-service workplace solutions in the National Capital Area. As part of the RFP, service providers are encouraged to further promote the use of IPPs to contribute to the mandated 5% of federal contracts awarded to businesses managed or led by Indigenous Peoples.

PSPC continued to advance the modernization of the Parliamentary Precinct and the revitalization of federal science infrastructure while also focusing on ways to create new opportunities for under-represented groups. The department incorporated Indigenous Participation Plans as part of the contracts for the Transportation Safety and Technology Science and Atlantic Science Enterprise Centre (ASEC) Laboratories Canada hubs in order to meet the target of awarding at least 5% of the value of federal contracts to Indigenous-owned businesses. With this goal, PSPC has also established agreements with organizations, such as the National Aboriginal Capital Corporations Association (NACCA), the Canadian Council for Aboriginal Business (CCAB), the Council for the Advancement of Native Development Officers (CANDO), the Aboriginal Apprenticeship Board of Ontario (AABO) and the Algonquin Anishinabeg Nation Tribal Council (AANTC), to assist with fulfilling that target as it pertains to the Parliamentary Precinct.

Gender-based analysis plus

In 2021 to 2022, PSPC issued three SA for project services for office fit-ups and light base building work. These initiatives include opportunities for the contractors to engage in social procurement activities. Each initiative contains a roadmap for social procurement which is intended to assist contractors to build their program using guidance documents, reporting metrics and measurements to increase the number of under-represented people and businesses involved in the projects under these mechanisms.

Experimentation

Evolution of Work Pathfinder project
The PSPC Evolution of Work Pathfinder project supports new, modern, and flexible ways of working. It seeks to test how a network of federal workplaces could be managed and used to shape the future PSPC workplace. In August 2021, PSPC launched the project in the National Capital Region (Stage 2 of the Evolution of Work). A number of modern workplaces were opened to give employees the voluntary option to return to the workplace on an occasional basis. Using an online space booking system, employees were able to return to the workplace for focused individual work or collaboration. Locations in the National Capital Region were equipped with a variety of unassigned work-stations and technology, and workplace coordinators were deployed to support employees. This stage allowed PSPC to test these key elements of the hybrid work model to prepare for the next stage.

In parallel to PSPC's development of its Pathfinder Project and in alignment with PSPC's role as the Government of Canada's common service provider of real property and accommodations management, PSPC is leading the Community of the Ready and Enabled (CORE) initiative. This initiative brings together 11 departments to advance the Future of Work Agenda in the Government of Canada. This project encompasses 3 pillars, one of which is the further implementation of the "Pathfinder Express Guide" in departments, to support their experimentation and findings which, in turn, will inform hybrid work across the government.

United Nations' 2030 agenda for sustainable development and the United Nations' sustainable development goals

PSPC planned activities under its Property and Infrastructure Core Responsibility support Canada's efforts to address the United Nations' (UN) 2030 Agenda and the Sustainable Development Goals (SDGs). The various initiatives and programs, 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)
- 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 website**[lxxviii].

Risk mitigation

Property asset integrity and safety
There was a risk that climate change, natural disasters, infrastructure deterioration over time, and human-related events would negatively affect the safety, integrity, and operations of PSPC's real property and infrastructure assets.

PSPC took steps to mitigate this risk, such as greening initiatives to lessen environmental impact, and putting in place business continuity planning and emergency management programs. The department undertook extensive infrastructure renewal activities, including National Capital Region projects like the Alexandra Bridge replacement as well as rehabilitating and maintaining the Macdonald-Cartier Bridge and the Chaudière Crossing. In addition, PSPC will continue to design all rehabilitation and new construction projects to be net zero-carbon ready, integrate climate-resilience in design and building operations, and strengthen national functional direction to incorporate scientific data and become more predictive in threat assessments and emergency planning.

PSPC also continued to implement recommendations from a campus-wide Climate Change Vulnerability Assessment for the Parliamentary Precinct. The assessment identified key building components at risk of failure, damage, and/or accelerated deterioration from changes in climate, and recommended a series of policy, maintenance, and design measures to increase resilience.

Workplaces of the future
There was a risk that opportunities for PSPC, as the landlord for the Government of Canada, to accelerate the scope and pace of public service workplace modernization (such as the development of GCworkplace) would be lost due to

United Nations' sustainable development goals

factors such as work delays as well as uncertainty around clients' future accommodation needs.

To mitigate this risk, PSPC continued to engage with unions, employees, partners and tenants to ensure that workplace modernization efforts meet future needs. The department has been helping its employees to create ergonomic and efficient interim workspaces outside of the traditional office environment, and helping to ensure compliance with evolving occupational health and safety requirements. PSPC also undertook a pathfinder pilot project in the National Capital Region to study and document how to advance to future ways of working, by testing space reservation, access control and workplace digital technologies and how workspaces are utilized to inform the organization of work. The findings of the pilot are being documented to support other Government of Canada departments conducting their own pathfinder initiatives as well as in support of PSPC's innovations towards a future of work strategy.

Accessibility of federal buildings
There was a risk that PSPC's real property holdings would not be fully accessible given the wide variety of abilities that must be considered, as well as the likelihood that some measures required to implement the latest accessibility standards would be deemed unfeasible in some real property assets.

To mitigate this risk, PSPC continued leading the implementation of the Accessible Government Built Environment Initiative, in order to review the built environment and identify enhancements that would allow its real property assets to not only meet but to exceed the latest accessibility standards. The

department also held consultations with persons with disabilities and other subject matter experts, to identify areas where accessibility and inclusivity could be improved within PSPC's built environment, such as federal buildings and grounds within the Parliamentary Precinct. These consultations will help the department to better understand the barriers that persons with disabilities face to ensure that appropriate best practices and lessons learned will inform future workplace designs.

Delivery of large-scale and complex initiatives
There was a risk that project complexities, partner dependencies, and pandemic-related work and supply delays would affect the effective and efficient delivery of major PSPC initiatives, including the rehabilitation of the Parliamentary Precinct and federal science facilities.

In response, PSPC continued applying built-in risk management processes with a strong focus on schedules and budgets; designing contracts with built-in flexibility; developing and implementing client onboarding strategies; and working with industry partners including the Public Health Agency of Canada to ensure the safe and continuous operation of work-sites. In addition, the department made progress in establishing governance models based on engagement, collaboration, co-development and multi-project alignment using a portfolio lens.

Predictable capital funding
PSPC has successfully completed the third year of operations under the Predictable Capital Funding Regime without major disruption to the delivery of the department's infrastructure programs. If PSPC does not continue the proper implementation of the predictable capital funding model, it could impact the timely and strategic fund allocation needed to ensure a healthy asset portfolio. This capital funding model provides PSPC with secured funding over a 20 year period, to be used to acquire and maintain capital assets such as buildings, bridges and federal labs, and to further enhance long-term planning.

This risk is influenced by factors such as limited experience with this new funding model, and a need for more closely aligned enterprise resource planning processes. PSPC has established a dedicated project office to manage the transition to the new funding model and support the mitigation of its associated risks. The project office is comprised of multiple sub-projects that focus on specific activities to support the project's objectives. It is also designing new processes, tools and training sessions for staff.

Results achieved for Property and Infrastructure

The following table shows, for Property and Infrastructure, the results achieved, the performance indicators, the targets and the target dates for 2021 to 2022, and the actual results for the three most recent fiscal years for which actual results are available.

2021 to 2022 Departmental results	2021 to 2022 Departmental result indicators	2019 to 2020 Actual results	2020 to 2021 Actual results	2021 to 2022 Targets	Date to achieve target	2021 to 2022 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	62%	58%	At least 53%	March 31, 2022	Result will be available in November 2022[1]
	Percentage of Crown-owned heritage buildings that are in fair or better condition	47%	48%	At least 53%	March 31, 2022	Result will be available in November 2022[2]
	Percentage of PSPC-managed office space that is modernized each year to meet the current Government of Canada Workplace Fit-up Standards known as the GCworkplace approach	4.5%	3.32%	At least 4%	March 31, 2022	2.17%[3]
	Percentage of real property projects that are delivered within scope, on time and on budget	95%	95%	At least 95%	March 31, 2022	95%
	Percentage of time that PSPC's real property facilities are fully operational	99.38%	99.62%	At least 99%	March 31, 2022	99.64%
	Operating expenses per square metre of Crown-owned office space	$132.66 per m^2	$135.35 per m^2	At most $173.18 per m^2	March 31, 2022	$172.31 per m^2
Federal infrastructure spending supports Canada's social, economic and environmental priorities	Percentage of PSPC Crown-owned and lease purchase assets assessed against the 2018 Canadian Standards Association standard for Accessibility (CSA B651-2018)	Not available[4]	17%	Not available[5]	March 31, 2022	31%[6]
	Total compliance score of PSPC owned and lease purchase buildings assessed against the 2018 Canadian Standards Association standard for Accessibility (CSA B651-2018)	Not available[7]	Not available[8]	Not available[9]	March 31, 2022	67%[10]
	Percentage of reduction in greenhouse gas emissions in PSPC Crown-owned building portfolio, excluding housing	58.1%	57.6%	At least 40%	March 31, 2025[11]	57.1%

1. Annually, the cycle to retrieving the information used to derive the fair or better status via the Facility Condition Index (FCI) is available in the fall (November). It should be noted that due to COVID-19, regular operations and activities needed to be postponed.
2. A new methodology for a more accurate and representative assessment of the condition of heritage assets is in development. Annually the cycle to retrieving the information used to derive the fair or better status via the Facility Condition Index (FCI) is available in the fall (November). It should be noted that due to COVID-19, regular operations and activities needed to be postponed.

3. Due to the increased costs of materials, inflation, and construction delays caused by the COVID-19 pandemic, the Fit-up modernization program could not reach its target.
4. This is a new indicator as of 2021 to 2022.
5. A target of 'At least 75%' has been set for 2022 to 2023 according to the baseline established in 2021 to 2022.
6. As a result of varying COVID-19 restrictions, PSPC was not able to complete some technical accessibility assessments. Furthermore, changes to the Office Long Term Plan (OLTP) also impacted the total number of buildings assessed and priority was given to buildings that are identified as long term core assets and not assets slated for disposal or undergoing a major renovation in the near future.
7. This is a new indicator as of 2021 to 2022.
8. Ibid.
9. A target of 'At least 80%' has been set for 2022 to 2023.
10. Accessibility score is based on the available results from 80 assessed buildings.
11. The target for this indicator is 40% by 2025 and 90% by 2050.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in **GC InfoBase**[lxxix].

Budgetary financial resources (dollars) for Property and Infrastructure

The following table shows, for Property and Infrastructure, budgetary spending for 2021 to 2022, as well as actual spending for that year.

2021 to 2022 Main Estimates	2021 to 2022 Planned spending	2021 to 2022 Total authorities available for use	2021 to 2022 Actual spending (authorities used)	2021 to 2022 Difference (actual spending minus planned spending)
3,244,445,160	3,244,445,160	3,267,830,959	2,821,959,418	(422,485,742)

The variance between actual spending and planned spending is mainly a result of delays in several capital and fit-up projects as well as increased revenues for accommodation.

Human resources (full-time equivalents) for Property and Infrastructure

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021 to 2022.

2021 to 2022 Planned full-time equivalents	2021 to 2022 Actual full-time equivalents	2021 to 2022 Difference (actual full-time equivalents minus planned full-time equivalents)
4,521.29	4,405.13	-116.16

There is no significant variance between actual and planned full-time equivalents.

Financial, human resources and performance information for the Public Services and Procurement Canada's Program Inventory is available in **GC InfoBase**[lxxx]. 🍁

Government-Wide Support

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

Results

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

In 2021 to 2022, the Translation Bureau provided translation and interpretation services to the Parliament of Canada and the Government of Canada in official, foreign and Indigenous languages. The provision of these linguistic services was crucial in the delivery of national communications to all Canadians during the fiscal year.

The Translation Bureau also leveraged technological advances to improve its tools to support the provision of linguistic services and Canada's official languages. The Translation Bureau continued to advance its linguistic services management system, GClingua, by successfully implementing automated billing, onboarding four client departments, and migrating employees to the new platform.

In parallel, the Translation Bureau tested artificial intelligence solutions and continued research projects in collaboration with the National Research Council, namely experimenting with a new neural machine translation engine. As well, a robust data strategy was created, which will provide the foundations for evidence-based decision-making for future investments in artificial intelligence and other tools.

Moreover, the Translation Bureau provided interpretation services to the Parliament of Canada, totaling more than 20,000 hours of interpretation, nearly all provided through distance and remote interpretation. The Translation Bureau also provided the Government of Canada with interpretation services totaling more than 17,000 hours in official, foreign, Indigenous and sign languages.

Demand for remote interpretation significantly increased due to widespread telework. The Translation Bureau updated and implemented a number of precautionary measures to protect the health and safety of interpreters. Guidelines were updated in order to maintain optimal conditions, so that interpreters can provide high-quality service in a safe environment.

Further, the number of requests for interpretation in Indigenous languages increased. To support the demand, PSPC delivered a workshop to train potential interpreters.

The Translation Bureau continued to provide sign language interpretation services to all of the Parliament's press conferences. In addition, the Translation Bureau offered an increasing amount of Video Remote Interpretation for sign language interpretation services for deaf, deafened and hard of hearing public servants. To ensure high quality sign language interpretation, the Translation

Bureau established guidelines and service delivery requirements for staff and freelance interpreters. A new accreditation process was also put in place, via an online platform, which helped to increase the pool of freelance interpreters.

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

In order to support its goal of conducting its activities in a way that demonstrates integrity, accountability and transparency, PSPC undertook a number of initiatives. The department applied the government-wide **Integrity Regime**[lxxxi] to help ensure the Government of Canada conducts business

with ethical suppliers and to protect the integrity of procurement and real property transactions in an evolving marketplace. The department continued to explore potential options to better address new and emerging risks to federal procurement, both internally and collaboratively with external partners. In 2021 to 2022, the department completed more than 26,000 integrity verification requests (representing 620,815 name checks) to assist federal departments and agencies in verifying supplier compliance with the Integrity Regime. The department also applied processes and expertise related to the Integrity Regime to operationalize and administer new anti-forced labour contract clauses for specific goods within PSPC contracts. The department implemented its strategy

GCsurplus warehouse

to raise awareness of business dispute management services to support early resolution of contract disputes.

PSPC maintained its contribution to the Anti-Money Laundering and Anti-Terrorist Financing Regime by providing forensic accounting services to develop intelligence and share knowledge across government. The department notably contributed to the organization of the first national governmental conference on money laundering in Canada. Furthermore, 10 forensic accountants were hired, out of a planned 17 over five years, as part of the initiative to establish a team of dedicated forensic accountants in support of law enforcement and other government departments' investigative efforts in combatting money laundering and terrorist financing activities in Canada.

In 2021 to 2022, the department has also engaged with industry and Government of Canada stakeholders on its initiative to refine the security screening process, under which only suppliers participating in a federal government procurement process would be registered and only personnel security screening requests supported by a valid security requirement would be processed. Engagements to date have included information sessions to raise awareness of the new process and to collect feedback.

PSPC continued to prepare for the launch of a new E-learning platform for company security officers (CSO) that will improve their knowledge of the Contract Security Program and its processes, and enhance the overall service delivery. The department delivered a series of live, instructor-led virtual training sessions, which provided increased capacity for newly appointed CSO.

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

PSPC ensured information regarding its activities and results was more effectively communicated to stakeholders and Canadians. The department continued enhancing proactive communications approaches and its use of social media platforms to improve awareness of opportunities to engage with and access the services of the department.

Did you know?

Every day, **GCSurplus**[lxxxii] helps reduce Canada's carbon footprint. It extends the life cycle of surplus government assets through recycling, transfers to other departments and agencies, sales to the general public and donations to eligible organizations.

GCSurplus also has a variety of recycling programs that keep batteries, scrap metal and some electronic waste out of the country's landfills. In batteries alone, GCSurplus recycles approximately 50,000 kilograms of material.

New items are added regularly to the website, such as jewelry, collectibles, appliances or even large quantities of materials (metal, wood, textile).

More information can be found in the video called **GCSurplus: Not your average warehouse**[lxxxiii].

It has also undertaken a number of communications activities to support and promote procurement initiatives such as the Procurement Assistance Canada program, with a focus on under-represented communities.

To ensure that PSPC can support demand for the digitization of services, which requires increased public trust in the information being presented, the department has made progress towards the Government of Canada Trusted Platform (GCTP). The GCTP will use the appropriate security safeguards to protect data subjected to highly-sophisticated cybersecurity threats, which will allow departments to increase the number of services being provided to the public online.

PSPC worked with Government of Canada travellers and successfully launched a new modern online booking tool, a simplified telephony system, a new Government of Canada travel website and tap-to-pay BMO bank individual travel credit cards with remote password reset capabilities, thus improving the travel experience of users across the 101 federal organizations. PSPC also received a 2022 Digital Government Community Award for the Government of Canada Travel Calculator in the "Excellence in Building Services for Users" category.

Additionally, PSPC rapidly pivoted to support Government of Canada priorities and emergencies by rapidly setting up a call centre to support the COVID-19 three-day mandatory hotel quarantine program. This pop-up call

centre handled more than 400,000 calls on behalf of 80,000 travellers and booked over 70,000 separate hotel reservations.

Gender-based analysis plus

The Translation Bureau helps federal public servants communicate clearly, effectively and consistently to all Canadians in both official languages. To this end, in 2021 to 2022, the Translation Bureau maintained and updated its glossaries, including those on **COVID-19**[lxxxiv], on **accessibility**[lxxxv] and on **gender and sexual diversity**[lxxxvi], and published the **Guide on Equity, Diversity and Inclusion Terminology**[lxxxvii].

The Translation Bureau provided interpretation services in American Sign Language (ASL) and *langue des signes québécoise* (LSQ) at major events organized by the Government of Canada, providing access to information to individuals whose primary language is ASL or LSQ. These sign language interpretation services were also offered through video remote interpretation.

As part of a pilot project launched in November 2020, the Translation Bureau assisted two federal agencies (Canadian Radio-television and Telecommunications and Accessibility Standards Canada) with the production of high-quality sign language translation (in video format), thus providing Canadians who are deaf, deafblind, deafened and hard-of-hearing with access to government information.

Moreover, the Translation Bureau worked on the development and

Inuktitut, English and French interpreters—Translation Bureau

implementation of a standing offer process through which all departments will be able to obtain communication access real-time translation (CART) services (live captioning) and post-production closed captioning services.

Experimentation

To enhance its capacity to deliver timely, cost effective and quality services, the Translation Bureau continued 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 to determine the applicability and possible integration of those technologies into the translation workflow. In 2021 to 2022, the Translation Bureau, in collaboration with the National Research Council, continued to test artificial intelligence solutions for translation, remote interpretation, terminology and client service and experimented with a new neural machine translation engine. For instance, the Translation Bureau is currently testing a tool to identify clients and domains in specialised texts, as well as a new trained neural machine translation linked to a specific client software.

Risk mitigation

Protection of information

There was a risk that personal, business and other sensitive information would be compromised or inappropriately disclosed, including by means of cybersecurity breach. To ensure that information is appropriately protected, PSPC conducted reviews of applications using a risk-based approach followed by appropriate safeguard implementation; used Shared Services Canada's Government of Canada Secret Infrastructure to safely handle and transfer secret information; and re-established the Controlled Goods Program's Industry Engagement Committee. The department also started to work on the implementation of a 5-year cyber security action plan to protect the confidentiality, integrity and availability of data used for operations

and decision-making, and took further steps to secure the information it manages, including through prioritizing the storage of data in Canada.

The department also implemented and reported on safeguards detailed in the three-year Departmental Security Plan. This has helped align PSPC's security program with the **Policy on Government Security**[lxxxviii], and has improved governance, planning, monitoring, and reporting. In response to security risks identified in the plan, PSPC also approved two new departmental policies in 2021: the Policy on Emergency Management and the Policy on Departmental Security.

Fraud and other wrongdoing
As part of ongoing efforts to protect its operations, as well as those of the government as a whole, from threats of fraud, collusion and other forms of wrongdoing, PSPC engaged in a multi-faceted approach to fraud

detection and prevention. The department instituted the Anti-fraud Hub to strengthen PSPC's efforts to combat fraud by enhancing coordination and collaboration on anti-fraud activities, and by raising shared awareness of fraud risks. In partnership with the Royal Canadian Mounted Police and the Competition Bureau, PSPC also renewed the joint operation of the Federal Contracting Fraud Tip Line. This line provides a channel by which any member of the public can report suspicious activity on federal contracts and supports the department's intelligence-led fraud detection initiatives. The department also increased exposure to the Tip Line by making it accessible via the Canada Business application. Finally, PSPC conducted two fraud awareness campaigns in the past year, leveraging social media, web banners and internal communication platforms to inform employees and the public about the importance of recognizing and reporting fraud and collusion.

Results achieved for Government-Wide Support

The following table shows, for Government-Wide Support, the results achieved, the performance indicators, the targets and the target dates for 2021 to 2022, and the actual results for the three most recent fiscal years for which actual results are available.

2021 to 2022 Departmental results	2021 to 2022 Departmental result indicators	2019 to 2020 Actual results	2020 to 2021 Actual results	2021 to 2022 Targets	Date to achieve target	2021 to 2022 Actual results
Federal organizations have access to high quality linguistic services and tools	Percentage of linguistic services that comply with established quality standards	Not available[1]	84.1%	At least 85%	March 31, 2022	81.47%[2]
	Percentage of overall client satisfaction with the Translation Bureau's language tools and services	87.8%	89.8%	At least 90%	March 31, 2022	90%
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	99%	99%	At least 80%	March 31, 2022	99%
	Percentage of security screenings processed within seven business days for contractors and sub-contractors requiring access to protected information	98%	84%	At least 85%	March 31, 2022	99%
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	Not available[3]	76%	At least 87%	March 31, 2022	66%[4]
	Percentage of PSPC service standards met	73%	65%	At least 87%	March 31, 2022	75%[5]

1. In previous years this indicator was separated into three indicators, representing the Bureau's three linguistic services: translation, interpretation and terminology. In 2020 to 2021, these indicators were merged into one. It was not possible to provide a result for 2019 to 2020 as only the result for the "terminology" component was available.
2. The variance between the indicator's target and actual result is due to the actual result for interpretation services that comply with established quality standards. Since the beginning of COVID-19, demand for remote interpretation significantly increased, and the shift to virtual and hybrid assignments resulted in difficult working conditions for interpreters. PSPC updated and implemented a number of precautionary measures to protect the health and safety of interpreters, and formalized its contract to include remote interpretation working conditions, so that interpreters can be better equipped to provide high-quality services in a safe environment.
3. Client measurement practices were changed in 2018 to 2019. Data for that year was then unavailable, making it impossible to provide a result in the 2018 to 2019 Departmental Results Report (DRR) as well as in the 2019 to 2020 DRR.
4. Client feedback identified opportunities for improvement concerning timeliness, availability of online information and the need for simplified processes. In response, an engagement plan has been developed and is currently being delivered across PSPC.
5. Due to a high staff turn-over, including staff shortages, and an increase in the volume of requests, a number of services did not meet their service standard targets.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in **GC InfoBase**[lxxxix].

Budgetary financial resources (dollars) for Government-Wide Support

The following table shows, for Government-Wide Support, budgetary spending for 2021 to 2022, as well as actual spending for that year.

2021 to 2022 Main Estimates	2021 to 2022 Planned spending	2021 to 2022 Total authorities available for use	2021 to 2022 Actual spending (authorities used)	2021 to 2022 Difference (actual spending minus planned spending)
157,928,212	157,928,212	196,119,618	155,082,347	(2,845,866)

There is no significant variance between actual spending and planned spending.

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

Human resources (full-time equivalents) for Government-Wide Support

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021 to 2022.

2021 to 2022 Planned full-time equivalents	2021 to 2022 Actual full-time equivalents	2021 to 2022 Difference (actual full-time equivalents minus planned full-time equivalents)
2,622.12	2,513.74	-108.38

There is no significant variance between actual and planned full-time equivalents.

Financial, human resources and performance information for the Public Services and Procurement Canada's Program Inventory is available in **GC InfoBase**[xci]. ✦

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.

Results

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

OPO conducted research and produced reports on topics of interest to Canadian suppliers and federal departments. In 2021 to 2022, OPO completed two studies entitled Social Procurement—Set-aside Programs, and National Security Exception, which will be made available on OPO's website and discussed at conferences and events. In January 2022, OPO hosted virtually its fourth annual Diversifying the Federal Supply Chain Summit to connect diverse and Indigenous Canadian businesses with representatives from the Government of Canada, supplier councils, and other organizations who can help them obtain federal contracts. As a result, OPO had approximately 850 virtual participants from across Canada. During the two half-days of programming that included a variety of presentations and concurrent information sessions, suppliers had the opportunity to connect with diverse and Indigenous stakeholders such as **Women Business Enterprises Canada**[xcii], **Canadian Council for Aboriginal Business**[xciii] and **Black Entrepreneurship Program**[xciv], to assist them in securing government contracts.

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

OPO helped suppliers and federal departments resolve procurement-related issues informally whenever possible, and offered formal alternative dispute resolution (ADR) services when requested and agreed-to by the parties to the federal contract. In 2021 to 2022, OPO received a total of seven requests for alternative dispute resolution (ADR) services. In one case, both parties to the contract agreed to use OPO's ADR services but it did not result in a signed settlement agreement. In three cases, the federal department declined to participate in the ADR process. In one instance, the nature of the request for ADR services did not meet the **Procurement Ombudsman Regulations**[xcv] and could not be considered any further. In the two remaining cases, the supplier withdrew its request.

Departmental Result: *Procurement related issues are addressed through the review of complaints and procurement practice reviews.*

Part of the Procurement Ombudsman's mandate is to review the procurement practices of federal departments for acquiring materiel and services to assess their fairness, openness and transparency, and make recommendations for improvement. In line with the **Five-Year Procurement Practices Review Plan**[xcvi], OPO completed, in 2021 to 2022, seven reviews that were launched in 2020 to

2021, and initiated an additional six reviews and one follow-up review to be completed in 2022 to 2023 in accordance with legislative timelines. The reports will be made available on the **Office of the Procurement Ombudsman website**[xcvii].

In 2021 to 2022, OPO received a total of 528 procurement-related cases, which in turn raised 826 issues to OPO's attention. In all instances, OPO either provided direct assistance or pointed the requestor to the appropriate authority. If a supplier contacts the office with a formal complaint that meets the criteria set out in the *Procurement Ombudsman Regulations*, OPO launches an investigation and produces a report on its findings. If the Procurement Ombudsman makes any recommendations in his report, the Office follows up with the federal organization one year later to inquire as to whether the recommendations were followed. In 2021 to 2022, OPO had received a total of five complaints that met the criteria set forth in the *Procurement Ombudsman Regulations* to launch a review. Of the five cases, one review was completed in 2021 to 2022. In two instances, the review was terminated, once because

the department cancelled the contract, and the other time because the department reached an agreement with the complainant and the complainant withdrew the complaint. Two other reviews will be completed in 2022 to 2023 in accordance with legislative timelines. The reports are made available on OPO's website once completed.

Risk mitigation

In order to mitigate possible risks to its mandate, OPO:

- recruited and trained a skilled and multidisciplinary work force able to deliver high quality services and products in a timely manner
- remained abreast of current trends, developments and initiatives in federal procurement through OPO's environmental scanning process, to maximize the quality and value of OPO's recommendations and outputs
- collaborated extensively with stakeholders to ensure OPO took into consideration the impacts of its actions on both Canadian businesses and federal departments, and remained focused on the needs of those it serves

Results achieved for Procurement Ombudsman

The following table shows, for Procurement Ombudsman, the results achieved, the performance indicators, the targets and the target dates for 2021 to 2022, and the actual results for the 3 most recent fiscal years for which actual results are available.

2021 to 2022 Departmental results	2021 to 2022 Departmental result indicators	2019 to 2020 Actual results	2020 to 2021 Actual results	2021 to 2022 Targets	Date to achieve target	2021 to 2022 Actual results
Raise awareness of procurement issues and exchange information	Number of awareness-building activities per year with Canadian suppliers, primarily small and medium-sized businesses, federal officials and other stakeholders	87	51	At least 48	March 31, 2022	64
	Number of provinces/ territories where outreach activities are held	9	13	At least 6	March 31, 2022	12
	Year-over-year percentage increase of new visits to OPO's website	Not available[1]	Not available[2]	Not available[3]	March 31, 2022	48%
Procurement-related issues are addressed through alternative dispute resolution	Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties	100%	100%	At least 90%	March 31, 2022	0%[4]
Procurement-related issues are addressed through the review of complaints and procurement practice reviews.	Percentage of supplier complaint reviews completed within 120 working days as per legislative requirements	100%	100%	100%	March 31, 2022	100%
	Percentage of recommendations made by the Ombudsman acted upon by federal organizations	100%	100%	100%	March 31, 2022	Not available[5]

1. New indicator as of 2021 to 2022.
2. Ibid.
3. New indicator as of 2021 to 2022. A target of at least 10% has been set for 2022 to 2023.
4. In 2021 to 2022, only 1 alternative dispute resolution process was undertaken and it did not result in a settlement agreement.
5. The result is not available because OPO did not complete a follow-up review in 2021 to 2022 to measure the percentage of recommendations made by the Ombudsman that were acted upon by the federal organization(s). However, two follow-up reviews were launched during the fiscal year and are expected to be completed in 2022 to 2023.

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

Budgetary financial resources (dollars) for Procurement Ombudsman

The following table shows, for Procurement Ombudsman, budgetary spending for 2021 to 2022, as well as actual spending for that year.

2021 to 2022 Main Estimates	2021 to 2022 Planned spending	2021 to 2022 Total authorities available for use	2021 to 2022 Actual spending (authorities used)	2021 to 2022 Difference (actual spending minus planned spending)
4,211,647	4,211,647	4,488,806	3,995,892	(215,755)

There is no significant variance between actual spending and planned spending.

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

Human resources (full-time equivalents) for Procurement Ombudsman

The following table shows, in full time equivalents, the human resources the department needed to fulfill this core responsibility for 2021 to 2022.

2021 to 2022 Planned full-time equivalents	2021 to 2022 Actual full-time equivalents	2021 to 2022 Difference (actual full-time equivalents minus planned full-time equivalents)
21.17	28.27	7.10

The difference between planned and actual full-time equivalents is mainly due to the staffing of vacant positions following departures, and the recruitment of students as a result of an increase in activities, such as knowledge deepening and sharing studies, procurement practice reviews and outreach.

Financial, human resources and performance information for Public Services and Procurement Canada's Program Inventory is available in **GC InfoBase**[c]. ✦

Internal Services

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal services refers to the activities and resources of the 10 distinct service categories that support program delivery in the organization, regardless of the internal services delivery model in a department. The 10 service categories are

- acquisition management services
- communication services
- financial management services
- human resources management services
- information management services
- information technology services
- legal services
- material management services
- management and oversight services
- real property management services

Results

PSPC continued to embed integrated business planning across the department through the publication and implementation of the 2021 to 2024 Integrated Business Plan (IBP).

The department also invested efforts to ensure compliance with proactive publication requirements under the **Access to Information Act**[ci] making information available to Canadians on the department's **proactive disclosure website**[cii] and the **Open Government Portal**[ciii].

PSPC made progress to modernize the way it engages with Canadians and its employees by enhancing proactive communications approaches and using social media platforms to better reach its varied audiences. PSPC continued its effort to modernize its web content, allowing better integration of messages and supporting a user-centric, accessible and task-based approach to the provision of information and services. Communication approaches were informed by the diverse information needs of PSPC employees, clients, partners, and the public, and aligned with the department's IBP and Minister's mandate and priorities.

In terms of security, over the last three years, 73% of the projects and initiatives under the Departmental Security Plan (DSP), which provides an integrated view of security risks to the department, were completed, leaving those that were not finalized to be included in the new DSP cycle. These accomplishments have helped align PSPC's security program with the eight mandatory security controls introduced by Treasury Board in the 2019 **Policy on Government Security**[civ], and have improved governance, planning, monitoring,

reporting, and integration of security into other corporate programs.

Over the past few years, the focus has been on developing expertise for various security specialists across the department. The renewal of the national unit security officer program is a prime example where roles and responsibilities have been clarified. Training is currently being designed and the renewed program will be piloted to test its efficiency. This work will continue in future years.

As part of Reconciliation efforts, PSPC undertook internal environmental scans to support the development of its Reconciliation Strategy and its action plan on the *United Nations Declaration of the Rights of Indigenous Peoples Act*, in close collaboration with Indigenous partners.

Diversity and inclusion remains a priority for PSPC and its employees. The department took concrete actions to update its policies and programs and to establish a culture of inclusiveness. PSPC continued its collaboration with its diversity networks and its Task Force on Anti-Racism, Workplace Culture and Equity to learn from the lived experience of their members and inform the co-development of PSPC 2021 to 2025 Diversity and Inclusion Action Plan. The department started developing targeted strategies to support an inclusive workplace for members of employment equity-seeking groups, and successfully implemented the Leading, Elevating, Aspiring and Developing (LEAD) Sponsorship Program to ensure its workforce reflects the diversity of Canada's evolving population. PSPC

delivered mandatory workshops on unconscious bias for executives. The department also established an Interim Accessibility Plan which serves as a starting point to remove barriers and position the department as a leader in accessibility.

In support of mental health and well-being, PSPC continued to provide virtual access to mental health and well-being services as well as tools for managers and employees. The department also launched its second Mental Health, Well-Being and Inclusion Strategy that responds to the Standard on Psychological Health and Safety and supports diversity and inclusion and the prevention of harassment and violence. The strategy aims at changing the culture, building capacity and supporting mental health and well-being for all employees within the organization. The Ombud for Mental Health provided employees with access to a confidential space to share challenges affecting their mental health and engaged with employees across the organization using various platforms to increase awareness and help reduce mental health stigma.

Risk mitigation
In 2021 to 2022, the department managed a number of risks to the successful delivery of internal services.

Data analytics
There was a risk that PSPC would not be able to readily access reliable data and would not have the expertise needed to analyze it in order to make timely and informed decisions. To mitigate this risk, PSPC worked on the implementation of
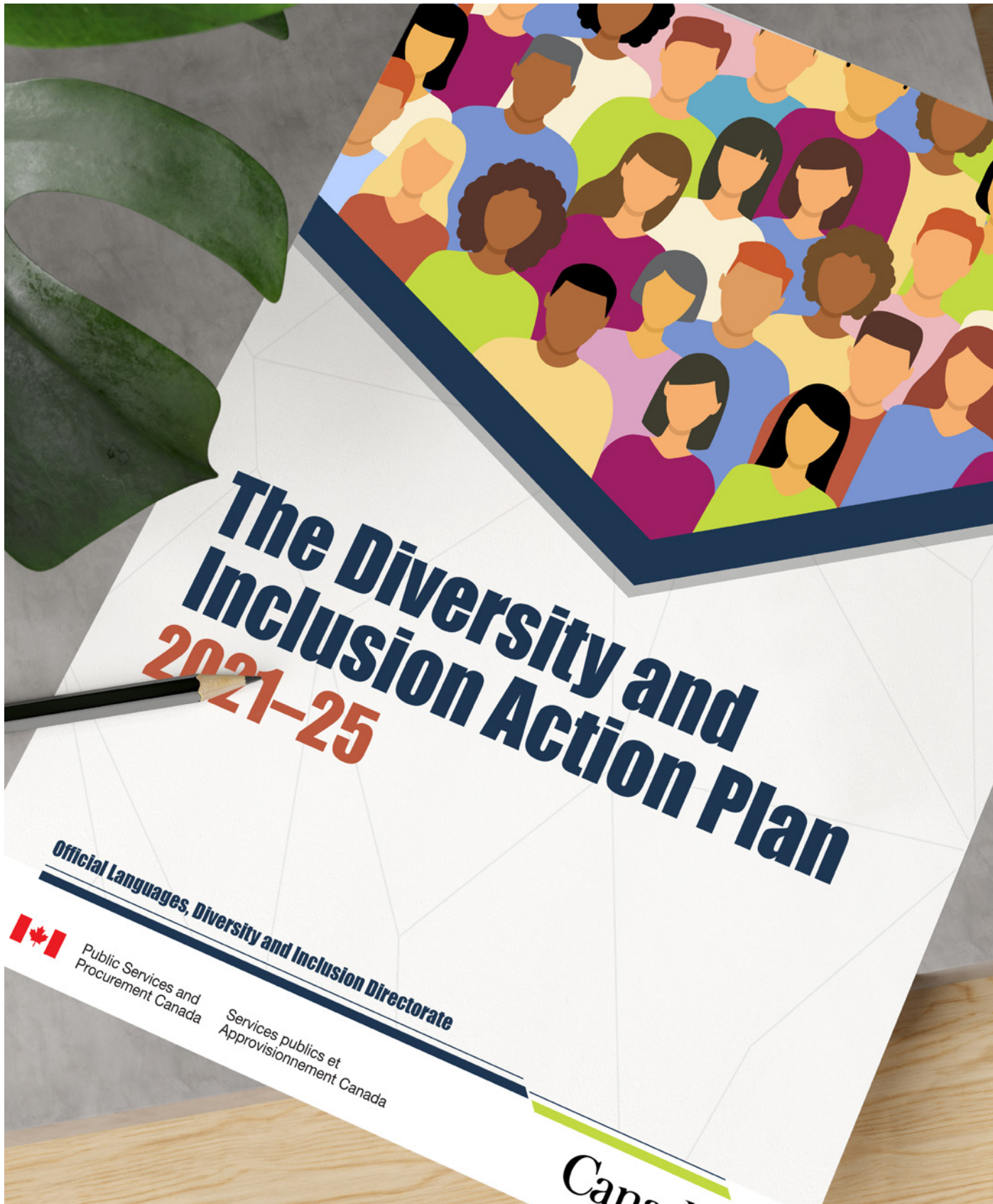
The Diversity and Inclusion Action Plan report

the required data repositories like data warehouses, and continued to invest in other data analytics capacity tools and related strategies. In addition, PSPC's Digital Services started working on the implementation of the recently-developed Human Resources Strategy, which will focus on developing capacities within data analytics, data science and artificial intelligence. Work was also done on the implementation of the Data Strategy and approximately 15% of the activities have been completed, including the development of the Chief Data Officer function and organizational structure, a maturity assessment and the preparation of an implementation plan.

Departmental coordination

There was a risk that the diversity of PSPC's varied business lines would impact the department's ability to collectively plan, and to make resourcing decisions that would achieve departmental results and support a culture of "One PSPC", the departmental vision whereby all branches and regions within PSPC work together efficiently in an integrated manner towards common goals. To mitigate this risk, PSPC continued strengthening its department-wide integrated planning process, which includes the annual publication of the IBP. This improved PSPC's common approaches and better aligned its processes to strategic and operational planning, budgeting, resource allocation, and performance monitoring and reporting. PSPC also took 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 ensured a better alignment of resources with core priorities and more consistency in client service experiences.

Departmental risk management culture

There was a risk that PSPC's departmental risk management culture change initiative would not foster the adaptability needed to seize opportunities and minimize threats in an integrated manner, while also maintaining the resilience required to safeguard trust in its ongoing ability to deliver. To mitigate this risk, PSPC has undertaken a number of important initiatives in recent years. These include developing a coherent and strong risk management framework, regularly renewing the department's risk profile in order to communicate key strategic risks, and developing a new risk tolerance approach. In 2021 to 2022, PSPC shared with its employees more information pertaining to risk to support their awareness and understanding of the factors influencing their work, and published key tools and resources to support the adoption of effective risk management practices within the department. The department also adopted a revised approach and timing to the updating of key risk profiles focused on strengthening alignment with strategic planning publications and setting a strong foundation for future updates to the department's risk profile.

Digital transformation

There was a risk that PSPC would not continue to have the modern and reliable systems, expertise and cyber safeguards

needed to effectively operate and deliver services in a predominantly digital environment, which now includes a much increased reliance on telework. To mitigate this risk, the department implemented new virtual environments for experimentation and collaborative tools, including Teams and other Microsoft 365 applications. PSPC also created the Cloud Competency Centre, and is currently engaging with the private sector in order to establish delivery systems that will enable the department to acquire the in-house expertise needed to improve cloud readiness. PSPC has also developed the Digital Services Human Resources Strategy, the IT Project Management Framework, and a cyber security action plan to adapt to the changing digital environment.

Recruitment and retention
There was a risk that PSPC would not be able to attract and retain the specialized, skilled and diverse workforce needed to deliver timely and quality services to its clients. To mitigate this risk, PSPC implemented its second cohesive and evergreen department-wide Strategic People Management Plan (SPMP) that is aligned with the department's integrated planning processes. The department continued the implementation of other staffing and talent management modernization initiatives, such as the LEAD Sponsorship Program, which aims at increasing the representation of employment equity group employees in executive and management positions by Leading, Elevating, Aspiring and Developing their talent. PSPC also successfully participated in national recruitment initiatives opened to the public, including the Federal Internship Program for Canadians with Disabilities and the Federal Internship for Newcomers Program. The implementation of mental health and well-being initiatives contributed to the mitigation of challenges impacting retention and recruitment by ensuring services and opportunities that contribute to remove barriers, promote full participation of employees, and create a culture that values accessibility, diversity and inclusion. These include fundamental initiatives such as the Accessibility Onboarding Toolkit for persons with disabilities led by PSPC's Human Resources Accessibility Service Centre, and national virtual learning events accessible to all PSPC employees and led by the Mental Health and Well-Being Program. Through these initiatives, PSPC is becoming a leader in accessible tools and events in the federal public service.

Budgetary financial resources (dollars) for Internal Services

The following table shows, for internal services, budgetary spending for 2021 to 2022, as well as spending for that year.

2021 to 2022 Main Estimates	2021 to 2022 Planned spending	2021 to 2022 Total authorities available for use	2021 to 2022 Actual spending (authorities used)	2021 to 2022 Difference (actual spending minus planned spending)
355,047,666	355,047,666	431,962,134	358,493,710	3,446,045

There is no significant variance between actual spending and planned spending.

Human resources (full-time equivalents) for Internal Services

The following table shows, in full time equivalents, the human resources the department needed to carry out its internal services for 2021 to 2022.

2021 to 2022 Planned full-time equivalents	2021 to 2022 Actual full-time equivalents	2021 to 2022 Difference (actual full-time equivalents minus planned full-time equivalents)
3,336.67	3,138.11	-198.56

There is no significant variance between actual and planned full-time equivalents. ❦

Spending and human resources

Spending

Spending from fiscal year 2019 to 2020 until fiscal year 2024 to 2025

The departmental spending trend graph presents trends in the department's planned and actual spending over time. The data represents actual spending (2019 to 2020 up to 2021 to 2022) and planned spending (2022 to 2023 up to 2024 to 2025) broken down between Statutory and Voted Expenditures.

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

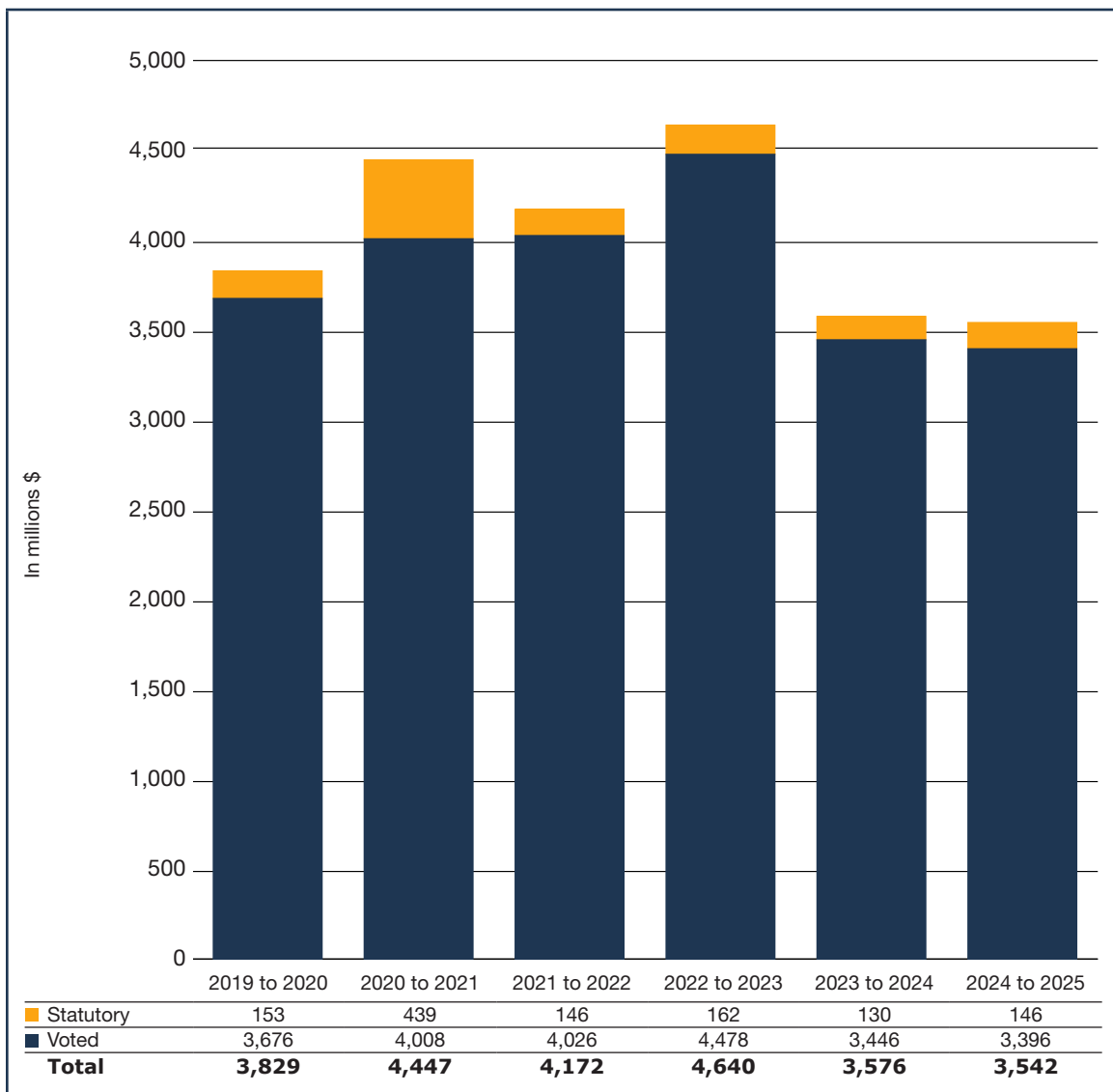|	2019 to 2020	2020 to 2021	2021 to 2022	2022 to 2023	2023 to 2024	2024 to 2025
■ Statutory	153	439	146	162	130	146
■ Voted	3,676	4,008	4,026	4,478	3,446	3,396
Total	**3,829**	**4,447**	**4,172**	**4,640**	**3,576**	**3,542**

Figure 1. Departmental spending trend graph.

Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

The "Budgetary performance summary for core responsibilities and internal services" table presents the budgetary financial resources allocated for PSPC's core responsibilities and for internal services.

Core Responsibilities and Internal Services	2021 to 2022 Main Estimates	Planned spending			2021 to 2022 Total authorities available for use	Actual spending (authorities used)		
		2021 to 2022	2022 to 2023	2023 to 2024		2019 to 2020	2020 to 2021	2021 to 2022
Purchase of Goods and Services	165,373,648	165,373,648	186,574,422	162,440,510	873,605,552	160,744,972	505,799,452	248,612,162
Payments and Accounting	564,223,848	564,223,848	537,083,995	227,755,074	623,035,047	547,993,891	620,095,297	584,208,702
Property and Infrastructure	3,244,445,160	3,244,445,160	3,438,255,690	2,786,161,531	3,267,830,959	2,626,433,017	2,755,014,069	2,821,959,418
Government-Wide Support	157,928,212	157,928,212	164,921,320	133,797,777	196,119,618	151,289,700	181,625,449	155,082,347
Procurement Ombudsman	4,211,647	4,211,647	4,198,354	4,198,364	4,488,806	3,987,055	4,091,748	3,995,892
Subtotal	**4,136,182,515**	**4,136,182,515**	**4,331,033,781**	**3,314,353,256**	**4,965,079,982**	**3,490,448,635**	**4,066,626,015**	**3,813,858,521**
Internal Services	355,047,666	355,047,666	308,579,366	261,196,712	431,962,134	338,238,741	380,244,932	358,493,710
Total	**4,491,230,181**	**4,491,230,181**	**4,639,613,147**	**3,575,549,968**	**5,397,042,116**	**3,828,687,376**	**4,446,870,947**	**4,172,352,231**

Totals may not add up due to rounding.

As part of the present Departmental Results Report, PSPC is informing parliamentarians and Canadians of the budgetary performance achieved for 2021 to 2022. This performance is measured against the planned spending defined in PSPC's 2021 to 2022 Departmental Plan.

The budgetary performance summary table above provides the following:
- Main Estimates and Planned spending for 2021 to 2022 as reported in the 2021 to 2022 Departmental Plan;
- Planned spending for 2022 to 2023 and 2023 to 2024, as reported in the 2022 to 2023 Departmental Plan;
- Total Authorities available for use in 2021 to 2022 which reflects the Main Estimates as well as the other authorities available for the year, including the Supplementary Estimates; and,
- Actual spending for 2019 to 2020, 2020 to 2021 and 2021 to 2022 as reported in the Public Accounts of Canada.

The variances observed are explained as follows:
- The net decrease of **$318.9 million** between the **2021 to 2022 Actual Spending** and the **2021 to 2022 Planned Spending** is mainly due to:
  ○ Delays in several capital and fit-up projects as well as increased revenues for accommodation.

○ Partially offset by:
  • Expenditures to support the Government of Canada's evolving response to the COVID-19 pandemic as well as the continued modernization of federal procurement to support a more robust, inclusive and sustainable economy;
  • Expenditures to support the stabilization of pay operations and reduce the backlog of pay issues.
• The net increase of **$343.7 million** in the **Actual Spending** from **2019 to 2020** to **2021 to 2022,** is primarily related to:
  ○ Expenditures to deliver on the department's property and infrastructure projects.
  ○ Expenditures to provide supplies for the health system, support the Government of Canada's evolving response to the COVID-19 pandemic and provide the necessary funding for the Safe Restart Agreement.
  ○ Enhanced measures to help stabilize the Phoenix pay system, increase pay service delivery capacity and reduce the backlog of pay issues.

Human resources

The "Human resources summary for core responsibilities and internal services" table presents the full-time equivalents (FTEs) allocated to each of PSPC's core responsibilities and to internal services.

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

Core Responsibilities and Internal Services	2019 to 2020 Actual full-time equivalents	2020 to 2021 Actual full-time equivalents	2021 to 2022 Planned full-time equivalents	2021 to 2022 Actual full-time equivalents	2022 to 2023 Planned full-time equivalents	2023 to 2024 Planned full-time equivalents
Purchase of Goods and Services	1,798.00	1,910.00	1,857.00	2,106.00	2,192.68	2,169.01
Payments and Accounting	4,537.16	4,683.53	4,748.20	4,584.65	4,791.55	2,415.91
Property and Infrastructure	4,145.84	4,226.01	4,521.29	4,405.13	4,650.48	4,631.57
Government-wide Support	2,470.33	2,579.18	2,622.12	2,513.74	2,652.93	2,645.92
Procurement Ombudsman	24.86	29.34	21.17	28.27	29.41	29.41
Subtotal	**12,976.19**	**13,428.06**	**13,769.78**	**13,637.79**	**14,317.05**	**11,891.82**
Internal Services	3,007.75	3,195.40	3,336.67	3,138.11	3,263.34	3,237.41
Total	**15,983.94**	**16,623.46**	**17,106.45**	**16,775.90**	**17,580.39**	**15,129.23**

Expenditures by vote

For information on PSPC's organizational voted and statutory expenditures, consult the **Public Accounts of Canada 2021**[cv].

Government of Canada spending and activities

Information on the alignment of PSPC's spending with the Government of Canada's spending and activities is available in **GC Infobase**[cvi].

Financial statements and financial statements highlights

Financial statements

Public Services and Procurement Canada's Financial Statements (unaudited) for the year ended March 31, 2022, are available on the **department's Reports web page**[cvii].

Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021 to 2022 Planned results*	2021 to 2022 Actual results	2020 to 2021 Actual results	Difference (2021 to 2022 Actual results minus 2021 to 2022 Planned results)	Difference (2021 to 2022 Actual results minus 2020 to 2021 Actual results)
Total expenses	6,949,095,131	7,127,096,236	6,859,358,034	178,001,105	267,738,202
Total revenues	3,209,929,445	3,509,368,000	3,004,455,006	299,438,555	504,912,994
Net cost of operations before government funding and transfers	3,739,165,686	3,617,728,236	3,854,903,028	(121,437,450)	(237,174,792)

* The 2021 to 2022 planned results information is provided in Public Services and Procurement Canada's **2021 to 2022 Consolidated Future-Oriented Statement of Operations (Unaudited)**[cviii].

Expenses

Actual over Planned
The 2021 to 2022 expenses were $178 million higher than planned mainly due to expenditures to support the Government of Canada's evolving response to the COVID-19 pandemic as well as the continued modernization of federal procurement to support a more robust, inclusive and sustainable economy. This was partially offset

by a reduction in Property and Infrastructure's expenses as a result of fluctuations in business volume mostly attributable to projects being delayed, terminated or cancelled due to uncertainty related to COVID-19.

Actual year-over-year

The increase in expenses of $268 million is mainly attributable to the purchase of COVID-19 supplies and related logistics as well as additional demand for measles, mumps and rubella (MMR) vaccine.

Revenues

Actual over planned

The 2021 to 2022 revenues were $299 million higher than planned mainly due to an increase in revenues from services provided to other government departments for the purchase of COVID-19 supplies and related logistics as well as increased revenues for accommodations. This is partially offset by a reduction in revenues as a result of fluctuations in business volume mostly attributable to other government departments projects being delayed, terminated or cancelled due to uncertainty related to COVID-19.

Actual year-over-year

The increase in revenues of $505 million is mainly attributable to an increase in business volume with other government departments for the purchase of COVID-19 supplies and related logistics as well as an increase in the vaccine procurement business line as a result of additional demand for measles, mumps and rubella (MMR) vaccine.

Condensed Statement of Financial Position (unaudited) as of March 31, 2022 (dollars)

Financial Information	2021 to 2022	2020 to 2021	Difference (2021 to 2022 minus 2020 to 2021)
Total net liabilities	3,917,261,174	3,625,677,646	291,583,528
Total net financial assets	1,228,705,345	1,160,106,572	68,598,773
Departmental net debt	2,688,555,829	2,465,571,074	222,984,755
Total non-financial assets	9,873,369,831	9,072,995,932	800,373,899
Departmental net financial position	7,184,814,002	6,607,424,858	577,389,144

Net liabilities

The increase in total net liabilities of $292 million is mainly attributable to an increase in accounts payable and accrued liabilities due to an accrued liability related to the Energy Services Acquisition Program for the modernization of the district energy system in the National Capital Region.

Net financial assets

The increase in total net financial assets of $69 million is mainly attributable to an increase in accounts receivable and advances mostly due to higher accounts receivable with other government departments as a result of the purchase of COVID-19 supplies and related logistics.

The increase was partially offset by a decrease in Due from the Consolidated Revenue Fund, which is mostly the result of the aforementioned increase in accounts receivable from other government departments and an increase in accounts payable. The amount due from the Consolidated Revenue Fund (CRF) represents the net amount of cash that the department is able to withdraw from the CRF in order to discharge its liabilities without generating any additional charges against its authorities in the year of the withdrawal.

Non-financial assets

The increase in total non-financial assets of $800 million (assets with a physical substance that are used to deliver services and have a useful life extending beyond one accounting period, such as real property, equipment or machinery that have been purchased, built or leased) is mainly attributable to an increase in tangible capital assets for the rehabilitation of the Parliamentary Precinct through the Long Term Vision and Plan and the modernization of the district energy system in the National Capital Region through the Energy Services Acquisition Program.

This increase is offset by the amortization of tangible capital assets (physical assets held on a continuing basis). ◆

Corporate information

Organizational profile

Appropriate minister: Filomena Tassi, PC, MP

Institutional head: Paul Thompson

Ministerial portfolio: Public Services and Procurement Canada

Enabling instrument: The *Department of Public Works and Government Services Act*[cix] establishes the Department of Public Services and Procurement Canada.

Year of incorporation/commencement: 1841

Other: The Minister of Public Services, Procurement and Accessibility has responsibilities under 19 other acts. The most important ones are:
- *Shared Services Canada Act*[cx]
- *Canada Post Corporation Act*[cxi]
- *National Capital Act*[cxii]
- *Expropriation Act*[cxiii]
- *Defence Production Act*[cxiv]
- *Seized Property Management Act*[cxv]
- *Surplus Crown Assets Act*[cxvi]
- *Financial Administration Act*[cxvii]

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**[cxviii].

For more information on the PSPC's organizational mandate letter commitments, see the **Minister's mandate letter**[cxix].

Operating context

Information on the operating context is available on **Public Services and Procurement Canada's website**[cxx].

Reporting framework

Public Services and Procurement Canada's Departmental Results Framework and Program Inventory of record for 2021 to 2022 are shown below.

Core Responsibilities

1. **Purchase of Goods and Services**
    PSPC purchases goods and services on behalf of the Government of Canada.

2. **Payments and Accounting**
    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.

3. **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.

4. **Government-Wide Support**
    PSPC provides administrative services and tools to federal organizations that help them deliver programs and services to Canadians.

5. **Procurement Ombudsman**
    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.

Departmental Results and Departmental Results Indicators

1. **Purchase of Goods and Services**
    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

Departmental Results and Departmental Results Indicators (continued)

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. Payments and Accounting

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

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

Departmental Results and Departmental Results Indicators (continued)

3. **Property and Infrastructure**
   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 known as the GCworkplace approach
      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

   3.2 **Federal infrastructure spending supports Canada's social, economic and environmental priorities**
      3.2.1 Percentage of PSPC Crown-owned and lease purchase assets assessed against the 2018 Canadian Standards Association standard for Accessibility (CSA B651-2018)
      3.2.2 Total compliance score of PSPC owned and lease purchase buildings assessed against the 2018 Canadian Standards Association standard for Accessibility (CSA B651-2018)
      3.2.3 Percentage of reduction in green-house gas emissions in PSPC Crown-owned building portfolio, excluding housing

4. **Government-Wide Support**
   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

   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

Departmental Results and Departmental Results Indicators (continued)

5. **Procurement Ombudsman**
    5.1 **Raise awareness of procurement issues and exchange information**
        5.1.1 Number of awareness-building activities per year with Canadian suppliers, primarily small and medium-sized businesses, federal officials and other stakeholders
        5.1.2 Number of provinces/territories where outreach activities are held
        5.1.3 Year-over-year percentage increase of new visits to OPO's website

    5.2 **Procurement related issues are addressed through alternative dispute resolution**
        5.2.1 Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties

    5.3 **Procurement related issues are addressed through the review of complaints and procurement practice reviews**
        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

Program Inventory

1. **Purchase of Goods and Services**
    - Procurement Leadership
    - Procurement Services

2. **Payments and Accounting**
    - 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

3. **Property and Infrastructure**
    - Federal Accommodation and Infrastructure
    - Real Property Services
    - Parliament Hill and Surroundings
    - Cape Breton Operations: Portfolio Management

4. **Government-Wide Support**
    - Linguistic services
    - Communication services
    - Government-wide Corporate Services
    - Document Imaging Services
    - Asset Disposal
    - Service Strategy
    - Canadian General Standards Board
    - Security and Oversight Services

5. **Procurement Ombudsman**
    - Procurement Ombudsman

Supporting information on the Program Inventory

Financial, human resources and performance information for PSPC's Program Inventory is available in **GC InfoBase**[cxxi].

Supplementary information tables

The following supplementary information tables are available on **Public Services and Procurement Canada's website**[cxxii].
- **Details on transfer payment programs of $5 million or more**[cxxiii]
- **Gender-based analysis plus**[cxxiv]
- **Response to parliamentary committees and external audits**[cxxv]
- **2021 to 2022 Departmental Sustainable Development Strategy Report**[cxxvi]

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the **Report on Federal Tax Expenditures**[cxxvii]. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Organizational contact information

For more information on PSPC's programs and services, please communicate with us through our **general enquiries webpage**[cxxviii].

You can follow PSPC on **Facebook**[cxxix], **LinkedIn**[cxxx], **Twitter**[cxxxi] and **Instagram**[cxxxii]. 🍁

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 an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority *(priorité)*
A plan or project that a department has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired 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 quantitative measure of progress on a departmental result.

departmental results framework *(cadre ministériel des résultats)*
A framework that connects the department's core responsibilities to its 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, for whom and in what circumstances. 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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities *(priorités pangouvernementales)*

For the purpose of the 2021 to 2022 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better— a resiliency agenda for the middle class; The Canada we're fighting for.

horizontal initiative *(initiative horizontale)*

An initiative where 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 to the expected result.

planned spending *(dépenses prévues)*
For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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 the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result *(résultat)*
A 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.

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

voted expenditures *(dépenses votées)*
Expenditures that Parliament approves annually through an appropriation act. The vote wording becomes the governing conditions under which these expenditures may be made. ✦

Endnotes

i   PSPC Policy on Social Procurement: https://www.tpsgc-pwgsc.gc.ca/app-acq/pas-posp-eng.html

ii   PSPC Supplier Diversity Action Plan: https://www.tpsgc-pwgsc.gc.ca/app-acq/pda-sdap-eng.html

iii   PSPC Long Term Vision and Plan for the Parliamentary Precinct: https://www.tpsgc-pwgsc.gc.ca/citeparlementaire-parliamentaryprecinct/rehabilitation/planifier-planning-eng.html

iv   *Treasury Board Directive on the Management of Procurement*: https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32692

v   Contracts for the redevelopment of the of the Atlantic Science Enterprise Centre: https://www.canada.ca/en/public-services-procurement/news/2021/12/government-of-canada-awards-contracts-for-design-and-construction-of-atlantic-science-enterprise-centre-providing-opportunities-for-indigenous-busi.html

vi   Upgrade to the road surface of the Alaska Highway: https://www.canada.ca/en/public-services-procurement/news/2021/07/government-of-canada-awards-contract-to-improve-the-alaska-highway.html

vii   Contract related to the Canadian High Arctic Research Station: https://www.canada.ca/en/public-services-procurement/news/2021/05/government-of-canada-awards-facility-management-services-contract-for-canadian-high-arctic-research-station-providing-opportunities-for-inuit-busin.html

viii   PSPC Policy on Social Procurement: https://www.tpsgc-pwgsc.gc.ca/app-acq/pas-posp-eng.html

ix   PSPC Supplier Diversity Action Plan: https://www.tpsgc-pwgsc.gc.ca/app-acq/pda-sdap-eng.html

x   Future Aircrew Training Program: https://www.tpsgc-pwgsc.gc.ca/app-acq/amd-dp/air/snac-nfps/ffpn-fact-eng.html

xi   Logistics Vehicle Modernization Project: https://www.tpsgc-pwgsc.gc.ca/app-acq/amd-dp/pdmdvl-lvmp-eng.html

xii   Remotely Piloted Aircraft System Project: https://www.tpsgc-pwgsc.gc.ca/app-acq/amd-dp/air/snac-nfps/sdat-rpac-eng.html

xiii   Strategic Tanker Transport Capability Project: https://www.canada.ca/en/department-national-defence/services/procurement/strategic-tanker-transport-capability-project.html

xiv   National Shipbuilding Strategy: https://www.tpsgc-pwgsc.gc.ca/app-acq/amd-dp/mer-sea/sncn-nss/index-eng.html

xv   Laboratories Canada Strategy: https://www.science.gc.ca/eic/site/063.nsf/eng/h_97809.html

xvi   Laboratories Canada Long Term Vision and Plan: https://science.gc.ca/eic/site/063.nsf/eng/h_97882.html

xvii   Atlantic Science Enterprise Centre: https://www.science.gc.ca/eic/site/063.nsf/eng/h_98238.html

xviii   TerraCanada: https://www.science.gc.ca/eic/site/063.nsf/eng/h_98241.html

xix   Transportation Safety and Technology Science: https://www.science.gc.ca/eic/site/063.nsf/eng/h_98242.html

xx   Cultural Heritage Science: https://www.science.gc.ca/eic/site/063.nsf/eng/h_98239.html

xxi   Regulatory and Security Science: https://www.science.gc.ca/eic/site/063.nsf/eng/h_98240.html

xxii   Office of Procurement Canada: https://opo-boa.gc.ca/index-eng.html

xxiii   Office of Procurement Canada: https://opo-boa.gc.ca/index-eng.html

xxiv   PSPC Supplier Advisory Committee: https://www.tpsgc-pwgsc.gc.ca/app-acq/ccf-sac/ccf-sac-eng.html

xxv   Canadian Collaborative Procurement Initiative: https://www.tpsgc-pwgsc.gc.ca/app-acq/app-collaborat-procur/index-eng.html

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