



# 2024 to 2025 DEPARTMENTAL PLAN

## Public Services and Procurement Canada

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Jean-Yves Duclos, PC, MP  
Minister of Public Services and Procurement



Public Services and  
Procurement Canada

Services publics et  
Approvisionnement Canada

Canada

**Cover page captions (clockwise from top right corner)**

- St. Andrews Lock and Dam in Lockport, Manitoba, re-opened after 2 years of work to replace the bridge deck.
- A CF-18 Hornet from the Canadian Air Task Force.
- Employees at one of PSPC's GCcoworking locations.
- Dominion Sculptor team member working on an architectural feature as part of the Parliamentary Precinct rehabilitation project.

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# Public Services and Procurement Canada's 2024 to 2025 Departmental Plan at a glance

A departmental plan describes a department's priorities, plans and associated costs for the upcoming 3 fiscal years.

- [Vision, mission, raison d'être and operating context](#)
- [Minister's mandate letter](#)

[\[Read the full departmental plan\]](#)

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## Key priorities

In its role as a common service provider, Public Services and Procurement Canada (PSPC) is well positioned to help advance on some priorities that have been identified by the Government of Canada, including:

### Procurement modernization

- continue to undertake the phased implementation of PSPC's Contract Modernization Initiative, which aims to ensure consistency and reduced complexity of government contracts for suppliers and clients
- continue the modernization of procurement practices, with a focus on making procurement simpler and increasingly digitally enabled
- roll out dedicated negotiation support services for complex, high value procurements, enhancing the capacity to negotiate better contract outcomes and optimize best value for clients
- implement policies and tools that support Canadian small and medium enterprises

### Service delivery

- collaborate with key partners to deliver the high-quality services that Canadians expect and deserve, including taking measures to resolve outstanding pay issues for public servants and advance the work on the next generation pay and human resources system

### Housing

- support the Government of Canada's efforts to improve access to housing by accelerating the use of surplus federal lands and the conversion of empty office space in the federal real property portfolio into market-based housing

### Dental care plan

- continue working in close collaboration with key partners on implementing the Canadian dental care plan and ensuring a coordinated, regular and effective communication plan with Canadians

## Refocusing government spending

In Budget 2023, the government committed to reducing spending by \$14.1 billion over the next 5 years, starting in 2023 to 2024, and by \$4.1 billion annually after that.

As part of meeting this commitment, PSPC is planning the following spending reductions.

- **2024 to 2025:** \$148,161,000
- **2025 to 2026:** \$154,107,000
- **2026 to 2027 and after:** \$162,246,000

PSPC will achieve these reductions by reducing operating, professional services and travel expenditures, including:

- Optimizing its office portfolio;
- Reviewing its investment activities;
- Pursuing opportunities for synergies and consolidation of activities;
- Shifting composition of workforce towards future core competencies;
- Leveraging new business models since the pandemic;
- Process automation and leveraging new technologies;
- Reviewing program activities that may no longer be critical; and
- Other miscellaneous savings.

The figures in this departmental plan reflect these reductions.

## Highlights

A Departmental Results Framework consists of an organization's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

## Purchase of goods and services

### Departmental results

- federal organizations have the products and services they need, when they need them, at the best value
- government purchasing is easy to access, fair and transparent for suppliers
- government purchasing supports Canada's economic, environmental, and social policy goals

**Planned spending: \$181,701,564**

**Planned human resources: 2,425 full-time equivalents (FTEs)**

In 2024 to 2025, PSPC will:

- advance the modernization of procurement through the implementation of initiatives, such as the Contract Modernization Initiative, designed to simplify procurement practices and support the increasingly digitally enabled environment, produce actionable data-driven insights, ensure value for money, and advance direct negotiation support services
- deliver on key procurements in support of Canada's defence policy, *Strong, Secure, Engaged*, and continue to collaborate with other government departments and industry to implement the National Shipbuilding Strategy
- drive increased Indigenous participation in federal procurement and continue to advance government-wide initiatives to increase the diversity of suppliers participating in government purchasing
- continue the development and implementation of new tools, guidance and initiatives that support the adoption of green and clean technology procurement across the federal government
- support the implementation of reciprocal procurement policies to help ensure balanced procurement opportunities with Canada's trading partners and better support Canadian businesses, including small and medium-sized enterprises

More information about purchase of goods and services can be found in the full departmental plan.

## Payments and accounting

### Departmental results

- Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner
- members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled
- in collaboration with government departments, employees receive timely and accurate pay and benefits
- Canadians have timely access to reliable information on Canada's finances

### **Planned spending: \$767,912,712**

### **Planned human resources: 6,266 FTEs**

In 2024 to 2025, PSPC will:

- continue to administer and deliver timely and accurate pay and benefits for all public servants, while making progress towards resolving outstanding pay issues for Pay Centre clients, and improving service standards compliance
- continue to deliver timely, high-quality, client-centric products and services to more than a million active and retired pension plan members and implement innovative approaches and technologies to further modernize pension service delivery

More information about payments and accounting can be found in the full departmental plan.

## Property and infrastructure

### Departmental results

- federal real property and associated services meet the needs of federal government clients, partners and/or Parliamentarians, and ensure best value for Canadians
- federal infrastructure spending supports Canada's social, economic and environmental priorities

**Planned spending: \$3,347,618,258**

**Planned human resources: 4,691 FTEs**

In 2024 to 2025, PSPC will:

- in response to Budget 2023, develop a portfolio reduction plan to right-size the real property portfolio, modernize office space, identify savings estimates, and establish a plan for temporary use and longer-term redevelopment of federal buildings to improve access to housing
  - advance sustainability in greening government operations, and climate change mitigation and adaptation strategies for PSPC real property and infrastructure assets
  - support the Government of Canada's future of work, which includes operationalizing workplace transformation and further supporting the hybrid work model
  - further improve crossings in the National Capital Region and advance the assessments and planning associated with an additional crossing to ensure the health and safety of users
  - continue implementing the Laboratories Canada Strategy to provide federal scientists with leading-edge, collaborative, accessible, and sustainable science and technology facilities
  - advance the rehabilitation of the Parliamentary Precinct through the Long Term Vision and Plan
- More information about property and infrastructure can be found in the full departmental plan.

## Government-wide support

### Departmental results

- federal organizations have access to high quality linguistic services and tools
- the government does business with ethical suppliers and ensures that sensitive information is handled appropriately
- federal organizations have the support services and tools they need to deliver their programs to Canadians

**Planned spending: \$159,892,137**

**Planned human resources: 2,706 FTEs**

In 2024 to 2025, PSPC will:

- adapt to the rapid pace of digital transformation in linguistic services by leveraging artificial intelligence in the translation process

- collaborate with key partners to increase interpretation capacity for official and Indigenous languages
- modernize services and tools to enhance client service and continue to improve government-wide information and case management services to better support the Government of Canada and Canadians
- provide cybersafe and digitally enabled environments, increase information processing capacity and integrate modern tools in support of the government's Digital Strategy and Canada's Digital Ambition
- improve the Contract Security Program and the Controlled Goods Program to respond to an evolving external threat environment and strengthen the effectiveness of the Integrity Regime to further mitigate the risk posed by unethical suppliers
- develop a more client-focused delivery approach to safeguard sensitive and strategic government information and assets accessed by the private sector

More information about government-wide support can be found in the full departmental plan.

## Procurement ombudsman

### Departmental results

- raise awareness of procurement issues and exchange information
- procurement related issues are addressed through alternative dispute resolution
- procurement related issues are addressed through the review of supplier complaints and the review of federal organization's procurement practices

**Planned spending: \$4,480,464**

**Planned human resources: 28 FTEs**

While operating at arm's length from federal organizations, including PSPC, in 2024 to 2025, the Office of the Procurement Ombudsman will:

- review the procurement practices of federal organizations to promote fairness, openness and transparency, and share procurement-related information among federal organizations and Canadian suppliers to promote transparency in the federal procurement process
- review complaints from Canadian suppliers and make recommendations for compensation where appropriate
- provide 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

More information about procurement ombudsman can be found in the full departmental plan.

# Public Services and Procurement Canada 2024 to 2025 Departmental Plan

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## From the minister



The Honourable Jean-Yves Duclos, PC, MP

Public Services and Procurement Canada

I am pleased to provide Public Services and Procurement Canada's (PSPC) Departmental Plan for 2024 to 2025, outlining the department's plans to deliver on its wide-ranging mandate to serve Canadians and support the Government of Canada.



PSPC has a key role in advancing important government priorities, operating as the central purchasing agent, linguistic authority, real property manager, treasurer, accountant, integrity adviser, and pay and pension administrator for federal departments and agencies.

Across the wide-range of tasks under PSPC's area of responsibility, this coming year will see a focus on four key priorities: procurement, including the national shipbuilding strategy; housing; pay; and the Canadian Dental Care Plan.

As the central purchaser for the Government of Canada, PSPC is committed to on-going modernization of the procurement process. As a top priority, PSPC will continue to simplify the way the procurement process is done, maintaining the highest standards with respect to diversity, ethics and sustainability. The increased use of data-driven analysis will seek to ensure procurement supports Canada's economic policy goals and provides value for money for Canadians.

The National Shipbuilding Strategy will continue to be a key focus for PSPC. We will continue to support Canada's shipbuilding industry, creating jobs and economic benefits for Canadians and ensuring that the women and men of the Royal Canadian Navy and the Canadian Coast Guard have the modern vessels they require.

An urgent Government priority is to make housing more affordable for Canadians. PSPC will support this policy priority by accelerating the disposal of surplus federal properties so that they can be considered for conversion into market-based and affordable housing.

As the manager of federal payments and accounting, an essential priority for the department continues to be making sure public servants are paid accurately and on-time, alongside working on the Next Generation Pay and Human Resources System.

In support of PSPC's fourth top priority, important work will also be accomplished throughout the fiscal year with key partners on the implementation of the Canadian Dental Care Plan.

The department will also continue its strong commitment to walk the path of Reconciliation including by working towards ensuring that a minimum of 5 per cent of the value of its contracts are held by Indigenous businesses. As the department responsible for the Government of Canada's real property management, procurement, and translation services, PSPC is uniquely positioned to help strengthen the relationships between the federal government and First Nations, Inuit and Métis Peoples.

PSPC will continue to foster diversity and inclusion, from increasing the diversity of bidders on government contracts to applying gender-based analysis plus throughout the lifecycle of its initiatives. We will also further our work to support the implementation of the *Accessible Canada Act*, especially through our first regulated 2023 to 2025 Accessibility Plan, which identifies a broad range of objectives and activities intended to make PSPC fully accessible and inclusive for its employees and for Canadians.

The department is focused on providing outstanding services to all Canadians and will continue the modernization of the Receiver General systems and applications in order to deliver high quality and accessible services to Canadians.

As a common service provider for the Government of Canada, PSPC will continue to play an active role in supporting the implementation of the Greening Government Strategy including through assisting departments and agencies in reducing their greenhouse gas emissions. The department will advance work on its Net Zero Carbon Portfolio Plan to determine the most cost-effective pathway to achieve net-zero carbon real property operations by 2050. As well, the department will support a future of work for federal public servants, that defines post-pandemic work environments and supporting technologies.

These are just some of the highlights of PSPC's plans for the fiscal year 2024 to 2025. I look forward to working with the hard-working public servants at PSPC on supporting Canada's economic growth alongside tackling climate change and creating a fair and inclusive future for Canadians.

Jean-Yves Duclos, PC, MP  
Minister of Public Services and Procurement

## **Plans to deliver on core responsibilities and internal services**

### **Core responsibilities and internal services**

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### **Purchase of goods and services**

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## Description

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

## Quality of life impacts

This core responsibility contributes to the “Society” domain of the [Quality of Life Framework for Canada](#), and, more specifically, to the “Positive perceptions of diversity” indicator through the initiatives supporting the purchase of goods and services from under-represented suppliers, including Indigenous businesses.

This core responsibility also contributes to the “Environment” domain of the Quality of Life Framework and, more specifically, to the “Greenhouse Gas Emissions” indicator through activities increasing the number of zero-emission vehicles available in PSPC’s methods of supply.

## Results and targets

The following table shows, for each departmental result related to purchase of goods and services, the indicators, the results from the 3 most recently reported fiscal years, the targets and target dates approved in 2024 to 2025.

Table 1: Indicators, results and targets for the departmental result **Federal organizations have the products and services they need, when they need them, at the best value**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Percentage of overall client satisfaction with PSPC procurement services	90%	87%	80%	At least 80%	March 31, 2025
Percentage of original contracts of level 1 (Basic) complexity awarded within established timeframes	78%	75%	64%	At least 85%	March 31, 2025
Percentage of original contracts of level 2 (Standard) complexity awarded within	81%	78%	75%	At least 80%	March 31, 2025

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
established timeframes					
Cost of procurement services per \$100 of contract value	\$1.50	\$1.33	\$1.23	At most \$1.75	March 31, 2025
Percentage of competitive procurement processes versus sole source	76%	79%	80%	At least 80%	March 31, 2025
Percentage of complex competitive procurement processes for which at least two qualified bids were received (Level 3–5)	Not available <b>Table 1 Note 1</b>	Not available <b>Table 1 Note 2</b>	67%	At least 62%	March 31, 2025

**Table 1 Notes**

**Table 1 Note 1**

This was a new indicator as of 2022 to 2023. It replaced a similar indicator, however it is focused on qualified bids in particular, rather than all bids received.

**Table 1 Note 2**

This was a new indicator as of 2022 to 2023. It replaced a similar indicator, however it is focused on qualified bids in particular, rather than all bids received.

Table 2: Indicators, results and targets for the departmental result **Government purchasing is easy to access, fair and transparent for suppliers**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Percentage of suppliers that rate the procurement	87%	85%	81%	At least 80%	March 31, 2025

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
process as easy to access					
Percentage of suppliers that rate the procurement process as fair and transparent	85%	84%	85%	At least 80%	March 31, 2025

Table 3: Indicators, results and targets for the departmental result **Government purchasing supports Canada’s economic, environmental, and social policy goals**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Percentage of contract value awarded to small and medium businesses	47%	32%	24%	At least 25% <b>Table 3 Note 1</b>	March 31, 2025
Percentage of contracts, standing offers and supply arrangements that include “green” goods and services	42.6%	45%	45%	At least 45%	March 31, 2025
Percentage of participation in procurement processes by Indigenous suppliers	Not available <b>Table 3 Note 2</b>	Not available <b>Table 3 Note 3</b>	7%	At least 11%	March 31, 2025
Percentage of participation in procurement processes by suppliers who are women	Not available <b>Table 3 Note 4</b>	Not available <b>Table 3 Note 5</b>	14%	At least 15%	March 31, 2025

### **Table 3 Notes**

#### **Table 3 Note 1**

While self-identifying as small and medium enterprises (SMEs), several suppliers did not meet the SME definition. The department has addressed the issue to provide more accurate results and the target has been revised accordingly.

#### **Table 3 Note 2**

This was a new indicator as of 2022 to 2023. It replaced a similar indicator, and measures a direct percentage of participation rather than a percentage increase over the previous year.

#### **Table 3 Note 3**

This was a new indicator as of 2022 to 2023. It replaced a similar indicator, and measures a direct percentage of participation rather than a percentage increase over the previous year.

#### **Table 3 Note 4**

This was a new indicator as of 2022 to 2023. It replaced a similar indicator, and measures a direct percentage of participation rather than a percentage increase over the previous year.

#### **Table 3 Note 5**

This was a new indicator as of 2022 to 2023. It replaced a similar indicator, and measures a direct percentage of participation rather than a percentage increase over the previous year.

The financial, human resources and performance information for PSPC's program inventory is available on the [Government of Canada InfoBase](#) (GC Infobase).

## **Plans to achieve results**

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

As the central purchaser for the Government of Canada, PSPC is committed to ensuring procurement is well managed and achieves best value for Canadians. The department manages the annual procurement of goods and services valued at approximately \$25 billion on behalf of federal departments and agencies.

Through its procurement activities, PSPC will continue to support federal departments and agencies in delivering programs for Canadians. PSPC awarded in 2023 to 2024 the main contract for the Canadian Dental Care Plan, a long-term, Canada-wide dental care program with the scope and scale needed to serve all eligible Canadians. The implementation and execution of the plan will continue throughout 2024 to 2025. In addition, on behalf of Transport Canada, PSPC will

In 2024 to 2025, PSPC's Atlantic region will continue piloting a procurement initiative to support both emerging and established Indigenous artists in Atlantic Canada. A request for information will provide a platform for procuring artwork for use in Government of Canada buildings and offices in New Brunswick, Newfoundland and Labrador, Nova Scotia, and Prince Edward Island.

advance a competitive procurement for the High Frequency Rail project, which aims to provide clean, safe and efficient transportation to Canadians, while supporting economic growth and strengthening relations with Indigenous Peoples, businesses and communities. PSPC will also support a procurement on behalf of the Canadian Space Agency, Natural Resources Canada (NRC) and Environment and Climate Change Canada (ECCC) for the Wildfire Satellite project, which aims to procure a constellation of three satellites to monitor wildfires. The project will support wildfire management across Canada, provide accurate information on smoke and air quality conditions, and improve the measurement of carbon emissions from wildfires. In addition, PSPC will continue collaborating with NRC to establish contractual arrangements with provinces and territories for the Flood Hazard Identification and Mapping Program, which is investing in Canada's flood mapping capabilities to support adaptation to a changing climate. PSPC will also continue to manage contracts for vaccines and therapeutics on behalf of the Public Health Agency of Canada, to obtain newest formulations, and make adjustments to optimize supply management for COVID-19. The department will also support procurement activities and the management of contracts related to domestic biomanufacturing and pandemic preparedness.

### **Defence and marine procurement**

PSPC will continue to focus on key procurements in support of Canada's defence policy: [Strong, Secure, Engage](#) and the [National Shipbuilding Strategy](#) (NSS).

In 2024 to 2025, on behalf of the Department of National Defence (DND), PSPC will award contracts for the Logistics Vehicle Modernization project, the Future Aircrew Training program, and in-services support for the Strategic Transport Tanker Capability.

In partnership with DND, PSPC continues managing the Canadian Surface Combatant (CSC) project definition contract. Design work is progressing to support the start of construction activities in 2024. The department remains committed to its ongoing collaboration with DND in developing the implementation contract for ship construction, aiming for the contract to be awarded in winter 2025.

In support of the NSS, progress will continue on Arctic and Offshore Patrol Ships (AOPS) for the Royal Canadian Navy and the Canadian Coast Guard. In 2024 to 2025, work will advance to deliver AOPS 5, launch AOPS 6, lay the keel of AOPS 7, and cut steel on the final AOPS planned to be built, AOPS 8. In addition, the department will conduct industry engagement activities in support of various projects related to the Victoria-class submarines. In the coming year, PSPC also plans to award a contract for the conversion of the Canadian Coast Guard Ship (CCGS) Judy LaMarsh light icebreaker vessel, and for DND to take delivery of its first two naval large tugs.

In partnership with DND and the Standards Council of Canada, PSPC will develop and implement a Canadian program for cyber security certification. This program will aim to strengthen Canadian defence supply chain protections and will result in mandatory certification requirements for select federal defence contracts.

Through its participation in the [Sustainment Initiative](#), PSPC is supporting the long-term optimization of defence procurement. In 2024 to 2025, the department will support procurement professionals in the development of defence material sustainment solutions, including the improvement of support resources and the development of a performance management framework for sustainment contracts.

PSPC also contributes to Innovation for Defence Excellence and Security, which provides a variety of funding options to assist Canadian innovators in solving defence and security challenges, as well as to the Canadian Safety and Security Program, which fosters innovative science and technology advancements that contribute to the safety and security of Canadians. PSPC is also developing a series of events to highlight procurement-based opportunities for innovative Canadian high-tech firms, which will aim to assist suppliers in better leveraging procurement opportunities and related government programs to support innovation as well as economic growth.

### **Enhanced service delivery**

In 2024 to 2025, while continuing to focus on administering the procurement of goods and services on behalf of federal departments and agencies, PSPC will also concentrate its efforts on enhancing service delivery.

To that end, the department will continue to pursue innovative approaches and digital solutions to improve procurement processes, client services, and data infrastructure to ensure that federal departments and agencies have the products and services they need, when they need them, at the best value while also supporting the department's gender-based analysis plus (GBA Plus) and supplier diversity priorities.

PSPC will maintain CanadaBuys as the single window to procurement opportunities across the broader public service. The department will work to enhance the automation and simplification of professional services methods of supply and associated procurements. Further, in an effort to improve service delivery, PSPC will modernize professional services procurement tools to further strengthen due diligence with appropriate control frameworks.

The Electronic Procurement Solution (EPS), which underpins CanadaBuys, has audit capabilities that will be leveraged to help inform decisions and optimize supplier market participation, promote social procurement and collect better data with access to real time visibility of procurements, and ensure efficient management oversight. Additionally, PSPC will advance supplier diversity commitments in government procurement opportunities by leveraging data analytics and improving supplier diversity tracking to create action plans and drive participation of under-represented equity deserving groups.

The phased implementation of PSPC's Contract Modernization Initiative, which aims to ensure consistency and reduced complexity of government contracts based on feedback from the supplier community, will make procurement less burdensome for suppliers. Work to extent the new model across government will start in 2024 to 2025.

PSPC will also continue to advance direct negotiation support services, provide business intelligence, training, tools and direct support to better inform, equip and empower PSPC procurement officers, and support the successful conduct of complex negotiations that meet the needs of client departments and achieve best value.

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

#### **Procurement modernization**



PSPC is continuing to advance initiatives to modernize procurement, simplify procurement practices and ensure value for money is being achieved. This includes continuing to leverage the use of the new CanadaBuys cloud-based portal and to advance the phased implementation of its Contract Modernization Initiative. In 2024 to 2025, PSPC will begin providing other government departments with a new contract assembly tool, following adoption of the new contract model and modernized content in all of the department's solicitations and resulting contracts. In addition, the department will continue to optimize the use of CanadaBuys to ensure alignment with operational, data and policy needs.

PSPC is monitoring and leveraging ongoing data analytics to produce actionable insights that will drive increased performance and efficiency. As it continues this strategic shift towards data-driven decision-making in 2024 to 2025, the department will advance the implementation of its multi-year procurement data and analytics strategy.

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

### **Procuring from Indigenous businesses**

In 2024 to 2025, PSPC will continue to support Indigenous Services Canada to advance a transformative approach for procuring from Indigenous businesses. Ongoing work involves increasing internal education on the objective of awarding 5% of the total value of federal contracts to Indigenous businesses, including the procurement options available, and promoting early engagement with Indigenous businesses, communities and partners. In its role as a common service provider, PSPC will continue to lend support and guidance to clients on methods of supply and strategies to encourage Indigenous participation in federal procurement.

PSPC is leveraging an Indigenous-by-default approach to procurement activities that intends to increase the participation and inclusion of Indigenous businesses by identifying contracting and sub-contracting opportunities resulting in mutual benefits. Procurement specialists work with clients to ensure appropriate considerations are included in procurement strategies. For example, during the planning stages of low and high dollar value and complex activities, buyers are required to seek out interest, capacity, and availability of Indigenous businesses to supply goods, services and construction. Furthermore, contractors are being incentivized through the use of point-rated criteria to partner with, and sub-contract to Indigenous suppliers.

To increase awareness and to create better linkages between buyers and suppliers, Procurement Assistance Canada (PAC) has significantly increased its outreach to equity-deserving groups, including Indigenous businesses. This includes launching Indigenous business information sessions, which aim to provide more information on Indigenous procurement opportunities and supports, as well as Buyers' Expos, which allow for suppliers to talk to government buyers directly and learn more about upcoming procurement opportunities. In PSPC's regional offices, this approach will continue to provide local Indigenous businesses with opportunities to bid on projects that align more closely with their interest, capacity, availability, and location.

### **Supplier diversity**

PSPC will continue to focus on initiatives aimed at increasing bidder diversity in support of the Supplier Diversity Action Plan. These include assisting procurement officers in integrating socio-economic criteria

into procurement processes, and in carrying out procurement processes designed to achieve social procurement outcomes.

PSPC will develop procurement initiatives where, for certain procurements, bids will be limited to suppliers that have self-identified as belonging to a group that is historically under-represented in federal procurement. In addition, PSPC will develop procurement initiatives aimed specifically at increasing the participation of Black entrepreneurs in federal supply chains.

PSPC will continue leveraging existing stakeholder networks and create new ones to engage with participants who are historically under-represented in federal procurement, in order to learn more about their businesses and needs. This knowledge will be used to increase targeted and effective social procurement programs and initiatives within the department. PSPC will continue to focus on outreach activities tailored to businesses historically under-represented in federal procurement. In 2024 to 2025, the department aims to host or participate in at least 650 outreach events targeted to communities under-represented in federal procurement.

### **Green and clean procurement**

Integrating environmental considerations into federal purchasing and leveraging the federal spend to accelerate the transition to a net-zero greenhouse gas (GHG) and circular economy continue to be priorities for PSPC. In 2024 to 2025, the department will implement two new standards on embodied carbon under the Policy on Green Procurement, as well as a standard language related to sustainable packaging. PSPC's implementation of the new Standard on the Disclosure of Greenhouse Gas Emissions and the Setting of Reduction Targets ensures that GHG reduction targets are included in any procurement exceeding \$25 million in value. The department's new standard language on environmentally-preferable packaging requires suppliers, or encourages them if there is an exemption, to use reusable, returnable or recyclable packaging in all PSPC-administered goods procurements. PSPC will also continue with the refresh of the Federal Supply Arrangement for Office Seating, incorporating more rigorous environmental sustainability requirements such as the further reduction of plastics, increases in recyclability in both product and packaging, and the lowering of emissions in products.

PSPC will continue work on a multi-year project to develop a green public procurement tool for federal assets, with the aim of producing a web-based search platform to support PSPC's procurement officers in identifying environmentally-preferable goods that meet client department requirements. In 2024 to 2025, the department will implement a data collection pilot for carbon footprint methodologies and calculators, which were developed as part of the Low Carbon Procurement Project.

PSPC will also continue to facilitate the purchase of zero-emission and hybrid vehicles by federal departments and agencies. The department will increase the number of zero emission vehicles available on standing offers by engaging with existing manufacturers to expand their offerings and onboarding new manufacturers.

PSPC helps foster innovation in Canadian industry by conducting procurements in support of programs led by other departments, such as Innovation Solutions Canada, an initiative designed to stimulate technology research, development, and commercialization of Canadian innovations. The department is supporting Innovation Solutions Canada on a call for proposals aimed at minimizing the environmental

impacts of the Government of Canada's land, marine and air operations, which provides small and medium-sized enterprises the opportunity to sell their innovations directly to the government.

### **Reciprocal procurement and supporting small and medium-sized enterprises**

PSPC will continue to support the Department of Finance Canada and Global Affairs Canada in developing reciprocal procurement policies to ensure goods and services are procured from countries that grant Canadian businesses a similar level of market access. By addressing countries who apply unfair barriers to trade, reciprocal procurement policies will contribute to mutually beneficial and resilient supply chains. Further, by reducing the access that certain foreign suppliers have to the Canadian federal procurement market, reciprocal procurement policies will increase opportunities for Canadian businesses, including small and medium enterprises, as well as those of Canada's trade partners.

## **Key risks**

### **Global supply**

PSPC's service delivery may encounter challenges due to the inherent complexity of defense and marine procurement, including impact on commodities and supply chains caused by geopolitical tensions as well as the residual impacts of the COVID-19 pandemic, which could impact stakeholder trust and our clients' ability to achieve their policy objectives related to *Strong, Secure, Engaged* and the NSS. In addition, the recent and important trend related to supply chain regionalization may have an adverse impact on defence and marine procurement. To mitigate this risk, PSPC will, among other things, continue to:

- Provide procurement professionals with ongoing support in the development of sustainment solutions; and
- Implement a human resource strategy to support the capacity of the government and industry to achieve the objectives of the NSS.

### **Change management**

PSPC's procurement community may be challenged in adapting to new processes, considerations and tools due to the speed, scale and scope of ongoing changes being implemented. This could impede the department's ability to make procurement easier, more accessible and inclusive, and better able to generate positive socio-economic and environmental sustainability outcomes. To mitigate this risk, PSPC will, among other things:

- Develop a transformation strategy and reinforce governance to focus on transformation and change management; and
- Revise the supply manual and guidelines to support procurement program implementation.

## **Snapshot of planned resources in 2024 to 2025**

- Planned spending: \$181,701,564
- Planned full-time resources: 2,425

## Related government priorities

### Gender-based analysis plus

PSPC ensures the application of the GBA Plus process within the context of the development of procurement policies and tools. PSPC's procurement officers also work in collaboration with their clients to integrate GBA Plus into procurements.

With a view to strengthening these efforts, PSPC will continue the delivery of its training course on how to apply a GBA Plus approach to procurement using a step-by-step methodology, which demonstrates how PSPC's GBA Plus approach can contribute to an equitable procurement environment.

For detailed information on how PSPC is applying GBA Plus to its various programs and activities, please consult PSPC's [Supplementary Information Table on Gender-Based Analysis Plus](#).

### United Nations 2030 Agenda for Sustainable Development and the United Nations Sustainable Development Goals

PSPC's planned activities under its Purchase of Goods and Services core responsibility, such as procurement modernization, inclusive procurement strategies, increasing Indigenous participation in procurement, green procurement, and the Accessible Procurement Resource Centre, support Canada's efforts to address the United Nations (UN) 2030 Agenda and the Sustainable Development Goals (SDGs).

More information on PSPC's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy (FSDS) can be found in PSPC's [Departmental Sustainable Development Strategy](#) (DSDS).

### Program inventory

Purchase of Goods and Services is supported by the following program in the program inventory:

- Procurement Program

Supporting information on planned expenditures, human resources, and results related to PSPC's program inventory is available on GC Infobase.

### Summary of changes made to reporting framework since last year

There were no changes to the reporting framework for Purchase of Goods and Services since last year.

## Payments and accounting

### In this section

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- [Quality of life impacts](#)
- [Results and targets](#)
- [Plans to achieve results](#)
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## Description

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.

## Quality of life impacts

This core responsibility contributes to the “Prosperity” domain of the Quality of Life Framework for Canada and, more specifically, to the ‘Household income’, ‘Household wealth’ and ‘Financial well-being’ indicators through the issuance of payments and administration of payroll and pension services.

This core responsibility also contributes to the ‘Good Governance’ domain of the Quality of Life Framework for Canada and, more specifically, to the ‘Confidence in institutions’ indicator through all the activities mentioned in the core responsibility description.

## Results and targets

The following tables show, for each departmental result related to payments and accounting, the indicators, the results from the 3 most recently reported fiscal years, the targets and target dates approved in 2024 to 2025.

Table 4: Indicators, results and targets for the departmental result **Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Percentage of payments issued within established timeframes <b>Table 4 Note 1</b>	99.99%	99.99%	99.99%	At least 99%	March 31, 2025
Percentage of money paid to the Government of Canada that is reconciled within two business days	100%	100%	100%	At least 95%	March 31, 2025
Percentage of payments made instead of property taxes to taxing authorities within	97.2%	90.3%	97.4%	At least 95%	March 31, 2025

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
established timeframes					

## Table Notes

### Table 4 Note 1

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

Table 5: Indicators, results and targets for the departmental result **Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Percentage of pension payments processed that are accurate and on time	99%	98%	98%	At least 95%	March 31, 2025

Table 6: Indicators, results and targets for the departmental result **In collaboration with government departments, employees receive timely and accurate pay and benefits**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Number of employees facing potential pay inaccuracies at the Pay Centre	Not available <b>Table 6 Note 1</b>	Not available <b>Table 6 Note 2</b>	135,500	At most 88,000	March 31, 2025
Percentage of cases submitted to the Pay Centre on time	70%	72%	66%	At least 65%	March 31, 2025
Percentage of cases, submitted on time to the Pay Centre, that have been	89%	83%	88%	At least 80%	March 31, 2025

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
processed within service standards					

**Table Notes**

**Table 6 Note 1**

This was a new indicator as of 2022 to 2023. This new indicator allows measuring, monitoring and reporting transparently on the number of employees facing potential pay issues due to outstanding transactions at the Pay Centre. The indicator informs employees, Parliamentarians and Canadians of the progress towards pay stabilization.

**Table 6 Note 2**

This was a new indicator as of 2022 to 2023. This new indicator allows measuring, monitoring and reporting transparently on the number of employees facing potential pay issues due to outstanding transactions at the Pay Centre. The indicator informs employees, Parliamentarians and Canadians of the progress towards pay stabilization.

Table 7: Indicators, results and targets for the departmental result **Canadians have timely access to reliable information on Canada’s finances**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
The Public Accounts of Canada are available online to Canadians in PDF and HTML formats as well as via the Open Government Portal within 24 hours of tabling in the House of Commons	100%	100%	100%	100%	March 31, 2025
Information presented in the	100%	100%	100%	At least 99%	March 31, 2025

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Consolidated Financial Statements of the Government of Canada is accurate					

The financial, human resources and performance information for the PSPC’s program inventory is available on GC InfoBase.

**Plans to achieve results**

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

PSPC’s responsibilities for payments directly impact individuals and businesses on a daily basis, and provide the backbone of financial security to millions of Canadians in receipt of pay, pension, and government social benefits payments. As such, in 2022 to 2023, the department managed cash flows of \$3.15 trillion, through the issuance and settlement of more than 389 million payments on behalf of the federal government (of which the majority were for social benefits payments), and the collection of revenues for all government departments and agencies.

In 2024 to 2025, PSPC will continue the modernization of the Receiver General systems and applications in order to deliver high-quality and accessible services to Canadians and other clients.

The continued push to digitize and improve online services will enable PSPC to align with the best practices in the industry.

In 2024 to 2025, in supporting the minister as the Receiver General for Canada, PSPC will continue to manage the operations of the federal treasury, to maintain the government’s central treasury systems, to provide monthly government-wide financial statements, and to present the financial position of Canada and audited financial statements annually.

PSPC will also continue to implement the Receiver General renewal and modernization agenda to ultimately provide improved value-added user experience to Parliamentarians, government departments and agencies, financial institutions and Canadians. The department will improve payments and revenue collection efficiency by investing in projects to move treasury functions away from reliance on legacy information technology systems and to modernize its service offerings. PSPC will assess ways to increase its flexibility to adopt payment industry innovations, offer Canadians a choice of payment options, revitalize the treasury systems and processes, consolidate treasury databases to improve data quality and improve fraud prevention and detection.



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

As one of Canada's largest and leading pension administrators, PSPC provides services to more than 1 million active and retired members of eight different federal public sector pension plans: Public Service, Royal Canadian Mounted Police, Canadian Armed Forces (Regular and Reservists), Members of Parliament, the Diplomatic Corps, Federally Appointed Judges, and Lieutenant Governors. PSPC also ensures Public Service Pension Plan contributions are accurately remitted to the Public Service Pension Investment Board within prescribed timelines.

In 2024 to 2025, PSPC will enhance the client experience by focusing on the ongoing transition to a secure, user-centric, digital-first service delivery model, consistent with industry best practices. The department will also advance Pension Web Renewal initiatives to improve engagement with plan members and allow active and retired members to access increased services online, when and where they want.

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

PSPC is responsible for administering pay for more than 415,000 government pay accounts, while also delivering full compensation services to approximately 270,000 Government of Canada employees. One of the department's top priorities is to stabilize the pay system and ensure that public servants are paid accurately and on time. In 2024 to 2025, ongoing efforts will include implementing collective bargaining agreements within negotiated timelines; implementing tools and innovations; addressing anomalies and fixes; delivering data integrity services; ensuring financial comptrollership/stewardship; and providing training and information support to the Government of Canada compensation community, and to the human resources (HR) and financial functional communities.

The environment in which HR and pay services are delivered across the Government of Canada is complex. HR and pay issues are not solely technical; they are interconnected with data, business management and culture. In May 2023, the Prime Minister announced the appointment of a new PSPC Associate Deputy Minister responsible for Enterprise Pay Coordination. The department, through the Enterprise Pay Coordination Office, will be responsible for developing an enterprise integrated strategy on HR and pay and to oversee an integrated team working across federal organizations, which will be key to the Government of Canada's success to modernize HR and pay. The work will center on efforts to address the business, governance, data, culture and HR challenges across the government. Four pillars have been established to address current and future challenges and needs, namely:

- Data: modernize the delivery of HR and pay services by leveraging artificial intelligence (AI), strong data governance, and advanced reporting to create a single, central data hub for all employee data;
- Pay: automate the pay system, as much as possible, to ensure the system is modern and fit for purpose and continue to reduce the backlog of cases;
- Human Resources: standardize processes, practices and systems to ensure that the Treasury Board of Canada Secretariat (TBS) can enable consistent HR management across departments; and

- Management: ensure that key management decisions will be made around the operating model, the technology and the HR and pay solution; and implement a change management and communication plan to articulate the roles and responsibilities of stakeholders in the public service.

These have been determined as foundational priorities for an enterprise approach to enable HR management and pay in the public service to be client-centric, iterative, integrated and digitally modern.

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

The Receiver General is a world leader for best practices in government accounting. For 25 consecutive years, the Consolidated Financial Statements of the Government of Canada received a clean audit opinion from the Auditor General.

In 2024 to 2025, PSPC will continue to maintain the General Ledger of the Government of Canada (also known as the Accounts of Canada) and produce government-wide financial reports, including the Public Accounts of Canada and the Monthly Statement of Financial Operations of Canada, while providing expert advice and guidance to departments and agencies on accounting and reporting matters. PSPC will continue to provide all Canadians with accessible and reliable information on Canada’s finances through the Public Accounts of Canada, which are available in four different formats and in both official languages. PSPC will also collaborate with key partners to improve and modernize the Public Accounts.

PSPC will also continue to advance the Receiver General renewal and modernization agenda by investing in modern technology and by exploring innovative opportunities and possible partnerships to ensure government-wide financial reports remain a modern, trusted and accessible source of financial data in Canada.

**Key risks**

**Effective Delivery**

PSPC may encounter delays to achieving full stabilization of pay administration for the Government of Canada because of the sustained increase in intake of HR transactions while facing capacity constraints. Persistent intake growth could further impede efforts to increase stakeholder trust and lessen liabilities to the Government of Canada. To mitigate this risk, PSPC will, among other steps:

- Address critical cases in the backlog and maintain intake service standards while ensuring that efforts will also be placed on eliminating the remaining non-critical backlog cases, as capacity allows;
- Implement a hiring plan to maintain compensation capacity at the Pay Centre and continue expanding skillsets of existing workforce; and
- Provide reporting on HR-to-Pay stabilization to assist with the identification of upstream issues that affect pay.

**Snapshot of planned resources in 2024 to 2025**

- Planned spending: \$767,912,712
- Planned full-time resources: 6,266

## **Related government priorities**

### **Gender-based analysis plus**

PSPC will continue analyzing pay-related data, looking at the gender, age, and language composition of employees with a pay case to guide future planning and decision-making to improve pay processing outcomes for diverse groups of employees.

Through the Pension Program, PSPC will continue to collect demographic and diversity-related data via pension member satisfaction surveys to assess how current services are delivered to diverse groups and identify opportunities for improvement and innovation.

For detailed information on how PSPC is applying GBA Plus to its various Programs and activities, please consult PSPC's Supplementary Information Table on GBA Plus.

### **Program inventory**

Payments and Accounting is supported by the following Programs in the Program Inventory:

- Cape Breton Operations – Human Resources Legacy Benefits
- Federal Pay Administration
- Federal Pension Administration
- Government-Wide Accounting and Reporting
- Payments instead of Property Taxes to Local Governments
- Payments and Revenue Collection

Supporting information on planned expenditures, human resources, and results related to PSPC's Program Inventory is available on GC InfoBase.

### **Summary of changes made to reporting framework since last year**

Since last year, PSPC made the following changes to its reporting framework for Payments and Accounting:

- The methodology for the departmental result indicator "Percentage of cases submitted to the Pay Centre on time" was updated to accurately capture what is being measured by this indicator.
- The wording of the departmental result indicator "Percentage of cases promptly submitted to the Pay Centre, that have been processed on time" was updated to "Percentage of cases, submitted on time to the Pay Centre, that have been processed within service standards", and corresponding amendments to the methodology were made to use more precise language to avoid misinterpretation, and provide for more reliable and consistent results.

## **Property and infrastructure**

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## Description

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.

## Quality of life impacts

This core responsibility contributes to the “Prosperity” domain of the Quality of Life Framework for Canada and, more specifically, to the "Housing needs" indicator through activities aiming at supporting the Government of Canada’s efforts to improve access to housing.

This core responsibility also contributes to the “Environment” domain of the Quality of Life Framework for Canada and, more specifically, to the "Greenhouse gas emissions" and "Waste management" indicators through activities related to advancing sustainability, climate resiliency, and the green agenda for federal real property and infrastructure assets.

## Results and targets

The following tables show, for each departmental result related to property and infrastructure, the indicators, the results from the 3 most recently reported fiscal years, the targets and target dates approved in 2024 to 2025.

Table 8: Indicators, results and targets for the departmental result **Federal real property and associated services meet the needs of federal government clients, partners and Parliamentarians, and ensure best value for Canadians**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Percentage of Crown-owned buildings that are in fair or better condition	58%	56.9%	56.7%	At least 54%	March 31, 2025
Percentage of Crown-owned heritage buildings that are in fair or better condition	48%	54.8%	41.2%	At least 53%	March 31, 2025
Percentage of PSPC-managed	3.32%	2.17%	2.34%	At least 4%	March 31, 2025

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
office space that is fit-up (modernized) each year to meet the current Government of Canada Workplace Fit-up Standards known as the GCworkplace approach					
Percentage of real property projects that are delivered within scope, on time and on budget	95%	95%	95%	At least 95%	March 31, 2025
Percentage of time that PSPC's real property facilities are fully operational	99.62%	99.64%	99.72%	At least 99%	March 31, 2025
Operating expenses per square metre of Crown-owned office space	\$135.35 per square metre	\$172.31 per square metre	\$185.98 per square metre	At most \$195.87 per square metre <b>Table 8 Note 1</b>	March 31, 2025

**Table Notes**

**Table 8 Note 1**

Target has been updated to more accurately reflect operational costs in anticipation of an increased inflation rate.

Table 9: Indicators, results and targets for the departmental result **Federal infrastructure spending supports Canada's social, economic and environmental priorities**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Total accessibility score of PSPC Crown-owned and lease purchase buildings assessed against the 2018 Canadian Standards Association standard for Accessibility (CSA B651-2018)	Not available <b>Table 9 Note 1</b>	67%	72%	Not available <b>Table 9 Note 2</b>	March 31, 2025
Percentage of reduction in greenhouse gas emissions in PSPC Crown-owned building portfolio, excluding housing <b>Table 9 Note 3</b>	57.6%	57.1%	59.9%	At least 40%	March 31, 2025 <b>Table 9 Note 4</b>

**Table Notes**

**Table 9 Note 1**

This was a new indicator as of 2021 to 2022.

**Table 9 Note 2**

The technical assessment cycle under the 2018 Standard for Accessibility of the Canadian Standards Association is ending in 2023 to 2024. A new standard has been adopted and will be guiding the next 5-year assessment cycle starting in 2025 to 2026 (CSA B651-2023). As such, no target was set for 2024 to 2025 since PSPC will be transitioning to the new standard and no assessment will be conducted until then.

**Table 9 Note 3**

In supporting the overarching goals established as part of the Pan-Canadian Framework on Clean Growth and Climate Change, PSPC has already achieved a 58.1% reduction in GHG emissions, surpassing the Federal Sustainable Development Strategy (FSDS) target of 40% by 2030. This represents the sum of energy efficiency/GHG initiatives in PSPC’s Crown-owned portfolio, decarbonization of electricity grids across the country and procurement of renewable energy certificates.

#### **Table 9 Note 4**

The target for this indicator is 40% by 2025 and 90% by 2050.

The financial, human resources and performance information for the PSPC's program inventory is available on GC Infobase.

### **Plans to achieve results**

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

##### **Evolution of work and portfolio reduction**

Implementing the common hybrid work model within the federal public service has accelerated workplace transformation, offering many opportunities to modernize traditional work settings and optimize office space needs. As a common service provider, PSPC will continue to respond to a growing desire from many departments to modernize the workplace for the workforce of today and tomorrow. As organizations redefine the future of work, PSPC's approach will provide options for a hybrid work environment that meets operational requirements and supports productivity.

In 2024 to 2025, PSPC will continue the optimization of the office portfolio to provide a modern, technology-enabled, secure, sustainable, inclusive and accessible office space to client departments while adapting it to the needs of evolving work patterns. The 2024 Office Portfolio Long-Term Plan (OPLTP) sets out to advance the hybrid workplace model, focusing on the modernization of space according to the Government of Canada Workplace Fit-up Standards, which includes activity-based working and sharing of space (unassigned seating).

In response to Budget 2023, PSPC will continue to work closely with client departments and central agencies to assess their needs for space in the context of a hybrid work model. The department will work to right size and modernize the real property portfolio with an overall reduction of the existing office space by 50% and identify savings estimates over the next 10 years. This reduction will be achieved gradually through a combination of strategies, including disposing of surplus and underutilized Crown-owned buildings and optimizing leases.

##### **Advance transformative projects, accelerate modernization work to rehabilitate places and buildings of national significance**

PSPC will continue advancing several transformative projects central to its overall office portfolio strategy and government-wide objectives. Investments in key strategic assets from coast to coast to coast will lower operating costs and provide federal public servants with workplaces that are modern, sustainable, healthy, safe, accessible, and collaborative while preserving their national significance and historic character at the same time.

In 2024 to 2025, PSPC will progress on key major rehabilitation projects in the NCR, including Les Terrasses de la Chaudière, Place du Portage III, and Tunney's Pasture Redevelopment. In addition, the department will continue to carry out its important work towards conserving Canada's heritage by rehabilitating and restoring places and buildings of national significance. Ongoing projects include the

Lester B. Pearson Building, the Supreme Court of Canada Building, the West Memorial Building, and the Connaught Building.

In the Atlantic region, PSPC, through the Laboratories Canada Strategy, is redeveloping the existing Gulf Fisheries Centre, situated in Moncton, New Brunswick. Built in 1948 as the Collège Notre-Dame d'Acadie, the site has Acadian cultural significance as the first Francophone post-secondary educational institution for women in the Maritimes. PSPC is redeveloping this site over the next decade into a modern, leading-edge facility for Government of Canada scientists engaged in research in Atlantic coastal aquatic ecosystems. In addition, the department will continue to advance an accommodation project to modernize the aging facilities and infrastructure and to address the Canada Revenue Agency's (CRA) increased space requirements in St. John's, Newfoundland and Labrador. Work will also progress on the Daniel J. MacDonald building modernization project in Charlottetown, Prince Edward Island, which aims at updating the building, its systems and the workspaces.

In the Quebec region, PSPC will continue the construction of the new Government of Canada building on the current site of the National Verification and Collections Centre of the CRA in Shawinigan to provide a modern workplace that is aligned with the current and future space needs identified by the federal departments housed on-site. The department will also advance the new Montreal Judicial Complex (Montreal Court House) construction and fit-up project under the National Accommodation Strategy for federal courts and tribunals, which aims to consolidate clients' activities with similar needs. Other projects include the pilot project at 1550 d'Estimauville Avenue, Québec City, as well as the Guy Favreau Complex revitalization project in Montréal.

In the Ontario region, PSPC will continue with the delivery of a Greater Toronto Area Government of Canada building project to foster increased collaboration and deliver economies of scale through the colocation of security service organizations and consolidation of multiple leased locations into a new facility.

In the Western region, PSPC will advance the implementation of the multiphase Winnipeg Office Strategy, which is focused on consolidating, modernizing, and greening PSPC's portfolio by leveraging existing Crown assets, including heritage and special-purpose buildings.

Finally in Pacific region, PSPC's King George Campus Revitalization will renew and optimize a key property in PSPC's portfolio to keep pace with the federal demand in Surrey, British Columbia, one of Canada's fastest growing cities. While supporting PSPC's real property plans and the needs of federal clients, the site will integrate with the development of the surrounding community and align with the provincial and municipal priorities for the area that will benefit all Canadians.

### **Protect the integrity, value and usefulness of engineering assets**

PSPC retains and operates a specialized portfolio of engineering assets. These assets are widely distributed geographically and fall within five asset types: bridges, dams, highways, marine infrastructure and the NCR District Energy System (DES), comprised of seven heating and cooling plants and 14 kilometers of associated distribution networks. PSPC will continue to implement its strategy for engineering assets to protect their integrity, value and usefulness to ensure they are safe for Canadians and in a manner consistent with the Government of Canada's priorities for Reconciliation, greening government, and accessibility.



Work will continue to replace the Quebec portion of the Timiskaming Dam Complex, which is near the end of its life cycle, while ensuring it remains safe. PSPC will pursue its environmental assessment process and engagement with Indigenous communities affected, as directed by the Impact Assessment Agency of Canada. In 2024 to 2025, PSPC will finalize the Environmental Impact Statement and seek a decision from the Minister of Environment and Climate Change Canada on the outcome of the environmental assessment. The department will also continue advancing a major project to replace the steel deck of the Burlington Canal Lift Bridge in Burlington, Ontario. These changes will improve the overall operations of the bridge, ensuring the safety of bridge users for years to come. This project will also extend and maximize the life of the bridge deck, sidewalk and approaches.

Furthermore, PSPC will progress on the Canada Border Services Agency-led Pacific Highway Port of Entry Redevelopment project, which aims to modernize this land border crossing to deliver border services more effectively and efficiently between Canada and the United States.

PSPC will also progress with the construction of the modernized Gatineau Energy Centre. This energy center is one of four facilities that are being built or retrofitted to provide clean, carbon neutral heating and cooling services through the federal government's NCR DES. Through the modernization of the DES, the department will contribute to the Government of Canada's climate change commitments by transitioning to a low-carbon economy and stimulating the clean technology sector.

### **Improve interprovincial crossings in the National Capital Region**

PSPC will continue to support ongoing efforts to maintain existing crossings and advance the assessment and planning associated with an additional crossing in the NCR. Investment in rehabilitating and maintaining the Chaudière Crossing and the Macdonald-Cartier bridge will continue. In 2024 to 2025, PSPC will complete the widening of the Hull Causeway and structural repairs on Union Bridge (Chaudière Crossing). The department will also commence design work for the Chaudière Crossing to renew the two southern structures and replace the Bronson Channel, in addition to moving forward on design requirements for the Macdonald-Cartier bridge's wearing surface and girder coating renewal projects. Despite the intention to replace the bridge within 10 years, some repair work is necessary to keep the bridge safe for use in the interim. PSPC will advance the Alexandra Bridge Boardwalk rehabilitation project. Structural work completed on this project will facilitate deconstruction and safety during the bridge replacement project. In 2024 to 2025, PSPC will complete the Alexandra Bridge Replacement Project public consultations on conceptual design options.

### **Long Term Vision and Plan for the Parliamentary Precinct**

In collaboration with the Senate of Canada and the House of Commons, PSPC is continuing to implement the Long Term Vision and Plan (LTVP), a multi-decade strategy to restore and modernize Canada's Parliamentary Precinct. Work completed to date has enabled the launch of the historic restoration and modernization of the Centre Block, a core objective of the LTVP from its beginning.

With the central objective of restoring and modernizing the Centre Block now fully underway, attention is now also focused on updating the LTVP to create a consolidated and integrated parliamentary campus that meets the needs of a modern Parliament to ensure that essential elements such as security, accessibility, material handling, parking, landscaping, sustainability, and digital networks meet the long-term needs of Parliament. A first major step in achieving this campus plan is the redevelopment of Block 2, the urban block bounded by Metcalfe, Wellington, O'Connor and Sparks streets in Ottawa,

Ontario. Its redevelopment will first act as a swing space to enable the rehabilitation of remaining heritage and core parliamentary assets (i.e., East Block and the Confederation Building), and will then provide permanent Parliamentary accommodations. With an international architectural design competition successfully completed and an architectural and engineering services contract awarded to the winner of this competition, Zeidler Architecture/David Chipperfield, PSPC will finalize functional programming with Parliament, and design and initiate construction in late 2024.

Located in the heart of Block 2, the Indigenous Peoples' Space and a dedicated Algonquin Space, includes 100 Wellington, a future infill space between 100 Wellington and 199 Sparks Streets, and the former CIBC building located at 119 Sparks Street. PSPC will continue collaborating with Crown-Indigenous Relations and Northern Affairs and the Anishinabeg Algonquin Nation Tribal Council on continued development, refinement and approval of the planning and design agreement for a dedicated Algonquin Space.

PSPC will continue advancing the Centre Block Rehabilitation Project, the largest and most complex heritage rehabilitation ever undertaken in Canada. To ensure this heritage masterpiece can serve Canadians for another century, it needs to be taken apart carefully and rebuilt to integrate modern standards including a reinforced structure, seismic upgrading, and new building and digital system. The construction of the Parliament Welcome Centre will connect the East, West and Centre Blocks into one integrated parliamentary complex and will enhance security, improve visitor engagement opportunities, and host parliamentary functions. In 2024 to 2025, PSPC will advance the design development phase of the project and commence building the structure for the new Parliament Welcome Centre. Construction activities within the Centre Block will include the continuation of enabling activities for the excavation under the Centre Block, masonry restoration of the building façade and the off-site restoration of heritage assets.

The Parliamentary Precinct is a central feature in our nation's capital. Its safety and security are critical to the operations of Canada's democratic institutions. It must also remain a place for all Canadians to enjoy and feel welcome. As the operational needs of Parliament have evolved and expanded, Wellington Street, which has historically served as a boundary to the Parliamentary Precinct, has increasingly become an important route for activities within and around the precinct. As such, in 2024 to 2025, discussions with key stakeholders will continue on the future of Wellington Street to identify a solution that removes jurisdictional barriers and enhances security and the visitor experience.

### **Laboratories Canada Strategy**

PSPC is responsible for the Laboratories Canada Strategy, which is guided by a LTVP with a vision to create a world-class network of modern, multipurpose, federal science and technology laboratories that support science excellence through collaboration, and multidisciplinary research and innovation. Laboratories Canada brings together 14 science-based departments and agencies and partners with Shared Services Canada to advance cross-disciplinary science, enable breakthroughs and innovation, and respond to national challenges.

In 2024 to 2025, PSPC will continue advancing design and construction for Laboratories Canada's Phase 1 projects. Substantial completion of the construction on the TerraCanada Mississauga project is anticipated in winter 2024. This facility will support collaboration and a new approach to clean energy

materials discovery, development, scale-up and commercialization. This will help Canada meet its emission reduction targets and grow its clean energy and manufacturing sectors.

Construction is also well underway on the Sidney Centre for Plant Health with its completion expected in the first half of 2025. This laboratory is Canada's only post-entry quarantine, research and diagnostic facility for tree fruit, grapevine and small fruit. The new facility will provide a modernized, rapid response to testing for regulated plant diseases, improving Canada's capability to detect these diseases earlier and more accurately. It will also provide shared spaces for scientific collaboration, which will help advance research in plant science and support innovation in the Canadian agricultural and agri-food sectors.

With an Indigenous ground-breaking and site blessing ceremony completed at the Atlantic Science Enterprise Centre, PSPC will continue to advance the construction activities, with major construction of the science wing beginning in 2024. The site will bring together multi-departmental research activities under one roof, making aquatic science more accessible, promoting ocean and freshwater literacy and community engagement and helping train the next generation of science, technology, engineering, and mathematics researchers.

PSPC will also advance design and planning for the TerraCanada and Regulatory Security Science (RSS) projects in the NCR. The TerraCanada NCR project envisions the development of a single integrated campus that will allow multiple federal earth sciences departments to co-locate and collaborate more closely. It advances three main science themes: Sustainable Land and Resource Development; Transition to a Low-carbon Economy; and Safety and Health of Canadians. The RSS NCR project will provide seamless integration of complementary government science capabilities to protect human health, food safety, and animal health as well as strengthen emergency preparedness and border security.

Laboratories Canada will also continue to work with Shared Services Canada to develop the strategic enterprise architecture and technology roadmaps to guide the federal science digital transformation. The science and technology community support, collaboration, and engagement will be critical to achieving the shared digital science information management and information technology modernization vision and goal, and will continue to evolve through the Experimentation and Innovation Fund pilot projects in 2024 to 2025.

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

### **Improve access to housing**

PSPC continues working with partners on the Canada Mortgage and Housing Corporation (CMHC)-led Federal Lands Initiative, which supports the transfer of surplus federal real property to repurposing for affordable housing. Leveraging PSPC's real property portfolio for housing and community needs will be a key component of the department's strategy to reduce the real property footprint of the federal government office portfolio by 50%, while achieving socio-economic benefits for Canadians.

In 2024 to 2025, PSPC will take actions to streamline and accelerate its disposal process of real property assets. In addition, as part of its Disposal Action Plan, PSPC will assess surplus properties with a housing lens and determine their suitability for conversion to housing or mixed-use developments. As the department increases disposals through the Portfolio Reduction Plan, further collaboration with federal

partners, such as CMHC and Canada Lands Company, will increase access to these properties to support the advancement and objectives of the National Housing Strategy.

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

PSPC is a major contributor to the Government of Canada's greening efforts and continues to embed sustainability considerations into day-to-day operations as well as investment decisions. With a 59.9% reduction in GHG emissions in PSPC Crown-owned building portfolio (excluding housing) in 2022 to 2023 compared to the 2005 baseline, the department is well on its way to achieving the 90% reduction target set for 2050 in the Greening Government Strategy. Moreover, the department will advance measures to meet the federal government's plastic reduction target of 75% by 2030 as set out in the Real Property Plastics Action Plan and implement the new Standard on Embodied Carbon in Construction by disclosing the amount of embodied carbon in structural materials of major construction projects.

PSPC will make progress on implementing its clean electricity initiative to power federal buildings with clean electricity and Energy Services Acquisition Program's Deeper Greening Program. The Deeper Greening Program will involve the replacement of natural gas with carbon-neutral energy sources to bring the district energy system in the National Capital Region (NCR) to a net-zero carbon energy service operation and the conversion of all connected buildings to the heating systems from steam to low-temperature hot water. PSPC will complete the conversion of 58 buildings by March 31, 2025, to new heating and cooling technology, resulting in significant GHG emissions reduction from the federal government's real property assets.

PSPC will also continue to assess and remediate contaminated sites to reduce risks to human health and the environment through the Federal Contaminated Sites Action Plan (FCSAP). The department has set a target to complete 97% of FCSAP-funded site assessments and 65% of FCSAP-funded sites remediation work by 2024 to 2025. For example, in the Ontario Region, PSPC will continue the final construction phase of the Randle Reef Hamilton Harbour project, support its eventual delisting as a Great Lakes Area of Concern, and undertake remediation efforts at the Whitby Harbour. In addition, PSPC will continue to support Crown-Indigenous Relations and Northern Affairs Canada with the Giant Mine, Northwest Territories, and Faro Mine, Yukon, remediation projects under the Northern Abandoned Mines Reclamation Program.

PSPC is committed to showcasing the Parliamentary Precinct as a model of sustainability by reducing greenhouse gas emissions by 80% by 2030 (from the 2005 levels). PSPC has reduced greenhouse gas levels in the Precinct by 63% from 2005 levels and is on track for reductions of 96% by 2040 while also diverting more than 90% of demolition materials from landfills. Sustainability also continues to be a key priority in the update to the LTVP that is currently underway. In 2024 to 2025, PSPC will continue to advance the rehabilitation of the Centre Block, to transform it from one of PSPC's worst-performing and highest-emitting assets to a net-zero carbon building. A holistic design approach has been taken to achieve best value for Canadians, with goals of demonstrating exceptional leadership in sustainability in a heritage context, including attaining a high level of energy efficiency, achieving net-zero carbon, and integrating climate change adaptation into the design, construction and operations of the building. PSPC's Laboratories Canada Strategy is also developing the design principle for net-zero carbon science facilities through enhanced sustainability measures. Additionally, the TerraCanada hub, one of the five Laboratories Canada science hubs, brings together key federal science capabilities that focus on

sustainable development of lands and resources, transition to a low carbon economy, and mitigation of natural and human made hazards.

### **Improve accessibility of federal buildings**

As the Government of Canada’s real property expert, PSPC leads government efforts to remove barriers in its built environment and improve accessibility by enabling technologies and other features. In 2024 to 2025, PSPC will continue identifying and implementing accessibility improvements to bring building elements in conformity with Canadian Standards Association standards for accessibility and address legislative requirements under the *Accessible Canada Act*. Ongoing consultations with the PSPC Network of Persons with Disabilities will identify high-impact and low-cost accessibility improvements in Crown-owned assets, referred to as the Lean Forward Initiatives.

PSPC is committed to making the Parliamentary Precinct a model and a leader for universal accessibility excellence. PSPC is continuing to implement the Parliamentary Precinct Universal Accessibility Strategy and Action Plan. This strategy establishes a comprehensive audit program based on leading universal accessibility best practices, and sets out a path forward to leverage the extensive rehabilitation and modernization programs underway to deliver a more inclusive and universally accessible Parliamentary Precinct. Universal accessibility is actively being incorporated in major rehabilitation and new construction projects in the precinct such as the Centre Block Rehabilitation and Block 2. Examples in the Centre Block include a direct path of travel from the Centennial Flame to the Chamber galleries, accessible passenger elevators, an increase in the number of stairwells, gender inclusive washrooms and family rooms. In Block 2, examples include tactile attention indicators at tops of stairs, wider doorways, proper color contrast between various elements in the building to aid persons with low vision, areas of refuge, adjustable lighting and much more.

Universal accessibility is also an important design principle that will guide the Laboratories Canada’s high-performance laboratory projects and go beyond the *Accessible Canada Act* to help ensure equitable access to the science facilities and services for all occupants and users. Universal accessibility considerations will be applied throughout the building design process resulting in leading edge laboratories that are rich in features such as tactile signage, height adjustable tables and laboratory benches, exterior security lighting, accessible entrances, elevators, and gender neutral washrooms.

### **Support Reconciliation efforts**

PSPC will continue advancing Reconciliation through meaningful consultation, equitable engagement, and stronger relationships and strategic partnerships with Indigenous Peoples. The department will develop Indigenous participation plans for various real property projects to foster better communication with Indigenous communities and allow Reconciliation integration in all stages of PSPC’s real property projects. In support of the target to award at least 5% of federal contracts to businesses managed and led by Indigenous Peoples, property and infrastructure projects will be reviewed to identify opportunities for enhanced Indigenous participation.

Through the Laboratories Canada Strategy, PSPC will continue to advance the Atlantic Science Enterprise Centre project and the Transportation Safety and Technology Science project, each with an Indigenous participation plan commitment of greater than 20% and 23%, respectively.

In addition, procurement within the NCR related to the maintenance and repair of crossings, under PSPC's responsibility, include requirements for bidders to submit Indigenous participation plans to provide procurement as well as skills development and training opportunities to Indigenous Peoples.

PSPC has signed several collaboration agreements with Indigenous partners regarding the maintenance and repair of crossings and strives towards entering into additional agreements. Finally, PSPC will expand its efforts to incorporate Indigenous cultural and spiritual spaces and design influences in major PSPC-led real property projects.

PSPC is working with the National Indigenous Organizations and the Anishinabeg Algonquin Nation Tribal Council on the restoration and modernization of the Parliamentary Precinct to bring First Nation, Inuit and Métis Nation perspectives into the design, architecture and materials.

A survivor-led Steering Committee announced that the Residential Schools National Monument will be installed on Parliament Hill, in Ottawa. The site, near West Block, was blessed by Elders during a special ceremony. The department will continue working with Canadian Heritage, the NCC and parliamentary partners to fulfill the Truth and Reconciliation Commission's Call to Action 81 to commission and install the Residential Schools National Monument and provide support at each stage of the development of the project.

In 2024 to 2025, PSPC will continue to collaborate with the Indigenous Science, Technology, Engineering and Mathematics (I-STEM) Advisory Circle, a group of Indigenous scientists who are supporting fifteen government departments and agencies by providing advice to enhance Indigenous recruitment and retention to the STEM fields, and to foster stronger relationships with Indigenous knowledge-holders and Indigenous communities in federal policies and programming related to these fields.

## Key risks

### Compromised assets

The integrity, safety and accessibility of PSPC real property and infrastructure assets could be compromised by climate change, natural disasters, infrastructure deterioration and original design insufficiencies, as well as human-related actions, which may impede the continuity of government operations and the well-being of Canadians. To mitigate this risk, PSPC will, among others:

- Continue delivering various projects to preserve buildings, stop or reduce ongoing deterioration, respond to urgent building repair requirements, address health and safety issues, and reduce the cost and complexity of future work;
- Continue to implement adaptation measures based on the Parliamentary Precinct climate change vulnerability assessment; and
- Continue to adjust security measures in the Parliamentary Precinct to meet evolving threats such as: restricting vehicular access to certain areas, and protecting assets and occupants while encouraging public engagement and maintaining a functional space for those working there.

## Supply and Delivery Risk

The effective and efficient delivery of major PSPC initiatives may be impeded due to the nature of large-scale and complex work (project scale, complexities, partner dependencies, evolving security requirements) along with current global events (inflation, supply delays, and industry capacity limitations), which may affect the department's credibility with stakeholders. To mitigate this risk, PSPC will, among others:

- Develop a plan to accommodate forecasted growth and deliver based on allocated funds within the Continual Improvement Framework; and
- Structure, finance and accelerate the modernization of the office space to deliver on the GCworkplace vision.

## Snapshot of planned resources in 2024 to 2025

- Planned spending: \$3,347,618,258
- Planned full-time resources: 4,691

## Related government priorities

### Gender-based analysis plus

PSPC will continue integrating social procurement objectives into new real property service contracts for buildings and will ensure accessible and inclusive designs in federal accommodations projects. PSPC will also continue collaborating with various Indigenous organizations and communities to ensure that Indigenous Peoples are involved in the restoration and modernization of Canada's Parliamentary Precinct.

For detailed information on how PSPC is applying GBA Plus to its various Programs and activities, please consult PSPC's supplementary information table on GBA Plus.

## United Nations 2030 Agenda for Sustainable Development and the United Nations Sustainable Development Goals

PSPC planned activities under its Property and Infrastructure core responsibility, such as GCworkplace, the plan to achieve a carbon neutral portfolio, the rehabilitation of major assets, the management of federal contaminated sites and the transfer of federal lands to housing providers, support Canada's efforts to address the UN 2030 Agenda and the Sustainable Development Goals (SDGs).

More information on PSPC's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the FSDS can be found in PSPC's DSOS.

## Program inventory

Property and Infrastructure is supported by the following programs in the program inventory:

- Cape Breton Operations – Portfolio Management
- Federal Accommodation and Infrastructure
- Parliament Hill and Surroundings
- Real Property Services

Supporting information on planned expenditures, human resources, and results related to PSPC's program inventory is available on GC Infobase.

## Summary of changes made to reporting framework since last year

There were no changes to the reporting framework for Property and Infrastructure since last year.

## Government-wide support

### In this section

- [Description](#)
- [Quality of life impacts](#)
- [Results and targets](#)
- [Plans to achieve results](#)
- [Key risks](#)
- [Snapshot of planned resources in 2024 to 2025](#)
- [Related government priorities](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

### Description

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

### Quality of life impacts

This core responsibility contributes to the “Good Governance” domain of the Quality of Life Framework for Canada and, more specifically, to the “Confidence in public institutions” indicator, through all of the activities included in the core responsibility description.

This core responsibility also supports the “Society” domain and, more specifically the “Positive perception of diversity” indicator, through the activities led by the Translation Bureau supporting official languages, Indigenous languages and sign languages.

This core responsibility also contributes to the Quality of Life Framework by supporting the “Environment” domain and, more specifically, the “Waste management” indicator through the activities led by GCSurplus.

### Results and targets

The following tables show, for each departmental result related to government-wide services, the indicators, the results from the 3 most recently reported fiscal years, the targets and target dates approved in 2024 to 2025.

Table 10: Indicators, results and targets for the departmental result **Federal organizations have access to high quality linguistic services and tools**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Percentage of linguistic services that	84.1%	81.47%	94%	At least 85%	March 31, 2025



Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
comply with established quality standards					
Percentage of overall client satisfaction with the Translation Bureau's language tools and services	89.8%	90%	87.6%	At least 90%	March 31, 2025

Table 11: Indicators, results and targets for the departmental result **The Government does business with ethical suppliers and ensures that sensitive information is handled appropriately**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Percentage of integrity verification requests processed within the four-hour client service standard (2 hours if urgent)	99%	99%	99%	At least 90%	March 31, 2025
Percentage of security screenings processed within 7 business days for contractors and sub-contractors requiring access to protected information	84%	99%	98%	At least 85%	March 31, 2025

Table 12: Indicators, results and targets for the departmental result **Federal organizations have the support services and tools they need to deliver their programs to Canadians**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Percentage of clients who are satisfied or very satisfied with PSPC tools and/or support services	76%	66%	71.5%	At least 75% <b>Table 12 Note 1</b>	March 31, 2025
Percentage of PSPC service standards met	65%	75%	75.8%	At least 80% <b>Table 12 Note 2</b>	March 31, 2025

**Table Notes**

**Table 12 Note 1**

The target for this indicator has been updated to align with the most recent baseline.

**Table 12 Note 2**

The target for this indicator has been updated to align with the most recent baseline.

The financial, human resources and performance information for PSPC’s program inventory is available on GC Infobase.

**Plans to achieve results**

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

To best support the government in serving Canadians in their official language of choice, PSPC, through the Translation Bureau, will further advance the modernization of its tools to provide faster and high-quality linguistic services. For example, it will continue to further experiment with and implement artificial intelligence solutions. As for its new request management platform, GClingua, the deployment is scheduled

Through the Translation Bureau, PSPC will continue to regularly update the Guide on Equity, Diversity and Inclusion Terminology and promote the Guidelines for Inclusive Writing to ensure that Canadians have access to the latest linguistic resources on gender-inclusive writing in both official languages.

to be completed in 2024. The Translation Bureau will also continue to leverage technological advances to equip its language professionals to best serve its clients. In 2024 to 2025, it will continue to collaborate with key partners to increase capacity in interpretation for official and Indigenous languages, while ensuring the health and safety of interpreters. Striving to be the centre of expertise in Indigenous languages, the Translation Bureau is currently able to offer services in approximately 60 Indigenous languages and dialects and it will further expand its service offering to be a key partner of the government in reclaiming, revitalizing, maintaining and strengthening Indigenous languages in Canada.

As a leader within the federal government in the area of sign language interpretation and accessible communications, PSPC is committed to supporting the implementation of the *Accessible Canada Act*. As such, the Translation Bureau will continue to explore additional services to ensure access to information to Canadians who are deaf, deafblind, and deafened, and whose primary language of communication is American Sign Language (ASL) or *langue des signes québécoise* (LSQ).

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

In 2024 to 2025, the department will continue to take steps to strengthen its approach to better know who the Government of Canada conducts business with and the potential risk that they may pose. The department will engage with its international, federal, provincial and territorial partners to help identify emerging risks in public procurement and appropriate mitigation strategies. These efforts will provide the Government of Canada with stronger tools and strategies to better respond to supplier violations such as those related to environment, human rights, human trafficking, and forced labour.

In support of the government's renewal of the Canadian Drugs and Substances Strategy, led by Health Canada, and to support efforts aimed at combatting the opioid crisis, PSPC will enhance its provision of forensic accounting services to law enforcement, with a particular focus on assisting municipal police forces, in support of their actions to dismantle toxic drug supply chains and identify assets and proceeds of crime derived from organized crime's involvement in this market.

The department will continue to mature its anti-fraud management activities by leveraging the Anti-Fraud Hub to further integrate and coordinate PSPC's department-wide fraud mitigation activities and codify risk management roles and responsibilities. Additionally, PSPC will continue to deploy fraud analytics techniques as a key component of enhancing the department's ability to detect and prevent fraud.

The department will also further its efforts in the client-focused delivery approach to safeguarding sensitive and strategic government information and assets by improving processes in the Contract Security Program (e.g., targeted security screenings) and Controlled Goods Program (e.g., improve delivery against service standards). In addition and in collaboration with Global Affairs Canada and DND, PSPC will continue to negotiate bilateral security instruments with foreign partners to open new procurement opportunities for Canadian businesses.

PSPC will conduct outreach initiatives that increase the overall visibility and promotion of fairness monitoring and alternative dispute resolution services, to assist in the timely resolution of contract disputes or fairness deficiencies, in support of open and transparent government. The department will establish a forum for identifying and discussing trends and improvements that impact the delivery of fairness monitoring services. In addition, the department will undertake consultations to identify opportunities to integrate Indigenous considerations into its commercial alternative dispute resolution services to enhance service offerings to Indigenous suppliers.

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

PSPC is focusing on strategic initiatives to ensure federal organizations have the essential services and tools they need. The department remains committed to offering specialized services, including standards development, quality certification, advisory services, asset management, and asset divestment. In 2024 to 2025, the Canadian General Standards Board (CGSB) will begin a strategic review with stakeholders, with a focus on strengthening collaboration to meet the evolving needs of the government and the Canadian population. GCSurplus will continue to support the divestment of surplus federal goods within the government and to the public, highlighting PSPC's dedication to sustainability and value. In addition, PSPC will continue to evolve the Government of Canada products and services offerings to deliver enhanced integration between existing services and the cloud, introduce additional functionality and capabilities as well as tailored client service solutions and offerings. The renewal of the Seized Property Management Information System will also remain a priority for the department. The new system will be built using modern technology, provide a better user experience, and will have additional functionality to streamline business activities.

PSPC produces and publishes the Canada Gazette, the official newspaper of the Government of Canada since 1841. In 2024 to 2025, the department will further modernize the Canada Gazette operations by enhancing the Online Regulatory Consultation System to enable file attachments, and by completing the validation and user experience testing for its website modernization.

PSPC provides advisory and technical advice on Government of Canada advertising and public opinion research. In 2024 to 2025, the department will be modernizing the Advertising Management Information System by adding automation and wayfinding guides for all departments and by completing the modernization testing of the Research Information Management System with a first group of client departments.

PSPC also plans to migrate to the cloud its website, providing centralized access to Government of Canada publications as well as its Integrated Library System. During the fiscal year, the department also aims at reviewing its service model related to the copyright media clearance as part of the renewal of its government-wide media monitoring licenses.

## **Key risks**

### **Data analysis**

PSPC may not be able to readily access reliable data nor have the expertise needed to analyze it in order to make timely and informed decisions due to labour constraints and limitations in system integration and data governance, which may impede departmental activities and support to our clients, partners and other stakeholders. To mitigate this risk, the department will, among others:

- Undertake targeted staffing actions to fill key positions within the Chief Data Officer organization to support the leadership and implementation of the PSPC data strategy;
- Develop data literacy and culture by improving skills and knowledge;
- Improve data governance through collaboration with data stewards and adoption of best practices across the organization; and

- Evolve business continuity plans and information technology (IT) disaster recovery plans for critical services.

### **Digital transformation**

PSPC may not be able to quickly migrate to the modern and reliable IT systems to effectively deliver services in a predominantly digital operating environment due to capacity constraints and stakeholder interdependencies, which may impede support to the new Government of Canada hybrid work model. To mitigate this risk, the department will, among others:

- Modernize and standardize PSPC technology portfolio while aligning it to business needs; and
- Work in collaboration with internal and external stakeholders to transition legacy infrastructure in support of digital transformation.

### **Fraud and other wrongdoing**

PSPC could encounter threats of fraud, collusion and other forms of wrongdoing due to being stewards of public resources, which may impact client and stakeholder trust as well as introduce legal or financial liabilities for the Government of Canada. To mitigate this risk, the department will, among others:

- Continue to operationalize fraud analytics in view of enhancing PSPC's fraud detection capabilities; and
- Leverage the Anti-Fraud Hub and governance structures to further integrate and coordinate PSPC's department-wide fraud mitigation activities.

### **Recruitment and retention**

PSPC may not be able to attract and retain a skilled, engaged and diversified workforce due to labour market conditions and uncertainties related to the evolution of work, which may impede the health and wellbeing of our employees as well as PSPC's achievement of its mandate.

In particular, there is a possibility that a skill gap emerges between the language industry and its future workforce, due to the limited availability of post-secondary linguistic programs, and the worldwide shortage in the interpretation profession. These could impact PSPC's ability to recruit and retain language professionals.

To mitigate this risk, PSPC will, among others:

- Continue to engage with stakeholders in Canada's language sector, including universities, academic community groups and professional associations;
- Continue to explore innovative solutions to increase capacity and retain talent, including Indigenous and international recruitment; and
- Continue to work closely with the House and Senate administrations as well as audiology experts to improve working conditions for interpreters.

### **Snapshot of planned resources in 2024 to 2025**

- Planned spending: \$159,892,137
- Planned full-time resources: 2,706

## Related government priorities

### Gender-based analysis plus

PSPC is continuously improving data collection methods and will continue to identify new opportunities to inform and assess impacts of program changes. Through the Translation Bureau, the department will also continue working towards increasing translation and interpretation services in Indigenous languages and providing interpretation services in ASL and LSQ for Canadians who are deaf, deafblind, and deafened.

For detailed information on how PSPC is applying GBA Plus to its various Programs and activities, please consult PSPC's supplementary information table on GBA Plus.

## Program inventory

Government-wide support is supported by the following programs in the program inventory:

- Asset Disposal
- Canadian General Standards Board
- Document Imaging Services
- Government-Wide Corporate Services
- Information Services
- Linguistic Services
- Security and Oversight Services
- Service Management

Supporting information on planned expenditures, human resources, and results related to PSPC's program inventory is available on GC Infobase.

## Summary of changes made to reporting framework since last year

There were no changes to the reporting framework for Government-wide support since last year.

## Procurement ombudsman

### In this section

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- [Quality of life impacts](#)
- [Results and targets](#)
- [Plans to achieve results](#)
- [Key risks](#)
- [Snapshot of planned resources in 2024 to 2025](#)
- [Related government priorities](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

### Description

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.

## Quality of life impacts

This core responsibility contributes to the ‘Good governance’ domain of the Quality of Life Framework for Canada and, more specifically, to the ‘Confidence in institutions’ and the ‘Access to fair and equal justice’ indicators, through all the activities mentioned in the core responsibility description.

## Results and targets

The following tables show, for each departmental result related to procurement ombudsman, the indicators, the results from the 3 most recently reported fiscal years, the targets and target dates approved in 2024 to 2025.

Table 13: Indicators, results and targets for the departmental result **Raise awareness of procurement issues and exchange information**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Number of awareness-building activities per year with Canadian suppliers, primarily small and medium-sized businesses, federal officials and other stakeholders	51	64	96	At least 48	March 31, 2025
Number of provinces/territories where outreach activities are held	13	12	13	At least 6	March 31, 2025
Year-over-year percentage of new visits to OPO’s website	Not available <b>Table 13 Note 1</b>	48%	Not available <b>Table 13 Note 2</b>	At least 5%	March 31, 2025
Year-over-year percentage of new followers and impressions to OPO’s digital	Not available <b>Table 13 Note 3</b>	Not available <b>Table 13 Note 4</b>	2,563%	At least 10% <b>Table 13 Note 5</b>	March 31, 2025

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
media accounts					

**Table Notes**

**Table 13 Note 1**

This was a new indicator as of 2021 to 2022.

**Table 13 Note 2**

Due to the data collection software being down from May 2022 to January 2023, this result is not available.

**Table 13 Note 3**

This was a new indicator as of 2022 to 2023.

**Table 13 Note 4**

This was a new indicator as of 2022 to 2023.

**Table 13 Note 5**

The indicator, its methodology as well as the target will be reviewed in the future to ensure they reflect current trends.

Table 14: Indicators, results and targets for the departmental result **Procurement related issues are addressed through alternative dispute resolution**

Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties	100%	0%	100%	At least 75%	March 31, 2025

Table 15 Indicators, results and targets for the departmental result **Procurement related issues are addressed through the review of supplier complaints and the review of federal organizations' procurement practices**



Indicator	2020 to 2021 result	2021 to 2022 result	2022 to 2023 result	Target	Date to achieve
Percentage of supplier complaint reviews completed within 120 working days as per legislative requirements	100%	100%	100%	100%	March 31, 2025
Percentage of recommendations made by the Ombudsman acted upon by federal organizations	100%	Not available <b>Table 15 Note 1</b>	100%	100%	March 31, 2025

**Table Notes**

**Table 15 Note 1**

The result was 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 fiscal year 2021 to 2022 and were completed in 2022 to 2023.

The financial, human resources and performance information for the PSPC’s program inventory is available on GC InfoBase.

**Plans to achieve results**

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

In 2024 to 2025, OPO will exchange information and raise awareness of procurement issues by engaging Canadian suppliers and federal organizations to learn about procurement-related challenges and opportunities, and to inform them about OPO services. OPO will report on trends and developments in federal procurement.

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

As per OPO’s motto “we are here to help”, the office will offer no-fee dispute resolution services to suppliers and federal organizations when disputes arise during the performance of a contract. OPO’s certified mediators seek to resolve procurement-related issues and disputes as quickly and informally as possible by re-establishing lines of communication between suppliers and departments. When issues

cannot be resolved informally, OPO's mediation services help the parties to a federal contract resolve their disputes and adopt a settlement agreement.

**Departmental Result: *Procurement related issues are addressed through the review of supplier complaints and the review of federal organizations' procurement practices***

In 2024 to 2025, OPO will address procurement-related issues by reviewing supplier complaints with respect to the award of federal contracts for goods below \$30,300 and services below \$121,200. OPO will also review supplier complaints regarding the administration of federal contracts regardless of dollar value. OPO will further review the procurement practices of federal organizations to assess their fairness, openness and transparency. The reviews will be published on OPO's website to share both good practices and recommendations for improvement identified in the reviews.

## **Key risks**

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

- Remain abreast of current trends, developments and initiatives in federal procurement to maximize the quality and value of OPO's recommendations and outputs; and
- Collaborate extensively with federal procurement stakeholders to ensure it takes into consideration the impacts of its actions and remains focused on the needs of those it serves.

## **Snapshot of planned resources in 2024 to 2025**

- Planned spending: \$4,480,464
- Planned full-time resources: 28

## **Related government priorities**

### **Gender-based analysis plus**

OPO will continue to apply a diversity and inclusion lens to all its interactions with third parties, including government departments, suppliers, and the general public. Over the course of the fiscal year, OPO will also participate actively in the Diversity and Inclusion Subcommittee of the Canadian Federation of Ombuds Offices, which is a forum for federal ombuds organizations across Canada to share information regarding programs, initiatives, and best practices that will foster a diverse, inclusive, and equitable workplace.

For detailed information on how OPO is applying GBA Plus to its various Programs and activities, please consult PSPC's supplementary information table on GBA Plus.

## **Program inventory**

Procurement Ombudsman is supported by the following program in the program inventory:

- Procurement Ombudsman

Supporting information on planned expenditures, human resources, and results related to PSPC's program inventory is available on GC Infobase.

## **Summary of changes made to reporting framework since last year**

There were no changes to the reporting framework for Procurement Ombudsman since last year.

## Internal services

### In this section

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- [Plans to achieve results](#)
- [Snapshot of planned resources in 2024 to 2025](#)
- [Related government priorities](#)

### Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

### Plans to achieve results

#### Communications services

The department is continuing to enhance the way it engages with Canadians and its employees through the use of new technologies and approaches. This includes audience-tailored communication activities such as enhanced media relations, storytelling, and increased use of multimedia content. In 2024 to 2025, PSPC's Internet and intranet platforms will be modernized to meet government web requirements, and to support a user-centric, accessible and task-based approach to the provision of information and services. The department will also seek additional opportunities to enhance openness and transparency, proactively publishing information wherever possible.

#### Human resources management services

With respect to diversity and inclusion, PSPC will finalize the implementation of the 2022 to 2025 Diversity and Inclusion Action Plan which will undergo an evergreen process that will focus on reducing gaps for employment equity groups, especially for persons with disabilities and Indigenous Peoples. In addition, an action plan will be annexed to the plan and will include strategies aimed at Reconciliation with Indigenous Peoples. The department will pursue its efforts and awareness towards more diverse hiring by developing targeted recruitment strategies. PSPC will also continue its active participation in employment equity targeted initiatives such as the Indigenous Career Navigator Program, the Federal Internship Program for Canadians with Disabilities, the Leading, Elevating, Aspiring and Developing Sponsorship Program (L.E.A.D.), and the Mosaic Sponsorship Program.

The department will continue to strengthen its evergreen mental health, well-being and inclusion strategy by developing tools, services, resources and learning opportunities for managers and employees to respond to the evolving mental health needs. PSPC will also integrate and promote the digital solution for the Government of Canada Workplace Accessibility Passport, which is founded on fostering an inclusive workplace.

PSPC will pursue its implementation of the OneHR initiative, an integrated and agile service delivery model. The model will be supported by a new integrated service portal to improve client experience, as well as a data management approach that will allow better monitoring of HR service needs and reporting on service performance and that will help inform decision-making.

### **Management and oversight services**

The department is strengthening the way it manages horizontal policy priorities, such as Indigenous Reconciliation and environmental sustainability, by coordinating internal and external engagement, operations and innovative approaches.

PSPC is also looking at optimizing its security program throughout the department by continuing to deliver on the 2022 to 2025 Departmental Security Plan, which supports the delivery of risk mitigation activities as well as program maturity activities to strengthen the foundation of security at PSPC.

### **Information technology**

In 2024 to 2025, PSPC will continue the implementation of its Departmental Technology Strategy, instituted in 2023 to 2024 to drive the modernization and standardization of PSPC's technology portfolio, while ensuring the alignment of technology with business needs.

PSPC will also evolve its major incident coordination role and business continuity plans to ensure critical services remain available in the reality of a hybrid work model. It will advance the integration of the ServicePSPC platform to better align departmental workflows and processes to enable improved services to Canadians. The department will also further investigate the application of artificial intelligence for departmental support services such as the use of a Chatbot solution for Help Desk and other inquiry type services.

### **Snapshot of planned resources in 2024 to 2025**

- Planned spending: \$322,627,875
- Planned full-time resources: 3,449

### **Related government priorities**

#### **Planning for contracts awarded to Indigenous businesses**

PSPC is committed to economic Reconciliation with Indigenous Peoples and will contribute to improved socio-economic outcomes by increasing opportunities for First Nations, Inuit and Métis businesses through the federal procurement process.

To support the Government of Canada's commitment to award at least 5% of the total value of contracts to Indigenous businesses annually, PSPC will work with Indigenous Services Canada to review its 2023 to 2024 contracts and validate the identification and approval of any exceptions. In 2023 to 2024, PSPC's leadership approved no exceptions on contracts.

To increase the likelihood of exceeding the 5% target in 2024 to 2025, PSPC will:

- Improve the procurement volume with Indigenous businesses through the target planning exercise;
- Continue to provide to Indigenous Services Canada a deputy head-approved procurement plan for meeting the mandatory minimum target;
- Continue to deliver outreach, promotion and engagement through PSPC’s senior designated official for the management of procurement, and through its coordinator for procurement with Indigenous businesses;
- Through Procurement Assistance Canada, continue to conduct outreach to industry, including Indigenous owned and led businesses and entrepreneurs, communities and associations; and
- Explore new approaches to track and report on the value of sub-contracts held by Indigenous suppliers.

In 2024 to 2025, PSPC will continue to strengthen its internal practices by, for example, requiring contract authorities to attest that they considered Indigenous suppliers in their procurements. As in 2023 to 2024, when contract authorities do not consider an Indigenous supplier, they will be required to submit a justification to the procurement team before they award the contract. The procurement team will challenge the justifications, as appropriate, and will propose Indigenous suppliers when possible.

Exceptions will only be considered where it would be impossible to offer contracts to Indigenous suppliers and where these opportunities could not be included in the calculation of planning objectives. No exceptions are being sought at the time of the drafting of this plan.

Table 16 : The following table shows the actual, forecasted and planned percentages of contracts awarded to Indigenous businesses.

5% reporting field	2022 to 2023 actual result	2023 to 2024 forecasted result	2024 to 2025 planned result
<b>Total percentage of contracts with Indigenous businesses</b>	2.7%	5% <b>Table 16 Note 1</b>	5%

**Table Notes**

**Table 16 Note 1**

This target was reported by PSPC in its 2022 to 2023 target setting exercise and provided to Indigenous Services Canada (ISC). PSPC continues to work closely with ISC and Indigenous businesses to increase the number of ISC’s Indigenous Business Directory registrants.

The following context and constraints apply to targets:

- These figures reflect contracts awarded for PSPC as a department, and do not include contracts awarded by PSPC on behalf of other government departments and agencies as a common service provider of procurement services.

- These figures do not take into account all transactions with suppliers recognized exclusively under every Comprehensive Land Claims Agreements (CLCAs or modern treaties). Efforts are ongoing to isolate the associated data to account for every applicable transaction in the future.
- These figures do not take into account subcontracts with Indigenous suppliers. Efforts are ongoing to isolate the associated data to account for this item as well.
- Results are calculated in accordance with the Treasury Board Directive on the Management of Procurement, Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses.

## Planned spending and human resources

This section provides an overview of PSPC’s planned spending and human resources for the next 3 fiscal years and compares planned spending for 2024 to 2025 with actual spending from previous years.

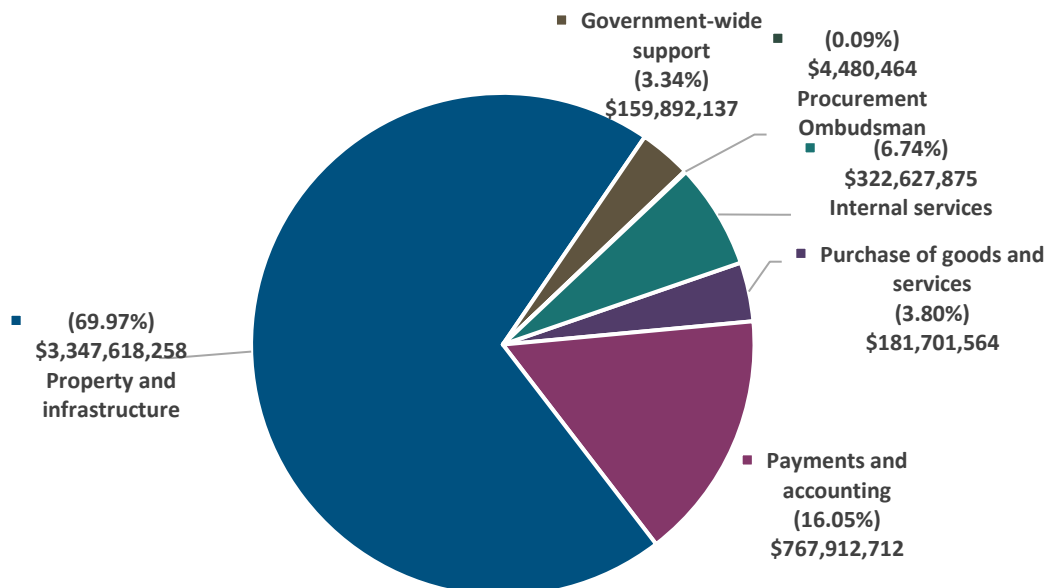
### In this section

- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

### Spending

The following chart summarizes PSPC’s planned spending by core responsibility and for its internal services for the 2024 to 2025 fiscal year.

**Figure 1: Spending by core responsibility in 2024 to 2025**



## Text description of figure 1

Core responsibilities and internal services	2024 to 2025 planned spending
Purchase of goods and services	\$181,701,564
Payments and accounting	\$767,912,712
Property and infrastructure	\$3,347,618,258
Government-wide support	\$159,892,137
Procurement Ombudsman	\$4,480,464
Internal services	\$322,627,875

## Explanation of figure 1

For fiscal year 2024 to 2025, the department's planned expenditures on programs and services totals **\$4,784 million**. Examples of planned activities under each core responsibility for 2024 to 2025 are:

**Purchase of goods and services (\$182 million):** to advance the modernization of procurement practices, deliver on key procurements in support of Canada's defence policy and continue to advance government-wide initiatives to increase the diversity of suppliers.

**Payments and accounting (\$768 million):** to continue to administer and deliver timely and accurate pay and benefits for all public servants as well as services to active and retired pension plan members.

**Property and infrastructure (\$3,348 million):** to continue to advance on major property and infrastructure projects, modernize the real property portfolio and develop a reduction plan to right-size the real property portfolio.

**Government-wide support (\$160 million):** to work on various priorities such as digital transformation in linguistic services, modernize services and tools to enhance client service, increase information processing capacity and safeguard sensitive and strategic government information and assets.

**Procurement Ombudsman (\$4 million):** to review the procurement practices of federal organizations to promote fairness, openness and transparency and provide alternative dispute-resolution services for suppliers and federal organizations.

**Internal services (\$323 million):** to support all 10 categories of internal services within the department so that it can meet its corporate obligations and deliver its programs. Amongst other things, the department will continue the implementation of its departmental technology strategy to drive the modernization of its technology portfolio, finalize the implementation of its diversity and inclusion action plan and pursue the implementation of the OneHR initiative.

Please note that this is not a comprehensive list of all the planned activities under each core responsibility for 2024 to 2025. For more details, please consult the sections for each core responsibility in this report.

### **Table 17: Actual spending summary for core responsibilities and internal services (in dollars)**

The following table shows information on spending for each of PSPC’s core responsibilities and for its internal services for the previous 3 fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

<b>Core responsibilities and internal services</b>	<b>2021 to 2022 actual expenditures</b>	<b>2022 to 2023 actual expenditures</b>	<b>2023 to 2024 forecast spending</b>
Purchase of goods and services	248,612,162	184,863,896	209,652,393
Payments and accounting	584,208,702	564,043,558	816,566,672
Property and infrastructure	2,821,959,418	3,197,493,336	3,715,699,160
Government-wide support	155,082,347	144,364,383	190,594,998
Procurement ombudsman	3,995,892	4,630,094	4,855,161
Subtotal	3,813,858,521	4,095,395,267	4,937,368,384
Internal services	358,493,710	354,395,781	409,122,268
<b>Total</b>	<b>4,172,352,231</b>	<b>4,449,791,048</b>	<b>5,346,490,652</b>

Totals may not add up due to rounding.

### **Explanation of table 17**

The variances observed are explained as follows:

The department spent approximately **\$277 million** more in fiscal year 2022 to 2023 than in 2021 to 2022. The increase is primarily due to additional expenditures to deliver on the department’s property and infrastructure projects, partially offset by a decrease in expenditures for activities related to the department’s COVID-19 response which included the procurement of critical goods and services, such as personal protective equipment and health supplies.

For 2023 to 2024, the department plans to spend approximately **\$897 million** more than in 2022 to 2023. The increase is primarily from Payment and accounting due to additional funding to stabilize the pay operations and decrease the backlog of pay issues, combined with the advancement of the department’s property and infrastructure projects such as the major recapitalization of the Place du Portage III, Energy Services Acquisition Program and rehabilitation of the Centre Block.



## Table 18: Budgetary planning summary for core responsibilities and internal services (in dollars)

The following table shows information on spending for each of PSPC's core responsibilities and for its internal services for the upcoming 3 fiscal years.

Core responsibilities and internal services	2024 to 2025 budgetary spending (as indicated in Main Estimates)	2024 to 2025 planned spending	2025 to 2026 planned spending	2026 to 2027 planned spending
Purchase of goods and services	181,701,564	181,701,564	182,571,725	157,224,483
Payments and accounting	767,912,712	767,912,712	363,563,997	365,797,020
Property and infrastructure	3,347,618,258	3,347,618,258	3,579,502,269	2,794,589,973
Government-wide support	159,892,137	159,892,137	149,086,318	145,534,159
Procurement ombudsman	4,480,464	4,480,464	4,498,185	4,500,921
Subtotal	4,461,605,135	4,461,605,135	4,279,222,494	3,467,646,556
Internal services	322,627,875	322,627,875	276,455,009	275,025,078
Total	4,784,233,010	4,784,233,010	4,555,677,503	3,742,671,634

Totals may not add up due to rounding.

### Explanation of table 18

The variances observed are explained as follows:

For 2026 to 2027, the department plans to spend **\$1,042 million** less than in 2024 to 2025. The decrease is due to the end or the winding down of funding in a broad suite of initiatives including:

- Purchase of goods and services: the decrease in funding received for the cloud-based Electronic Procurement Solution.
- Payments and accounting: the end of incremental funding received in order to stabilize the pay operations and to decrease the backlog of pay issues.
- Property and infrastructure: the department's current funding approval to deliver on its major infrastructure modernization projects such as the Energy Services Acquisition Program.
- Internal services: the end of incremental funding for internal services for employees in pay administration. It is also due to fluctuations in funding for information technology projects such as Digital Convergence and Government of Canada Trusted Platform (GCTP).

Funding will be adjusted should future approvals be received.

## Table 19: 2024 to 2025 budgetary gross and net planned spending summary (in dollars)

The following table reconciles gross planned spending with net planned spending for 2024 to 2025.

Core responsibilities and internal services	2024 to 2025 gross planned spending (dollars)	2024 to 2025 planned revenues netted against spending (dollars)	2024 to 2025 planned net spending (dollars)
Purchase of goods and services	346,971,101	165,269,537	181,701,564
Payments and accounting	958,297,334	190,384,622	767,912,712
Property and infrastructure	6,590,362,976	3,242,744,718	3,347,618,258
Government-wide support	515,254,758	355,362,621	159,892,137
Procurement ombudsman	4,480,464	0	4,480,464
Subtotal	8,415,366,633	3,953,761,498	4,461,605,135
Internal services	398,777,455	76,149,580	322,627,875
Total	8,814,144,088	4,029,911,078	4,784,233,010

Totals may not add up due to rounding.

### Explanation of table 19

The department's major sources of revenues netted against expenditures are collected through the Real Property Federal Accommodation and Infrastructure Program as well as through its 3 active revolving funds.

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

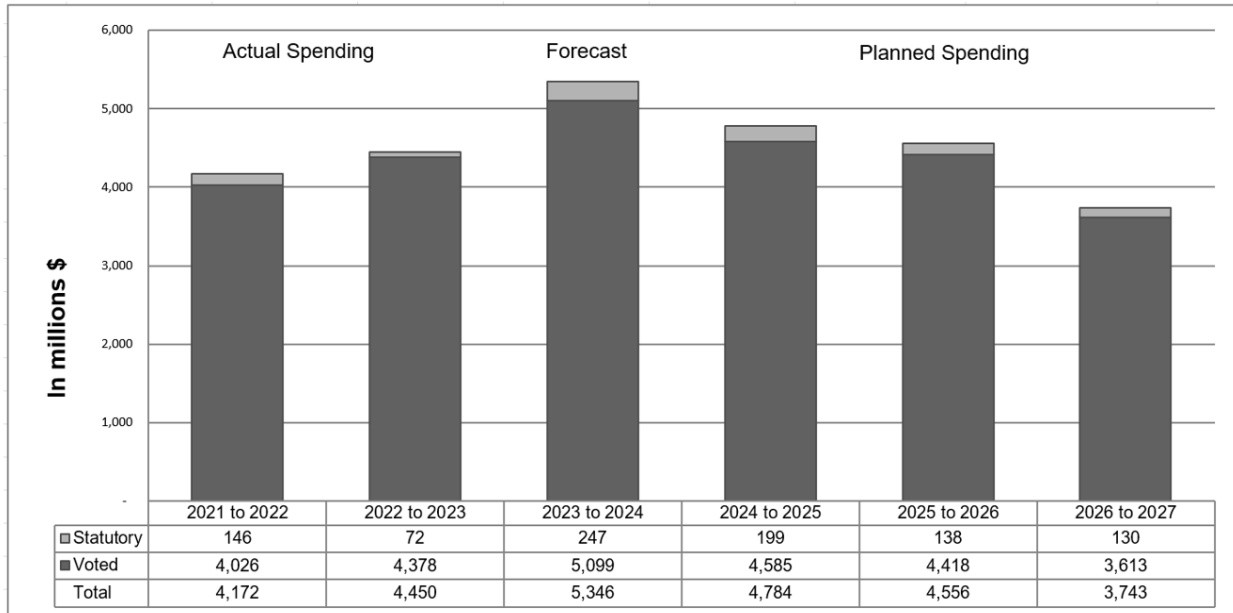
- provision of spaces, conference rooms and parking
- preparation of spaces for occupancy
- production and distribution of utilities

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

### Funding

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

### Figure 2: Departmental spending from fiscal year 2021 to 2022 to fiscal year 2026 to 2027



## Text description of figure 2

Fiscal year	Total	Voted	Statutory
2021 to 2022	4,172,000,000	4,026,000,000	146,000,000
2022 to 2023	4,450,000,000	4,378,000,000	72,000,000
2023 to 2024	5,346,000,000	5,099,000,000	247,000,000
2024 to 2025	4,784,000,000	4,585,000,000	199,000,000
2025 to 2026	4,556,000,000	4,418,000,000	138,000,000
2026 to 2027	3,743,000,000	3,613,000,000	130,000,000

## Explanation of figure 2

This bar chart represents the actual spending from fiscal year 2021 to 2022 to fiscal year 2022 to 2023, the forecast spending for fiscal year 2023 to 2024 and the planned spending for fiscal year 2024 to 2025 to fiscal year 2026 to 2027, broken down between statutory and voted expenditures.

The variance between the 2023 to 2024 forecast spending and the 2024 to 2025 through 2026 to 2027 planned spending is mainly attributable to prior year technical adjustments, reprofiles, carry-forwards and additional funding received in the 2023 to 2024 Supplementary Estimates and included in the forecast spending but not yet known for the 2024 to 2025 through 2026 to 2027 fiscal years.

For 2024 to 2025, the department plans to spend approximately **\$562 million** less than in the 2023 to 2024 forecasted spending. The decrease is primarily due to funding to deliver on the department’s property and infrastructure projects. Funding will be adjusted should future approval be received through the 2024 to 2025 Supplementary Estimates.

Additional analysis of the variances between actual spending and forecast spending is provided in the actual spending summary while analysis of variances in the planned spending is provided in the budgetary planning summary.

### Estimates by vote

Information on PSPC’s organizational appropriations is available in the [2024 to 2025 Main Estimates](#).

### Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of PSPC’s operations for fiscal year 2023 to 2024 to fiscal year 2024 to 2025.

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

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on [Public Services and Procurement Canada’s website](#).

**Table 20: Future-oriented condensed statement of operations for the year ending March 31, 2025 (in dollars)**

Financial information	2023 to 2024 forecast results	2024 to 2025 planned results	Difference (2024 to 2025 planned results minus 2023 to 24 forecast results)
Total expenses	7,405,823,352	7,281,400,500	(124,422,852)
Total revenues	3,301,283,979	3,269,106,511	(32,177,468)
Net cost of operations before government funding and transfers	4,104,539,373	4,012,293,989	(92,245,384)

### Explanation of table 20

The net cost of operations is forecasted to decrease by \$92,2 million in 2024 to 2025 compared to 2023 to 2024. This decrease is mainly attributable to Refocusing Government Spending initiative as well as funding from Treasury Board Central Votes (such as Operating Budget Carry Forward) included in 2023 to 2024 forecast, but excluded from 2024 to 2025 planned results.

## Human resources

**Table 21: Actual human resources for core responsibilities and internal services**

The following table shows a summary of human resources, in full-time equivalents (FTEs), for PSPC’s core responsibilities and for its internal services for the previous 3 fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2021 to 2022] actual full-time equivalents	2022 to 2023 actual full-time equivalents	2023 to 2024 forecasted full-time equivalents
Purchase of goods and services	2,106	2,294	2,382
Payments and accounting	4,585	4,842	5,453
Property and infrastructure	4,405	4,533	4,701
Government-wide support	2,514	2,539	2,585
Procurement ombudsman	28	31	27
Subtotal	13,638	14,239	15,148
Internal services	3,138	3,049	3,374
Total	16,776	17,288	18,522

Totals may not add up due to rounding.

### Explanation of table 21

For 2023 to 2024, the department plans an increase of **1,746 full time equivalents** over 2021 to 2022. The increase is primarily due to additional full-time equivalents in order to stabilize the pay operations and decrease the backlog of pay issues combined with the increase of those hired to deliver on the department’s property and infrastructure projects.

**Table 22: Human resources planning summary for core responsibilities and internal services**

The following table shows information on human resources, in full-time equivalents (FTEs), for each of PSPC’s core responsibilities and for its internal services planned for 2024 to 2025 and future years.

Core responsibilities and internal services	2024 to 2025 planned full-time equivalents	2025 to 2026 planned full-time equivalents	2026 to 2027 planned full-time equivalents
Purchase of goods and services	2,425	2,433	2,418

Core responsibilities and internal services	2024 to 2025 planned full-time equivalents	2025 to 2026 planned full-time equivalents	2026 to 2027 planned full-time equivalents
Payments and accounting	6,266	2,474	2,474
Property and infrastructure	4,691	4,715	4,721
Government-wide support	2,706	2,693	2,680
Procurement ombudsman	28	28	28
Subtotal	16,116	12,343	12,321
Internal services	3,449	3,415	3,406
Total	19,565	15,758	15,727

Totals may not add up due to rounding.

## Explanation of table 22

The variances observed are explained as follows:

For 2026 to 2027, the department plans a decrease of **3,838 full-time equivalents** over 2024 to 2025. This decrease is mainly due to the end of incremental funding received in order to stabilize the pay operations and to decrease the backlog of pay issues. Planned full-time equivalents will be adjusted should future approvals be received.

## Corporate information

### Organizational profile

Appropriate minister(s): Jean-Yves Duclos, PC, MP

Institutional head: Arianne Reza

Ministerial portfolio: Public Services and Procurement Canada

Enabling instrument(s): The [Department of Public Works and Government Services Act](#) establishes the Department of Public Services and Procurement Canada.

Year of incorporation / commencement: 1841

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

- [Shared Services Canada Act](#)
- [National Capital Act](#)
- [Canada Post Corporation Act](#)

- [Expropriation Act](#)
- [Defence Production Act](#)
- [Seized Property Management Act](#)
- [Surplus Crown Assets Act](#)
- [Financial Administration Act](#)

## Organizational contact information

Mailing address

Public Services and Procurement Canada  
11 Laurier St, Portage III, Place du Portage  
Gatineau, QC K1A 0S5

Email: [questions@tpsgc-pwgsc.gc.ca](mailto:questions@tpsgc-pwgsc.gc.ca)

Website(s): For more information on PSPC's programs and services, please communicate with us through our [general enquiries](#) webpage.

You can follow PSPC on [Facebook](#), [LinkedIn](#), [X \(Twitter\)](#), [Instagram](#), and [YouTube](#).

## Supplementary information tables

The following supplementary information tables are available on PSPC's website:

- [Details on transfer payment programs](#)
- [Gender-based analysis plus](#)

Information on PSPC's [Departmental Sustainable Development Strategy](#) can be found on PSPC's website.

## Federal tax expenditures

PSPC's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).

This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

## Definitions

List of terms

### **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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

**departmental result (résultat ministériel)**

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

**departmental result indicator (indicateur de résultat ministériel)**

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

**departmental results framework (cadre ministériel des résultats)**

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

**departmental results report (rapport sur les résultats ministériels)**

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

**full-time equivalent (équivalent temps plein)**

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

**gender-based analysis plus (GBA 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. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-



cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

### **government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2024 to 2025 Departmental Plan, government-wide priorities are the high-level themes outlining the government's agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

### **horizontal initiative (initiative horizontale)**

An initiative in which 2 or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

### **Indigenous business**

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

### **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.

### **plan (plan)**

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

### **planned spending (dépenses prévues)**

For departmental plans and departmental results reports, planned spending refers to those amounts presented in the Main Estimates.

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

### **program (programme)**

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

**program inventory (répertoire des programmes)**

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

**result (résultat)**

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

**statutory expenditures (dépenses législatives)**

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

**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.