

Shared Services Canada 2024-25 Departmental Plan

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Canada.



Shared Services
Canada

Services partagés
Canada

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From the Minister

As the Minister responsible for Shared Services Canada (SSC), I am pleased to present the 2024-25 Departmental Plan which outlines the department's mandate, priorities, and resources for the year.

As the backbone for digital government, SSC powers a tremendous number of government services. It has successfully laid a foundation for an enterprise approach by consolidating, modernizing and standardizing digital services to meet the current and future needs of our partners and clients.

Aligned with the Government of Canada's Digital Ambition, SSC is modernizing its approach to ensure that Government of Canada departments are equipped with the modern, standardized tools they need to deliver programs and benefits to citizens.

The focus this year is on rolling out Delivering Digital Solutions Together for Canada (Digital Together). Digital Together sets the strategic direction for SSC and will provide departments with clarity about the future of common IT infrastructure and the enterprise approach. SSC's mission is to provide secure and reliable digital, network and hosting services that allow public servants to work collaboratively and seamlessly across the Government to Canada (GC) to better serve Canadians.

Specifically, SSC is modernizing its hosting strategy to enhance scalability, optimize performance and adapt to new technologies. For example, moving from the cloud first approach to a hybrid hosting approach that focuses on the most efficient hosting solution for our partners' workloads and applications. SSC is implementing a new Public Cloud Operating Model in 2024.

We are committed to leveraging innovative digital opportunities that will expand SSC's digital capacity to understand and benefit from emerging technologies to improve and evolve services that meet the needs of the GC.

SSC is responsible for procuring IT solutions and ensuring that it provides effective and cost-efficient procurement of IT to allow the department to support the GC's digital agenda. As a

result, goods and services supplied by vendors provide the best value for business needs, are of high quality, and delivered on time.

Shared Services Canada will continue its strong commitment to economic reconciliation with Indigenous peoples and will contribute to improved socio-economic outcomes by increasing opportunities for Indigenous businesses through the federal procurement process.

These are just some of the highlights of SSC's plans for the fiscal year 2024 to 2025. Please read the Departmental Plan to learn how SSC is supporting Canada's digital government transformation through Digital Together.

Jean-Yves Duclos, P.C., M.P.

Minister of Public Services and Procurement and
Minister responsible for Shared Services Canada

Plans at a glance

A departmental plan describes a department's priorities, plans, and associated costs for the upcoming 3 fiscal years. SSC's [raison d'être, mandate, role](#), and [operating context](#), can be found on SSC's webpage.

Information on SSC's mandate letter commitments is available in the [Minister's mandate letter](#).

Key priorities

SSC has launched Delivering Digital Solutions Together for Canada (Digital Together), a strategic approach that will guide the department's activities. It focuses on working transparently and collaboratively with clients and partners across the whole GC, as well as industry, to achieve the government's digital ambition.

A key feature of Digital Together is the development of strategic roadmaps that outline the planned initiatives and trajectory for major business lines:

- Connectivity Services
- Hosting Services
- Cyber Security Services
- Digital Services
- Innovation and Service Evolution

These strategic roadmaps will be at the center of how SSC advances its operations, service delivery, and collaborative approaches. Through the implementation of Digital Together, SSC will focus on the following in 2024-25:

- Working together with its partners to innovate and improve SSC's services
- Investing effort and resources on optimizing hosting solutions for its partners
- Continuing to improve infrastructure monitoring and security

Refocusing government spending

In [Budget 2023](#), the government committed to reducing spending by \$14.1 billion over the next 5 years, starting in 2023-24, and by \$4.1 billion annually after that.

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

2024-25	2025-26	2026-27
\$83,608,000	\$92,054,000	\$113,347,000

SSC will achieve these reductions by primarily doing the following:

Professional services and travel

Reductions in professional services will focus primarily on management consultants as SSC relies on external professionals for the highly technical skillsets that are required to support the ever-changing IT environment. Canada's IT operations also require that SSC employees travel for equipment deployment, installations and incident responses. Reductions for travel will focus on less critical operational requirements and discretionary spending related to training.

Eliminating non-standard and legacy services

SSC will accelerate work on initiatives that address legacy services. The older legacy environment is inefficient and costly to maintain. As such, key areas for modernization include:

- Disconnecting non-essential fixed telephone lines and deploying softphones to better meet the telecommunications needs of a modern workplace
- Improving digital communication and collaboration by migrating from vendor-managed and in-house email services to a cloud-based email solution that is more easily maintained and updated
- Closing legacy data centres and moving applications and data to modern hosting solutions, such as enterprise data centres or the cloud
- Reduced funding for some initiatives that are no longer required due to advancements in technology

Operational efficiencies

SSC’s ongoing efforts to make operational improvements and gain efficiencies will generate cost reductions in a number of key areas:

- Flexible pricing models for service offerings that provide security controls for data in cloud environments, optimal implementation strategies using technology advancements, and effective use of resources
- Increased collaboration, use of common solutions, and connectivity improvements
- General operating efficiencies: Small contributions across the organization that will improve efficiency through consolidation, streamlining and modernization

The figures in this departmental plan reflect these reductions.

Core responsibilities and departmental results

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.

The core responsibility and departmental results from SSC’s Departmental Results Framework are as follows.

Core Responsibility: Common Government of Canada IT Operations

Departmental Results			
Government of Canada benefits from reliable and responsive networks and SSC-managed security services that protect the information of departments, agencies and Canadians	Public servants have access to the collaboration tools and workplace technology needed to work effectively to deliver services to Canadians	Government of Canada benefits from responsive and reliable hosting solutions that support its applications and data used to deliver services to Canadians	Government of Canada benefits from enterprise IT and client-specific solutions that support the delivery of programs and services to Canadians

See [GC InfoBase](#) for the full framework and program inventory.

Highlights

Plans for Common Government of Canada IT Operations

Planned spending: \$2,168,310,154

Planned human resources: 7,459 full-time equivalents (FTE)

Digital Together outlines how SSC will provide secure and reliable digital, connectivity and hosting services that allow public servants to work anywhere, anytime across the GC to serve Canadians.

In 2024-25, SSC's business will focus on engaging key stakeholders on the enablement of the Digital Together strategic roadmaps and their stated objectives:

Connectivity Services

SSC will provide modern connectivity services with integrated security to deliver standardized, automated services that meet users' needs and leverage commercial and public networks and wireless technologies. More standardization will ensure interoperability and smooth and reliable government operations. Simplified, automated processes will bring predictability, transparency, and accountability to deliver service excellence.

Cyber Security Services

SSC will provide an approach to security based on constant verification (zero trust), where users can seamlessly and securely access the tools they need through a single secure digital identity. SSC's approach to the management of IT assets (i.e. tangible items such as devices and infrastructure, and intangible items such as software and cloud) ensures they are secure, up-to-date, and compliant with organizational policies to protect against unauthorized access to the GC network and data.

Digital Services

SSC will provide a common user experience with full access to a standardized bundle of tools anywhere, anytime, from any GC-approved device. SSC will deliver enterprise solutions for an interoperable ecosystem to advance digital government and create value for the GC.

Hosting Services

SSC will maintain and support a more reliable and sustainable hosting ecosystem. This allows workloads to move from any hosting location without impacting operations. Enterprise application data may be transferred across GC infrastructure at speed and scale.

Decommissioning legacy will be central for service improvement and business continuity of GC critical services and digital government.

Innovation and Service Evolution

SSC will identify and promote innovative digital opportunities with internal and external stakeholders, particularly government scientific researchers. Part of this will include expanding SSC’s digital literacy and capacity to understand and leverage emerging technologies in order to improve and evolve services to better meet the needs of the GC.

The following summarizes SSC’s key initiatives planned for 2024-25:

Digital Together	Key initiatives
Connectivity Services	<ul style="list-style-type: none"> • Enterprise software defined Wide Area Network • Low Earth Orbit Satellites • Wi-Fi in government buildings
Cyber Security Services	<ul style="list-style-type: none"> • Strengthening cyber security • SSC security projects
Digital Services	<ul style="list-style-type: none"> • Digital communication and collaboration • Contact centre modernization • Conferencing and collaboration space modernization • Telecommunications modernization
Hosting Services	<ul style="list-style-type: none"> • Hosting strategy • Hosting evolution
Innovation and Service Evolution	<ul style="list-style-type: none"> • Modernizing SSC’s Serving Government website • Integrated IT monitoring and event management • GC Enterprise Service Management – Onyx

	<ul style="list-style-type: none">• Automation and artificial intelligence for Service Evolution• IT Repair and Replacement• IT services to support scientists• Using technology to improve accessibility• GC Application Platform as a Service• Customer-led projects• Services for Small Departments and Agencies
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For more information on SSC’s plans, see the “Plans to deliver” section of this plan.

Plans to deliver on core responsibility and internal services

Common Government of Canada IT Operations

Description

Using a government-wide approach, SSC delivers reliable and secure IT Operations, IT infrastructure, and communication and workplace technology services that support and enable government-wide programs and digital services for the public service.

Quality of life impacts

SSC's core responsibility, GC Common IT Operations, contributes to the "Good Governance" domain of the [Quality of Life Framework for Canada](#). More specifically, SSC supports "Confidence in institutions" through the delivery of its programs and services to partner departments and clients:

- Canadians expect a 24/7 government that is digitally enabled and accessible. By providing common IT infrastructure and services, SSC enables digital services that allows the GC to meet the expectations of Canadians. Reliable and available services, by extension, increases the confidence in federal institutions.
- SSC, along with its strategic partners, provide the cyber security infrastructure that safeguards the personal information of Canadians as they interact with government institutions.

Results and targets

The following tables show, for each departmental result related to Common Government of Canada IT Operations, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024-25.

Table 1: Indicators, results and targets for departmental result the **Government of Canada benefits from reliable and responsive networks and SSC-managed security services that protect the information of departments, agencies, and Canadians.**

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Percentage of time the Government of Canada External Network Connectivity is available	N/A	100%	99.66%	99.5%	March 31, 2025
Percentage of time IT infrastructure security services are available	100%	99.99%	100%	99.5%	March 31, 2025
Partner satisfaction with network services	N/A	3.79	3.77	3.6 / 5	March 31, 2025
Partner satisfaction with Shared Services Canada's Access and Authentication services	4.02	4.07	3.95	3.6 / 5	March 31, 2025

Note: Actual Results with N/A (not available) were not previously measured or reported by SSC

Table 2: Indicators, results and targets for departmental result **Public servants have access to the collaboration tools and workplace technology needed to work effectively to deliver services to Canadians.**

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Number of partner departments that have migrated their email in the cloud	N/A	30	34	39	March 31, 2025
Percentage of hardware requests fulfilled within established service level standards (call ups)	97.05%	96.68%	98%	90%	March 31, 2025
Percentage of time the enterprise cloud email service is available	N/A	N/A	N/A	99.9%	March 31, 2025

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Percentage of software requests fulfilled within established service level standards	97.27%	97.67%	99%	90%	March 31, 2025
Partner satisfaction with telecommunication services	3.77	3.95	3.62	3.6 / 5	March 31, 2025
Partner satisfaction with hardware, software and printing products provisioning	3.84	3.81	3.84	3.6 / 5	March 31, 2025
Percentage of time the Enterprise Mobile Device Management service is available	N/A	N/A	N/A	99.9%	March 31, 2025
Number of business days to fulfill mobile requests	6.51*	12.52*	9.02*	5	March 31, 2025
Partner satisfaction with contact centres	3.79*	3.8*	3.77*	3.6 / 5	March 31, 2025
Partner satisfaction with conferencing services	3.66*	3.89*	4.17*	3.6 / 5	March 31, 2025
Partner satisfaction with email services	4.33	4.26	4.17	3.6 / 5	March 31, 2025

Note: Actual Results with N/A (not available) were not previously measured or reported by SSC

* This indicator was added to the Departmental Results Framework as of 2023-24. Results prior to 2023-24 were measured internally, but were not previously publicly reported

Table 3: Indicators, results and targets for departmental result the **Government of Canada benefits from responsive and reliable hosting solutions that support its applications and data used to deliver services to Canadians.**

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Percentage of cloud brokering requests fulfilled within established service level standards	88.75%	99.65%	99.17%	90%	March 31, 2025
Percentage of time enterprise data centre facilities are available	100%	100%	100%	99.98%	March 31, 2025
Percentage of time legacy data centre facilities are available	100%	99.99%	99.99%	99.67%	March 31, 2025
Partner satisfaction with cloud brokering and cloud advisory services*	3.49	3.65	3.83	3.6 / 5	March 31, 2025

Note: Actual Results with N/A (not available) were not previously measured or reported by SSC

Table 4: Indicators, results and targets for departmental result the **Government of Canada benefits from enterprise IT and client-specific solutions that support the delivery of programs and services to Canadians.**

Indicator	2020–21 result	2021–22 result	2022–23 result	Target	Date to achieve
Percentage of SSC-led and customer-led projects rated as on time, on scope and on budget	64%	64.1%	61%	70%	March 31, 2025
Percentage of critical incidents under SSC control resolved within established service level standards	65.63%	59.54%	63.16%	60%	March 31, 2025
Average rating provided in response to the General Satisfaction Questionnaire	3.9	3.91	3.88	3.6 / 5	March 31, 2025
Average rating provided in response to the Services Satisfaction Questionnaire	N/A	3.88	3.89	3.6 / 5	March 31, 2025
Cost of procurement per each \$100 of contracts awarded	\$0.94	\$1.14	\$1.04	\$1.75	March 31, 2025
Percentage of procurement requests fulfilled within the established service level standards	N/A	N/A	N/A	80%	March 31, 2025

Note: Actual Results with N/A (not available) were not previously measured or reported by SSC

The financial, human resources and performance information for SSC’s program inventory is available on [GC InfoBase](#).

Plans to achieve results

SSC manages and procures technology solutions for the GC’s consolidated, modern IT infrastructure. This helps departments meet their business needs, including building and improving digital services for Canadians. As technology advances and Canadians’ expectations for digital government services grow, SSC’s work becomes even more central to the GC.

Through Digital Together, SSC supports [Canada’s Digital Ambition](#) and the [OneGC vision](#) to enable delivery of government in the digital age for all Canadians.

Digital Together will drive SSC’s work for 2024-25 and beyond. It will give partners and clients additional visibility on the future direction of SSC’s enterprise solutions. For SSC to achieve its

priorities for the GC, SSC and its partners must embark on this journey and work together. SSC will continue to collaborate closely with its partners and clients to efficiently deliver services and play a supporting role in IT projects in offering service management and procurement services.

Digital Together – Roadmaps and pathfinders

SSC has developed roadmaps to outline how it will work with partners to achieve excellence in technology and operations. SSC will work with pathfinder departments and agencies to test solutions and acquire lessons learned at every stage. This will allow SSC to ensure that solutions are responsive and effective before scaling out to the enterprise.

The roadmaps will guide SSC as it plans and prioritizes. They will allow SSC to engage with client departments to anticipate planned activities and timeframes, allowing them to align their activities to meet the common objectives. The roadmaps and pathfinders will help support:

- sharing plans for new technology and service improvements
- recruiting pathfinders to lead the way
- collaboration on lessons learned and process improvements
- increasing the speed and scale of service improvements
- building capacity and skills within the department
- making investment decisions
- experimenting with aspirational services (proof of concepts and pilots)
- identifying internal and external dependencies and monitoring progress

This Departmental Plan provides highlights from the strategic roadmaps for Connectivity, Cyber Security, Digital Services, and Hosting, as well as other activities captured under Innovation and Service Evolution.

Connectivity Services

GC departments and agencies require SSC to provide network capacity that can support software and IT solutions to deliver services to Canadians. As the government becomes increasingly digital, this has resulted in significant growth in the need for network speed and capacity. SSC provides modern connectivity services with integrated security that meet the needs of users, using a networking model that leverages commercial and public networks, including managed services and wireless technologies.

SSC improves overall network performance by strengthening connections between government buildings and GC Network Hubs. The GC Wide Area Network service provides enterprise connectivity for data centres and GC buildings and locations. It interconnects users and computers from national and international locations to each other and the Internet. It also supports business applications for simultaneous voice, data and video communications, as required. In 2024-25, SSC will work on specific improvements to connectivity services with the support of pathfinder departments.

Enterprise software defined Wide Area Network implementation

Software defined networks provide access to GC Wide Area Network and Internet services through software rather than traditional hardware like routers. Software defined networks are used to connect branch/regional/remote users to data centres, to National Capital Region headquarters, or to cloud services. They provide the opportunity to improve performance and user experience, enable faster deployments, enhance security through the application of consistent policies and encryption, and achieve cost efficiencies. In 2024-25, SSC will implement software-defined networks to enhance the delivery of site connectivity services for the first wave of partners.

Low Earth Orbit Satellites

Not all of SSC's clients and partners are located near urban areas that offer multiple forms of connectivity, such as fibre, cable, or cell phone towers. SSC uses satellite services to support communication services to and from the remote areas, both nationally and internationally, where its clients are based. Low Earth Orbit (LEO) satellites are closer to Earth and improve

connectivity speed and increase available bandwidth. This satellite service will increase network coverage for enterprise-level service, particularly enhancing connectivity to northern and remote sites. In 2024-25, SSC will implement LEO satellites with pathfinder departments and explore pilot projects leveraging these satellites.

Wi-Fi in government buildings

Over the years, Wi-Fi has evolved from a “nice to have” for partners to a key technology supporting the modern workplace. The GC workplace has evolved with technology, as more devices like tablets and phone are being leveraged for work. Access to Wi-Fi offers flexibility for public servants to work at different workstations, in conference rooms, and other collaborative spaces. Wi-Fi keeps public servants connected to emails and files while they benefit from mobility in the office.

SSC offers Wi-Fi services on a cost-recovery basis. As a result, these services have traditionally been provided on a department-by-department basis, with SSC installing Wi-Fi in parts of the multiple buildings used by a client department. When multiple departments were located in the same building, SSC would return to a building multiple times as it responded to various requests from different clients. To improve efficiency, SSC has shifted to providing Wi-Fi service for an entire building at once. The approach leverages either SSC enterprise solutions, commercial Wi-Fi service or a combination of both. The benefits of taking a whole-building approach include:

- meeting increased demand for Wi-Fi
- reducing time and cost to deploy Wi-Fi
- providing Wi-Fi service to more clients at each deployment
- providing Guest Wi-Fi Access service, which allows GC guests to access Wi-Fi

In 2024-25, SSC will make the whole-building approach standard as it continues to deploy Wi-Fi to approximately 300 GC buildings.

Cyber Security Services

Cyberthreats and attacks are rapidly evolving, becoming more complex and diverse. These attacks could disrupt, and even corrupt or destroy, the infrastructure and data that the GC relies on for essential services. The GC has been investing in improving the resiliency of the IT infrastructure to protect all departments and agencies against cyber security-related attacks. SSC partners with the Treasury Board Secretariat's Office of the Chief Information Office (TBS-OCIO) and the Communications Security Establishment (CSE), known as the IT security tripartite, to coordinate a whole-of-government approach to cyber security.

In 2024-25, through the activities outlined below, SSC will continue to evolve its security monitoring capabilities to ensure the department can keep pace with evolving threats.

Strengthening cyber security management

With funding announced in the [2022 Fall Economic Statement](#) SSC will reinforce cyber security. SSC established a Cyber Security Program Management Office that will provide centralized stewardship and strategic direction for SSC's enterprise cyber security initiatives. The office will improve SSC's ability to maintain appropriately secured IT solutions across the GC. It will allow SSC to collect and analyze data to improve existing and future GC cyber security posture.

In 2024-25, SSC will develop architectures and roadmaps that will allow the department to incrementally evolve cyber and IT security products and capabilities.

SSC Security Projects

SSC is continually strengthening its cyber security posture to be able to identify and monitor assets, identify and triage vulnerabilities and assess whether security controls are effective and compliant. SSC's takes a constant verification approach to security (zero trust) where users can seamlessly and securely access the tools they need through a single secure digital identity.

Through its security projects, SSC is providing partner departments with services and infrastructure required to ensure security for the GC. Constant monitoring, tracking and reporting on cyber security events across SSC's entire infrastructure as part of move to a zero trust

approach. SSC projects are also focused on supporting the department’s ability to monitor the GC networks and infrastructure.

For example, Secure Remote Access provides partners with appropriately secured access to their networks from a location other than a GC building. SSC is preparing to migrate the multiple existing Secure Remote Access solutions to an enterprise service. By providing this service at an enterprise scale, SSC can provide more reliable remote access and increased security. In 2024-25, SSC is planning to onboard the first wave of partner departments to the enterprise solution through a pilot project.

SSC will continue to focus on advancing the implementation of its security projects that will provide reliable cyber security services for partner departments.

Digital Services

SSC aims to provide a common user experience including full access to a standardized core bundle of tools—accessible anywhere at any time, from any GC-approved device—with seamless collaboration across the enterprise. In 2024-25 SSC will continue to improve and modernize digital and telecommunication tools to support GC employees.

Digital Communications and Collaboration

SSC is modernizing email and office applications, like word processors and spreadsheet software, to a consolidated cloud-based solution. Digital Communications and Collaboration (DCC) uses the M365 platform to give public servants modern collaboration tools to work efficiently in a hybrid work environment. M365 includes a full suite of workplace applications, including Teams, Outlook, SharePoint and OneDrive. SSC has already successfully migrated the email accounts to M365 for 38 departments and agencies. In 2024-25, SSC will continue necessary activities to prepare to roll out this service to remaining eligible departments.

Contact centre modernization

Contact centres allow Canadians to interact with the GC online or by telephone. SSC supports the operation of the communication systems of approximately 220 contact centres for departments and agencies. These operations range from large departments with programs that affect all Canadians, such as Employment Insurance and the Canada Pension Plan, to smaller programs with a more specific audience, such as the contact centre for the Community Volunteer Income Tax Program. As part of a multi-year initiative to improve services to Canadians, SSC is modernizing and standardizing contact centre services by migrating them from legacy solutions to modern solutions, such as public cloud, hosting or in-house solutions. In 2024-25, SSC will continue the multi-year initiative to migrate and modernize contact centres.

Keeping Canadians connected to the GC

Modernized contact centre solutions also delivers more convenient, secure and reliable options to Canadians, including:

- the ability to communicate through chat, email or videoconference
- automated sources of information
- automatic call-back and self-service
- electronic access for those who require accessible services

Conferencing and collaboration space modernization

As the GC adapts to the hybrid work model, videoconferencing has become essential to support meetings where some participants are together in a GC building and others are joining off-site.

As such, SSC is modernizing its conferencing services by offering more accessible, fully integrated services to partner departments and agencies. These new services will support videoconferencing using MS Teams or other systems in boardrooms.

In 2024-25, SSC will improve and modernize conferencing services to deliver a consistent user experience across the enterprise through the following activities:

- Implementing video interoperability that will allow meeting rooms with videoconferencing devices to connect to MS Teams meetings
- Upgrading or replacing devices to ensure that meeting spaces conform with the newly defined guidelines for conferencing services, which include accessible and reliable conferencing capabilities
- Continuing to collaborate with select departments and pilot the use of new video conferencing technology for conference rooms to meet ongoing needs

Telecommunications modernization

Telecommunication technology has grown well beyond traditional wired telephones, and SSC is taking action to continue offering high-quality, efficient, and affordable tools across the GC.

Enterprise Mobile Device Management

Through the Enterprise Mobile Device Management service, SSC ensures that GC employees can securely access GC networks and data using mobile devices and tablets, providing them with modern work capabilities anytime, anywhere. The initiative manages approximately 180,000 hand held devices (iOS and Android) across 45 partners and 10 client departments. SSC is focused on stabilizing the existing service, improving its delivery and completing the rollout of new features to meet evolving GC customer requirements. In 2024-25, SSC will begin expanding the current service to include security and support requirements for GC classified services.

Softphones

SSC is adopting an enterprise approach to improve the delivery of telephony services and enable a mobile workforce. In 2024-25, SSC will continue efforts to replace outdated systems with modern solutions such as a softphone service that allows users to place and receive phone calls from their computer or phone over the Internet using M365. This service will provide unified communication services that can be accessed from any GC-issued device anywhere, anytime at a reduced cost.

Fixed Phone Line Rationalization

Traditional and wired office desk phones are no longer useful for many employees and are costly to maintain. SSC has been working with its partner departments to aggressively retire all non-essential lines. SSC will continue to disconnect non-essential lines in the upcoming years with a target to retain only 10% of fixed lines within the next 3 years. In 2024-25, the target elimination is 15,000 fixed lines and SSC will prioritize sites where mobile devices and softphones are available to accelerate the decommissioning of fixed phone lines.

Hosting Services

SSC is dedicated to delivering modern, scalable and reliable hosting services to support the diverse and evolving digital needs of partner departments and agencies. These services include hosting in the cloud, but also in legacy and enterprise data centres (EDCs). SSC's focus remains on further modernizing its hosting services, to ensure they are not only robust and secure but also agile and responsive to the rapidly changing digital landscape. The goal is to provide partner departments with the best possible hosting platforms to deliver their services, ultimately benefiting the citizens that all government departments serve. SSC is actively exploring emerging hosting tools and solutions as a key step in providing standardized and future-ready hosting services to our partners.

Hosting strategy

SSC aims to curate and maintain a select set of standardized and scalable hosting options, which will avoid hosting sprawl and provide services that partners may not be able to manage independently. SSC continuously adapts and innovates to offer hosting options that remain relevant for partner departments:

- **Core hosting solutions:** Addresses the primary needs of most partners, through 2 key models: the reliability of EDCs and the flexibility of public cloud services, which are the most advanced hosting offerings available.
- **Specialized hosting solutions:** Private cloud and edge computing, are being developed for specific or unique requirements. These solutions will be developed using pilot projects.
- **Emerging hosting tools and solutions:** As the GC reshapes how it delivers services to Canadians, SSC will actively explore the forefront of technological advancements to enhance our hosting capabilities to ensure that they not only meet current demands but can also cater to future challenges and opportunities.

What is hosting sprawl?

Hosting sprawl occurs when multiple hosting solutions are not being used to their full capacity while using more resources than necessary.

SSC's hosting strategy is focused on 4 key themes where SSC plans to continuously improve and evolve its hosting services:

Hybrid hosting

SSC is evolving from traditional data centre hosting services to hybrid hosting services. This shift highlights SSC's commitment to maximizing the reliability of on-premises hosting solutions, such as EDCs, with the flexibility of cloud, which offers secure, scalable and balanced hosting solutions for diverse workloads and applications. A hybrid hosting approach ensures that the needs of partner departments are met while maintaining necessary safeguards for the GC. Additionally, SSC aims to expedite the high-speed and extensive transfer of enterprise application data across GC infrastructure. SSC will actively collaborate with partners, developing progressive roadmaps to outline how the most suitable hosting model will allow the GC to optimize where applications and workloads are best hosted.

In 2024-25, SSC will work with TBS-OCIO to provide partner departments with tools to help decide where to best host their applications in a way that is affordable and to identify projects that may be at risk and require assistance.

Automation and self-serve

In support of its commitment to innovation and efficiency, SSC is introducing automation and self-service capabilities to provide streamlined processes. By integrating advanced automation technologies and user-friendly self-service options into our hosting solutions, SSC aims to enhance operational effectiveness and provide partners with greater control and agility in managing their digital environments. SSC will build capabilities and develop a comprehensive plan that will allow partners to access storage capacity on demand. This will provide partners with greater flexibility and scalability while optimizing resource allocation.

Building on the foundation of automation and self-service, SSC is also focusing on revolutionizing our storage solutions. Emphasizing self-service in storage allows our partners to optimize data management and access their data with greater autonomy and speed, aligning with our objective to deliver more responsive and user-centric hosting services.

In 2024-2025, SSC will plan and invest in building the necessary capabilities to facilitate partners' access to software defined storage solutions through a user-friendly and streamlined self-service portal. This will empower partner and client departments to efficiently manage their storage needs while maintaining control and adaptability.

Stewardship and predictability

SSC commits to supporting partner departments and agencies through this transformative journey by leveraging stewardship resources and tools, to bring greater transparency, optimize costs and improve decision making. The GC Cloud Strategy 2024 will bring a new culture of transparency and predictability for IT services, which will help partner departments and agencies advance their application modernization planning efforts. SSC's cloud stewardship functions will expand to include monitoring, reporting, analysis, financial management, procurement, and governance.

In 2024-25, SSC will renew cloud framework agreements to provide more hosting procurement options that reflect the latest GC Cloud Strategy while incorporating capital investments in procurements for hardware. SSC will also develop financial operations capabilities for optimal cost management and predictive analysis of cloud consumption.

Standardization and modernization

By standardizing hosting platforms and modernizing our approaches, SSC aims to reduce legacy data centres and consolidate services. This strategy not only streamlines our hosting infrastructure but also significantly cuts down on the technical debt accrued from maintaining legacy systems. In doing so, we are effectively reducing hosting sprawl while ensuring a more cohesive and efficient digital ecosystem.

In 2024-25, SSC will continue to close small and medium legacy data centres. To date, SSC has closed 473 legacy data centres out of the original 720, and plans to close at least 30 more legacy data centres, based on application readiness to migrate. This ongoing work strives to target migrations on a priority basis to enable the movement of applications and services to optimal

hosting solutions. SSC is committed to addressing its technical debt while simultaneously improving reliability and security measures.

Hosting evolution

The implementation of [TBS's Cloud Smart directive](#) represents a significant step for the GC in adopting a more strategic assessment of each requirement to determine the most suitable and efficient hosting solution for partner workloads and applications. The growing use of cloud technologies has been instrumental in enabling partner departments and agencies to meet urgent deadlines and improve the delivery of digital services to Canadians. It also uncovered challenges in how we govern and fund application hosting, as well as how we procure cloud across the GC.

To address these challenges, TBS announced the next step in the evolution, the GC Cloud Strategy 2024, to align with Canada's Digital Ambition. Cloud smart strategies for the GC will continue to evolve and mature over time. These adjustments aim to optimize hosting, ensuring the best service delivery option for departments, agencies and for Canadians.

Innovation and Service Evolution

As a common service provider, SSC aims to build a better digital government, transform our service delivery, and effectively manage emerging risks while addressing departmental requirements for our partners and clients. SSC prioritizes identifying and experimenting with emerging technologies to improve its services. A particular focus in this regard will be within the community of GC scientific researchers. Part of SSC's commitment to modernizing and improving services through innovation will include expanding SSC's digital literacy, capacity and employee skills. This will help SSC understand and leverage emerging technologies better to improve and evolve services to more effectively meet the needs of the GC. Even before SSC works with pathfinders to create or improve services, SSC tests innovations and new solutions internally to learn lessons early and ensure viability.

Modernizing SSC's Serving Government website

Serving Government is a GC extranet site that provides key information about SSC services. It is SSC's primary digital channel to communicate with its partner departments and agencies IT decision-makers. Employees from client and partner departments use the website to get information about SSC plans, such as roadmaps, and how to order its services. SSC will modernize Serving Government to make it a more user-friendly portal and include self-service components for its clients. In 2024-25, SSC will continue to update the site by introducing additional self-service options.

Integrated IT monitoring and event management

SSC is evolving how it monitors IT infrastructure on an enterprise scale so it can restore outages as quickly as possible or even anticipate problems before they occur. Enterprise-wide monitoring will be achieved by bringing together input from strategic tools that will operate in different IT areas into a common SSC management infrastructure.

In 2024-25, SSC will increase both reactive and proactive monitoring capabilities of its core enterprise services. Through the Enterprise Command Centre, SSC will continue to expand its visibility of outage alerts and the corresponding response.

SSC will also advance the development of the Integrated Enterprise Command Centre project, to improve the department's event management capabilities. Consolidating and upgrading its Enterprise Command Centres will improve SSC's efficiency in responding to events and incidents.

GC Enterprise Service Management – Onyx

SSC uses Onyx, an IT Service Management tool, to manage IT services from initial request to final delivery. This tool supports more efficient service management by enhancing automation and improving the quality of the data to manage service standards. In 2024-25, SSC will complete the migration of SSC services and employees working with partner owned tools to Onyx.

Automation and artificial intelligence for service evolution

To support the digital government strategy, including the delivery of modern and tailored workplace tools, SSC is exploring the application of various emerging technologies, such as machine learning, robotic process automation (RPA) and intelligent automation. Using these technologies improves processes and service delivery while providing business value. SSC will continue to actively collaborate with TBS-OCIO on the development and revision of key policy instruments including the Directive on Automated Decision Making, and the TBS guide on the use of generative artificial intelligence (AI).

In 2024-25, SSC will continue to mature the AI Center of Excellence (AICoE) that provides advice and oversight for Enterprise AI/RPA activities. SSC is focused on the transformation of the AICoE into the GC AI Hub that will be a GC community-driven and community-trusted first stop for everything related to AI, robotic process, and intelligent automation. SSC is also exploring the possibility of providing various types of AI services (AI as a service) to partner

departments. The department will update its AI vision and strategy to reflect any changes to SSC's service offerings.

IT Repair and Replacement (ITRR)

Providing a reliable digital government through ongoing and routine repair, replacement or upgrades of the GC's IT infrastructure ensures the security and protection of services and data. SSC houses applications and data on IT infrastructure that is vital to Canadians (such as passports, income taxes, Social Insurance Numbers, and bank information) and the functioning of GC programs (such as the disbursement of Employment Insurance, Old Age Security and Canada Pension Plan, Student Loans, and communication of severe weather alerts).

Through SSC's internal Operational Risk Program, SSC proactively identifies IT infrastructure that is at risk of failure due to age or security vulnerabilities. The ITRR initiative can then prudently plan and prioritize the allocation of funds. Over the years, SSC has seen a decrease in the number of critical incidents due to hardware failure. This improvement shows how ITRR supports and improves IT infrastructure and its continuous availability to partner departments in delivering their respective services to Canadians.

In 2024-25, SSC will continue to monitor and report on the deployment of infrastructure upgrades and the associated costs. Using this information, SSC is developing a baseline to support a sustainable approach ensuring the availability of SSC's services.

IT services to support scientists

SSC, in collaboration with its partners, created the Science Program to support GC priorities to modernize and secure research in Canada and to better enable scientists with digital infrastructure and services to support their respective mandates. Key projects that SSC will continue to advance in 2024-25 include:

Science cloud experimentation

Providing science researchers timely access to an exclusive set of secure cloud environments and solutions, to allow them to test cutting-edge and emerging digital solutions to advance scientific findings.

Federal Science Data Hub

Implementing a secure, cloud-based platform to provide the federal science community with world-class data infrastructure and tools to support the needs of scientists, and empower them through a self-service model.

Laboratories Canada

Continuing to ensure that new and enhanced IT solutions are in place to support the delivery of Laboratories Canada project commitments. Finalizing the design of future labs, which integrates emerging technology into a set of standard IT solutions for science, and testing solutions to support the current and future edge computing needs for science.

Smart labs

Running proof of concepts to test the use of Internet of Things devices to support smart labs, which monitors conditions to ensure accurate results and maximize lab efficiencies.

Mercury Program

The National Research Council's (NRC) Mercury Program will improve security of its IT infrastructure by migrating workloads from their legacy network to new secure corporate and research networks. This initiative includes the migration of 135 workloads while ensuring seamless continuity of research operations and management of cyber security risks. SSC will continue to work with NRC to integrate project management best practices and provide technical advice and guidance to support progress of the Mercury Program.

Using technology to improve accessibility

SSC's Accessibility, Accommodation and Adaptive Computer Technology (AAACT) team offers a wide range of services and IT tools to public service employees with disabilities or injuries to enable their equal participation in the workplace. These services include alternative approaches, training, resources and adaptive hardware and software. In 2024-25, SSC will continue providing this service to support employees across the GC.

GC Application Platform as a Service

SSC is expanding the GC Application Platform as a Service as an option to deliver common GC applications offered in the cloud. Using utility-based ordering will allow for faster delivery and deployment while also ensuring security. For example, TeamMate is an internal audit and evaluation application suite that is used by most of SSC's partner departments. SSC is collaborating with the Office of the Comptroller General at TBS to implement an enterprise cloud-based solution of the TeamMate application platform (TeamMate+) that will bring together many departments onto one platform rather than having one for each department. By providing this solution using the GC Application Platform as a Service, SSC is more easily able to provide support and increases the application's reliability.

In 2024-25, SSC will seek to expand this service and identify new opportunities for common commercial off-the-shelf business applications that can provide value to the GC. This supports the modernization of legacy applications, improves user experiences and standardizes solutions.

Customer-led projects

When partner departments and agencies develop new projects, SSC plays a crucial role by providing the necessary IT infrastructure and services required to support them. Currently, SSC is collaborating with partner departments and agencies on over 60 different active and planned customer-led projects. For example, SSC is supporting the Canada Border Services Agency's Travellers Modernization Program, which aims to improve and expedite traveller processing at the border without compromising border safety and security. SSC is working closely with the Canada Border Services Agency to develop the necessary digital tools that will support them to provide this service.

In 2024-25, SSC will continue to work closely with partner departments and agencies and focus on advancing the implementation of several of their projects.

Services for Small Departments and Agencies

Until recently, many Small Departments and Agencies (SDA) provisioned IT services that they managed themselves or were managed by a third-party to meet their organizational requirements. In February 2022, the National Security and Intelligence Committee of Parliamentarians (NSICOP) tabled its [*Special Report on the Government of Canada's Framework and Activities to Defend its Systems and Networks from Cyber Attack*](#). It recommended that the government extend advanced cyber defence services, including Internet services provided by SSC and cyber defence sensors from the Communications Security Establishment, to all federal organizations. In [Budget 2022](#), the GC made a commitment to increase cyber security across federal organizations. and extend cyber defence services to SDAs.

SSC worked with SDAs to extend a mandatory sub-set of services and provide more autonomous arm's-length organizations with the option of implementing a package of SSC-managed network and security services now in use by core departments. The package includes Enterprise Internet Service, Secure Remote Access (allowing employees to work from a location outside of government buildings while ensuring data security is protected) and Digital Communications and Collaboration Enterprise Email enabled by M365.

In 2024-25, SSC will continue engaging and planning with SDAs to onboard them to the enterprise IT infrastructure.

Key risks

SSC has identified the following departmental risks for 2024-25.

Table 5: Departmental risks and risk statements for Common Government of Canada IT Operations

Departmental Risk	Risk Statement
IT procurement	SSC may not be able to acquire products and services it needs due to evolving global socioeconomic, political conditions and/or current procurement approaches.
Incentives for modernization and enterprise	SSC and its partners have different incentives, interests and alignments related to IT priorities and services. This could slow the pace of modernization across the GC and the adoption of enterprise IT solutions.
Cyber security incidents	Cyber security incidents may significantly disrupt the public service’s ability to access key information and data, which could negatively affect the delivery of services to Canadians.
Reputation for service delivery	SSC’s reputation may suffer if it is unable to meet service standards related to departments’ and agencies’ IT needs.
Adoption of emerging technologies	SSC may not have the capacity and/or skills it needs to keep up with the broad-based adoption of different emerging technologies and their long-term implications. Examples of emerging technology could include quantum computing and cryptography.

Aging infrastructure	Critical and aging GC IT infrastructure may fail, which could significantly disrupt the public service’s ability to deliver services to Canadians.
Human resource capacity, skills and retention	Limited labour market availability may increase competition for personnel with specialized IT skillsets. This may limit SSC’s ability to recruit and retain IT specialized staff to meet ongoing needs.

Snapshot of planned resources in 2024-25

- **Planned spending:** \$2,168,310,154
- **Planned full-time resources:** 7,459 FTEs

Related government priorities

Gender-based Analysis Plus

SSC uses a Gender-based Analysis Plus (GBA Plus) lens to improve outcomes for GC organizations and public servants and to support other GC organizations in their ability to deliver programs and services to Canadians.

In 2024-25, SSC will continue to integrate GBA Plus into planning, reporting and decision making, including through service authorizations, procurements, projects and benefits realization. SSC will conduct a review of its programs for GBA Plus impacts to better understand the operational nature of the department and develop a repository of considerations impacting nuanced aspects of SSC's operations. This comprehensive review will provide opportunities for SSC to develop metrics for measuring success and data gaps, as well as new data collection mechanisms to evaluate and monitor the implementation of its programs.

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

More information on SSC's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy 2023-2027](#).

Program inventory

Common Government of Canada IT Operations is supported by the following programs in the program inventory:

- Networks
- Security
- Workplace Technologies
- Telecommunications
- Data Centre IT Operations
- Cloud
- Enterprise Services Design and Delivery

Supporting information on planned expenditures, human resources, and results related to SSC's program inventory is available on [GC InfoBase](#).

Internal services

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

SSC strives to create a culture that promotes psychological health, safety and well-being in all aspects of the workplace and contributes to an SSC workforce that is engaged, enabled and empowered. Improvements to internal systems and skills will also provide benefits to partner and client departments as SSC's internal functions are vital for the efficient and timely delivery of services in a transparent way to support departmental priorities.

Improving services behind the scenes

Digitization, modernization and process automation

SSC is committed to ongoing efforts to digitize and modernize services at SSC and supports the evolving landscape and the Future of Work. This initiative is comprised of activities that contribute to streamlining, modernizing, and digitizing services at SSC to improve user experience for employees across the organization. In 2024-25, SSC will implement SharePoint online as its new internal electronic document repository. SSC is also developing a new platform to serve as a portal for its employees that will facilitate access to requests and forms.

Advancing accessibility

SSC is committed to building an accessible and inclusive workplace for its employees. In 2024-25, SSC will continue to make progress and take actions towards meeting the objectives outlined in the [2022-25 Accessibility Plan](#).

Skills and workforce**Leadership capabilities and management skills**

SSC is focusing on hiring, developing, and rewarding leaders of the future who exemplify and take concrete actions to address diversity, equity and inclusion, anti-racism, and psychological health and safety. Consistent with its values, the department is also focusing on developing leadership talent that is adept in navigating volatility, uncertainty, complexity and ambiguity.

In 2024-25, SSC will implement its Leadership Framework, which includes Character-based Leadership. SSC will leverage the Mentorship Plus Program to fill gaps in executive positions and continue to provide training through the Aspiring Leaders Program. In addition, SSC will continue to offer and promote a wide range of training on topics to support the ongoing development of our SSC leaders.

Succession planning and talent management

To empower employees to reach their full potential through comprehensive performance and talent management strategies, SSC aims to foster a culture of excellence and continuous growth. In 2024-25, SSC will strive to deliver a Performance and Talent Management Program that cultivates a high-performance culture, unlocks the hidden potential in every employee, and drives organizational success through strategic talent development and engagement.

Enhance SSC asset management to support governance

Strong asset management is critical to the successful operation of any department. SSC is working with the Royal Canadian Mounted Police (RCMP) on a joint effort to improve Asset Management at SSC and ensure related financial statements are both clear and unqualified. The existing 19 locations using the Lenel access system, currently managed by the RCMP, will be

migrated to SSC where the network will be managed in-house. In 2024-25, the goal is to have the Lenel system completely managed within SSC facilities by SSC internal staff or SSC-contracted personnel. This is expected by early fiscal year 2024-25, with eventual expansion into the regions.

SSC Digital Enterprise Skilling

As technology rapidly evolves, SSC has increased its digital literacy, technical skills and capacity by strengthening its understanding and adoption of emerging technologies to deliver better programs and services in the digital era. Beginning with an initial focus on cloud computing, SSC's digital skilling offerings have since evolved to include areas such as cyber security, artificial intelligence, robotic process automation and data analytics. Through this program, SSC employees are able to gain the necessary knowledge, skills, and practical hands-on experience from industry experts, enabling service delivery improvements to partner departments and promoting innovation with modern digital solutions.

In 2024-25, SSC will continue to build technical skills and capacity to execute on SSC's Digital Together mandate. Digital Enterprise Skilling is a strategic enabler for SSC's future strategic direction and priorities, and the program will build on its proven success to support employees through the stages of the digital talent lifecycle. This will include offering innovative experiential learning programming, industry recognized certifications, and expanding technical skilling offerings into new domains, such as FinOps, the Internet of Things, enterprise architecture, and quantum computing.

Architect Professional Certification Program

The GC continues to embrace digital technologies for program and service delivery, and its workforce must be able to visualize and design this digital evolution. The Architect Professional Certification Program delivers a competency-based development curriculum to increase expertise, role standardization and a shared architectural vision across numerous departments and architecture domains. Architects are significant contributors who seek to: develop roadmaps for digital priorities; reduce organizational complexity and duplication; and ensure technology investments align with GC standards and goals. The program currently has participants from

14 GC departments across the country and is open to any GC employee (with their management’s approval). Participants are supported by program coaches and work with dedicated executive-level mentors from SSC or other GC departments. In December 2023, the program obtained accreditation from Canada’s Association of Information Technology Professionals, which accredits IT programs at Canadian and international colleges and universities. This accreditation raises the profile and visibility of the Architect Professional Certification Program with the GC and the architecture community external to the GC.

Procurement

SSC is responsible for procuring IT solutions for its partner departments and clients. Providing effective and cost-efficient procurement of IT allows the department to support the GC’s digital agenda.

Procurement Data Management

SSC’s Procurement Data Management priority is focused on modernizing, standardizing and improving Procurement Data Management through:

- Data enablement - laying out foundations (framework, tools) and providing leadership
- Literacy - building a data-driven and data competent organization
- Analytics - supporting evidence-based decision making and risk management

The objective is to transition from manual work and processes to automated systems – with the right tools to boost efficiency, reduce workload and improve results. Capacity will be developed, and data analytics tools will be used to inform timely planning, decision making and reporting on results. In 2024-25, SSC aims to rollout and monitor the Procurement Data Management Framework, including the development of the Data Stewardship Model and Data Quality Framework; implement the Data Literacy Training Plan; and standardize and automate procurement reports (e.g., in Power BI).

Agile procurement for IT solutions

SSC's agile procurement approach is a more collaborative and effective way to procure IT solutions and support partner and client departments to deliver their mandates. This approach simplifies and modernizes the procurement processes while ensuring the best IT solutions for the GC.

The agile procurement approach is focused on outcomes and considers the end-user from the start. It brings together government and industry to design procurements in an iterative manner to achieve results. This process enables testing and course correction and to quickly identify the challenges and successes based on tangible results in order to achieve the best value for Canadians.

In 2024-25, SSC will operationalize the Agile Procurement Process 3.0 (APP 3.0) to be used with more complex procurements, as well as continue to develop SSC's capacity to leverage agile procurement more broadly.

Finance and internal review

Departmental financial management system optimization and evolution

SSC is taking steps to enhance its financial management system, optimize its enterprise resource planning (ERP) capabilities, and transition to cloud-based solutions. Enhancements will focus on improving data management, engaging relevant stakeholders, and ensuring a smooth transition through effective change management strategies. Overall, the changes will improve financial stewardship and planning, while standardizing and streamlining processes. In 2024-25, SSC will continue to work with central agencies to derive a GC-centric accelerator for the migration of ERP capabilities into the cloud.

Snapshot of planned resources in 2024–25

- Planned spending: \$311,729,604
- Planned full-time resources: 1,666 FTEs

Related government priorities

Planning for contracts awarded to Indigenous businesses

SSC is committed to economic reconciliation with Indigenous peoples and will contribute to improved socio-economic outcomes by increasing opportunities for Indigenous businesses through the federal procurement process.

Table 6: Planning for contracts awarded to Indigenous businesses

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
Total percentage of contracts with Indigenous businesses	19.22%	6%	6%

In 2022-23, SSC conducted an analysis of Indigenous business capacity for the goods and services procured by SSC. The analysis identified the number of Indigenous businesses registered on the [Indigenous Businesses Directory](#) by their Goods and Services Identification Number. While SSC awarded 19.22% of the value of SSC-funded contracts to Indigenous businesses in 2022-23, the forecasts for 2023-24 and 2024-25 are aligned with historical trends and Indigenous business capacity for goods and services procured by SSC. SSC has not applied any deputy head-approved exceptions and will avoid seeking an exception for procurements unless necessary.

SSC's procurement documentation, the Procurement Summary and Risk Assessment, requires contracting authorities to document Indigenous considerations for all procurements. Further, all SSC procurements valued over \$5M are subject to oversight by the Procurement Governance Framework, which reviews opportunities to advance Indigenous participation in procurements.

SSC supports other government departments in achieving the 5% target by developing and evolving procurement tools, such as standing offers and supply arrangements (SOSAs). SSC has implemented the following SOSAs with Indigenous considerations and seeks opportunities to include Indigenous considerations in new and renewed methods of supply:

- Physical Infrastructure Supply Arrangement

- Workplace Technology Devices Microcomputers National Master Standing Offer
- Video Conferencing Procurement Vehicle

SSC also creates opportunities for Indigenous businesses to participate in federal contracting by including Indigenous Benefit Plans (IBPs) in sectors with limited Indigenous business capacity. IBPs produce benefits such as Indigenous subcontracting, employment and skills training.

SSC's ScaleUp, a social procurement initiative, aims to increase the diversity of bidders on IT contracts. Solicitations issued under ScaleUp are limited to Canadian micro and small businesses that are either Indigenous businesses or businesses owned or led by other underrepresented groups. SSC leverages ScaleUp to simplify the procurement process and increase access to the procurement system for Indigenous businesses.

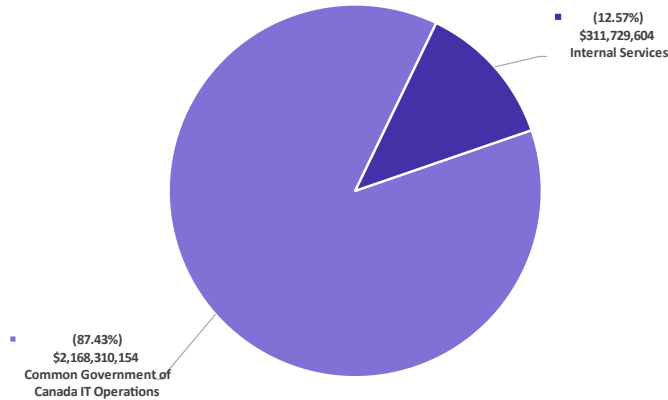
Planned spending and human resources

This section provides an overview of SSC’s planned spending and human resources for the next 3 fiscal years and compares planned spending for 2024-25 with actual spending from previous years.

Spending

Spending by core responsibility in 2024-25

The following chart summarizes the SSC’s planned spending by core responsibility.



Actual spending summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of SSC’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.

Table 7: Actual spending for core responsibilities and internal services (dollars)

Core responsibilities and internal services	2021–22 actual expenditures	2022–23 actual expenditures	2023–24 forecast spending
Common Government of Canada IT Operations	1,855,611,278	2,188,263,542	2,663,565,209
Subtotal	1,855,611,278	2,188,263,542	2,663,565,209
Internal services	306,542,902	349,837,351	314,466,152
Total	2,162,154,180	2,538,100,893	2,978,031,361

The total expenditure increase from 2021-22 to 2022-23 is mainly due to funding for Budget 2021 initiatives, including the department's implementation of the IT Enterprise Service Model.

The forecast spending for 2023-24 includes funding for the carry-forward from 2022-23, as well as new funding for items such as funding for Sustaining the Next Generation Human Resources and Pay Initiative, Safeguarding Access to High Performance Computing for Canada's Hydro-Meteorological Services, and funding that will be reprofiled to future fiscal years. Funding is being reprofiled as SSC's efforts in 2023-24 were focused on supporting SSC's Delivering Digital Solutions Together for Canada enterprise approach to provide secure and reliable digital, network and hosting services that allow public servants to work collaboratively and seamlessly across the GC to serve Canadians.

Budgetary planning summary for core responsibilities and internal services (dollars)

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

Table 8: Budgetary planning summary for core responsibilities and internal services (dollars)

2024–25 Departmental Plan

Core responsibilities and internal services	2024–25 budgetary spending (as indicated in Main Estimates)	2024–25 planned spending	2025–26 planned spending	2026–27 planned spending
Common Government of Canada IT Operations	2,168,310,154	2,168,310,154	2,033,923,227	1,983,220,148
Subtotal	2,168,310,154	2,168,310,154	2,033,923,227	1,983,220,148
Internal services	311,729,604	311,729,604	312,925,584	279,339,837
Total	2,480,039,758	2,480,039,758	2,346,848,811	2,262,559,985

SSC's planned spending reflects the amounts approved by Parliament to support the department's core responsibility. The approved amount is net of vote-netted revenue of \$853.0 million in 2024-25 and 2025-26 and \$793.0 million in 2026-27.

The planned spending for 2024-25 includes new funding for Safeguarding Access to High Performance Computing for Canada's Hydro-Meteorological Services, Reinforcing the Government of Canada's Cyber Security, and reprofiled funds from the previous fiscal year, offset by spending reductions in support of initiatives to refocus government spending announced in Budget 2023.

The planned spending for 2024-25 and future years do not include the implementation of the GC Cloud Strategy 2024; this will be reflected in the 2025-26 Departmental Plan.

The decrease in planned spending from 2024-25 to 2025-26 is mainly due to decreases in funding of various Budget 2021 initiatives, such as the Information Technology Repair and Replacement Program and the Workload Modernization and Migration Program. In addition, there were spending reductions in support of initiatives to refocus government spending announced in Budget 2023, offset by an increase in funding for new initiatives such as Safeguarding Access to High Performance Computing for Canada's Hydro-Meteorological Services.

The decrease in planned spending from 2025-26 to 2026-27 is mainly due to decrease in funding of various Budget 2021 initiatives, such as the Secure Cloud Enablement and Defence Program and cyber security initiatives, as well as spending reductions in support of initiatives to refocus government spending announced in Budget 2023.

2024-25 budgetary gross and net planned spending summary

The following table reconciles gross planned spending with net planned spending for 2024-25.

Table 9: 2024-25 budgetary gross and net planned spending summary (dollars)

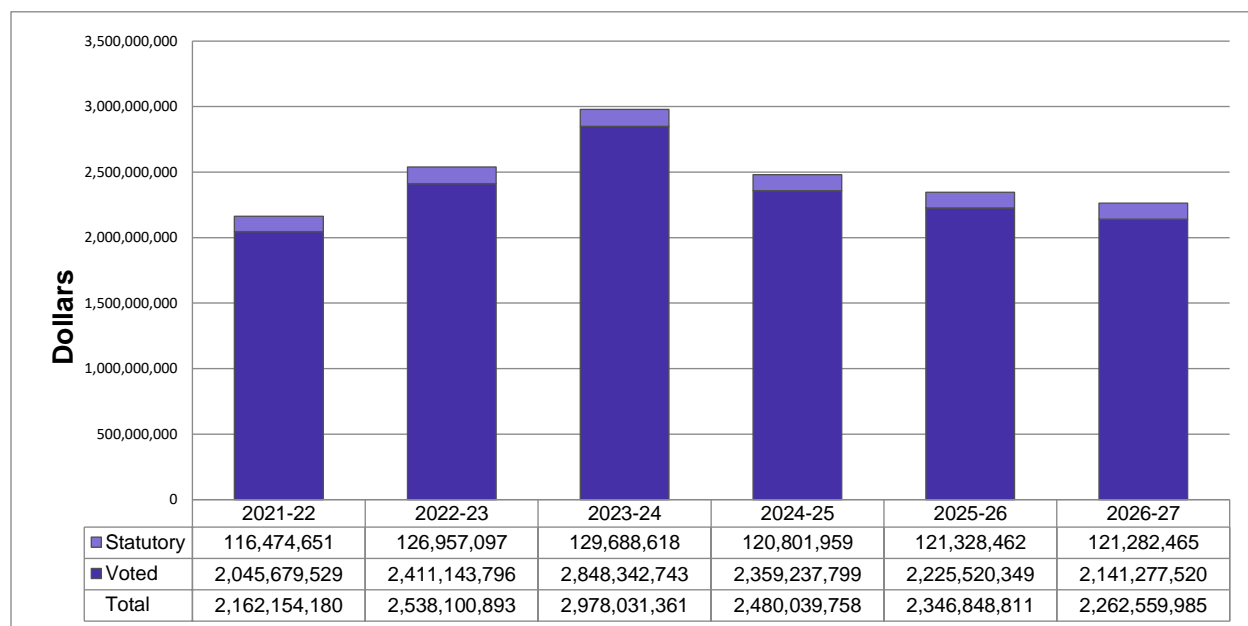
Core responsibilities and internal services	2024-25 gross planned spending	2024-25 planned revenues netted against spending	2024-25 planned net spending
Common Government of Canada IT Operations	3,021,310,154	(853,000,000)	2,168,310,154
Subtotal	3,021,310,154	(853,000,000)	2,168,310,154
Internal services	311,729,604	0	311,729,604
Total	3,333,039,758	(853,000,000)	2,480,039,758

SSC is required to provide specialized IT services to its partners and clients. The 2024-25 planned revenues of \$853.0 million represents the vote-netted authority for SSC, which enables the department to re-spend the revenues received to offset the expenditures arising from their provision in the same fiscal year.

Funding

Departmental spending 2021-22 to 2026-27

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



The departmental spending trend graph presents trends in the department’s planned and actual spending over time. The data representing actual spending (from fiscal year 2021-22 to fiscal year 2022-23), forecast spending (for fiscal year 2023-24) and planned spending (for fiscal year 2024-25 to fiscal year 2026-27), is broken down between statutory and voted expenditures.

Analysis of the variances in actual spending, forecast spending and planned spending are provided in the Budgetary planning summary for core responsibilities and internal services section.

Estimates by vote

Information on SSC’s organizational appropriations is available in the [2024–25 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of SSC's operations for 2023-24 to 2024-25.

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 [SSC's website](#).

Table 10: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)

Financial information	2023–24 forecast results	2024–25 planned results	Difference (2024–25 planned results minus 2023–24 forecast results)
Total expenses	3,968,663,615	3,494,406,190	(474,257,425)
Total revenues	853,925,013	853,471,309	(453,704)
Net cost of operations before government funding and transfers	3,114,738,602	2,640,934,881	(473,803,721)

The decrease from the 2023-24 forecast expenses results to the 2024-25 planned expenses results is mainly due to a decrease in funding for: the reductions in support of initiatives to refocus government spending announced in [Budget 2023](#), the Carry Forward from 2023-24, Cyber and Information Technology Security projects, Next Generation Human Resources and Pay Initiative, Program-integrity funded mission critical projects and various [Budget 2021](#) initiatives such as the Workload Modernization and Migration Program, the Information Technology Repair and Replacement Program and the Network Modernization and Implementation Fund.

Human resources

Actual human resources summary for core responsibilities and internal services

The following table shows information on human resources, in FTEs, for SSC'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.

Table 11: Actual human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2021-22 actual full-time equivalents	2022-23 actual full-time equivalents	2023-24 forecast full-time equivalents
Common Government of Canada IT Operations	6,351	6,956	7,534
Subtotal	6,351	6,956	7,534
Internal services	1,604	1,694	1,822
Total	7,955	8,650	9,356

The increase in actual FTEs between 2021-22 and 2022-23 actual FTEs is mainly due to requirements to address departmental priorities, investment activities and projects.

The increase from 2022-23 actual FTEs to 2023-24 forecasted FTEs is mainly due to the Next Generation Human resources and Pay initiative and an increase in the onboarding of FTEs in order to meet the increasing demand for SSC's services due to the ever-changing IT environment.

Human resources planning summary for core responsibilities and internal services

The following table shows information on human resources, in FTEs, for each of SSC's core responsibilities and for its internal services planned for 2024-25 and future years.

Table 12: Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2024-25 planned full-time equivalents	2025-26 planned full-time equivalents	2026-27 planned full-time equivalents
Common Government of Canada IT Operations	7,459	7,420	7,358
Subtotal	7,459	7,420	7,358
Internal services	1,666	1,663	1,653
Total	9,125	9,083	9,011

The decrease from 2024-25 to 2025-26 and from 2025-26 to 2026-27 is mainly due to a reduction in funding related to time-limited initiatives, including Budget 2021.

Corporate information

Organizational profile

Appropriate minister: The Honourable Jean-Yves Duclos, P.C., M.P.

Institutional head: Scott Jones, President, SSC

Ministerial portfolio: Public Services and Procurement Canada, and Minister responsible for Shared Services Canada

Enabling instrument: [Shared Services Canada Act](#)

Year of incorporation/commencement: 2011

Other: Associated Orders-in-Council include Privy Council Numbers [2011-0877](#); [2011-1297](#); [2012-0958](#); [2012-0960](#); [2013-0366](#); [2013-0367](#); [2013-0368](#); [2015-1071](#), [2016-0003](#) and [2019-1372](#)

Organizational contact information

General inquiries

Please send your inquiries to the following email address: SSC.information-information.SPC@canada.ca

Media inquiries

Please send your inquiries by email to SSC.media-medias.SPC@canada.ca or to the Media Relations Office by telephone at 613-670-1626.

Website: Shared Services Canada - Canada.ca

Supplementary information tables

The following supplementary information table is available on SSC's website:

- [Gender-based Analysis Plus](#)

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

Federal tax expenditures

SSC'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.

Appendix: Definitions

appropriation (crédit)

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

budgetary expenditures (dépenses budgétaires)

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

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

A document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a 3-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 2024-25 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.