

# 2025 to 2026 Departmental Plan

**Public Services and Procurement  
Canada**



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# Public Services and Procurement Canada's 2025 to 2026 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](#)

## Key priorities

In its role as a common service provider, Public Services and Procurement Canada (PSPC) is well positioned to help advance on the priorities in 2025 to 2026 detailed below.

### Procurement modernization

- continue to modernize procurement practices to streamline contracting processes, making the procurement process simpler, open and transparent while ensuring best value for Canadians and providing more opportunities for underrepresented suppliers; and
- introduce a new buyer "portal" on the CanadaBuys website to streamline, modernize, and centralize PSPC's procurement policies and guidance materials, while also implementing a faster process for policy adoption.

### Service delivery

- collaborate with partners and departments across government to deliver the high-quality services that public servants and Canadians expect and deserve, including taking measures to resolve outstanding pay issues for public servants and advance the new Human Resources (HR) and Pay solution;
- ensure sound financial management and data integrity of the Pension Program and continue to improve program efficiency and client service; and
- replace legacy technologies and adopt modern, innovative solutions to enhance client service to better support the Government of Canada and Canadians.

### Dental care plan

- continue to collaborate with partners on implementing the Canadian dental care plan.

## Highlights

In 2025 to 2026, total planned spending (including internal services) for PSPC is **\$7,262,901,604** and total planned full-time equivalent staff (including internal services) is **19,417**. For complete information on PSPC's total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

The following provides a summary of the department's planned achievements for 2025 to 2026 according to its approved Departmental Results Framework. 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.

## Core responsibility 1: Purchase of Goods and Services

**Planned spending: \$187,050,746**

**Planned human resources: 2,371 full-time equivalents (FTEs)**

### 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

In 2025 to 2026, PSPC will:

- continue to improve procurement vehicles for professional services by requiring greater transparency on pricing and subcontractors from suppliers, strengthening evaluation criteria, and enhancing its challenge function to promote competition;
- advance the implementation of its digital transformation, including a modernized, cloud-based electronic procurement platform, expanding the Electronic Procurement Solution (EPS) capabilities, and advancing the decommissioning of legacy procurement systems;
- continue to support Canada's updated defence policy and the National Shipbuilding Strategy (NSS), and work with other departments and industry to enhance the security of Canada's supply chains;
- increase the diversity of suppliers participating in government procurement and identify further opportunities in support of the target to award at least 5% of the total value of contracts to Indigenous businesses annually, and continue to implement changes to the use of financial security in departmental construction contracts to increase opportunities for Indigenous businesses;
- implement an ethical procurement policy to safeguard federal procurement supply chains against human trafficking, forced labour, and child labour, facilitate positive outcomes where human rights abuses occur, and promote effective human rights due diligence and responsible business conduct;
- collaborate with internal and external stakeholders to support the ongoing implementation of environmental policies, develop procurement criteria for environmental goods and services, and advance the development of tools, guidance and initiatives to aid in decision-making for the procurement of green products and clean technologies; and

- continue to work with government partners to implement 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 (SMEs).

More information about [purchase of goods and services](#) can be found in the full departmental plan.

## Core responsibility 2: Payments and Accounting

**Planned spending: \$1,109,124,404**

**Planned human resources: 6,315 FTEs**

### 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

In 2025 to 2026, PSPC will:

- continue to administer and deliver timely and accurate pay and benefits for all public servants, in collaboration with government departments, while improving service standards compliance, making progress towards resolving outstanding pay issues for Public Service Pay Centre clients, and advancing the new HR and Pay solution; and
- 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.

## Core responsibility 3: Property and Infrastructure

**Planned spending: \$5,384,718,661**

**Planned human resources: 4,672 FTEs**

### 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

In 2025 to 2026, PSPC will:

- advance the Government of Canada’s Office Portfolio Reduction Plan by right-sizing its office portfolio, optimizing workplaces for federal employees, accelerating lease terminations and disposing of underused federal properties, including those with potential for housing;
- advance sustainability in greening government operations and climate change mitigation, and adaptation strategies for PSPC real property and infrastructure assets;
- further improve crossings in the National Capital Region (NCR) to ensure the health and safety of users and advance the assessments and planning associated with an additional crossing;
- continue to advance the rehabilitation of the Parliamentary Precinct through the Long Term Vision and Plan; and
- continue implementing the Laboratories Canada Strategy to provide federal scientists with leading-edge, collaborative, accessible, and sustainable science and technology facilities.

More information about [property and infrastructure](#) can be found in the full departmental plan.

## Core responsibility 4: Government-Wide Support

**Planned spending: \$192,421,726**

**Planned human resources: 2,567 FTEs**

### 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

In 2025 to 2026, PSPC will:

- adapt to the rapid pace of digital transformation in linguistic services by leveraging artificial intelligence (AI) in the translation process;
- collaborate with key partners to increase interpretation capacity for official and Indigenous languages;
- continue to modernize services and tools to enhance client service and improve government-wide content management services;

- 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;
- strengthen the Office of Supplier Integrity and Compliance to ensure that the Government of Canada does not conduct business with suppliers of concern;
- develop and deploy tools and processes to strengthen supply chain resiliency and further mitigate threat risks within the federal procurement system; and
- enhance the Contract Security Program and Controlled Goods Program to respond to an evolving external threat environment and foster further partnerships with industry to safeguard sensitive and strategic information and assets.

More information about [government-wide support](#) can be found in the full departmental plan.

## Core responsibility 5: Procurement Ombud

**Planned spending: \$4,534,537**

**Planned human resources: 34 FTEs**

### Departmental results

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

While operating at arm’s length from federal organizations, including PSPC, in 2025 to 2026, the Office of the Procurement Ombud will:

- review the procurement practices of federal organizations to promote fairness, openness and transparency;
- 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 to find solutions to contract disputes, preserve business relationships and avoid costly litigation; and
- share procurement-related information among federal organizations and Canadian suppliers to promote simplification, transparency and diversification in the federal procurement process.

More information about [procurement ombud](#) can be found in the full departmental plan.

# Public Services and Procurement Canada's 2025 to 2026 Departmental Plan

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## From the Minister



The Honourable Joël Lightbound, P.C., M.P.

Minister of Government Transformation, Public Works and Procurement

I am pleased to provide Public Services and Procurement Canada's (PSPC) Departmental Plan for 2025 to 2026, outlining the department's plans to deliver on its wide-ranging mandate to serve Canadians and support the Government of Canada.

PSPC operates as the central purchasing agent, linguistic authority, real property manager, treasurer, accountant, integrity adviser, and pay and pension administrator for federal departments and agencies.

The department has a central role to play in support of the Government's plan to strengthen and diversify Canada's economy. As the central purchaser for the Government of Canada, the department will continue to modernize and simplify its procurement processes while upholding a commitment to ethics and sustainability. In addition, PSPC will continue to strengthen efforts to detect fraud and address wrongdoing within the federal procurement system. The department will collaborate with other departments and agencies to improve oversight measures, particularly in documenting requirements and decision-making for the procurement of professional services.

At the same time, the department will continue to work hard to provide members of the Canadian Armed Forces and the Canadian Coast Guard with the equipment they need to maintain current and future operational readiness. The National Shipbuilding Strategy remains a key focus for PSPC, and work on this front will continue to support a revitalized Canadian shipbuilding industry while providing the Royal Canadian Navy and the Canadian Coast Guard with the modern vessels they require.

PSPC is committed to working with government departments and agencies to ensure public servants are paid accurately and on time. While continuing to address the backlog of outstanding transactions, PSPC will advance testing of a new pay and HR system solution for the public service.

Important work will also continue with key partners on the implementation of the Canadian Dental Care Plan. Participation is expected to expand as all eligible Canadians will have an opportunity to be added to the plan in 2025.

In addition, PSPC will maintain its strong commitment to walk the path of Reconciliation, including through increasing Indigenous inclusion and participation in federal procurement. The department will also continue to foster diversity and inclusion across its business lines and will support the implementation of the *Accessible Canada Act* as its 3-year departmental Accessibility Plan comes to fruition.

PSPC will also continue to play an active role in supporting the implementation of the Greening Government Strategy and advancing on greening initiatives by consistently embedding sustainability into its daily operations and investment decisions.

Finally, through the Translation Bureau, the department will keep adapting to the rapid pace of digital transformation in linguistic services by leveraging artificial intelligence in the translation process. It will also collaborate with key partners to increase interpretation capacity for official and Indigenous languages.

These are just some of the highlights of PSPC's plans for the fiscal year 2025 to 2026. I look forward to working with the dedicated public servants at PSPC as we support Canada's economic growth at this important moment in our history.

The Honourable Joël Lightbound, P.C., M.P.  
Minister of Government Transformation, Public Works and Procurement

# Plans to deliver on core responsibilities and internal services

## Core responsibilities and internal services

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## Core responsibility 1: 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 following domains of the [Quality of Life Framework for Canada](#):

- Prosperity domain and the "Productivity" and "Firm Growth" indicators by supporting SMEs, and increased participation of underrepresented groups in procurement, including Indigenous businesses;
- Good governance domain and the "Confidence in public institutions" indicator through activities related to increasing procurement efficiency, competitiveness and client satisfaction; and
- Environment domain and the "Greenhouse Gas Emissions" indicator by increasing the number of zero-emission vehicles available in PSPC's methods of supply.

### Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025 to 2026 for purchase of goods and services. Details are presented by departmental result.

**Table 1: Federal organizations have the products and services they need, when they need them, at the best value**

Table 1 provides a summary of the target and actual results for each indicator associated with the results under purchase of goods and services.

<b>Table 1 provides a summary of the target and actual results for each indicator associated with the results under purchase of goods and services.Indicator</b>	<b>Actual Results</b>	<b>Target</b>	<b>Date to achieve target</b>
Percentage of overall client satisfaction with PSPC procurement services	2021 to 2022: 87% 2022 to 2023: 80% 2023 to 2024: 80%	At least 80%	March 31, 2026
Percentage of original contracts of level 1 (Basic) complexity awarded within established timeframes	2021 to 2022: 75% 2022 to 2023: 64% 2023 to 2024: 58%	At least 85%	March 31, 2026
Percentage of original contracts of level 2 (Standard) complexity awarded within established timeframes	2021 to 2022: 78% 2022 to 2023: 75% 2023 to 2024: 66%	At least 80%	March 31, 2026
Cost of procurement services per \$100 of contract value	2021 to 2022: \$1.33 2022 to 2023: \$1.23 2023 to 2024: \$1.19	At most \$1.75	March 31, 2026
Percentage of competitive procurement processes versus sole source	2021 to 2022: 79% 2022 to 2023: 80% 2023 to 2024: 79%	At least 80%	March 31, 2026
Percentage of complex competitive procurement processes for which at least two qualified bids were received (Level 3–5)	2021 to 2022: Not available <sup>1</sup> 2022 to 2023: 67% 2023 to 2024: 56%	At least 62%	March 31, 2026

<sup>1</sup> 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: Government purchasing is easy to access, fair and transparent for suppliers**

Table 2 provides a summary of the target and actual results for each indicator associated with the results under purchase of goods and services.

Indicator	Actual Results	Target	Date to achieve target
Percentage of suppliers that rate the procurement process as easy to access	2021 to 2022: 85% 2022 to 2023: 81% 2023 to 2024: 81%	At least 80%	March 31, 2026
Percentage of suppliers that rate the procurement process as fair and transparent	2021 to 2022: 84% 2022 to 2023: 85% 2023 to 2024: 85%	At least 80%	March 31, 2026

**Table 3: Government purchasing supports Canada’s economic, environmental, and social policy goals**

Table 3 provides a summary of the target and actual results for each indicator associated with the results under purchase of goods and services.

Indicator	Actual Results	Target	Date to achieve target
Percentage of contract value awarded to small and medium businesses	2021 to 2022: 32% 2022 to 2023: 24% 2023 to 2024: 20%	At least 25%	March 31, 2026
Percentage of contracts, standing offers and supply arrangements that include “green” goods and services	2021 to 2022: 45% 2022 to 2023: 45% 2023 to 2024: 51%	At least 45%	March 31, 2026
Percentage of participation in procurement processes by Indigenous suppliers	2021 to 2022: Not available <sup>2</sup> 2022 to 2023: 7% 2023 to 2024: 10%	At least 11%	March 31, 2026
Percentage of participation in procurement processes by suppliers who are women	2021 to 2022: Not available <sup>3</sup> 2022 to 2023: 14% 2023 to 2024: 15%	At least 15%	March 31, 2026

Additional information on the [detailed results and performance information](#) for PSPC’s program inventory is available on the Government of Canada (GC) Infobase.

<sup>2</sup> 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.

<sup>3</sup> 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.

## **Plans to achieve results**

The following section describes the planned results for purchase of goods and services in 2025 to 2026.

### **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. Through its procurement activities, PSPC will continue to support federal departments and agencies in delivering programs for Canadians.

Results PSPC plans to achieve:

- ensure that client departments continue to receive best value by promoting competitive processes and incorporating clauses that reward suppliers to deliver on time and on budget;
- limit the outsourcing of professional services to scopes of work that cannot be performed by employees;
- continue to work with partners to implement the Canadian Dental Care Plan, a long-term, Canada-wide dental care program with the scope and scale needed to serve all eligible Canadians; and
- continue to improve documentation and compliance monitoring throughout the procurement process to better inform decision-making, under the guidance of the Chief, Contract Quality Assurance and Records Compliance Office.

### **Defence and marine procurement**

PSPC will continue to deliver key equipment, supplies, and services in support of Canada's updated defence policy and the NSS.

Results PSPC plans to achieve:

- provide members of the Canadian Armed Forces and the Canadian Coast Guard (CCG) with the equipment they need to maintain current and future operational readiness through the continued management of shipbuilding and ship repair, aerospace acquisition and modernization, and vehicle and munitions acquisition projects and contracts;
- collaborate with other government departments to support the implementation of the Icebreaker Collaboration Effort Pact, a trilateral partnership with Finland and the United States, to enhance the collective capacity to design, produce, and maintain Arctic and polar icebreakers and other capabilities;
- implement the Canadian Program for Cyber Security Certification, in collaboration with the department of National Defence (DND) and the Standard Council of Canada, to strengthen Canadian defence supply chain protections and help safeguard the Government of Canada's unclassified contractual information;

- continue to advance the risk-based approach to contract approval for defence procurements, seeking contracting authority through that stream on behalf of DND for eligible procurements, enabling a streamlined contract approval process; and
- continue to advance the defence procurement reform by leading work to identify areas for improvement, working in partnership with DND, Innovation, Science and Economic Development and the Treasury Board of Canada Secretariat (TBS).

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

### **Procurement modernization**

PSPC will continue to advance initiatives to modernize procurement, simplify procurement practices, and ensure value for money is being achieved.

Results PSPC plans to achieve:

- continue to implement digital delivery with the ongoing roll-out of EPS, and proceed with the launch of a new buyer portal and buyer's guide to increase efficiencies;
- implement the Vendor Performance Management program in an increased number of procurement areas, resulting in a more collaborative relationship with vendors, fostering performance improvement, and delivering better contractual outcomes for Canada;
- continue the phased implementation of the Contract Modernization Program, to ensure consistency, reduce complexity of government contracts and make procurement less burdensome for suppliers;
- begin offering the modernized contract model and new assembly tool to other government departments to improve the buyer experience across the government; and
- move forward with the full implementation of a multi-year procurement data and analytics strategy to continue the strategic transition towards data-driven decision-making.

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

### **Small and medium-sized enterprise and supplier engagement**

In support of supplier engagement initiatives, the department will continue to explore approaches to enhancing the involvement of SMEs in PSPC-led procurements.

Results PSPC plans to achieve:

- continue to engage SMEs to increase their participation in federal procurement by helping to understand how the government buys goods and services, raising awareness of opportunities, and providing information services through Procurement Assistance Canada (PAC);
- work with SMEs to address key challenges and constraints by reducing the barriers that prevent them from participating in federal procurement, advise government buyers and policy makers on SMEs' concerns, and recommend improvements to the federal procurement process;
- strengthen engagement with partners by developing events adapted to the specific needs of businesses, clients and procurement stakeholders;
- target outreach and assistance efforts towards businesses owned or led by underrepresented business communities, including, persons with disabilities, Black and racialized Canadians, women and 2SLGBTQIA+ Canadians; and
- award SMEs operating in Canada 25% of the dollar value of contracts issued by PSPC.

### **Procuring from Indigenous businesses**

In 2025 to 2026, PSPC will continue to support and work closely with Indigenous Services Canada (ISC), TBS, and Indigenous partners in the co-development and implementation of a new longer-term Transformative Indigenous Procurement Strategy to increase Indigenous inclusion and participation in federal procurement.

Results PSPC plans to achieve:

- continue to implement the Indigenous procurement 5% target mandate by building capacity among Indigenous suppliers through different measures, such as Limited to Indigenous Offers, subcontracting and structured and unbundled opportunities, all aimed at increasing Indigenous participation in procurement activities and providing employment, skills and training development;
- continue to increase internal education on upholding Modern Treaty procurement obligations, and achieving economic Reconciliation with Indigenous Peoples; and
- continue to lead Indigenous business information sessions through PAC to provide 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.

### **Green and clean technology procurement**

In 2025 to 2026, PSPC will continue to undertake measures to integrate environmental considerations into federal purchasing and leverage the federal spend to accelerate the transition to a net-zero carbon and circular economy.

Results PSPC plans to achieve:

- promote the use of standard environmentally preferable packaging language in all PSPC-administered procurements;
- support TBS in the implementation of two recently developed standards – the *Standard on Embodied Carbon in Construction* and the *Standard on the Disclosure of Greenhouse Gas Emissions and the Setting of Reduction Targets*;
- work with TBS and suppliers to develop category-specific green procurement criteria in all phases of the procurement of goods and services that have a high environmental impact;
- advance work on a multi-year project to develop a Green Public Procurement Tool (GPPT) for federal assets, a web-based search platform that includes a vast catalog of green and cleantech products to support procurement professionals in making environmentally responsible purchasing decisions;
- work with key partners, such as the Clean Growth Hub, and external stakeholders, such as MaRS Discovery District, to further promote purchasing of clean technology within the federal government and onboard Canadian cleantech products in the GPPT platform; and
- continue to facilitate the purchase of zero-emission and hybrid vehicles by federal departments and agencies to increase the number of zero-emission vehicles available on standing offers by engaging with existing manufacturers to expand their offerings and onboarding new manufacturers.

### **Ethical procurement**

As the Government of Canada central purchaser, PSPC is committed to maintaining the highest ethical standards for public procurement, both as a common service provider and in support of other government departments.

Results PSPC plans to achieve:

- safeguard federal procurement supply chains from human trafficking, forced labour and child labour by ensuring that goods and services are procured from ethical suppliers; and
- introduce and implement a policy on ethical procurement to further define departmental commitments and support the development of programs and initiatives.

### **Reciprocal procurement**

Reciprocal procurement policies will increase opportunities for Canadian businesses, including SMEs, as well as those of Canada's trade partners.

Results PSPC plans to achieve:

- continue to support the department of Finance Canada and Global Affairs Canada (GAC) in developing reciprocal procurement policies to ensure goods and services are procured from countries that grant Canadian businesses a similar level of market access.

## **Key risks**

### **Global supply**

PSPC's service delivery may encounter challenges due to the impact of disruptions to trading relationships, the increasing price of commodities, increasing uncertainties in supply chains, and the security of those supply chains caused by geopolitical tensions, which could impact stakeholder trust and our clients' ability to achieve their policy and program objectives, and the public's trust in the Government of Canada. To mitigate this risk, PSPC will, among other things:

- continue to use the Defence Procurement Strategy and NSS governance to tackle challenges, including early engagement with industry and shipyards;
- continue consistent and strong communication with allied partners, and strategic oversight between programs, to ensure effective supply chain management;
- continue to implement the Sustainment Initiative principles for defence procurement by providing procurement professionals with support in the development of sustainment solutions, including engagement, training, best practices and tools, and where possible explore options to have sustainment provided in Canada by Canadian industry; and
- continue to implement the NSS Human Resources Strategy supporting the Government of Canada and marine industry in their efforts to acquire a sufficient and skilled workforce.

### **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:

- explore options to streamline procurement, for example by consolidating or reducing the number of procurement vehicles, or by eliminating obsolete or redundant processes;
- increase training for existing staff, including updating existing courses to offer complete and integrated curriculums;
- ensure that key guidance materials and other tools available to procurement professionals, such as the supply manual, are updated to support the program transformation that is underway; and
- continue to update EPS supporting tools and documents, including training, the MS Teams channel, self-serve scenarios and resource guides, to align with new policies, guidelines and standards.

## Planned resources to achieve results

Table 4: Planned resources to achieve results for purchase of goods and services

Table 4 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$187,050,746
Full-time equivalents	2,371

[Complete financial](#) and [human resources](#) information for PSPC's program inventory is available on GC InfoBase.

## Related government priorities

### Gender-based analysis plus

PSPC will continue integrating GBA Plus to ensure its key initiatives and programs produce inclusive procurement opportunities and represent the diversity of the Canadian society. The department applied GBA Plus as a tool in procurements containing supplier diversity criteria to ensure that the government purchases goods and services from a diverse range of suppliers.

Through PAC, the department will continue to provide targeted support and conduct outreach activities with underrepresented groups, including women-owned businesses, to help them do business with the Government of Canada.

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 programs and initiatives under the purchase of goods and services core responsibility support the implementation of the 2030 Agenda for Sustainable Development Goals (SDGs). The department advances initiatives to increase the diversity of bidders, contracts awarded to Indigenous businesses, ethical procurement, and practices to reduce GHG emissions and support green procurement. The department works collaboratively with provinces, territories, municipalities, Indigenous Peoples, business owners, industry associations, and stakeholders to deliver an economic agenda that leverages the government's purchasing power to increase access to economic opportunity for a greater diversity of Canadians. These initiatives contribute towards:

- Goal 5: champion gender equality;
- Goal 8: encourage inclusive and sustainable economic growth in Canada;
- Goal 10: advance Reconciliation with Indigenous Peoples and take action to reduce inequality;
- Goal 12: reduce waste and transition to zero-emission vehicles; and
- Goal 17: strengthen partnerships to promote global action on sustainable development.

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:

- Procurement Program

Additional information related to the program inventory for purchase of goods and services is available on the [Results page on GC InfoBase](#).

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

There were no changes to the reporting framework for purchase of goods and services since last year.

## Core responsibility 2: Payments and accounting

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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 ‘Good governance’ domain of the Quality of Life Framework for Canada and, more specifically, to the the “Confidence in public institutions” indicator through the activities mentioned in the description for this core responsibility.

### Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025 to 2026 for payments and accounting. Details are presented by departmental result.

Table 5: **Canadians, businesses and organizations receive payments on time and revenues are collected for government services in an efficient manner**

Table 5 provides a summary of the target and actual results for each indicator associated with the results under payments and accounting.

Indicator	Actual Results	Target	Date to achieve target
Percentage of payments issued within established timeframes <sup>4</sup>	2021 to 2022: 99.99% 2022 to 2023: 99.99% 2023 to 2024: 99.99%	At least 99%	March 31, 2026
Percentage of money paid to the Government of Canada that is reconciled within two business days	2021 to 2022: 100% 2022 to 2023: 100% 2023 to 2024: 100%	At least 95%	March 31, 2026

<sup>4</sup> Established timelines can vary based on contract terms and conditions and applicable legislation.

Indicator	Actual Results	Target	Date to achieve target
Percentage of payments made instead of property taxes to taxing authorities within established timeframes	2021 to 2022: 90.3% 2022 to 2023: 97.4% 2023 to 2024: 98%	At least 95%	March 31, 2026

**Table 6: Members of federal pension plans receive timely and accurate pension payments, benefits and support services to which they are entitled**

Table 6 provides a summary of the target and actual results for each indicator associated with the results under payments and accounting.

Indicator	Actual Results	Target	Date to achieve target
Percentage of pension payments processed that are accurate and on time	2021 to 2022: 98% 2022 to 2023: 98% 2023 to 2024: 98%	At least 95%	March 31, 2026

**Table 7: In collaboration with government departments, employees receive timely and accurate pay and benefits**

Table 7 provides a summary of the target and actual results for each indicator associated with the results under payments and accounting.

Indicator	Actual Results	Target	Date to achieve target
Number of employees facing potential pay inaccuracies at the Pay Centre	2021 to 2022: Not available <sup>5</sup> 2022 to 2023: 135,500 2023 to 2024: 112,273	At most 88,000	March 31, 2026
Percentage of cases submitted to the Pay Centre on time	2021 to 2022: 72% 2022 to 2023: 66% 2023 to 2024: 75%	At least 65%	March 31, 2026
Percentage of cases, submitted on time to the Pay Centre, that have been processed within service standards	2021 to 2022: 83% 2022 to 2023: 88% 2023 to 2024: 84%	At least 80%	March 31, 2026

<sup>5</sup> 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 8: Canadians have timely access to reliable information on Canada’s finances**

Table 8 provides a summary of the target and actual results for each indicator associated with the results under payments and accounting.

Indicator	Actual Results	Target	Date to achieve target
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	2021 to 2022: 100% 2022 to 2023: 100% 2023 to 2024: 100%	100%	March 31, 2026
Information presented in the Consolidated Financial Statements of the Government of Canada is accurate	2021 to 2022: 100% 2022 to 2023: 100% 2023 to 2024: 100%	At least 99%	March 31, 2026

Additional information on the [detailed results and performance information](#) for PSPC’s program inventory is available on GC InfoBase.

## Plans to achieve results

The following section describes the planned results for payments and accounting in 2025 to 2026.

### **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.

Results PSPC plans to achieve in supporting the minister as the Receiver General for Canada:

- continue to manage the operations of the federal treasury, maintain the government’s central treasury systems, and present the financial position of Canada and audited financial statements annually;
- continue to implement the Receiver General renewal, stabilization and modernization agenda to provide improved value-added user experience;
- improve payments and revenue collection efficiency by investing in projects to modernize its service offerings; and

- assess ways to increase 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 as well as 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 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.

Results PSPC plans to achieve:

- enhance the client experience through the ongoing transition to a secure, user-centric, digital first service delivery model; and
- 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 430,000 government pay accounts, while also delivering full compensation services to approximately 250,000 Government of Canada employees. Ongoing business activities include delivering on complex mandatory and legislative requirements (e.g., collective agreement implementation), ensuring that the current pay information technology ecosystem is maintained properly and that the personal and the financial data it contains is not compromised. The department is also providing compensation-related training and information to functional communities across the Government of Canada. The stabilization of pay processing and ensuring, in collaboration with government departments, that public servants are paid accurately and on time continues to be a top priority for the department.

Results PSPC plans to achieve:

- continue to share information on activities with stakeholders (e.g., employees, unions, and media) as part of transparency by design, in partnership with the TBS Office of the Chief Human Resources Officer;
- continue the work on automations and bulk processing to reduce the frequency of manual intervention in pay processing to minimize errors;
- continue efforts to process new intake within service standards and eliminate transactions that are older than one year;

- contribute to the reduction of HR system integration issues by continuing the onboarding of departments on the MyGCHR platform;
- standardize processes, practices and systems to ensure that TBS can enable consistent HR management across departments; and
- oversee the ongoing work to test, build and validate a potential new system for HR and Pay and get ready for the eventual implementation of the new system.

### **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.

Results PSPC plans to achieve:

- collaborate with partners to improve and modernize the Public Accounts; and
- advance the Receiver General renewal and modernization agenda by investing in modern technology, 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 (including pay processing and transfer of information to the pension administrator) as a result of the sustained increase in HR and pay events for public servants while facing capacity constraints which 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:

- advance progress on queue management, including maintaining intake service standards while completing all critical backlog cases (i.e., backlog cases with the biggest impact on employees either financially or due to age);
- continue to implement a multi-year roadmap for MyGCPay future enhancements, robotics process automation projects and further data enhancements and explore innovative solutions such as leveraging AI to help manage workload;
- seek resolution of longstanding critical pay (Phoenix) data issues impacting pension;
- maintain efforts to safeguard the integrity of the Pension Program; and
- continue to seek realignment of pay and pension employment and contribution data by leveraging the Innovation Garage interface solution.

# Planned resources to achieve results

Table 9: Planned resources to achieve results for payment and accounting

Table 9 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$1,109,124,404
Full-time equivalents	6,315

[Complete financial](#) and [human resources information](#) for PSPC’s program inventory is available on GC InfoBase.

## 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. In addition, PSPC has developed a GBA Plus strategy to ensure a cohesive and coordinated approach to GBA Plus across its pay-related activities.

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

Additional information related to the program inventory for payment and accounting is available on the [Results page on GC InfoBase](#).

## Summary of changes to reporting framework since last year

There were no changes to the reporting framework for payment and accounting since last year.

## Core responsibility 3: Property and infrastructure

### In this section

- [Description](#)
- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Key risks](#)
- [Planned resources to achieve results](#)
- [Related government priorities](#)
- [Program inventory](#)
- [Summary of changes to reporting framework since last year](#)

### 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 following domains of the Quality of Life Framework for Canada:

- Good governance domain and the “Confidence in public institutions” indicator that support maintenance, integrity and efficiency in real property facilities;
- Society domain and the “Sense of pride” and “Positive perception of diversity” indicators through activities that contribute to modernization and heritage preservation activities to improve accessibility and inclusion; and
- Environment domain and the “Greenhouse gas emission” and “Waste management” indicators to advance sustainability, climate resiliency, and the green agenda for federal real property and infrastructure asset.

### Indicators, results and targets

This section presents details on the department’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025 to 2026 for property and infrastructure. Details are presented by departmental result.

**Table 10: Federal real property and associated services meet the needs of federal government clients, partners and Parliamentarians, and ensure best value for Canadians**

Table 10 provides a summary of the target and actual results for each indicator associated with the results under property and infrastructure.

Indicator	Actual Results	Target	Date to achieve target
Percentage of Crown-owned buildings that are in fair or better condition	2021 to 2022: 56.9% 2022 to 2023: 56.7% 2023 to 2024: 55.9%	At least 50% <sup>6</sup>	March 31, 2026
Percentage of Crown-owned heritage buildings that are in fair or better condition	2021 to 2022: 48% 2022 to 2023: 41.2% 2023 to 2024: 42.3%	At least 35% <sup>7</sup>	March 31, 2026
Percentage of PSPC-managed 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	2021 to 2022: 2.17% 2022 to 2023: 2.34% 2023 to 2024: 2.53%	At least 2% <sup>8</sup>	March 31, 2026
Percentage of real property projects that are delivered within scope, on time and on budget	2021 to 2022: 95% 2022 to 2023: 95% 2023 to 2024: 95%	At least 95%	March 31, 2026
Percentage of time that PSPC's real property facilities are fully operational	2021 to 2022: 99.64% 2022 to 2023: 99.72% 2023 to 2024: 99.42%	At least 99%	March 31, 2026
Operating expenses per square metre of Crown-owned office space	2021 to 2022: \$172.31 per square metre 2022 to 2023: \$185.98 per square metre 2023 to 2024: \$204.21	At most \$233.81 per square metre <sup>9</sup>	March 31, 2026

<sup>6</sup> The target for the indicator has been updated to align with funding reallocation and revised priorities under the Government of Canada Office Portfolio Reduction Plan.

<sup>7</sup> The target for the indicator has been updated to align with funding reallocation and revised priorities under the Government of Canada Office Portfolio Reduction Plan. However, PSPC will continue to rehabilitate and reinvigorate heritage assets in the Parliamentary Precinct as places and buildings of national significance.

<sup>8</sup> The target for the indicator has been updated to align with funding reallocation and revised priorities under the Government of Canada Office Portfolio Reduction Plan.

<sup>9</sup> The target for the indicator has been updated to align with the most recent baseline and in light of economic variables such as inflation rates impacting construction costs and resource availability.

**Table 11: Federal infrastructure spending supports Canada’s social, economic and environmental priorities**

Table 11 provides a summary of the target and actual results for each indicator associated with the results under property and infrastructure.

Indicator	Actual Results	Target	Date to achieve target
Total accessibility score of PSPC Crown-owned and lease purchase buildings assessed against the 2018 Canadian Standards Association standard for Accessibility (CSA B651-2018)	2021 to 2022: 67% 2022 to 2023: 68% 2023 to 2024: 68%	N/A <sup>10</sup>	March 31, 2026
Percentage of reduction in greenhouse gas emissions in PSPC Crown-owned building portfolio, excluding housing	2021 to 2022: 57.1% 2022 to 2023: 59.9% 2023 to 2024: 61.3%	At least 63% <sup>11</sup>	March 31, 2026

Additional information on the [detailed results and performance information](#) for PSPC’s program inventory is available on GC InfoBase.

## Plans to achieve results

The following section describes the planned results for property and infrastructure in 2025 to 2026.

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

#### **Advance the office portfolio through the Government of Canada Portfolio Reduction Plan**

PSPC will continue to right-size its office portfolio, reducing it by up to 50% over 10 years, while providing sufficient and functional office space to support federal departments and agencies to deliver on their programs and mandates. To achieve this, PSPC will work with over 100 client departments to carry out their long-term accommodation plans, focusing on unassigned seating and shareable spaces for more than 300,000 federal employees.

<sup>10</sup> A target has not been set for the indicator as the technical assessment cycle under the 2018 Standard for Accessibility of the Canadian Standards Association (CSA) Group ended in 2023 to 2024. Starting in 2025 to 2026, a new accessibility standard (CSA B651-2023) will be guiding the next 5-year assessment cycle.

<sup>11</sup> The target for the indicator has been updated to be more ambitious and align with the target set in PSPC’s 2023 to 2027 Departmental Sustainable Development Strategy. PSPC has already achieved the Federal Sustainable Development Strategy target of 40% by 2030.

Results PSPC plans to achieve:

- advance the Government of Canada's Office Portfolio Reduction Plan by right-sizing its office portfolio, accelerating lease terminations, and disposing of underused federal properties; and
- optimize workplaces across Canada for federal employees through efficient and cost-effective modernization initiatives to support the implementation of unassigned and shareable spaces for federal employees, and advancing key renovation projects.

### **Advance work to rehabilitate and reinvigorate places and buildings of national significance**

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. Buildings of national significance encompass both heritage assets and structures that serve the Canadian population. These projects aim to meet modern regulations and needs while preserving essential historical features and incorporating considerations for employee wellness, universal accessibility, and environmental sustainability. Notable examples include the Connaught Building, the Supreme Court of Canada building, the West Memorial building, the Lester B. Pearson building, and the Montreal Judicial Complex.

### **Protect the integrity, value and usefulness of engineering assets and improve interprovincial crossings in the National Capital Region**

PSPC operates a specialized portfolio of 24 engineering assets across Canada. The portfolio contains seven central heating and cooling plants and associated distribution networks that form part of the NCR District Energy System, in addition to several bridges, dams, a highway and marine infrastructure. PSPC is committed to protecting its engineering assets' integrity, value and usefulness to ensure they are safe for Canadians.

Results PSPC plans to achieve:

- continue the energy services modernization project under the Energy Services Acquisition Program (ESAP) to upgrade energy centers and the distribution network, modernize and decarbonize the federal district energy system that serves 80 buildings in the NCR, including the Parliament; and
- advance the replacement of the LaSalle Causeway's century-old Bascule Bridge with a new permanent structure and renew the Causeway's other civil infrastructure.

To improve interprovincial transportation in the NCR, PSPC will continue to invest in rehabilitating and maintaining existing crossings. PSPC will advance the procurement process for replacing the Alexandra Bridge and initiate early-stage planning for an additional bridge in the eastern NCR. Additionally, to extend the lifespan, ensure safety, and enhance resilience to climate-related events for the Chaudière Bridge and Macdonald-Cartier Bridge, PSPC will undertake necessary improvements.

### **Long term vision and plan for the Parliamentary Precinct**

PSPC is continuing to advance the Long-Term Vision and Plan (LTVP) for the Parliamentary Precinct. The core objective of the current LTVP was to launch the rehabilitation of the Centre Block. Now, efforts are focused on updating the LTVP for the next 50-year horizon and shifting to a campus-wide approach,

which incorporates key considerations such as security, environmental sustainability, accessibility, and the visitor experience.

Results PSPC plans to achieve:

- complete landscape, Centre Block and Parliament Welcome Centre designs by fall 2025; and
- rebuild the Centre Block and build the Parliament Welcome Centre, starting with structural work and the restoration of the east and west façades, alongside the restoration of heritage assets.

PSPC will also continue the rehabilitation and modernization of Block 2 to transform functionally obsolete heritage buildings into modern, sustainable, and accessible facilities for Parliament.

Results PSPC plans to achieve:

- advance design to reach a 90% schematic design milestone in winter 2025; and
- stand up the construction site and commence abatement and removal of existing architectural finishes, including heritage components.

### **Laboratories Canada Strategy**

PSPC will continue to advance the Laboratories Canada Strategy, guided by the LTVP, which supports the Government of Canada's goal to strengthen federal science and replace aging federal science infrastructure with modern, accessible, and sustainable laboratories.

Results PSPC plans to achieve:

- open the Regulatory and Security Science (RSS) Centre for plant health in Sidney, British Columbia, in 2025, a modernized facility that will provide rapid response testing for regulated plant diseases;
- advance design and begin construction of the RSS main project in the NCR, providing federal scientists with a sustainable, collaborative, and state-of-the-art facility;
- finalize the design for the new Transportation Safety and Technology Science facility in the NCR, which will offer collaborative spaces for testing, research, and development in transportation safety technologies across aviation, marine, railway, pipeline, and road modes;
- advance design and begin construction in 2026 of the TerraCanada NCR facility, which will integrate government science capabilities with academia on a shared campus;
- continue construction of the Atlantic Science Enterprise Centre project (ASEC) in Moncton, New Brunswick, which will bring together programs to protect and sustain Atlantic freshwater and coastal ecosystems; and
- advance procurement for the Cultural Heritage Science (CHS) hub project, which will foster federal collaboration to accelerate innovation and preserve Canada's cultural heritage artifacts for future generations.

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

### **Advance sustainability and the green agenda**

PSPC plays a vital role in advancing the Government of Canada’s greening initiatives by consistently embedding sustainability into its daily operations and investment decisions. PSPC plans to continue evaluating and refining its sustainability strategies to ensure alignment with federal environmental targets, including the reduction of GHG emissions and increased diversion of plastic waste. Additionally, PSPC will continue remediating contaminated sites, making progress in purchasing clean energy and sourcing materials with lower embodied carbon.

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

PSPC is committed to becoming a leader in accessibility for the Government of Canada. To achieve its accessibility goals, PSPC has launched the Accessible Built Environment Program, which aims to go beyond meeting legal requirements and to exceed new accessibility standards. Furthermore, PSPC plays a key role in promoting accessibility in the public service by creating policies and guidelines that encourage inclusive design in projects across the country, including a directive for inclusive washrooms.

### **Support Reconciliation efforts**

PSPC is committed to advancing Reconciliation by fostering stronger relationships with Indigenous Peoples through meaningful consultation, equitable engagement, and active collaboration. To align with the federal goal of awarding at least 5% of contracts to Indigenous-led businesses, PSPC will actively review projects to identify and expand opportunities for Indigenous involvement in all stages of projects.

## **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 deficiencies, as well as human related actions which may impede the continuity of government operations and the wellbeing of Canadians. To mitigate this risk, PSPC will:

- continue to implement adaptation measures that are recommended in the Parliamentary Precinct Climate Change Adaptation Plan, such as designing cooling and ventilation systems for hotter summers and enhancing drainage systems to manage more frequent intense rainfall events; and
- continue delivering projects to preserve buildings, prevent or reduce ongoing deterioration, address urgent repair needs, resolve health and safety issues, and minimize the cost and complexity of future work.

### **Supply and Delivery**

The effective and efficient delivery of major PSPC initiatives may be impeded due to the nature of largescale 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:

- leverage established governance models to enable key decisions by senior stakeholders and to establish communication protocols across all stakeholders;
- continue early industry engagement throughout the procurement process to ensure industry has advanced awareness of projects to effectively plan and build sufficient capacity to bid on contracts;
- continue to implement the Science Portfolio Planning and Operating Framework through enterprise and costing analysis, while exploring strategies and solutions to fund lifecycle costs to advance proposed funding and operating models;
- implement mandatory Indigenous participation plans as part of the contractual requirements for all major projects to ensure that at least 5% of the value of contracts are awarded to Indigenous owned or led businesses;
- structure, finance and accelerate the modernization of fit-up program to deliver on the GCworkplace vision and optimize real property's portfolio; and
- work with the PSPC project management community to review and enhance the project management curriculum to standardize project management competency levels across branches and assign resources based on experience and expertise.

## Planned resources to achieve results

Table 12: Planned resources to achieve results for property and infrastructure.

Table 12 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$5,384,718,661
Full-time equivalents	4,672

[Complete financial](#) and [human resources information](#) for PSPC's program inventory is available on GC InfoBase.

## 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 and the management of federal contaminated sites, support Canada's efforts to address the UN 2030 Agenda and the SDGs.

These initiatives contribute towards:

- Goal 7: increase Canadian's access to clean energy;
- Goal 11: improve access to affordable housing, clean air, transportation, parks, and green spaces, as well as cultural heritage in Canada;
- Goal 12: reduce waste and transition to zero-emission vehicles; and
- Goal 13: take action on climate change and its impacts.

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 [DSDS](#).

## 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

Additional information related to the program inventory for property and infrastructure is available on the [Results page on GC InfoBase](#).

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

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

## Core responsibility 4: Government-wide support

### In this section

- [Description](#)
- [Quality of life impacts](#)
- [Indicators, results and targets](#)
- [Plans to achieve results](#)
- [Key risks](#)
- [Planned resources to achieve results](#)
- [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 following domains of the Quality of Life Framework for Canada:

- Good governance domain and the "Confidence in public institutions" indicator through the activities mentioned in the description of this core responsibility; and
- Society domain and the "Positive perception of diversity" indicator with activities supporting official languages, Indigenous languages and sign languages.

### Indicators, results and targets

This section presents details on the department's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025 to 2026 for government-wide support. Details are presented by departmental result.

Table 13: **Federal organizations have access to high quality linguistic services and tools**

Table 13 provides a summary of the target and actual results for each indicator associated with the results under government-wide support.

Indicator	Actual Results	Target	Date to achieve
Percentage of linguistic services that comply with established quality standards	2021 to 2022: 81.47% 2022 to 2023: 94% 2023 to 2024: 99%	At least 85%	March 31, 2026
Percentage of overall client satisfaction with the Translation Bureau's language tools and services	2021 to 2022: 90% 2022 to 2023: 87.6% 2023 to 2024: 87.4%	At least 90%	March 31, 2026

**Table 14: The Government does business with ethical suppliers and ensures that sensitive information is handled appropriately**

Table 14 provides a summary of the target and actual results for each indicator associated with the results under government-wide support.

Indicator	Actual Results	Target	Date to achieve
Percentage of integrity verification requests processed within the four-hour client service standard (2 hours if urgent)	2021 to 2022: 99% 2022 to 2023: 99% 2023 to 2024: 99%	At least 90%	March 31, 2026
Percentage of security screenings processed within 7 business days for contractors and sub-contractors requiring access to protected information	2021 to 2022: 99% 2022 to 2023: 98% 2023 to 2024: 94%	At least 85%	March 31, 2026

**Table 15: Federal organizations have the support services and tools they need to deliver their programs to Canadians**

Table 15 provides a summary of the target and actual results for each indicator associated with the results under government-wide support.

Indicator	Actual Results	Target	Date to achieve
Percentage of clients who are satisfied or very satisfied with PSPC tools and/or support services	2021 to 2022: 66% 2022 to 2023: 71.5% 2023 to 2024: 68%	At least 75%	March 31, 2026
Percentage of PSPC service standards met	2021 to 2022: 75% 2022 to 2023: 75.8% 2023 to 2024: 77%	At least 80%	March 31, 2026

Additional information on the [detailed results and performance information](#) for PSPC's program inventory is available on GC InfoBase.

## Plans to achieve results

The following section describes the planned results for government-wide support in 2025 to 2026.

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

To best support the government and Parliament in serving Canadians in their official language of choice, PSPC, through the Translation Bureau, will further advance the modernization of its tools and services to provide cutting-edge and high-quality linguistic services.

Results PSPC plans to achieve:

- adapt to the rapid pace of digital transformation in linguistic services by leveraging AI in the translation process; and
- continue to collaborate with key partners to increase capacity in interpretation for official and Indigenous languages, while ensuring the health and safety of interpreters.

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

The department continues 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.

Results PSPC plans to achieve:

- 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 in the Controlled Goods Program (e.g., improve delivery against service standards);
- continue to negotiate bilateral security instruments with foreign partners to open new procurement opportunities for Canadian businesses in collaboration with GAC and DND;
- identify and deploy measures to further mitigate threat risks associated with suppliers of concern to better protect supply chain integrity; and
- continue to explore ways to mitigate the risk posed by instances of fraud and misconduct, which includes a variety of tools and activities, such as recovery of funds associated with illegitimate payments.

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

PSPC continues to focus on strategic initiatives to ensure federal organizations have the essential services and tools they need.

Results PSPC plans to achieve:

- continue to make the renewal of the Seized Property Management Information System a priority to provide a better user experience and additional functionality;
- enhance and evolve government-wide services and solutions by providing digitally enabled environments such as cloud, increasing information processing capacity and integrating modern tools that enable program services within the department and throughout the Government of Canada as per Canada's Digital Ambition;
- accelerate the modernization of the legacy information technology infrastructure to ensure the reliability and security of the department's business operations; and
- advance the implementation of enterprise solutions to better align departmental workflows and processes to enable improved services to Canadians.

## Key risks

### Risk to the effective delivery of services and tools to federal organizations

PSPC's delivery of its government-wide support programs may be impeded due to a lack of skilled resources and capacity, aging systems and applications, interdependencies with internal and external stakeholders, limited funding, and threats external to government, which could compromise federal organizations' ability to deliver programs and services to Canadians. To mitigate this risk, PSPC will:

- continue to explore recruitment options, leverage current departmental resources, and promote leadership and succession planning to maintain adequate capacity for the continuity and effective delivery of services to PSPC clients;
- invest in staff training and development as well as in information technology tools to improve timeliness and quality work for clients; and
- continue to develop sources of information to ensure decisions are accurate, consistent and timely, disseminating the appropriate information to increase awareness and possibly identify information shortcomings and opportunities.

## Planned resources to achieve results

Table 16: Planned resources to achieve results for government-wide support

Table 16 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$192,421,726
Full-time equivalents	2,567

[Complete financial](#) and [human resources information](#) for PSPC's program inventory is available on GC InfoBase.

## 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 American Sign Language or *langue des signes québécoise* 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.

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

PSPC planned activities under its Government-wide support core responsibility that support Canada's efforts to address to UN 2030 Agenda and the SDGs include the continued collaboration with other government departments and agencies to increase access to Indigenous languages, efforts to expand capacity in Indigenous language translation and interpretation services, activities related to GCSurplus and the management of a national battery recycling program. These initiatives contribute towards:

- Goal 10: advance Reconciliation with Indigenous Peoples and take action to reduce inequality; and
- Goal 12: reduce waste and transition to zero-emission vehicles.

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 [DSDS](#).

### 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

Additional information related to the program inventory for government-wide support is available on the [Results page on GC InfoBase](#).

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

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

## Core responsibility 5: Procurement Ombud

### In this section

- [Description](#)
- [Quality of life impacts](#)
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### Description

The Office of the Procurement Ombud (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.

### Indicators, results and targets

This section presents details on the OPO’s indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025 to 2026 for procurement ombud. Details are presented by departmental result.

Table 17: **Raise awareness of procurement issues and exchange information**

Table 17 provides a summary of the target and actual results for each indicator associated with the results under procurement ombud.

Indicator	Actual Results	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	2021 to 2022: 64 2022 to 2023: 96 2023 to 2024: 107	At least 48	March 31, 2026
Number of provinces/territories where outreach activities are held	2021 to 2022: 12 2022 to 2023: 13 2023 to 2024: 13	At least 6	March 31, 2026
Year-over-year percentage of new visits to OPO’s website	2021 to 2022: 48% 2022 to 2023: Not available <sup>12</sup>	At least 5%	March 31, 2026

<sup>12</sup> Due to the data collection software being down from May 2022 to January 2023, this result is not available.

Indicator	Actual Results	Target	Date to achieve
	2023 to 2024: 199.8%		
Year-over-year percentage of new followers and impressions to OPO’s digital media accounts	2021 to 2022: Not available <sup>13</sup> 2022 to 2023: 2,563% 2023 to 2024: -97.5%	At least 10%	March 31, 2026

Table 18: Procurement related issues are addressed through alternative dispute resolution

Table 18 provides a summary of the target and actual results for each indicator associated with the results under procurement ombud.

Indicator	Actual Results	Target	Date to achieve
Percentage of alternative dispute resolution processes that result in settlement agreements agreed to by both parties	2021 to 2022: 0% 2022 to 2023: 100% 2023 to 2024: 0%	At least 75%	March 31, 2026

Table 19 Procurement related issues are addressed through the review of supplier complaints and the review of federal organizations’ procurement practices

Table 19 provides a summary of the target and actual results for each indicator associated with the results under procurement ombud.

Indicator	Actual Results	Target	Date to achieve
Percentage of supplier complaint reviews completed within 120 working days as per legislative requirements	2021 to 2022: 100% 2022 to 2023: 100% 2023 to 2024: 100%	100%	March 31, 2026
Percentage of recommendations made by the Ombud acted upon by federal organizations	2021 to 2022: Not available <sup>14</sup> 2022 to 2023: 100% 2023 to 2024: 100%	100%	March 31, 2026

Additional information on the [detailed results and performance information](#) for PSPC’s program inventory is available on GC InfoBase.

<sup>13</sup> This was a new indicator as of 2022 to 2023.

<sup>14</sup> The result was not available because OPO did not complete any follow-up review. However, two follow-up reviews that were launched during fiscal year 2021 to 2022 were completed in 2022 to 2023.

## Plans to achieve results

The following section describes the planned results for procurement ombud in 2025 to 2026.

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

Results OPO plans to achieve:

- 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.

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

As per OPO's commitment "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.

Results OPO plans to achieve:

- seek to resolve procurement-related issues and disputes as quickly and informally as possible by re-establishing lines of communication between suppliers and departments with the help of OPO's certified mediators; and
- help the parties to a federal contract resolve their disputes, avoid potential litigation, and reach a settlement agreement when issues cannot be resolved informally through OPO's formal mediation services.

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

Results OPO plans to achieve:

- address procurement-related issues by reviewing supplier complaints with respect to the award of federal contracts for goods below \$33,400 and services below \$133,800;
- review supplier complaints regarding the administration of federal contracts regardless of dollar value; and
- further review the procurement practices of federal organizations to assess their fairness, openness and transparency, to 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:

- continue seeking an increase to its budget to maintain its service standards, conduct important systemic reviews and follow-up reviews of federal procurement practices, develop research studies on key issues in federal procurement, and provide services to underrepresented businesses to further diversify the federal supply chain;
- offer guidance and recommendations to improve the overall federal procurement system which will strengthen Canada's procurement practices by promoting transparency and accountability;

- 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 they take into consideration the impacts of their actions and remain focused on the needs of those they serve.

## Planned resources to achieve results

Table 20: Planned resources to achieve results for procurement ombud

Table 20 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	\$4,534,537
Full-time equivalents	34

[Complete financial](#) and [human resources information](#) for PSPC’s program inventory is available on GC InfoBase.

## 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 the Supplementary Information Table on Gender-Based Analysis Plus.

### Program inventory

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

- Procurement Ombud

Additional information related to the program inventory for procurement ombud is available on the [Results page on GC InfoBase](#).

## Summary of changes to reporting framework since last year

Since last year, PSPC made the following change to its reporting framework for Procurement Ombud:

- The name Procurement Ombudsman was changed to Procurement Ombud to promote gender and linguistic neutrality, following an Order in Council.

## Internal services

### In this section

- [Description](#)
- [Plans to achieve results](#)
- [Planned resources to achieve results](#)
- [Planning for contracts awarded to Indigenous businesses](#)

### 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

This section presents details on how the department plans to achieve results and meet targets for internal services.

#### 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, increased use of multimedia content and ensuring inclusive, culturally appropriate language, terminology and respectful content (e.g., pronouns).

In 2025 to 2026, PSPC's internet and intranet platforms will continue to 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 continue to seek additional opportunities to enhance openness and transparency, proactively publishing information wherever possible.

#### Human resources management services

PSPC will develop and launch its renewed 2025 to 2029 Diversity and Inclusion Action Plan with a focus on managing talent, promoting values and ethics, and measuring progress through the implementation of a Diversity and Inclusion Performance Measurement Framework. The department will pursue its efforts and awareness towards closing employment equity (EE) gaps with the establishment of EE goals

and tailored recruitment and retention strategies while continuing its active participation in EE targeted initiatives.

PSPC will progress to strengthen its evergreen mental health, well-being, and inclusion strategy by increasing in-person support services, developing tools, resources and learning opportunities for employees to respond to the evolving mental health needs. PSPC will also introduce and promote the new digital solution for the Government of Canada Workplace Accessibility Passport, which is founded on fostering an inclusive workplace.

PSPC will advance the implementation of the OneHR initiative, adjusting its service delivery model to be agile and integrated across HR functions and housed on a new service portal. The objectives of the initiative are to improve client experience, strengthen HR data integrity and effectively track HR service needs and performance to inform decision-making.

### **Management and oversight services**

The department will continue work to optimize its security program by delivering on the priorities established in the newly developed 2025 to 2028 Departmental Security Plan (DSP). The DSP outlines, monitors, and reports on the progress of activities that will be conducted in the next three years to mitigate security risks identified through departmental consultations, as well as activities designed to improve overall program delivery.

### **Information technology**

In 2025 to 2026, PSPC will continue the implementation of various enterprise solutions and functionalities. These will directly support the Government of Canada's vision for service and digital modernization and the department's Digital Strategy. It will ensure a better alignment, improve workflows and processes, and enhance efficiency across a range of services, starting iteratively and building on select HR, information technology and real property services. Additionally, these initiatives will directly support PSPC's efforts to migrate select business applications to the cloud in alignment with the Government of Canada cloud hosting strategy.

PSPC is undertaking several initiatives to enhance overall accessibility of its solutions and ensure conformance with the National Standard of Canada. This includes conducting Web Content Accessibility Guideline (WCAG) assessments, implementing customized accessibility software and providing accessibility guidance to priority projects.

## **Planned resources to achieve results**

Table 21: Planned resources to achieve results for internal services this year

Table 21 provides a summary of the planned spending and full-time equivalents required to achieve results.

<b>Resource</b>	<b>Planned</b>
Spending	\$385,051,530
Full-time equivalents	3,458

[Complete financial](#) and [human resources information](#) for PSPC's program inventory is available on GC InfoBase.

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

PSPC remains 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 continue to work with ISC to review its 2025 to 2026 contracts and validate the identification and approval of any exceptions.

To increase the likelihood of meeting the 5% target in 2025 to 2026, PSPC will:

- improve the procurement volume with Indigenous businesses through the target-planning exercise;
- continue to provide ISC with 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 PAC, continue to host information sessions and conduct outreach to industry, including Indigenous owned and led businesses and entrepreneurs, communities and associations to highlight Indigenous procurement opportunities and outline the support available through Government of Canada programs and services; and
- explore new approaches to track and report on the value of subcontracts held by Indigenous suppliers.

PSPC will also continue to develop innovative approaches and employ procurements tools and strategies that increase Indigenous participation. Building on its earlier work, PSPC will continue to:

- structure and unbundle large and complex procurements where there is Indigenous business capacity, interest, and availability to participate;
- provide opportunities to collaborate on and incentivize Indigenous subcontracting, Indigenous employment, and skills and training development, as well as other measures or criteria intended to increase Indigenous inclusion;
- include streams for Indigenous firms in new or renewed standing offers and supply arrangements, where possible and appropriate;
- direct low dollar value procurements to Indigenous suppliers, where permissible under the Government Contracts Regulations; and
- limit the bidding process to Indigenous suppliers, wherever possible and appropriate.

As was done previously, PSPC continues to analyze its own procurement files for the inclusion of effective Indigenous procurement measures. When no such measures are included, a justification outlining why Indigenous procurement measures were not possible and/or appropriate is required. PSPC will continue to review the justifications before contract solicitation. PSPC will submit exceptions only when it is demonstrated that it would be impossible to include Indigenous procurement measures in procurement processes, or an adequate justification has been provided.

Table 22 : The following table shows the actual, forecasted and planned percentages of contracts awarded to Indigenous businesses.

5% Reporting Field	2023 to 2024 Actual Result	2024 to 2025 Forecasted Result	2025 to 2026 Planned Result
<b>Total percentage of contracts with Indigenous businesses</b>	3.41%	5%	5%

# Planned spending and human resources

This section provides an overview of PSPC’s planned spending and human resources for the next three fiscal years and compares planned spending for 2025 to 2026 with actual spending from previous years.

## In this section

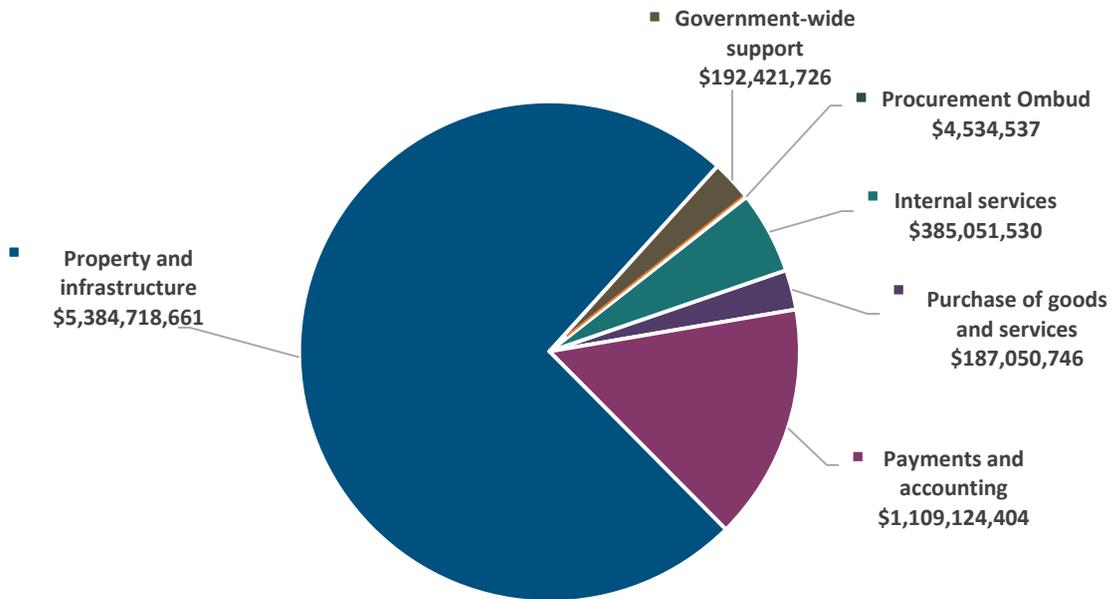
- [Spending](#)
- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

## Spending

This section presents an overview of the department’s planned expenditures from fiscal year 2022 to 2023 to fiscal year 2027 to 2028.

Graph 1: **Planned spending by core responsibility in 2025 to 2026**

Graph 1 presents how much the department plans to spend in 2025 to 2026 to carry out core responsibilities and internal services.



## Text description of Graph 1

Core responsibilities and internal services	2025 to 2026 planned spending
Purchase of goods and services	\$187,050,746
Payments and accounting	\$1,109,124,404
Property and infrastructure	\$5,384,718,661
Government-wide support	\$192,421,726
Procurement Ombud	\$4,534,537
Internal services	\$385,051,530

### Analysis of planned spending by core responsibility and internal services

For fiscal year 2025 to 2026, the department's planned expenditures on programs and services totals **\$7,263 million**. Examples of planned activities under each core responsibility and internal services for 2025 to 2026 are:

**Purchase of goods and services (\$187 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 (\$1,109 million):** to continue to administer and deliver, in collaboration with government departments, timely and accurate pay and benefits for all public servants as well as services to active and retired pension plan members.

**Property and infrastructure (\$5,385 million):** to continue to advance on major property and infrastructure projects, optimize workplaces for federal employees, advance the Government of Canada's Office Portfolio Reduction Plan by right-sizing its office portfolio and continue implementing the Laboratories Canada Strategy.

**Government-wide support (\$192 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 Ombud (\$5 million):** to review the procurement practices of federal organizations to promote fairness, openness and transparency, review complaints from Canadian suppliers and provide alternative dispute-resolution services for suppliers and federal organizations.

**Internal services (\$385 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 various enterprise solutions and functionalities to

support its Digital Strategy, develop and launch its renewed 2025 to 2029 Diversity and Inclusion Action Plan, pursue the implementation of the OneHR initiative and continue work to optimize its security program by delivering on the priorities established in the newly developed 2025 to 2028 Departmental Security Plan.

Please note that this is not a comprehensive list of the planned activities under each core responsibility and internal services for 2025 to 2026. For more details, please consult the sections for each core responsibility and internal services in this report.

## Budgetary performance summary

Table 23: Three-year spending summary for core responsibilities and internal services (dollars)

Table 23 presents how much money PSPC spent over the past three years to carry out its core responsibilities and for internal services. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2022 to 2023 Actual Expenditures	2023 to 2024 Actual Expenditures	2024 to 2025 Forecast Spending
Purchase of goods and services	184,863,896	196,842,940	231,142,688
Payments and accounting	564,043,558	836,496,904	897,760,530
Property and infrastructure	3,197,493,336	3,757,979,775	3,770,783,339
Government-wide support	144,364,383	174,902,636	173,233,827
Procurement Ombud	4,630,094	4,697,286	5,679,452
<b>Subtotal</b>	<b>4,095,395,267</b>	<b>4,970,919,541</b>	<b>5,078,599,836</b>
Internal services	354,395,781	404,361,844	389,711,429
<b>Total</b>	<b>4,449,791,048</b>	<b>5,375,281,385</b>	<b>5,468,311,265</b>

Totals may not add up and may not balance with other public documents due to rounding.

## Analysis of the past three years of spending

The overall **\$1,018 million** increase between the 2022 to 2023 actual spending and the 2024 to 2025 forecast spending is explained by the following:

The department spent approximately **\$925 million** more in fiscal year 2023 to 2024 than in 2022 to 2023. The increase is primarily due to:

- Payments and accounting:
  - the increased spending to help stabilize the public service pay system, eliminate the backlog of pay issues, increase pay service delivery capacity in addition to activities related to the Next Generation Human Resources and Pay Initiative following the transfer from Shared Services Canada (SSC);
  - the timing between payments and recoveries of expenditures under the Payment in Lieu of Taxes program, mainly attributable to the payments to the City of Montréal and recovery from the Aéroports de Montréal.
  
- Property and infrastructure:
  - expenditures to deliver on the department's property and infrastructure projects, such as the major recapitalization of the Place du Portage III, the Energy Services Acquisition Program, Les Terrasses de la Chaudière Building Envelope Rehabilitation and Modernization, the Centre Block Rehabilitation Program and the purchase of the 181 Queen Street building in Ottawa for the House of Commons accommodations;
  - additional funding received for the protection from inflation and price variations related to space requirements for real property elements over which PSPC has very little or no control, such as rent, cost of utilities and accommodation costs.

The department plans to spend approximately **\$93 million** more in fiscal year 2024 to 2025 than in 2023 to 2024. The increase is primarily due to:

- Payments and accounting:
  - the transfer of the Next Generation Human Resources and Pay Initiative from SSC to PSPC and additional funding received for Card Acceptance and Postage fees. This increase is partially offset by the timing differences between payments to municipal administrations and recoveries from other government organizations.

More financial information from previous years is available on the [Finances section](#) of GC InfoBase.

Table 24: **Planned three-year spending on core responsibilities and internal services (dollars)**

Table 24 presents how much money PSPC plans to spend over the next three years to carry out its core responsibilities and for internal services.

<b>Core responsibilities and Internal services</b>	<b>2025 to 2026 Planned Spending</b>	<b>2026 to 2027 Planned Spending</b>	<b>2027 to 2028 Planned Spending</b>
Purchase of goods and services	187,050,746	161,641,612	163,201,203
Payments and accounting	1,109,124,404	1,037,290,136	329,084,962
Property and infrastructure	5,384,718,661	4,031,043,239	3,643,020,790
Government-wide support	192,421,726	156,822,540	151,320,758
Procurement Ombud	4,534,537	4,537,309	4,537,309
<b>Subtotal</b>	<b>6,877,850,074</b>	<b>5,391,334,836</b>	<b>4,291,165,022</b>
Internal services	385,051,530	332,997,157	279,100,121
<b>Total</b>	<b>7,262,901,604</b>	<b>5,724,331,993</b>	<b>4,570,265,143</b>

Totals may not add up due to rounding.

## Analysis of the next three years of spending

For 2027 to 2028, the department plans to spend **\$2,693 million** less than in 2025 to 2026. The decrease is mainly due to:

- Purchase of goods and services:
  - the end of incremental funding received in Budget 2023 for the cloud-based Electronic Procurement Solution post implementation phase.
- Payments and accounting:
  - the end of incremental funding received in order to stabilize the pay operations and decrease the backlog of pay issues, as well as the Next Generation Human Resources and Pay Initiative.
- Property and infrastructure:
  - reduced funding associated with major projects such as Les Terrasses de la Chaudière Modernization and Building Envelope Rehabilitation, Lester B. Pearson Major Renovation and the Energy Services Acquisition Program as a result of the implementation of these planned programs of work.
- Government-wide support:
  - savings generated from technologies such as neural machine translation, streamlined processes and attrition for Linguistic Services;
  - a decrease in funding for remote and hybrid parliamentary services, the end of funding for the G7 Summit, and the end of incremental funding for the Industrial Security Systems Transformation (ISST) project.
- Internal services:
  - the end of incremental funding received for internal services related to pay administration;

- fluctuations in funding for information technology projects such as the departmental laptop evergreening, the Government of Canada Trusted Platform and the Digital Convergence;
- incremental funding received in fiscal year 2025 to 2026 for the S/4HANA project.

Funding will be adjusted should future approvals be received.

More [detailed financial information on planned spending](#) is available on the Finances section of GC InfoBase.

Table 25: **Budgetary gross and net planned spending summary (dollars)**

Table 25 reconciles gross planned spending with net planned spending for 2025 to 2026.

Core responsibilities and internal services	2025 to 2026 Gross planned spending (dollars)	2025 to 2026 Planned revenues netted against spending (dollars)	2025 to 2026 Planned net spending (authorities used)
Purchase of goods and services	389,751,781	(202,701,035)	187,050,746
Payments and accounting	1,363,436,444	(254,312,040)	1,109,124,404
Property and infrastructure	8,849,822,092	(3,465,103,431)	5,384,718,661
Government-wide support	525,728,272	(333,306,546)	192,421,726
Procurement Ombud	4,534,537	0	4,534,537
<b>Subtotal</b>	<b>11,133,273,126</b>	<b>(4,255,423,052)</b>	<b>6,877,850,074</b>
Internal services	463,191,349	(78,139,819)	385,051,530
<b>Total</b>	<b>11,596,464,475</b>	<b>(4,333,562,871)</b>	<b>7,262,901,604</b>

Totals may not add up due to rounding.

## Analysis of budgetary gross and net planned spending summary

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 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 Translation Bureau Revolving Fund for translation, interpretation and other linguistic services, as well as through the Optional Services Revolving Fund mainly for travel and transportation management services.

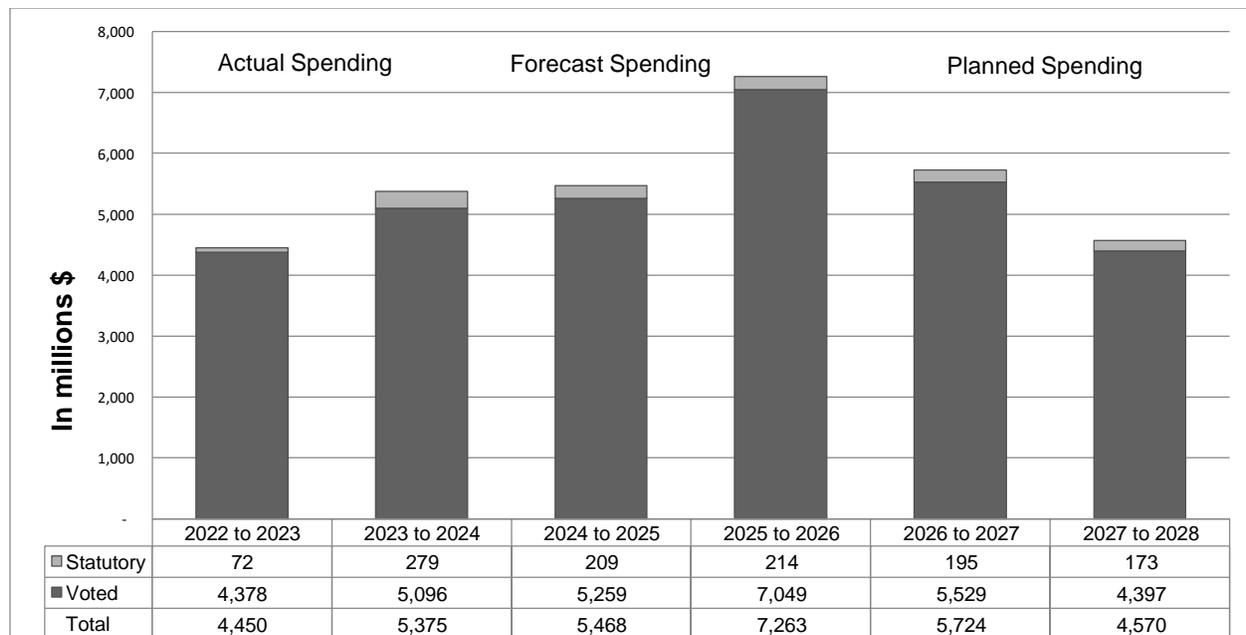
Information on the alignment of PSPC’s [spending with Government of Canada’s spending and activities](#) is available on GC InfoBase.

## Funding

This section provides an overview of the department’s voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

**Graph 2: Approved funding (statutory and voted) over a six-year period**

Graph 2 summarizes the department's approved voted and statutory funding from fiscal year 2022 to 2023 to fiscal year 2027 to 2028.



## Text description of graph 2

Fiscal year	Total	Voted	Statutory
2022 to 2023	4,450,000,000	4,378,000,000	72,000,000
2023 to 2024	5,375,000,000	5,096,000,000	279,000,000
2024 to 2025	5,468,000,000	5,259,000,000	209,000,000
2025 to 2026	7,263,000,000	7,049,000,000	214,000,000
2026 to 2027	5,724,000,000	5,529,000,000	195,000,000
2027 to 2028	4,570,000,000	4,397,000,000	173,000,000

### Analysis of statutory and voted funding over a six-year period

This bar chart represents the actual spending from fiscal year 2022 to 2023 to fiscal year 2023 to 2024, the forecast spending for fiscal year 2024 to 2025 and the planned spending for fiscal year 2025 to 2026 to fiscal year 2027 to 2028, broken down between statutory and voted expenditures.

The variance between the 2024 to 2025 forecast spending and the 2025 to 2026 through 2027 to 2028 planned spending is mainly attributable to prior year technical adjustments, reprofiles, carry-forwards and additional funding received in the 2024 to 2025 Supplementary Estimates and included in the forecast spending but not yet known for the 2025 to 2026 through 2027 to 2028 fiscal years.

For 2025 to 2026, the department plans to spend approximately **\$1,795 million** more than in the 2024 to 2025 forecasted spending. The variance in net planned spending reflects an increase in funding associated with the Investment Plan to advance major projects such as Les Terrasses de la Chaudière Modernization and Building Envelope Rehabilitation, Lester B. Pearson Major Renovation, and the Energy Services Acquisition Program. The variance is also due to an increase in funding for the Next Generation Human Resources and Pay Initiative. Funding will be adjusted should future approvals be received.

Additional analysis of the variances between actual spending and forecast spending is provided in the [Three-year spending summary](#) section while analysis of variances in the planned spending is provided in the [Planned three-year spending](#) section.

For further information on PSPC's departmental appropriations, consult the [2025 to 2026 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 2024 to 2025 to fiscal year 2025 to 2026.

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.

**Table 26: Future-oriented condensed statement of operations for the year ended March 31, 2026 (in dollars)**

Table 26 summarizes the expenses and revenues which net to cost of operations before government funding and transfers for fiscal year 2024 to 2025 to fiscal year 2025 to 2026.

Financial information	2024 to 2025 Forecast results	2025 to 2026 Planned results	Difference (2025 to 2026 planned results minus 2024 to 2025 forecast results)
Total expenses	7,798,523,594	8,172,053,616	373,530,022
Total revenues	3,546,400,806	3,491,063,800	(55,337,006)
Net cost of operations before government funding and transfers	4,252,122,788	4,680,989,816	428,867,028

### **Analysis of forecasted and planned results**

The net cost of operations is forecasted to increase by \$428.9 million in 2025 to 2026 compared to 2024 to 2025. This increase is mainly attributable to additional funding received in 2025 to 2026 to advance the Next Generation Human Resources and Pay System Initiative and for the protection from inflation and price variations related to space requirements for real property elements over which PSPC has very little or no control, such as rent, cost of utilities and accommodation costs, as well as funding received to continue working on the Government of Canada’s Office Portfolio Reduction Plan.

A more detailed [Future-oriented Statement of Operations and Notes for 2025 to 2026](#), including a reconciliation of the net cost of operations with the requested authorities, is available on PSPC’s website.

## Human resources

This section presents an overview of the department’s actual and planned human resources from fiscal year 2022 to 2023 to fiscal year 2027 to 2028.

Table 27: **Actual human resources for core responsibilities and internal services**

Table 27 shows a summary of human resources, in full-time equivalents (FTEs), for PSPC’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2022 to 2023 Actual full-time equivalents	2023 to 2024 Actual full-time equivalents	2024 to 2025 Forecasted full-time equivalents
Purchase of goods and services	2,294	2,352	2,289
Payments and accounting	4,842	5,435	6,088
Property and infrastructure	4,533	4,571	4,731
Government-wide support	2,539	2,545	2,624
Procurement Ombud	31	28	34
<b>Subtotal</b>	<b>14,239</b>	<b>14,931</b>	<b>15,766</b>
Internal services	3,049	3,176	3,355
<b>Total</b>	<b>17,288</b>	<b>18,107</b>	<b>19,121</b>

Totals may not add up due to rounding.

### Analysis of human resources over the last three years

The overall **1,833 FTEs** increase between the fiscal year 2022 to 2023 and 2024 to 2025 is mainly due to:

- Payments and Accounting:
  - additional FTEs to stabilize the pay operations and to decrease the backlog of pay issues and the transfer of the Next Generation Human Resources and Pay Initiative from SSC to PSPC.
- Property and Infrastructure
  - slight and controlled FTEs growth in the Real Property Services program, correlated to its business volumes to deliver on PSPC and other government departments’ projects while addressing the Government and Real Property Services priorities.

**Table 28: Human resources planning summary for core responsibilities and internal services**

Table 28 shows information on human resources, in full-time equivalents, for each of PSPC’s core responsibility and for its internal services planned for the next three years.

<b>Core responsibilities and internal services</b>	<b>2025 to 2026 Planned full-time equivalents</b>	<b>2026 to 2027 Planned full-time equivalents</b>	<b>2027 to 2028 Planned full-time equivalents</b>
Purchase of goods and services	2,371	2,407	2,409
Payments and accounting	6,315	5,697	2,411
Property and infrastructure	4,672	4,639	4,651
Government-wide support	2,567	2,523	2,469
Procurement Ombud	34	34	34
<b>Subtotal</b>	<b>15,959</b>	<b>15,300</b>	<b>11,974</b>
Internal services	3,458	3,425	3,350
<b>Total</b>	<b>19,417</b>	<b>18,725</b>	<b>15,324</b>

Totals may not add up due to rounding.

### **Analysis of human resources for the next three years**

The overall decrease of **4,093** FTEs between the fiscal year 2025 to 2026 and 2027 to 2028 is mainly due to:

- the end of incremental funding received in order to stabilize the pay operations, decrease the backlog of pay issues, as well as the Next Generation Human Resources and Pay Initiative. Planned FTEs will be adjusted should future approvals be received.
- not replacing employee departures under the Translation Bureau Revolving Fund, except for key and specialized roles. This reduction is enabled by efficiency gains from streamlined processes and technologies such as neural machine translation.

# Corporate information

## Organizational profile

Appropriate minister: The Honourable Joël Lightbound, P.C., M.P.

Institutional head: Arianne Reza

Ministerial portfolio: Government Transformation, Public Works and Procurement

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, departments or individuals; and payments to Crown corporations.

## **core responsibility** (responsabilité essentielle)

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

## **Departmental Plan** (plan ministériel)

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

## **departmental result** (résultat ministériel)

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

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

A quantitative measure of progress on a departmental result.

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

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

## **Departmental Results Report** (rapport sur les résultats ministériels)

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

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

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

Is 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 (including rurality), language, race, religion, and sexual orientation.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

**government priorities** (priorités gouvernementales)

For the purpose of the 2025 to 2026 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the most recent Speech from the Throne.

**horizontal initiative** (initiative horizontale)

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

**Indigenous business** (entreprise autochtones)

For the purpose of the Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, a department that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

**non-budgetary expenditures** (dépenses non budgétaires)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

**performance** (rendement)

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

**performance indicator** (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an department, program, policy or initiative respecting expected results.

**plan** (plan)

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

**planned spending** (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in Main Estimates.

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

**program** (programme)

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

**program inventory** (répertoire des programmes)

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

**result** (résultat)

A consequence attributed, in part, to a department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department'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 a department, 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.