



SENATE | SÉNAT
CANADA

REPORT ON THE

Main Estimates and the Supplementary Estimates (B) for the year ending March 31, 2021

Standing Senate Committee on National Finance

SECOND REPORT

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

December 2020

MEMBERS OF THE COMMITTEE

The Honourable Percy Mockler, Chair

The Honourable Éric Forest, Deputy Chair

The Honourable Marty Klyne, Deputy Chair

The Honourable David Richards, Member of the Steering Committee

The Honourable Peter M. Boehm

The Honourable Jean-Guy Dagenais

The Honourable Marty Deacon

The Honourable Pat Duncan

The Honourable Rosa Galvez

The Honourable Tony Loffreda

The Honourable Elizabeth Marshall

The Honourable Larry W. Smith

Ex-officio members:

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

Other Senators who participated in the study:

The Honourable Kim Pate

Parliamentary Information and Research Service, Library of Parliament:

Alex Smith, Analyst

Shaowei Pu, Analyst

Committees Directorate:

Maxime Fortin, Clerk of the Committee

Louise Martel, Administrative Assistant of the Committee

Andrea Mugny, Procedural Clerk

ORDER OF REFERENCE

Extract from the *Journals of the Senate* of Wednesday, November 18, 2020:

With leave of the Senate,

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

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

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

Interim Clerk of the Senate

Richard Denis

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EXECUTIVE SUMMARY

As part of its oversight role, the Standing Senate Committee on National Finance considered the Main Estimates and the Supplementary Estimates (B) for the year ending March 31, 2021, which were referred to the committee on November 18, 2020.

The *Main Estimates 2020–21* set out \$125.1 billion in voted budgetary expenditures and \$179.5 billion in statutory forecasts, for a total of \$304.6 billion, which is an increase of 1.6% from the previous year's main estimates. The *Supplementary Estimates (B), 2020–21* request Parliament's approval for \$20.9 billion in voted budgetary expenditures and increase forecasted budgetary statutory expenditures by \$58.3 billion, for total budgetary expenditures of \$79.2 billion. Non-budgetary statutory expenditures are forecasted to increase by \$1.3 billion. Of these authorities, approximately \$15 billion (74%) of the voted requirements and \$57 billion (96%) of the statutory forecasts are related to the government's response to the COVID-19 pandemic.

In order to examine the Main Estimates and Supplementary Estimates B, the committee held three meetings and questioned 40 officials from 14 organizations that are requesting total appropriations of approximately \$16.7 billion in the supplementary estimates, which is 80% of the total voted amount requested. The committee also heard from President of the Treasury Board, the Honourable Jean-Yves Duclos, and the Parliamentary Budget Officer.

OBSERVATIONS

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

1. The federal government should provide clear and consistent monthly reports on the cost and performance of all its COVID-19-related programs.
2. The federal government should continue working with provinces and territories to ensure timely access to sufficient medical supplies across Canada.
3. The federal government, in cooperation with provinces and territories, should set out a clear plan of how and where COVID-19 vaccines will be distributed across Canada. It should also ensure that Canada increases its domestic capacity to develop and produce vaccines, medical countermeasures, medical supplies and personal protective equipment.
4. To ensure consistency and accessibility, Health Canada should work with provinces and territories to develop common standards for COVID-19 immunization records.
5. Employment and Social Development Canada should put in place new national standards for accommodations for temporary foreign workers in the agriculture sector by February 28, 2021.
6. Indigenous Services Canada should recognize its healthcare responsibilities and ensure the speedy deployment of COVID-19 vaccines to Indigenous communities, as their communities are at disproportionate risk of disastrous public health outcomes from the pandemic.
7. The federal, provincial, territorial, municipal and Indigenous governments should work together to share best practices and determine whether the objectives of the Safe Restart Agreement and the Safe Return to Class Fund have been achieved.
8. The federal government should work with provinces and territories, as well as regional and mainline air carriers, to develop support measures for the air transportation sector that require cooperation rather than competition and ensure continued service to all Canadians.
9. The federal government should ensure that sufficient funding is available to help small- and medium-sized businesses that were unable to access other federal supports, particularly in hard-hit sectors, such as tourism, restaurants, hotels, culture and retail.

INTRODUCTION

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

The *Main Estimates 2020–21* were tabled in the Senate on March 10, 2020. Two appropriation bills for interim supply, together representing approximately 9/12 of the amount set out in the main estimates, were passed in the previous session of Parliament. On October 2, 2020, these estimates were tabled again in the current session of Parliament in order to approve the remaining amount.

The *Main Estimates 2020–21* set out \$125.1 billion in voted budgetary expenditures and \$179.5 billion in statutory forecasts, for a total of \$304.6 billion in budgetary expenditures, which is an increase of 1.6% from the previous year's main estimates. The *Main Estimates 2020–21* do not include new spending in response to the COVID-19 pandemic.

The *Supplementary Estimates (B), 2020–21* were tabled in the Senate on October 28, 2020. The Main Estimates and the Supplementary Estimates (B) for the year ending March 31, 2021 were referred to the committee on November 18, 2020.

These supplementary estimates request Parliament's approval for an additional \$20.9 billion in voted budgetary expenditures and increase forecasted statutory budgetary expenditures by \$58.3 billion, for total budgetary expenditures of \$79.2 billion, which is an increase of 20% of expenditure authorities to date. Non-budgetary statutory expenditures are forecasted to increase by \$1.3 billion.

Of these authorities, approximately \$15 billion (74%) of the voted requirements and \$57 billion (96%) of the statutory forecasts are related to the government's response to the COVID-19 pandemic.

In order to examine the *Main Estimates 2020–21* and the *Supplementary Estimates (B), 2020–21*, the committee held three meetings and questioned 40 officials of 14 organizations that are requesting total voted appropriations of approximately \$16.7 billion in the supplementary estimates, which represents 80% of the total voted amount requested. The committee also heard from the President of the Treasury Board, the Honourable Jean-Yves Duclos, and the Parliamentary Budget Officer.

This report highlights issues discussed during the examination of the main and supplementary estimates.

Videos and transcripts of the committee's hearings are available on the committee's website: <https://sencanada.ca/en/committees/nffn/43-2>.

1 TREASURY BOARD OF CANADA SECRETARIAT

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

Committee Observations

The federal government has launched a variety of measures to support individuals and businesses through the COVID-19 pandemic, including direct spending, loans and tax deferrals. However, the government is no longer producing a consolidated report on these measures.

To help parliamentarians hold the government to account, the committee strongly encourages the government to prepare clear and consistent monthly reports on the cost and performance of all its COVID-19-related measures.

1.1 Estimates Overview

In the *Main Estimates 2020–21*, the TBS is requesting \$6,006,411,854 in voted expenditures and forecasts \$29,324,931 in statutory expenditures, for a total of \$6,035,736,785, which is a decrease of 15% over the previous year's main estimates.

In the *Supplementary Estimates (B), 2020–21*, the TBS is requesting additional voted appropriations of \$646,612,429 for six items:

- \$585,243,984 for Public Service Insurance plans and programs;
- \$20,000,000 for the Application Modernization Initiative;
- \$19,210,823 compensation adjustments – Transfers to departments and agencies for negotiated salary adjustments;
- \$18,988,600 for Phoenix stabilization and HR-to-Pay initiatives;
- \$2,819,022 to settle claims arising from the White Class Action settlement agreements; and
- \$350,000 to complete a wage study on salaries of employees under the Law Practitioner group.

The TBS would also receive net transfers of \$1,923,635. When transfers are included, the TBS is requesting an increase of 15% compared to its total voted authorities to date of \$4,394,104,728.

Forecasted statutory expenditures for the TBS are increasing by \$2,336,531 due to contributions to employee benefit plans. The TBS's total proposed budgetary authorities to date, including voted and statutory expenditures and transfers, are \$5,076,065,155.

1.2 Financial Information on COVID-19-related Programs

The TBS is responsible for preparing the estimates documents and providing policy directions to federal organizations on financial and performance reporting.

The Parliamentary Budget Officer commented that the amount of information publicly available to track the federal government's COVID-19-related spending is lacking, making it extremely difficult for parliamentarians to perform their role in overseeing government spending and holding it to account. He noted that the government is no longer publishing and regularly updating a public document that provides a complete list of all measures announced to date with their cost. There is also no consistency in reporting among organizations on the implementation of these measures. In his opinion, it would not be difficult to prepare such information, because the information is available to the government. His office has developed a monitoring framework to assist parliamentarians in keeping track of all of the government's announcements related to COVID-19.

When asked about the lack of consolidated reporting on COVID-19-related spending programs, the President of the Treasury Board and officials from the TBS pointed out several reasons why some financial information is not included in the supplementary estimates. They said the scope of the estimates is only related to measures requiring parliamentary approval through an appropriation bill, so tax measures or Employment Insurance-related measures are not included. The timing of some spending announcements means they will have to be included in subsequent estimates. Lastly, the accounting methodology differs for spending announcements made in the Fall Economic Statement and the estimates, as the former is prepared using an accrual basis and the estimates are prepared on a modified cash-basis. Officials indicated that some information is included in GC Infobase.

1.3 Information Technology Projects

In the *Supplementary Estimates (B), 2020–21*, the TBS is requesting \$20 million for the Application Modernization Initiative and \$19 million for Phoenix stabilization and HR-to-Pay initiatives.

Officials explained that the funds for application modernization would be transferred to other federal organizations to help them move to state-of-the-art information technologies, such as modern data centres managed by Shared Services Canada or the cloud environment.

They said the funds for pay system stabilization would be used to improve departmental business processes and policies, as well as clean data to ensure a smoother move to the NextGen pay system application. Public Services and Procurement Canada also is requesting funding related to the Phoenix pay system.

1.4 Public Sector Insurance

In the *Supplementary Estimates (B), 2020–21*, the TBS is requesting \$585 million for Public Insurance plans and programs.

Officials committed to providing written information to the committee on the specific programs involved in the funding, any increased costs to employees, whether an evaluation is underway and which disability issues may be addressed.

1.5 Diversity

According to its *2020–21 Departmental Plan*, the TBS is working with departments to increase diversity in the executive levels of the federal public service.

Officials noted that the TBS has not yet achieved parity for all employment equity groups, but they believe progress is being made. They said the Clerk of the Privy Council has recently outlined commitments on diversity and inclusion for all deputy ministers, and this will increase representation through promotion and recruitment.

1.6 Teleworking

The President of the Treasury Board noted that the government has greatly increased the ability of public servants to telework during the pandemic, increasing the capacity for remote connections by 72% and increasing teleconference minutes from 1.6 million per day to over 5 million per day.

When asked about potential savings related to teleworking, particularly with respect to maintaining federal buildings, the Minister also noted the considerable environmental footprint associated with federal buildings. However, he cautioned that the professional and personal circumstances of public servants vary widely, so discussions on the future of telework will have to be adaptive and respectful.

2 PUBLIC SERVICES AND PROCUREMENT CANADA

Public Services and Procurement Canada (PSPC) is the federal government's central purchasing agent, real property manager, treasurer, accountant, pay and pension administrator, procurement integrity advisor, and provider of translation services.¹

Committee Observations

While Public Services and Procurement Canada has made progress in procuring medical supplies for essential services, in collaboration with other federal departments, the committee encourages the federal government to continue working with provinces and territories to ensure timely access to sufficient medical supplies across Canada.

2.1 Estimates Overview

In the *Main Estimates 2020–21*, PSPC is requesting \$3,903,215,689 in voted expenditures and forecasts \$145,056,330 in statutory expenditures, for a total of \$4,048,272,019, which is a decrease of 4.4% over the previous year's main estimates.

In the *Supplementary Estimates (B), 2020–21*, PSPC is requesting additional voted appropriations of \$720,844,193 for four items:

- \$400,000,000 to provide supplies for the health system (COVID-19);
- \$285,000,000 for the operating and maintenance of the real property portfolio;
- \$22,293,043 for the government's pay system; and
- \$13,551,150 for planning activities to support capital projects;

PSPC would also provide net transfers of \$2,994,737 to other organizations. When transfers are included, PSPC is requesting an increase of 17% compared to its total voted authorities to date of \$4,155,804,874.

Forecasted statutory expenditures for PSPC are increasing by \$100,000,000 primarily due to payments to provide supplies for the health system pursuant to the *Public Health Events of National Concern Payments Act*. PSPC's total proposed budgetary authorities to date, including voted and statutory expenditures and transfers, are \$5,660,337,366.

2.2 Procurement of supplies in response to the COVID-19 Pandemic

In the *Supplementary Estimates (B), 2020–21*, PSPC is requesting voted appropriations of \$400 million to provide supplies for the health system in response to COVID-19 pandemic. This funding would be used to acquire and distribute supplies of key goods and services, such as medical equipment, including personal protective equipment for a broad range of organizations that are involved in the COVID-19 response or provide non-medical essential services to Canadians.

¹ The legal name of the department, and the name used in the estimates, is the Department of Public Works and Government Services.

Officials from PSPC told the committee that this funding would be used to fund the Essential Services Contingency Reserve. Eligible businesses or organizations in ten essential sectors² may apply to receive personal protective equipment and other supplies to address short-term needs. The validity of the need is to be determined in collaboration with other relevant departments. Officials added that most of the requests have been from smaller businesses.

2.3 Impact of the COVID-19 pandemic on the Phoenix pay system

In the *Supplementary Estimates (B), 2020–21*, PSPC is requesting \$22.3 million for the government's Phoenix pay system.

Officials said that the entire pay operations centre made a successful shift to remote working in March. They maintained that PSPC has managed to reduce the backlog of outstanding cases by over 56% since the peak in January 2018. For high-priority cases, such as transactions related to maternity and disability, officials said PSPC is on track to achieve over 99% of the service standard. In addition, over the last few months, PSPC has continued efforts on pay stabilization. It has also introduced technology solutions to automate some work while allowing compensation advisers to focus on the high-value, more complex work.

² According to the Guidance on Essential Services and Functions in Canada During the COVID-19 Pandemic, the ten essential sectors are: energy and utilities, information and communication technologies, finance, health, food, water, transportation, safety, government and manufacturing.

3 PUBLIC HEALTH AGENCY OF CANADA

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

Committee Observations

The federal government, in cooperation with provinces and territories, should set out a clear plan of how and where COVID-19 vaccines will be distributed across Canada.

It should also ensure that Canada increases its domestic capacity to develop and produce vaccines, medical countermeasures, medical supplies and personal protective equipment.

3.1 Estimates Overview

In the *Main Estimates 2020–21*, PHAC is requesting \$598,881,408 in voted expenditures and forecast \$42,945,307 in statutory expenditures, for a total of \$641,826,715, which is an increase of 2.6% over the previous year's main estimates.

In the *Supplementary Estimates (B), 2020–21*, PHAC is requesting additional voted appropriations of \$9,251,328,346 for 19 items:

- \$5,378,297,032 for medical research and vaccine developments;
- \$2,202,874,822 to acquire protective gear and medical equipment;
- \$782,826,667 for medical countermeasures;
- \$320,133,334 for the Safe Restart Agreement for federal investments in testing, contact tracing and data management;
- \$230,761,435 for border and travel measures and isolation sites;
- \$90,000,000 to strengthen pre-clinical and medical countermeasures in Canada;
- \$89,150,038 for the Sero-Surveillance Consortium;
- \$46,199,588 to support development of a COVID-19 vaccine;
- \$33,982,060 to support Canada's initial response to COVID-19;
- \$25,000,000 for medical countermeasures for chemical, biological, radiological and nuclear threats, including pandemic influenza's initial response;
- \$16,700,000 to support Canada's enhanced response to COVID-19;
- \$8,200,000 to support a safe restart in Indigenous communities;
- \$7,533,544 to boost Canada's capacity to manufacture and deploy a future COVID-19 vaccine;
- \$6,419,812 to secure a domestic supply chain of N95 respirators;
- \$5,301,600 for medical research;
- \$3,299,229 for the Kids Help Phone;
- \$3,000,000 for government advertising programs;

- \$1,259,000 for the implementation and sustainability of a pan-Canadian suicide prevention service; and
- \$390,185 for the reinvestment of royalties from intellectual property.

PHAC would receive net transfers of \$7,971,008. When transfers are included, PHAC is requesting an increase of 1,433% compared to its total voted authorities to date of \$645,986,754.

Forecasted statutory expenditures for PHAC are increasing by \$8,775,451,659 primarily due to several payments pursuant to the *Public Health Events of National Concern Payments Act*:

- \$3,347,025,178 to acquire protective gear and medical equipment;
- \$3,821,702,968 for medical research and vaccine developments;
- \$622,266,666 for the Safe Restart Agreement for federal investments in testing, contact tracing and data management;
- \$536,473,333 for medical countermeasures;
- \$298,400,412 to support development of a COVID-19 vaccine; and
- \$278,038,565 for border and travel measures and isolation sites.

PHAC's total proposed budgetary authorities to date, including voted and statutory expenditures and transfers, are \$20,983,183,856.

3.2 Vaccines

In the *Supplementary Estimates (B), 2020–21*, PHAC is requesting \$5.4 billion and forecasts statutory expenditures of \$3.8 billion for research, development and purchases of vaccines and treatments, including advanced vaccine purchase agreements.

Officials explained that of the \$9 billion in total funding, \$8 billion would be used to purchase vaccine supplies, \$1 billion would support working with international partners on vaccines and \$200 million would be used for purchasing various treatments.

Officials were unable to provide a timeline of when vaccines would be distributed in Canada, as the contracts allow vaccines to be shipped once regulatory approval has been given. They expect vaccine doses to arrive in January and February, with up to seven million doses arriving in the first quarter of 2021. Any excess vaccines would be donated to other countries through COVAX, which is an international initiative to distribute COVID-19 vaccines worldwide. Canada has signed agreements to obtain up to 429 million doses of various vaccines.

Additionally, they noted that the federal government is responsible for coordinating the distribution of vaccines to provinces and territories, which in turn are responsible for managing the vaccination of Canadians.

As the official responsible for the vaccine program was unable to join the meeting, officials committed to providing more details to the committee in writing.

3.3 Medical Countermeasures

In the *Supplementary Estimates (B), 2020–21*, PHAC is requesting \$783 million for medical countermeasures, which involves securing and enhancing domestic biomanufacturing capacity, including for bulk manufacturing, filling of vials and packaging; obtaining a sufficient supply of packaging materials for the COVID-19 vaccine; securing mass vaccination equipment; and building capacity for successful vaccine deployment.

Officials said examples of medical countermeasures include 26,000 doses of a product recently purchased from Eli Lilly, as well as Remdesivir, which is a treatment for COVID-19 developed by Gilead Sciences. Officials are maintaining a funding envelope for potential future purchases. The envelope also includes funding for the packaging, shipping and storage of vaccines.

3.4 Medical Supplies and Personal Protective Equipment

In the *Supplementary Estimates (B), 2020–21*, PHAC is requesting \$2.2 billion and forecasts statutory expenditures of \$3.3 billion to purchase personal protective equipment (PPE), laboratory testing kits, medical supplies and equipment for use in the healthcare sector and in federal government departments and agencies.

PHAC is responsible for acquiring medical supplies and equipment, including PPE, for the National Emergency Strategic Stockpile. Officials said PHAC ordered 2.9 billion pieces of PPE, of which, approximately 1.4 billion pieces have been received.

Officials explained that 80% of the overall allocation will be distributed to provinces and territories on a population-based formula, and then 20% will be held in the emergency stockpile, with a portion of that provided to Indigenous Services Canada to support Indigenous communities.

With respect to the origins of medical equipment and supplies, officials noted that there is considerable domestic capacity for the production of face shields and respirators, but gloves are mostly imported from China and Malaysia.

4 HEALTH CANADA

Health Canada enforces laws and regulations related to consumer products, tobacco, pest control products, drugs, biologics, medical devices and natural health products. It also supports innovation in the health care system, works to uphold the *Canada Health Act*, and provides information to help Canadians maintain and improve their health.

Committee Observations

Provinces and territories are responsible for developing and maintaining immunization records.

To ensure consistency and accessibility, the committee encourages Health Canada to work with provinces and territories to develop common standards for COVID-19 immunization records.

4.1 Estimates Overview

In the *Main Estimates 2020–21*, Health Canada is requesting \$2,564,846,365 in voted expenditures and forecasts \$162,912,795 in statutory expenditures, for a total of \$2,727,759,160, which is an increase of 8% over the previous year's main estimates.

In the *Supplementary Estimates (B), 2020–21*, Health Canada is requesting additional voted appropriations of \$737,629,508 for four items:

- \$318,942,543 for medical research;
- \$315,051,062 for the Safe Restart Agreement for federal investments in testing, contact tracing and data management;
- \$99,975,267 for drugs, medical devices and virtual care; and
- \$3,660,636 to support Canada's initial response to COVID-19;

Health Canada would also receive net transfers of \$398,836. When transfers are included, Health Canada is requesting an increase of 28% compared to its total voted authorities to date of \$2,614,800,701.

Forecasted statutory expenditures for Health Canada are increasing by \$230,770,492 primarily due to payments for medical research pursuant to the *Public Health Events of National Concern Payments Act*. Health Canada's total proposed budgetary authorities to date, including voted and statutory expenditures and transfers, are \$4,009,065,074.

4.2 Virtual Health Care

In the *Supplementary Estimates (B), 2020–21*, Health Canada is requesting \$100 million to develop and launch virtual care and mental health applications, facilitate access to drugs and medical devices, and sustain operations and coordination.

According to officials, prior to the pandemic, approximately 5% of interactions with health care providers were conducted over the phone, video conferencing or other virtual means, and now over half of the interactions are conducted in this manner.

Officials said Health Canada is in the process of negotiating bilateral agreements with each of the provinces and territories to help them accelerate this shift, for example, by putting in place more platforms that support secure video conferencing and messaging, enabling patients to access their test results online, and allowing providers to monitor patients remotely.

The officials indicated they are working with the Centre for Digital Health Evaluation at the University of Toronto, as well as provinces and territories, to create an evaluation framework that would examine how this shift impacts patient care and the sustainability of funding for the health care system.

4.3 Immunization Registry

When asked about the possibility of a national registry of immunization for COVID-19 vaccinations, officials were unable to provide details at the meeting and committed to provide a response in writing, including the role of the Canadian Institute of Health Information.

4.4 COVID Alert App

In the *Supplementary Estimates (B), 2020–21*, the Privy Council Office is requesting to transfer \$10 million to Health Canada for a marketing and advertising campaign for the Government of Canada's COVID Alert app.

The committee is aware of challenges with the app. In a written follow-up to the hearing, Health Canada indicated that eight provinces and one territory are participating in the program. Since its launch, more than 5.5 million Canadians have downloaded the app.

5 EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA

Employment and Social Development Canada (ESDC) manages income security payments to seniors and unemployed workers, financial assistance to post-secondary students, and payments to parents of young children. It also oversees federal labour regulatory responsibilities and funds labour market and social development projects.

Committee Observations

Employment and Social Development Canada has launched consultations on new national standards for accommodations for temporary foreign workers in the agriculture sector.

To help producers prepare and to protect workers, the committee believes these standards should be in place by February 28, 2021.

5.1 Estimates Overview

In the *Main Estimates 2020–21*, ESDC is requesting \$3,824,703,233 in voted budgetary expenditures and forecasts \$64,817,042,155 in statutory budgetary expenditures, for a total of \$68,641,745,388, which is an increase of 6% over the previous year's main estimates. It also forecasts \$1,017,492,886 in statutory non-budgetary expenditures.

In the *Supplementary Estimates (B), 2020–21*, ESDC is requesting additional voted appropriations of \$47,964,670 for eight items:

- \$23,454,022 for retroactive compensation;
- \$12,473,190 for personal support worker training and measures to address labour shortages in long-term and home care;
- \$6,934,442 to address the outbreak of COVID-19 among temporary foreign workers on farms;
- \$1,780,515 for investments in early learning and child care;
- \$1,292,875 for Benefits Delivery Modernization;
- \$1,200,000 for government advertising programs;
- \$446,688 to support business resumption for federally regulated employers; and
- \$382,938 for Reaching Home: Canada's Homelessness Strategy.

ESDC would also receive net transfers of \$7,776,917. When transfers are included, ESDC is requesting an increase of 1.4% compared to its total voted authorities to date of \$4,047,686,934.

Forecasted budgetary statutory expenditures for ESDC are increasing by \$31,332,105,874 primarily due to payments for the Canada Emergency Response Benefit (CERB). It is also forecasting an increase of \$1,227,608,108 in non-budgetary statutory expenditures. ESDC's total proposed budgetary authorities to date, including voted and statutory expenditures and transfers, are \$170,205,683,691.

5.2 Temporary Foreign Workers

In the *Supplementary Estimates (B), 2020–21*, ESDC is requesting \$6.9 million and forecasts statutory expenditures of \$15.5 million to increase protections for temporary foreign workers and address COVID-19 outbreaks on farms.

Officials informed the committee that ESDC has put in place new regulations to require employers to respect quarantine and self-isolation rules. The regulations would also require employers to give workers access to information about the new rules. ESDC has increased the number of inspections to ensure the regulations are being followed. Additionally, it has provided funding to help employers address housing issues and launched consultations on new national standards for accommodations for foreign workers in the agriculture sector. However, officials were unable to provide a timeline for when those standards might be in place.

5.3 Opportunities Fund for Persons with Disabilities

In the *Supplementary Estimates (B), 2020–21*, ESDC is requesting \$1.2 million for an advertising program to inform seniors of available services and to promote the hiring of persons with disabilities.

Officials explained that there has also been a temporary increase to the Opportunities Fund for Persons with Disabilities, through which community-based organizations work to increase employability and provide other supports to persons with disabilities. Officials acknowledged that persons with disabilities face additional challenges in the context of COVID-19.

6 INDIGENOUS SERVICES CANADA

Similar to provinces and territories, Indigenous Services Canada (ISC) has the responsibility to provide First Nations, Inuit and Métis with various services, including primary health care, education, water and wastewater systems, housing, community infrastructure, social programs, and emergency management.

Committee Observations

The *National Advisory Committee on Immunization* recommended that high-risk groups, such as Indigenous populations, be given priority in receiving COVID-19 vaccines.

The committee urges Indigenous Services Canada to recognize its health care responsibilities and ensure the speedy deployment of COVID-19 vaccines to Indigenous communities, as their communities are at disproportionate risk of disastrous public health outcomes from the pandemic.

6.1 Estimates Overview

In the *Main Estimates 2020–21*, ISC is requesting \$12,697,594,699 in voted expenditures and forecasts \$114,606,336 in statutory expenditures, for a total of \$12,812,201,035, which is an increase of 4.4% over the previous year's main estimates.

In the *Supplementary Estimates (B), 2020–21*, ISC is requesting additional voted appropriations of \$1,001,422,934 for 15 items:

- \$298,300,000 to support Indigenous businesses (COVID-19);
- \$255,755,484 for Non-Insured Health Benefits for First Nations and Inuit;
- \$240,905,512 for Child and Family Services;
- \$74,719,024 for the continued implementation of Jordan's Principle;
- \$46,669,804 to co-develop a new and more holistic long-term care strategy with First Nations and Inuit partners while supporting existing long-term care services;
- \$39,200,000 for the Income Assistance Program (Budget 2019);
- \$15,879,000 to support students and youth (COVID-19);
- \$8,100,000 to support a safe restart in Indigenous communities (COVID-19);
- \$7,236,222 for Income Assistance (COVID-19);
- \$7,004,351 for the removal of the 1951 cut-off which will eliminate sex-based inequities in Indian status registration;
- \$2,301,510 for First Nations health facilities;
- \$1,540,372 to promote access to public transportation following Greyhound Canada's 2018 service reductions;
- \$1,515,713 for the Matrimonial Real Property Implementation Support Program (Budget 2019);
- \$1,170,000 for government advertising programs; and
- \$1,125,942 to increase the participation of Inuit firms in the bidding process for government contracts and business opportunities in the Nunavut Settlement Area;

ISC would also provide net transfers of \$1,035,559 to other organizations. When transfers are included, ISC is requesting an increase of 7.4% compared to its total voted authorities to date of \$13,492,383,465.

Forecasted statutory expenditures for ISC are increasing by \$783,593,740 primarily due to payments pursuant to the *Public Health Events of National Concern Payments Act*. ISC's total proposed budgetary authorities to date, including voted and statutory expenditures and transfers, are \$16,341,519,178.

6.2 Non-Insured Health Benefits and COVID-19 Immunization in Indigenous Communities

In the *Supplementary Estimates (B), 2020–21*, ISC is requesting \$256 million for Non-Insured Health Benefits for First Nations and Inuit. The Non-Insured Health Benefits (NIHB) program provides eligible First Nations and Inuit clients with coverage for a range of health benefits that are not covered through other social programs, private insurance plans, and provincial or territorial health insurance.

Officials from ISC told the committee that while administration of the NIHB program has become virtual due to the COVID-19 pandemic, there have been no backlogs or interruptions in terms of service delivery. In fact, ISC has continued to work with Indigenous partners to identify gaps and expand program service delivery responsibilities.

Officials commented that while no funds are specifically budgeted for vaccine distribution in the *Supplementary Estimates (B), 2020–21*, ISC has been working on vaccine planning and deployment with Indigenous partners and the Public Health Agency of Canada. They acknowledged that the National Advisory Committee on Immunization recommended that Indigenous populations, including rural and remote communities, should be prioritized for vaccination. Officials noted that discussions are underway, and more details will be announced in the near future.

6.3 Safe Restart in Indigenous Communities

In the *Supplementary Estimates (B), 2020–21*, ISC is requesting additional voted appropriations for various measures in response to the COVID-19 pandemic, including \$298 million to support Indigenous businesses, \$16 million to support students and youth, \$8 million to support a safe restart in Indigenous communities and \$7 million for Income Assistance.

Officials added that the *Supplementary Estimates (B), 2020–21* also listed \$783 million in statutory authorities, including \$305 million for the Indigenous Community Support Fund, \$237 million to support a safe restart, \$90 million to support students and youth, \$82.5 million for mental wellness support and \$75 million for Indigenous businesses. The safe restart funding includes \$100 million for education and \$25.9 million for post-secondary institutions. All these funds are expected to be spent before the end of the fiscal year.

6.4 The Elimination of Boil Water Advisories in Indigenous Communities

Officials from ISC told the committee that as of June 30, 2020, the federal government had invested over \$1.65 billion to support 626 projects related to drinking water systems in Indigenous communities and 348 projects have been completed. To date, 96 long-term boil water advisories have been lifted while 168 short-term advisories have been prevented from becoming long term.

Officials added that while the pandemic has prevented them from accelerating these projects, they have continued to work closely with First Nations communities to make progress, noting that this year, the department has \$737 million in authorities to continue work on this issue.

7 DEPARTMENT OF FINANCE CANADA

The Department of Finance Canada develops the overall financial framework in which federal spending takes place and prepares the budget. It provides policy advice on taxation, the financial sector, and international trade and finance. It also manages the federal government's major transfers to provinces and territories.

Committee Observations

Through the Safe Restart Agreement and the Safe Return to Class Fund, the federal government is transferring almost \$15 billion to provinces and territories.

The federal, provincial, territorial, municipal and Indigenous governments should work together to share best practices and determine whether the objectives of the funding have been achieved.

7.1 Estimates Overview

In the *Main Estimates 2020–21*, Finance Canada is requesting \$105,471,318 in voted budgetary expenditures and forecasts \$99,419,591,638 in statutory budgetary expenditures, for a total of \$99,525,062,956, which is an increase of 0.6% over the previous year's main estimates. It is also forecasting \$50,200,000 in non-budgetary statutory expenditures.

In the *Supplementary Estimates (B), 2020–21*, Finance Canada is requesting additional voted appropriations of \$3,285,675,953 for nine items:

- \$1,000,000,000 for the Safe Return to Class Fund;
- \$1,000,000,000 for the Province of Alberta's clean-up of inactive oil and gas wells;
- \$700,000,000 for the Safe Restart Agreement;
- \$461,000,011 for the Essential Workers Support Fund;
- \$109,888,000 for the 2020 Hibernia Dividend Backed Annuity Agreement Payment;
- \$11,355,500 for Indigenous Engagement on the Trans Mountain Expansion Project and the Associated Participant Funding Program;
- \$1,379,955 to develop insurance-based strategies for addressing broader natural disaster protection gaps;
- \$1,220,692 to develop options for a secure financial data framework; and
- \$831,795 to maintain integrity of housing finance operations to support housing market analysis, policy and contingency planning.

Finance Canada would also receive net transfers of \$12,000,000. When transfers are included, Finance Canada is requesting an increase of 2,574% compared to its total voted authorities to date of \$128,119,761.

Forecasted budgetary statutory expenditures for Finance Canada are increasing by \$13,350,400,884 primarily due to payments for the Safe Restart Agreement and the COVID-19 Essential Workers Support Fund. Forecasted non-budgetary statutory expenditures are increasing by \$250,200,000. Finance

Canada's total proposed budgetary authorities to date, including voted and statutory expenditures and transfers, are \$117,725,788,236.

7.2 Safe Restart Agreement

On 16 July 2020, the Prime Minister announced a Safe Restart Agreement with provinces and territories that would provide more than \$19 billion for seven priority areas to safely restart their economies. In the *Supplementary Estimates (B), 2020–21*, Finance Canada is requesting \$700 million and forecasts \$12.3 billion in statutory expenditures for the agreement.

Officials explained that of the announced \$19 billion, approximately \$12.9 billion would be transferred to provinces and territories. The remainder of the funding is for federal activities that would provide support to provinces and territories. For example, some of the funding would go to PHAC and Health Canada, and some of it would support the sick leave benefit provided by ESDC.

Officials said it is up to the provinces and territories to deliver the funding in accordance with the agreements that they made with the federal government. Officials hope provinces and territories will honour the agreements.

7.3 Safe Return to Class

In the *Supplementary Estimates (B), 2020–21*, Finance Canada is requesting \$1 billion for the Safe Return to Class Fund to help provinces and territories cover the costs of adapting the education sector to ensure a safe return to class, including adapted learning spaces, improved air ventilation, increased hand sanitation and hygiene, and purchases of personal protective equipment and cleaning supplies.

Officials noted that similar to other transfers, this is a block transfer; it is up to the provinces and territories to allocate the funding amongst their different priorities. Officials anticipate that as part of the agreements, the premiers will write to the Prime Minister to report on how they have spent the funding.

7.4 Essential Workers

On 7 May 2020, the Prime Minister announced up to \$3 billion to support increases in the wages of low-income essential workers. In the *Supplementary Estimates (B), 2020–21*, Finance Canada is requesting \$461 million for the Essential Workers Support Fund, which would share costs with provinces and territories for a temporary top-up to the salaries of workers deemed essential in the fight against COVID-19.

Officials noted that \$2.5 billion has already been provided to provinces and territories to support essential workers. They said provinces and territories are responsible for the design and delivery of their essential worker wage-support programs and for defining who is an essential worker, which varies in each jurisdiction.

7.5 Inactive and Orphan Oil and Gas Wells

On 17 April 2020, the Prime Minister announced up to \$1.72 billion for the governments of Alberta, Saskatchewan and British Columbia to clean up orphan and/or inactive oil and gas wells. In the *Supplementary Estimates (B), 2020–21*, Finance Canada is requesting \$1 billion for the Province of Alberta's clean-up of inactive oil and gas wells.

Officials informed the committee that funding had already been provided to British Columbia and Saskatchewan for this purpose. They said that there are approximately 4,700 orphan wells in Alberta, 600 in Saskatchewan and 350 in British Columbia. With respect to inactive wells, there are approximately 91,000 in Alberta, 36,000 in Saskatchewan and 12,000 in British Columbia.

Officials were unable to specify the number of wells that would be cleaned up with the funding because each provincial government, and the Alberta Orphan Well Association, has its own program with different metrics.

With respect to the concern of energy companies not paying taxes owed to rural municipalities, officials responded that one of the conditions included in the agreement with the Province of Alberta is that the municipalities affected by the wells must agree to the clean-up process.

8 TRANSPORT CANADA

Transport Canada promotes the safety, security, efficiency and environmental responsibility of air, marine, rail and road transportation in Canada, as well as the safety of the transportation of dangerous goods.

Committee Observations

Due to Canada's vast geography, many Canadians rely on a stable air transportation sector for medical transportation, the delivery of basic supplies and their livelihood.

The committee strongly encourages the federal government to work with provinces and territories, as well as regional and mainline carriers, to develop support measures for the air transportation sector that require cooperation rather than competition and ensure continued service to all Canadians.

8.1 Estimates Overview

In the *Main Estimates 2020–21*, Transport Canada is requesting \$1,667,945,146 in voted expenditures and forecasts \$231,553,241 in statutory expenditures, for a total of \$1,899,498,387, which is an increase of 1.9% over the previous year's main estimates.

In the *Supplementary Estimates (B), 2020–21*, Transport Canada is requesting additional voted appropriations of \$516,573,860 for 17 items:

- \$180,019,398 for the purchase of the MV Villa de Teror;
- \$115,782,133 to provide essential air services to remote communities;
- \$69,485,150 for the renewal of the Ports Asset Transfer Program;
- \$54,158,298 for the Incentives for Zero-Emission Vehicles Program;
- \$30,647,785 for the Gateways and Border Crossings Fund;
- \$14,302,032 for the Rail Safety Improvement Program;
- \$12,000,000 to deliver better service to air travellers;
- \$9,895,500 for the Road Safety Transfer Payment Program;
- \$9,733,217 for the National Trade Corridors Fund;
- \$6,708,411 for the proceeds of sale from disposition of real property;
- \$5,072,197 for the Airports Capital Assistance Program;
- \$4,428,515 for the Asia-Pacific Gateway and Corridor Transportation Infrastructure Fund;
- \$2,000,000 for the Ferry Services Contribution Program;
- \$1,089,012 for the Transportation Assets Risk Assessment Initiative;
- \$806,772 for the Northern Transportation Adaptation Initiative Program;
- \$250,000 to address the threat of acoustic disturbances from vessel traffic; and
- \$195,440 to support business resumption for federally regulated employers (COVID-19).

Transport Canada would provide net transfers of \$550,511 to other organizations. When transfers are included, Transport Canada is requesting an increase of 29% compared to its total voted authorities to date of \$1,783,880,111.

Forecasted statutory expenditures for Transport Canada are increasing by \$499,975 primarily due to contributions to employee benefit plans. Transport Canada's total proposed budgetary authorities to date, including voted and statutory expenditures and transfers, are \$2,532,072,737.

8.2 Challenges for the Air Transportation Sector Due to the COVID-19 Pandemic

In the *Supplementary Estimates (B), 2020–21*, Transport Canada is requesting \$116 million to provide essential air services to remote communities.

Officials from Transport Canada acknowledged the negative impact of the COVID-19 pandemic on the air transportation sector. In particular, they recognized the significant reduction of revenues for airports from improvement fees, aeronautical revenues and services provided to customers. Officials said that Transport Canada is working closely with all airports, with a focus on those facing immediate difficulties. They indicated that the government is actively looking at a potential package of assistance that would include airports, while noting that some assistance to airports has been provided through the rent relief program.

With respect to the potential closure of air traffic control towers in several regional airports, officials said that they are aware of the planning that NAV CANADA is looking at in terms of cost reductions. They indicated that Transport Canada will ensure that any actions taken by NAV CANADA do not compromise the safety of air travel.

Officials also noted that due to the COVID-19 pandemic, the planned transition of the Canadian Air Transport Security Authority into a not-for-profit designated screening authority has been delayed.

8.3 Zero-Emission Vehicles Program

In the *Supplementary Estimates (B), 2020–21*, Transport Canada is requesting \$54 million for the Incentives for Zero-Emission Vehicles Program.

Officials explained that this program is a point-of-sale reimbursement where vehicle dealers claim the rebate as a grant from Transport Canada via an online form after giving an equivalent price reduction to vehicle buyers.

Officials said that as of the end of September, close to 55% of the rebate was reimbursed to dealers in Quebec, followed by about 30% in British Columbia, with all other provinces claiming the rest. As of the end of October, approximately 65,000 vehicles had been purchased under this program, mostly from individuals instead of businesses. Official estimated that the purchase of these vehicles could lead to a reduction of 2.7 megatonnes of CO₂ over 12 years - the expected life cycle of the vehicles.

8.4 The Purchase of *MV Villa de Teror*

On September 16, 2020, the federal government announced that it had awarded a \$155 million contract to purchase the Motor Vessel (MV) *Villa de Teror* as an interim measure to replace the MV Madeleine

ferry that connects Îles-de-la-Madeleine and Prince Edward Island. In the *Supplementary Estimates (B), 2020–21*, Transport Canada is requesting \$180 million for the purchase of the *MV Villa de Teror*.

Officials noted that the funding requested in excess of the \$155 purchase price would be used for refitting in Spain, as well as to ensure the vessel is winterized and adjusted for the port in Canada. Officials commented that the purchase was only undertaken after a thorough inspection by a team of experts.

9 REGIONAL DEVELOPMENT AGENCIES

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

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

Innovation, Science and Economic Development Canada (ISED) provides overall policy direction to the regional development agencies.

Committee Observations

Through the Regional Relief Recovery Fund, the federal government is providing \$1.5 billion in funding to assist small- and medium-sized businesses that were unable to access other federal emergency support measures.

The federal government needs to ensure that sufficient funding is available to help businesses in particularly hard-hit sectors, such as tourism, restaurants, hotels, culture and retail.

9.1 Estimates Overview

9.1.1 Atlantic Canada Opportunities Agency

In the *Supplementary Estimates (B), 2020–21*, ACOA is requesting \$111,267,826 for six items:

- \$42,132,884 to support small and medium-sized businesses;
- \$24,059,139 for the reinvestment of receipts from repayable contributions to foster the development of institutions and enterprises, with emphasis on those of small and medium size;
- \$18,000,000 for the Community Futures Network;
- \$17,037,135 for the Canadian Seafood Stabilization Fund;
- \$8,890,668 for the Canada Coal Transition Initiative – Infrastructure Fund; and
- \$1,148,000 for the Women Entrepreneurship Strategy Ecosystem Fund.

ACOA also forecasts additional statutory spending of \$21,102,865 for the Canadian Seafood Stabilization Fund.

9.1.2 Canada Economic Development for Quebec Regions

In the *Supplementary Estimates (B), 2020–21*, CED is requesting \$67,938,000 for four items:

- \$46,500,000 to support small and medium-sized businesses;
- \$11,300,000 for the Community Futures Network;
- \$6,992,000 for the Canadian Seafood Stabilization Fund; and
- \$3,146,000 for the Women Entrepreneurship Strategy Ecosystem Fund.

CED also forecasts additional statutory spending of \$12,000,000 for the Community Futures Network and \$2,150,000 for the Canadian Seafood Stabilization Fund.

9.1.3 Canadian Northern Economic Development Agency

In the *Supplementary Estimates (B), 2020–21*, CanNor is requesting \$6,892,877 for three items:

- \$4,812,767 to renew the Northern Adult Basic Education Program;
- \$1,929,110 for the Northern Projects Management Office; and
- \$151,000 for the Women Entrepreneurship Strategy Ecosystem Fund.

CanNor also forecasts additional statutory spending of \$476,871 for contributions to employee benefit plans.

9.1.4 Federal Economic Development Agency for Southern Ontario

In the *Supplementary Estimates (B), 2020–21*, FedDev Ontario is requesting \$85,274,603 for three items:

- \$65,574,603 to support small and medium-sized businesses;
- \$15,000,000 for the Community Futures Network; and
- \$4,700,000 for the Women Entrepreneurship Strategy Ecosystem Fund.

FedDev Ontario also forecasts additional statutory spending of \$88,200,000 for support for small and medium-sized businesses and \$15,000,000 for the Community Futures Network.

9.1.5 Federal Economic Development Initiative for Northern Ontario

FedNor is not a separate agency but is part of Innovation, Science and Economic Development Canada (ISED), which is listed as the Department of Industry in the estimates.

In the *Supplementary Estimates (B), 2020–21*, ISED is requesting \$8,300,000 to support small and medium-sized businesses and \$863,000 for the Women Entrepreneurship Strategy Ecosystem Fund.

It is forecasting statutory expenditures of \$8,000,000 to support small and medium-sized businesses and \$6,000,000 for the Community Futures Network.

9.1.6 Western Economic Diversification Canada

In the *Supplementary Estimates (B), 2020–21*, WD is requesting \$102,260,060 for four items:

- \$65,160,906 to support small and medium-sized businesses;

- \$21,942,314 for the Canada Coal Transition Initiative – Infrastructure Fund;
- \$9,965,173 for the reinvestment of receipts from repayable contributions to increase economic development activities; and
- \$5,191,667 for the Women Entrepreneurship Strategy Ecosystem Fund.

WD also forecasts additional statutory spending of \$131,200,000 to support small and medium-sized businesses, \$67,000,000 for the Community Futures Network and \$9,518,000 for the Canadian Seafood Stabilization Fund.

9.2 Regional Relief and Recovery Fund

In the *Supplementary Estimates (B), 2020–21*, the regional development agencies are in total requesting \$383 million in voted authorities, including \$219 million to support small- and medium-sized businesses, \$44 million for the Community Futures Network, \$15.3 million for the Women Entrepreneurship Strategy Ecosystem Fund and \$24 million for the Canadian Seafood Stabilization Fund.

Officials explained that the government created the Regional Relief and Recovery Fund with \$1.5 billion in funding to provide support to small- and medium-sized business that were unable to access other federal emergency support measures. The fund is delivered by the regional development agencies and through the Community Futures Network, which is composed of 267 non-profit corporations across Canada that deliver loans, tools, training and events for small businesses in rural communities.

Officials said that Community Futures Network corporations provide approaches that are tailored to local circumstances. The officials committed to providing information in writing on the corporations' administration costs.

9.3 Women's Entrepreneurship Strategy Ecosystem Fund

In Budget 2018, the government allocated \$85 million to the Women Entrepreneur Strategy Ecosystem Fund to provide women entrepreneurs help to start and grow businesses.

Officials informed the committee that the government is providing additional funding to the strategy in response to the disproportionate impact of the COVID-19 pandemic on women entrepreneurs; the pandemic has severely affected sectors such as retail, hospitality and food services where women entrepreneurs are most present.

They said to rapidly deploy the funds, the government decided not to have an open call for proposals but to use the existing capacity of non-profit organizations that are already part of the strategy. When asked whether the strategy was meeting its objectives, officials responded that it was too early to comment on results, but they believe they have the right approach. To date, 39 organizations have received funding through the strategy.

APPENDIX – WITNESSES WHO APPEARED BEFORE THE COMMITTEE

Atlantic Canada Opportunities Agency

Stéphane Lagacé, Vice-President, Finance and Corporate Services
(26-11-2020)

Canada Economic Development for Quebec Regions

Guy Lepage, Vice-President, Corporate Services
(26-11-2020)

Canadian Northern Economic Development Agency

Margaret Buist, Vice-President Policy, Planning, Communications and NPMO
(26-11-2020)

Department of Finance Canada

Darlene Bess, Chief Financial Officer, Financial Management Directorate, Corporate Services Branch
Galen Countryman, Director General, Federal-Provincial Relations, Federal-Provincial Relations and Social Policy Branch
Miodrag Jovanovic, Associate Assistant Deputy Minister, Tax Policy Branch
Sarah Lawley, Assistant Deputy Minister, Consultations and Communications Branch
Nicholas Leswick, Assistant Deputy Minister, Economic and Fiscal Policy Branch
Sam Millar, Director General, Corporate Finance, Natural Resources and Environment, Economic Development and Corporate Finance Branch
(25-11-2020)

Duclos, the Honourable Jean-Yves, President of the Treasury Board

(01-12-2020)

Employment and Social Development Canada

Cliff Groen, Assistant Deputy Minister, Benefits Delivery Services
Mark Perlman, Chief Financial Officer
Elisha Ram, Associate Assistant Deputy Minister, Skills and Employment Branch
Jason Won, Deputy Chief Financial Officer
(25-11-2020)

Federal Economic Development Agency for Southern Ontario

Lisa St-Amour, Chief Financial Officer
(26-11-2020)

Health Canada

Megan Bettle, Director General, COVID-19 Regulatory Response Team
Edward de Sousa, Acting Assistant Deputy Minister and Chief Financial Officer
Nancy Hamzawi, Assistant Deputy Minister, Policy and Strategic Integration, Testing, Contact Tracing and Data Strategies Secretariat
Ed Morgan, Director General, Policy, Planning and International Affairs Directorate
Marcel Saulnier, Associate Assistant Deputy Minister, Strategic Policy Branch
(25-11-2020)

Indigenous Services Canada

Keith Conn, Senior Assistant Deputy Minister, First Nations and Inuit Health Branch
Mary-Luisa Kapelus, Assistant Deputy Minister, Education and Social Development Programs
and Partnerships Sector
Philippe Thompson, Chief Finances, Results and Delivery Officer
(25-11-2020)

Innovation, Science and Economic Development Canada

Douglas McConnachie, Assistant Deputy Minister, Corporate Management Sector
(26-11-2020)

Office of the Parliamentary Budget Officer

Yves Giroux, Parliamentary Budget Officer
Jill Giswold, Analyst
Jason Stanton, Analyst
(26-11-2020)

Public Health Agency of Canada

Carlo Beaudoin, Chief Financial Officer
Kimberly Elmslie, Vice-President, Infectious Disease Prevention and Control Branch
Peter Linkletter, Vice-President, National Emergency Strategic Stockpile
Karen McKinnon, Acting Vice-President, Health Promotion and Chronic Disease Prevention
Branch
(25-11-2020)

Public Services and Procurement Canada

André Fillion, Assistant Deputy Minister, Defence and Marine Procurement, Acquisitions
Programs
Stephanie Kirkland, Assistant Deputy Minister, Pay Administration Branch
Michael Mills, Associate Assistant Deputy Minister, Procurement Branch
Wojciech Zielonka, Chief Financial Officer, Finance and Administration Branch
(25-11-2020)

Transport Canada

Kevin Brosseau, Assistant Deputy Minister, Safety and Security
Lawrence Hanson, Assistant Deputy Minister, Policy
Anuradha Marisetti, Assistant Deputy Minister, Programs
Ryan Pilgrim, Chief Financial Officer and Assistant Deputy Minister, Corporate Services
(26-11-2020)

Treasury Board of Canada Secretariat

Glenn Purves, Assistant Secretary, Expenditure Management Sector
Karen Cahill, Assistant Secretary and Chief Financial Officer
Sandra Hassan, Assistant Deputy Minister, Employment Conditions and Labour Relations
Kathleen Owens, Assistant Comptroller General, Acquired Services and Assets
(01-12-2020)

Western Economic Diversification

Ryan Dunford, Director General, Policy, Planning and Analytics
(26-11-2020)