



**REPORT ON THE  
*Supplementary Estimates (A), 2019–20*  
Standing Senate Committee on National Finance**

**FIRST REPORT**

*Chair*  
The Honourable Percy Mockler

*Deputy Chair*  
The Honourable Joseph A. Day

December 2019



## **ORDER OF REFERENCE**

The Honourable Senator Mitchell moved, seconded by the Honourable Senator Harder, P.C.:

That the Standing Senate Committee on National Finance be authorized to examine and report upon the expenditures set out in the Supplementary Estimates (A) for the fiscal year ending March 31, 2020; and

That, for the purpose of this study, the committee have the power to meet, even though the Senate may then be sitting or adjourned, and that rules 12-18(1) and 12-18(2) be suspended in relation thereto.

December 5, 2019

## TABLE OF CONTENTS

ORDER OF REFERENCE .....	1
INTRODUCTION.....	3
1    TREASURY BOARD OF CANADA SECRETARIAT .....	4
2    CROWN-INDIGENOUS RELATIONS AND NORTHERN AFFAIRS CANADA .....	6
3    TRANSPORT CANADA .....	8
4    DEPARTMENT OF NATIONAL DEFENCE .....	10
5    VETERANS AFFAIRS CANADA.....	12
6    GLOBAL AFFAIRS CANADA.....	13
7    SHARED SERVICES CANADA .....	15
8    CANADIAN HERITAGE .....	17
APPENDIX – WITNESSES WHO APPEARED BEFORE THE COMMITTEE .....	19

## INTRODUCTION

The Standing Senate Committee on National Finance (our committee) 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. Our 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.

As the main estimates do not contain all of the government's spending needs for the year, the government also presents supplementary estimates to Parliament for approval, usually in the fall and winter.

The *Supplementary Estimates (A), 2019–20* were tabled in the Senate and referred to our committee for study on December 5, 2019. Of the 126 organizations represented in the *2019–20 Main Estimates*, 39 organizations have identified additional requirements as part of the *Supplementary Estimates (A), 2019–20*. As shown in Table 1, these estimates request Parliament's approval of an additional \$4.86 billion in voted expenditures, and forecast additional statutory expenditures of \$88 million, for a total of \$4.93 billion in additional planned budgetary spending, which represents an increase of 1.6% over authorities to date in 2019–2020.

**Table 1 – Authorities to Date and Supplementary Estimates, 2019–2020 (\$)**

	Authorities to Date	Supplementary Estimates (A)	Change (%)
Budgetary			
Voted	126,476,760,344	4,855,257,827	3.8
Statutory	174,306,344,145	87,994,155	0.1
<i>Total Budgetary</i>	<i>300,783,104,489</i>	<i>4,943,251,982</i>	<i>1.6</i>
Non-budgetary			
Voted	57,103,001	–	–
Statutory	2,097,008,729	–	–
<i>Total Non-budgetary</i>	<i>2,154,111,730</i>	<i>–</i>	<i>–</i>

Source: Table using data obtained from Treasury Board of Canada Secretariat, *Supplementary Estimates (A), 2019–20*.

In order to examine the *Supplementary Estimates (A), 2019–20*, our committee held two meetings and questioned officials of eight organizations that are requesting total voted appropriations of approximately \$3.17 billion, which represents 65% of the total voted amount requested in these supplementary estimates.

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

Further information about our hearings can be found in the meeting transcripts, which are available on the committee's website: <https://sencanada.ca/en/committees/nffn/43-1>.

## 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.

### 1.1 Estimates Overview

In the *Supplementary Estimates (A), 2019–20*, TBS is requesting additional voted appropriations of \$526,418,480 for eight items:

- \$466,720,520 for transfers to departments and agencies for negotiated salary adjustments;
- \$44,000,000 for an agreement to compensate current and former employees in the core public administration for damages related to the Phoenix Pay System;
- \$4,892,389 for the Government of Canada Financial and Materiel Management Solution Project;
- \$3,923,705 to support a healthy, diverse and inclusive public service;
- \$3,064,847 for the Centre for Regulatory Innovation and the Capacity Fund;
- \$2,819,022 to settle claims arising from the White class action settlement agreement;
- \$672,315 to increase the participation of Inuit firms in the bidding process for government contracts and business opportunities in the Nunavut Settlement Area; and
- \$325,682 for the Employee Wellness Support Program.

This is an increase of 11.3% compared to TBS's total voted authorities to date of \$4,659,730,251.

Forecasted statutory expenditures for TBS are increasing by \$816,087 due to contributions to employee benefit plans. TBS's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$5,220,463,131.

### 1.2 Estimates Reform

Officials from TBS noted that the timing of the main estimates was moved on a two-year pilot basis to April 16 to allow a greater alignment with the budget. As the reform involved changes to the Standing Orders of the House of Commons, which expired with the previous Parliament, they said there would need to be all-party agreement to continue with the reform. Thus, the system will revert to its former state, where the budget is presented after the main estimates and new spending announcements are included in supplementary estimates.

### 1.3 Phoenix Pay System

In June 2019, the government announced an agreement with some collective bargaining agents for compensation for damages caused by the Phoenix Pay System. TBS is requesting \$44 million for this purpose.

One aspect of the agreement is the provision of five days leave. Officials indicated that former public servants can apply for cash payment for the five days. To date, they have received 2,000 claims from former public servants and processed 550 of these claims.

Two other portions of the compensation agreement have not yet been launched – one for severe financial issues, with a threshold of \$1,500, and another for serious damages.

#### **1.4 Financial System**

TBS is requesting \$4.8 million for the Government of Canada Financial and Materiel Management Solution Project.

Officials explained that this is a multi-year project to move 18 department from the FreeBalance financial software system to SAP. The total cost of the project since 2015–2016 has been \$138.7 million.

## 2 CROWN-INDIGENOUS RELATIONS AND NORTHERN AFFAIRS CANADA

Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) manages the relationship between the Government of Canada and First Nations, Inuit and Métis; works with Indigenous peoples to build capacity for self-determination; and leads the government's activities in the North.

### 2.1 Estimates Overview

In the *Supplementary Estimates (A), 2019–20*, CIRNAC is requesting additional voted appropriations of \$274,134,001, for 14 spending items:

- \$94,930,018 to renew 25 self-governing Indigenous fiscal transfer arrangements;
- \$53,220,900 for the *Indian Residential Schools Settlement Agreement*;
- \$36,960,000 to advance reconciliation on Indigenous rights and fisheries issues;
- \$34,889,426 to assess, manage and remediate federal contaminated sites;
- \$17,940,328 for the Sixties Scoop settlement;
- \$17,859,622 for fiscal financing agreements related to comprehensive land claims and self-government agreements;
- \$8,736,057 for specific claims settlements;
- \$3,661,144 for the Canadian High Arctic Research Station project;
- \$1,975,000 for out-of-court settlements;
- \$1,372,859 for internal support services;
- \$1,042,202 for the Nanilavut Initiative;
- \$930,800 to support the ratification of the *Anishinabek Nation Governance Agreement*;
- \$338,720 to reduce plastic pollution; and
- \$276,925 for impact assessment and regulatory processes.

When transfers are included, this is an increase of 4.7% compared to CIRNAC's total voted authorities to date of \$5,872,897,890.

Forecasted statutory expenditures for CIRNAC are increasing by \$30,032 due to contributions to employee benefit plans. CIRNAC's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$6,147,061,923.

### 2.2 Self-Governing Indigenous Fiscal Transfer Arrangements

CIRNAC is requesting additional voted appropriations of \$95 million to renew 25 self-governing Indigenous fiscal transfer arrangements. These periodically renewed fiscal arrangements will support self-governing Indigenous governments to fulfil the responsibilities and obligations set out in their modern treaty or self-government agreement.

Officials from CIRNAC said the methodology on which the amount of funding is based was co-developed with Indigenous partners. To ensure its implementation, agreements are passed to the "Implementation Sector" who will provide information about the outcomes. Officials added that they are observing better



social-economic outcomes, including lower unemployment, and better high school completion rate and health outcomes.

### **2.3 The Creation of Crown-Indigenous Relations and Northern Affairs Canada**

On 15 July 2019, legislation dissolving Indigenous and Northern Affairs Canada and formally establishing the mandates of two new departments, Crown-Indigenous Relations and Northern Affairs (CIRNAC) and Indigenous Services Canada (ISC), came into effect.

Some members expressed concerns regarding the bureaucratic efficiency following the creation of CIRNAC. Officials stated that as of November 2019, the headcounts for CIRNAC and ISC are 1,959 and 6,356, respectively, while prior to the separation in November 2017, the headcount of the original Indigenous and Northern Affairs Canada was 5,160. However, officials were unsure regarding the number of employees that were added to Indigenous Services Canada as part of the transfer of responsibility for Indigenous health care from Health Canada.

### 3 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.

#### 3.1 Estimates Overview

In the *Supplementary Estimates (A), 2019–20*, Transport Canada is requesting additional voted appropriations of \$223,868,210, for 12 spending items:

- \$165,481,919 for the Zero-Emission Vehicles Program;
- \$31,500,000 for the Green and Innovative Transportation System to address Indigenous priorities in marine safety regarding the Trans Mountain Expansion Project;
- \$10,493,976 for the Rail Safety Improvement Program;
- \$4,698,068 for the Road Safety Transfer Payment Program;
- \$4,439,465 for the Ferry Services Contribution Program;
- \$2,526,045 for the Airports Capital Assistance Program;
- \$1,500,000 to protect the Southern Resident Killer Whale;
- \$1,102,170 for the Passenger Protect Program;
- \$813,895 to support the Northern Transportation Adaptation Initiative;
- \$550,718 for an *Inuit Impact and Benefit Agreement*;
- \$528,419 for the Program to Advance Transportation Innovation; and
- \$233,535 for the Clean Transportation Initiative.

When transfers are included, this is an increase of 12.6% compared to Transport Canada's total voted authorities to date of \$1,780,588,803.

Forecasted statutory expenditures for Transport Canada are increasing by \$234,383 due to contributions to employee benefit plans. Transport Canada's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$2,226,675,397.

#### 3.2 Zero-Emission Vehicles Program

In the *Supplementary Estimates (A), 2019–20*, Transport Canada is requesting additional voted appropriations of \$165 million for the Zero-Emission Vehicles Program. The program provides a point of sale incentive for the purchase or lease of an eligible zero-emission vehicles (ZEVs), specifically, \$2,500 for shorter range plug-in hybrid electric vehicles, and \$5,000 for battery-electric, hydrogen fuel cell, and longer-range plug-in hybrid vehicles.

Officials from Transport Canada said that they are requesting more funding due to higher than expected demand for this incentive in 2019–2020. They added that since the beginning of the program in May 2019, they have processed about 31,000 claims, and that annual sales of ZEVs have increased by 32% compared to last year.

Officials explained that the program will continue until the existing funding of \$300 million is exhausted, after which the government will review its future strategy.

Responding to the concern regarding the viability of ZEVs in western and northern Canada, officials said that the government also has funding for the construction of charging stations across Canada. Additionally, officials stated that they have noticed the recent emergence of electric pick-up trucks and that they will keep assessing and adding new vehicles eligible for the incentive, so that the program can be made attractive to more Canadians.

Additionally, an official from Electric Mobility Canada, a national not-for-profit organization, testified for the effectiveness of the incentive program for electric vehicles and advocated for further expansion of the program.

### **3.3 Addressing Indigenous priorities in marine safety regarding the Trans Mountain Expansion Project**

Transport Canada is seeking additional voted appropriations of \$31.5 million for the Green and Innovative Transportation System to address Indigenous priorities in marine safety regarding the Trans Mountain Expansion Project.

Officials said that the government is seeking to address issues raised during the meaningful consultation process of the Trans Mountain Expansion Project, including the reduction of underwater noise for killer whales, marine safety programs for industry groups, and the co-development of the community response to marine incidents.

## 4 DEPARTMENT OF NATIONAL DEFENCE

The Department of National Defence (DND) defends Canada's sovereignty, participates in defence partnerships and assists in times of natural disaster or other emergencies.

### 4.1 Estimates Overview

In the *Supplementary Estimates (A), 2019–20*, DND is requesting additional voted appropriations of \$427,162,714 for nine items:

- \$176,929,204 to support and upgrade the armoured combat support vehicle fleet;
- \$94,102,568 for compensation and benefits for the Canadian Armed Forces;
- \$47,759,936 to expand the Defence Team;
- \$42,084,000 for the United Nations Peacekeeping Operation in Mali;
- \$27,667,504 for A/B jetty recapitalization – Canadian Forces Base Esquimalt;
- \$26,426,222 for the definition phase of the Hornet Extension Project;
- \$8,330,134 for Remotely Piloted Aircraft System;
- \$3,198,293 for the definition phase of the Canadian Surface Combatant Project; and
- \$664,853 to better transition Canadian Armed Forces members, Veterans and their families to post-military life.

When transfers are included, this is an increase of 2.0% compared to DND's total voted authorities to date of \$20,868,044,657.

Forecasted statutory expenditures for DND are increasing by \$36,485,870 due to contributions to employee benefit plans. DND's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$22,757,410,780.

### 4.2 Strong, Secure, Engaged

The government's defence plan, Strong, Secure, Engaged, lays out planned capital expenditures over 20 years. However, in the past few years, DND has been unable to spend the planned capital expenditures due to delays.

Officials said that unspent amounts remain available to DND. They indicated that they could provide more current capital funding requirements to the committee.

### 4.3 Light Armoured Vehicles

DND signed a contract in August 2019 for the purchase of 360 armoured combat support vehicles with a total cost of \$2.0 billion. DND is requesting \$177 million for this project.

Officials explained that the total value of the project is \$3 billion, which includes infrastructure, spare parts, project management, training and other costs. They said the amounts do not involve a loan.

#### **4.4 Growing the Defence Team**

DND is requesting \$47 million to expand the Defence Team.

Officials observed that the government is planning to increase the regular armed forces from 68,000 members to 71,500 and the reserve force from 28,500 to 30,000. The public service sector will grow by 1,150. This growth will take place over several years and the funds also cover training costs. Last year, the Canadian Armed Forces recruited 10,118 members, and the regular force currently has 67,600 members.

## 5 VETERANS AFFAIRS CANADA

Veterans Affairs Canada (VAC) is responsible for the care, treatment and re-establishment in civil life of veterans and the care of their dependents and survivors. VAC meets its responsibilities through its programs for disability pensions, veterans allowances, pension advocacy, health care and commemoration.

### 5.1 Estimates Overview

In the *Supplementary Estimates (A), 2019–20*, VAC is requesting additional voted appropriations of \$857,444,333, for 4 spending items:

- \$676,868,100 for demand-driven programs and services which provide support to eligible veterans and their families;
- \$100,955,406 for the Toth class action settlement agreement;
- \$65,100,000 to correct the indexation of disability pension; and
- \$14,520,827 to continue the implementation of the Pension for Life initiative.

When transfers are included, this is an increase of 19.5% compared to VAC's total voted authorities to date of \$4,394,192,468.

Forecasted statutory expenditures for VAC are increasing by \$153,080 due to contributions to employee benefit plans. VAC's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$5,290,881,359.

### 5.2 Funding for Increased Demand for Programs and Services

In the *Supplementary Estimates (A), 2019–20*, VAC is requesting additional voted appropriations of \$677 million for demand-driven programs and services which provide support to eligible veterans and their families. The requested funds are to support increases in some programs which stem mainly from an increased number of veterans accessing support.

Officials from VAC said that since 2015, there has been a 60% increase in all disability applications, as well as a 90% increase in first applications. This includes applicants who are new to the department or are already receiving support for other conditions.

To respond to the increase in applications, officials stated that VAC has implemented measures, such as simplifying and consolidating benefits, adding and training staff, integrating functions and digitizing the decision-making process. In the past four years, VAC has hired over 500 additional social workers, nurses, occupational therapists and administrators to serve veterans and their families directly. Its digitalization effort called My VAC Account has over 100,000 users.

However, despite its efforts, the backlog of applications remains high. Officials said that the average wait time is currently 39 weeks. Officials noted that they are streamlining processes, including working with Library and Archives, to expedite access to medical and service files and integrating decision-making teams. As a result, the average wait time for a completed application that is processed by an integrated team is about 15 weeks.

## 6 GLOBAL AFFAIRS CANADA

Global Affairs Canada (GAC) manages diplomatic and consular relations, encourages international trade and leads international development and humanitarian assistance.<sup>1</sup> It also maintains Canadian offices abroad with diplomatic and consular status on behalf of all federal government departments.

### 6.1 Estimates Overview

In the *Supplementary Estimates (A), 2019–20*, GAC is requesting additional voted appropriations of \$565,493,354, for 8 spending items:

- \$296,000,000 to help developing countries address the impact of climate change;
- \$175,590,000 for the International Assistance Envelope Crisis Pool Quick Release Mechanism;
- \$56,559,899 to implement the Feminist International Assistance Agenda;
- \$20,757,713 for Canada's participation in Expo 2020 Dubai, United Arab Emirates;
- \$11,825,990 to support Operation IMPACT through the Middle East Strategy;
- \$3,280,519 for the International Education Strategy;
- \$893,354 for the corporate social responsibility strategy for Canadian businesses operating abroad; and
- \$585,879 for the construction of Canada's High Commission in Colombo, Sri Lanka.

When transfers are included, this is an increase of 8.7% compared to GAC's total voted authorities to date of \$6,494,171,593.

Forecasted statutory expenditures for GAC are increasing by \$1,083,697 due to contributions to employee benefit plans. GAC's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$7,407,340,019.

### 6.2 Funding to Help Developing Countries Address the Impact of Climate Change

In support of the *Paris Agreement*, in 2015, the federal government announced it would provide \$2.65 billion over five years to help developing countries tackle climate change. As part of this commitment, GAC is requesting voted appropriations of \$296 million to help developing countries address the impact of climate change.

Officials said that GAC worked with its partners, such as multilateral banks, to screen and fund local initiatives in developing countries that will spur measurable climate change results and will repay the loan or financing. Officials cited some projects that are being deployed, including a floating solar panel farm in Vietnam, a hazelnut plant in Indonesia that uses climate adaptation techniques to minimize the use of water, as well as a rooftop solar panel project in Sri Lanka that enabled the agricultural supply chain to reduce greenhouse gases. Officials added that the government's \$2.65 billion commitment ends next year, and that they are on track to disburse all of the funding.

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<sup>1</sup> The legal name of the department, and the name used in the estimates, is the Department of Foreign Affairs, Trade and Development.

### **6.3 International Assistance Envelope Crisis Pool Quick Release Mechanism**

GAC is asking for \$176 million for the International Assistance Envelope Crisis Pool Quick Release Mechanism. This would top-up the funds available for humanitarian assistance in response to major international crises. GAC uses the annual appeals from international non-governmental organizations as the basis for making funding recommendations in response to complex emergencies around the globe.

Officials from GAC said that this funding allows them to quickly respond to appeals from the United Nations and other agencies for assistance in humanitarian crises caused by natural disasters, such as Typhoon Haiyan in the Philippines, and for political instability, as is the case in the Middle East. Officials stated that there has been a steady increase in requests for humanitarian resources, for example, the Rohingya crisis last year and the refugee crisis in Venezuela. They added that GAC spent \$897 million on humanitarian assistance last year, and they are on track to spend a similar amount this year.



## 7 SHARED SERVICES CANADA

Shared Services Canada (SSC) is responsible for delivering email, data centre and network services to partner organizations in a consolidated and standardized manner. SSC also provides certain optional technology-related services to federal organizations on a cost-recovery basis.

### 7.1 Estimates Overview

In the *Supplementary Estimates (A), 2019–20*, SSC is requesting additional voted appropriations of \$235,245,618 for three items:

- \$197,209,503 for the Workload Migration and Cloud Architecture Programs;
- \$30,000,000 for investments to replace aging IT infrastructure; and
- \$8,036,115 for Information Technology systems and infrastructure.

When transfers are included, this is an increase of 12.2% compared to SSC's total voted authorities to date of \$1,921,937,014.

Forecasted statutory expenditures for SSC are increasing by \$570,173 due to contributions to employee benefit plans. SSC's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$2,251,839,157.

### 7.2 Data Centres

SSC is requesting \$197 million for the Workload Migration and Cloud Architecture programs. According to the *Supplementary Estimates (A), 2019–20*, this funding would support the migration of 12 legacy data centres to enterprise data centres.

Officials explained that this is a three-year, \$331 million initiative, at the end of which they plan to have 40% of the government's mission critical applications hosted in the cloud or enterprise data centres.

They said that they work with the Office of the Chief Information Officer and partner organizations through governance committees to determine which applications will be prioritized based on risk.

They observed that the government has closed 230 legacy data centres and SSC has opened 4 enterprise data centres. Additionally, any applications that handle sensitive information must be housed in Canada.

### 7.3 Aging IT Infrastructure

SSC is requesting \$30 million to replace aging IT infrastructure.

Officials noted that this funding was re-profiled from the previous year and would be used to migrate over 21,000 servers to the latest version of Microsoft Windows and Microsoft Office 365, which will allow them to end the Email Transformation Initiative.

## **7.4 Call Centres**

In his Spring 2019 Report, the Auditor General of Canada said that SSC's efforts to roll out a new call centre system was taking longer than expected.

Officials responded that the new enterprise call centre solution has been delivered and they have deployed seven of the eight prioritized call centres to the new system. They added that of the government's 213 call centres, 53 of them would benefit from the features of an enterprise call centre.

## 8 CANADIAN HERITAGE

Canadian Heritage supports culture, arts, heritage, official languages, community participation, Indigenous languages and cultures, youth and sport.

### 8.1 Estimates Overview

In the *Supplementary Estimates (A), 2019–20*, Canadian Heritage is requesting additional voted appropriations of \$63,898,198 for nine items:

- \$15,000,000 for minority-language education in Canada;
- \$10,000,000 to support local journalism;
- \$9,392,999 for Indigenous sport;
- \$7,517,263 to strengthen multiculturalism and address challenges faced by black Canadians;
- \$7,500,000 for the Harbourfront Centre;
- \$6,383,746 for the Grants and Contributions Modernization Initiative;
- \$6,091,565 for a francophone digital platform;
- \$1,762,625 for security services during Canada Day activities; and
- \$250,000 for Pride Toronto.

When transfers are included, this is an increase of 4.6% compared to Canadian Heritage's total voted authorities to date of \$1,477,283,689.

Forecasted statutory expenditures for Canadian Heritage are increasing by \$152,489 due to contributions to employee benefit plans. Canadian Heritage's total proposed authorities to date, including voted and statutory expenditures and transfers, are \$1,572,415,734.

### 8.2 Local Journalism

Budget 2018 announced \$50 million over five years to support local journalism. The Local Journalism Initiative will provide funding to eligible Canadian media organizations to produce civic journalism for underserved communities. Canadian Heritage is requesting \$10 million for this initiative.

Officials clarified that this funding is in addition to the \$595 million for three tax measures announced in Budget 2019, but they did not elaborate on the measures.

They said that to ensure the independence of the press, the program will be delivered by third-party organizations. While these organizations have released calls for proposals, funding has not yet been provided to media organizations. They maintained that the funding would be provided before the end of the fiscal year.

### 8.3 Minority Languages

In September 2019, the federal government announced a *Federal–Provincial–Territorial Protocol for Agreements to Support Education for Official-Language Minorities and Second-Language Learning*. Through this protocol, which sets the basis for bilateral agreements, the federal government would

invest \$1.0 billion over four years, including \$60 million from Budget 2019. Canadian Heritage is requesting \$15.0 million for minority-language education in Canada.

Officials said the agreements would include accountability provisions. They committed to providing information on the allocation of funds to provinces and territories.

#### **8.4 Indigenous Sport**

Through the Indigenous Sport Initiative, Canadian Heritage provides funding to Indigenous sport bodies, governments, communities and organizations. Canadian Heritage is requesting \$9.4 million for this initiative.

Officials said the program was for social development and they would provide information about the sports infrastructure that would be supported.

## **APPENDIX – WITNESSES WHO APPEARED BEFORE THE COMMITTEE**

### **Canadian Heritage**

Jean-Stéphane Piché, Senior Assistant Deputy Minister, Cultural Affairs Sector  
Éric Doiron, Chief Financial Officer and Director General, Financial Management Branch  
(09-12-2019)

### **Crown-Indigenous Relations and Northern Affairs Canada**

Annie Boudreau, Chief Finances, Results and Delivery Officer  
Martin Reiher, Assistant Deputy Minister, Resolution and Individual Affairs Sector  
(09-12-2019)

### **Department of National Defence and the Canadian Armed Forces**

Cheri Crosby, Assistant Deputy Minister (Finance) and Chief Financial Officer  
Troy Crosby, Assistant Deputy Minister (Materiel)  
Lieutenant-General Jean-Marc Lanthier, Vice Chief of the Defence Staff  
(09-12-2019)

### **Electric Mobility Canada**

Travis Allan, Chair, National Government Relations Committee  
(09-12-2019)

### **Global Affairs Canada**

Arun Thangaraj, Assistant Deputy Minister and Chief Financial Officer  
Shirley Carruthers, Director General, Financial Resource Planning and Management Bureau  
(09-12-2019)

### **Shared Services Canada**

Denis Bombardier, Senior Assistant Deputy Minister, Chief Financial Officer  
Louis-Paul Normand, Senior Assistant Deputy Minister, Project Management and Delivery  
Dinesh Mohan, Director General, Cloud Services, Chief Technology Officer Branch  
(09-12-2019)

### **Transport Canada**

Ryan Pilgrim, Chief Financial Officer and Assistant Deputy Minister, Corporate Services  
Anuradha Marisetti, Assistant Deputy Minister, Programs  
(09-12-2019)

### **Treasury Board of Canada Secretariat**

Karen Cahill, Assistant Secretary and Chief Financial Officer  
Glenn Purves, Assistant Secretary, Expenditure Management Sector  
Darryl Sprecher, Senior Director, Expenditure Strategies & Estimates  
(09-12-2019)

**Veterans Affairs Canada**

General (Ret'd) W. J. Natynczyk, Deputy Minister

Sara Lantz, Acting Assistant Deputy Minister, Chief Financial Officer and Corporate Services  
Branch

Rick Christopher, Acting Assistant Deputy Minister, Service Delivery  
(09-12-2019)