



Public Works and Government Services Canada

Performance Report

For the period ending
March 31, 2000

Canada

Improved Reporting to Parliament Pilot Document

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000*.

This *Departmental Performance Report*, covering the period ending March 31, 2000 provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine its management systems and performance framework. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site: <http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

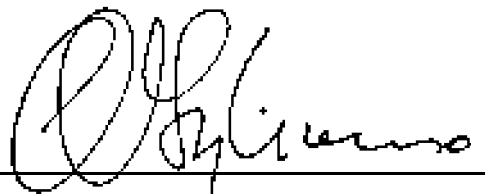
Comments or questions can be directed to the TBS Internet site or to:

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Public Works and Government Services Canada

Performance Report

**For the
period ending
March 31, 2000**

A handwritten signature in black ink, appearing to read 'A. Gagliano', written over a horizontal line.

The Honourable Alfonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

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Section I — The Minister's Message



I am pleased to submit the Performance Report for Public Works and Government Services Canada (PWGSC) for the fiscal year ending March 31, 2000.

Once again the department has worked innovatively to support the federal government's commitment to improve the delivery of programs and services to the people of Canada, while continuing to provide reliable and cost-effective services to federal departments and agencies.

Canadians can depend on convenient, user-friendly and effective access to government programs, services and information thanks to the department's communications and technology initiatives. Measures such as the easy-to-remember, national, toll-free number, 1 800 O-Canada and the Canada Site, now the Government of Canada's primary Internet gateway, have proven effective ways of sharing information. Thanks to the department's careful planning, service to Canadians was not interrupted by any problems associated with the rollover to the year 2000.

At the heart of the department's work is providing common services to the federal government. PWGSC negotiates some 2,000 leases to accommodate over 160,000 public servants across the country. It administers about eight billion dollars' worth of contracts a year (about two-thirds of the total value of the government's contracts). It oversees over \$1.1 trillion worth of the government's financial transactions, and maintains the Public Accounts of Canada. It furnishes translation and interpretation services to Parliament and the public service. It manages the compensation services for the public service. It offers expert consulting and audit services. The provision of these services to federal departments and agencies allows them to focus on what they do best – serving Canadians.

In submitting this report to Parliament and the people of Canada, I would like to recognize the professionalism, dedication and work of public servants working in all branches of the department. I look forward to their continued achievements in supporting the government's efforts on behalf of all Canadians.

Section II — Departmental Performance

Departmental Context

Objective

Public Works and Government Services Canada's objective is to provide the best value for taxpayers' dollars in common and central services to government, with due regard for the important values of prudence, probity and transparency. By focusing on what the department does best – providing cost-effective services to government – PWGSC helps departments focus on what they do best.

To fulfill this objective, PWGSC is organized into business lines that provide distinct services in the areas of real property, supply, Receiver General, compensation, telecommunications and informatics, consulting and audit, translation, and communications. These services are provided to government departments and agencies and, in some cases, to other levels of government and to Canadians directly.

Strategic Priorities

PWGSC set out the following strategic priorities for the reporting period:

Enhancing our contribution to Government by: Emphasizing core roles and reviewing these roles continuously; ensuring Year 2000 compatibility of all mission critical systems; looking for opportunities to share services and to work as partners with other levels of government and with the private sector; and supporting government commitments to sustainable development through environmentally responsible property management and purchasing practices.

Improving services to clients by: Consulting with clients regularly to assess their needs and measure their satisfaction with our services; using alternative methods of providing service to improve quality and reduce costs to clients; integrating service delivery to provide specific service packages tailored to client needs; and using new technologies to improve client service.

Pursuing efficiencies and savings by: Continuously reviewing programs and activities for efficiency improvement and savings opportunities; pursuing electronic improvements, especially in the area of electronic commerce; and adjusting departmental commitments to reflect changes in government structure and program delivery.

Building a flexible and responsive work force by: Implementing an integrated human resources strategy that focuses on employment continuity, selective skills acquisition and development; developing a more supportive management culture; and promoting the development of a learning organization in PWGSC.

Key Co-delivery Partners

As a service department to government, PWGSC relies heavily on its public service partners and clients to define and determine service requirements. The Treasury Board Secretariat provides overall policy guidance while PWGSC adds expertise and advice in the development and execution of those policies. PWGSC's work is carried out in constant communication with clients to ensure responsive service and to achieve the appropriate balance with overall government policy and needs.

The department has, in recent years, moved aggressively to expand its partnerships with the private sector and with other levels of government. The private sector is used to deliver services wherever there is a proven capacity. In 1998, for example, the majority of work associated with the property management function for government office buildings was contracted to a private sector firm. Partnership approaches have also been established with provincial and territorial governments in areas such as office sharing and shared contracting systems and approaches.

Social and Economic Factors

Technology remains a driving force for PWGSC, both for its ability to improve economy and efficiency in service, and for its potential to improve communication and understanding in government as well as between government and its citizens. Considerable efforts were spent during our reporting year in ameliorating potential hazards associated with the Year 2000. In addition, PWGSC responded to the commitment in the Speech from the Throne to bring government on-line by 2004, by providing the technical and analytical skills to achieve the commitment and beginning work on the development of a secure network for financial and other transactions.

The technology of e-government also demonstrates the increased importance of horizontal approaches in government. The management approaches of the last decade are being replaced by shared approaches within the federal government and with other levels of government and sectors of society. PWGSC, as the common service provider, has a key role to play to realize the potential of these approaches in government.

The need for infrastructure reinvestment and return of normal growth in the public service are creating financial pressures for PWGSC. Fiscal restraint in recent years has meant that much of our infrastructure have not received the investment necessary to ensure long term efficiency.

Performance Results Expectations

PWGSC has set out the following key results commitments to Canadians. These commitments reflect the department's role as a provider of common and central services to the Government of Canada. The left-hand column identifies, in the first section, the department's objective. Each subsequent section identifies the commitment of each of the department's major Business Lines. No commitments are included for the Operational Support Business Line as it represents an overhead support function to the other Business Lines.

Chart of Key Results Commitments

To provide Canadians with:	To be demonstrated by:
Best value for taxpayers' dollars in common and central services for the Government of Canada, with due regard for the important values of prudence, probity and transparency.	<ul style="list-style-type: none"> ▪ cost-effective common and central services
Support to the Government of Canada in program delivery through the effective life cycle management of office and other real property assets and through the provision of expert advice and a full range of real property services.	<ul style="list-style-type: none"> ▪ optimum government investment in real property assets including maintenance of inventory value, minimized vacant space and long term asset planning for the portfolio under the jurisdiction of the Minister ▪ provision and management of general purpose office accommodation for the Government of Canada ▪ preservation of heritage buildings, including such national treasures as the Parliament Buildings ▪ responding to government priorities such as sustainable development, government on-line, workplace of choice and federal presence considerations ▪ expert real property advice and value-added services required by client departments to deliver programs and services to Canadians ▪ service-delivery partnerships and co-operative working relationships with other levels of government and the private sector ▪ operating under a sound financial framework
Supply Operations services that support federal government departments through expertise in procurement and related common services and disposal services.	<ul style="list-style-type: none"> ▪ cost-effective delivery of procurement and related services ▪ trends in the ratio of contracts with small versus large business ▪ more competitive versus non-competitive procurement ▪ cost-effective disposal of surplus government assets
Effective Receiver General operation of the federal treasury and maintenance of the Accounts of Canada.	<ul style="list-style-type: none"> ▪ safe, secure payment delivery systems and infrastructure ▪ optimum level of direct deposit of government payments to recipients' bank accounts ▪ cost-effective maintenance of the Accounts of Canada and production of the government's financial statements ▪ implementation of full accrual accounting and capitalization of fixed assets
Compensation services to government departments, agencies and public servants.	<ul style="list-style-type: none"> ▪ implementation of the compensation provisions of the collective agreements and policies of the federal government ▪ cost-effective payroll operations, pension plan administration, and systems infrastructure ▪ accurate payments, tax remittance, and collection of contributions

To provide Canadians with:	To be demonstrated by:
<p>Effective government telecommunication and informatics services that provide integrated information management/information technology (IM/IT) business solutions to enable electronic delivery of government services.</p>	<ul style="list-style-type: none"> ▪ a federated infrastructure to enable government-wide electronic commerce and electronic service delivery consistent with the Government of Canada's vision for Government On-line ▪ cost-effective management and enhancement of telecommunications services for government
<p>Consulting and audit services that improve public sector operations and management.</p>	<ul style="list-style-type: none"> ▪ provision of consulting and audit expertise and products to federal government departments and agencies
<p>Translation, interpretation and terminology services that help Parliament and the Government of Canada function in both official languages, and in other languages as required.</p>	<ul style="list-style-type: none"> ▪ cost-effective and quality translation and interpretation services ▪ standardized and accessible official languages terminology to the federal Public Service
<p>Communications services that provide public access to Government of Canada information and publications, and that support the communications activities of government departments and agencies.</p>	<ul style="list-style-type: none"> ▪ accessibility by Canadians to the information from the Government of Canada that they want, in ways that are responsive ▪ support for the new horizontal government communications and service initiatives such as Service Canada, Government On-line and E-Government ▪ effective communications services that are responsive, in terms of quality and timeliness, to client program requirements and assist clients in achieving their contribution to the Government's communication agenda ▪ communication project management services that increase federal visibility and presence ▪ improved value-added communications procurement services to departments and agencies

Performance Accomplishments

PWGSC's performance results are organized by Business Line as follows:

Real Property Services (RPS)

Value to Clients and Government: Providing clients with expert and strategic real property advice along with a full range of services allows them to focus on delivering their core services to Canadians. To do this in a responsive manner, RPS has created a network of dedicated Client Service Units (CSUs) that are co-located with clients when possible and supported by centres of expertise. The regional and national CSUs continue to be the focal points for providing one-stop shopping for RPS services. In some instances a number of the regional CSUs have been extended to include integrated Public Works and Government Services Canada (PWGSC) services.

A good example of integrated service delivery through one of RPS' dedicated units is the development of the Nunavut infrastructure. The Nunavut project's scope was to build a legislative chamber, 10 office buildings and 250 housing units in 11 Arctic communities spread out over three time zones for the new Government of Nunavut. To achieve this ambitious goal, an innovative partnership was developed. It included the Indian and Northern Affairs Canada (INAC), RPS along with other PWGSC business lines, acting as technical advisors and program managers, and the Nunavut Construction Corporation (NCC), the private, Inuit-owned company that built the facilities. Under the arrangement, the Government of Canada specified requirements and standards and entered into long-term leases with the NCC. The results were an effective, efficient development program that helped to ensure maximum employment and other economic, social and cultural benefits from the project for the people of Nunavut. This partnership won the 1999 Award of Merit from the Canadian Council for Public-Private Partnerships. The team also managed the \$34 million community infrastructure program, on behalf of INAC, which involved upgrades to schools, municipal services, fire protection and lot development. The program was completed a year ahead of schedule and under budget.

Performance Facts

- PWGSC and Indian and Northern Affairs Canada entered into partnership to assist Canada's newest territory – Nunavut

In another instance RPS has proudly supported Veterans Affairs Canada and the Department of National Defence on various commemorative projects. RPS played a key role in the successful realization of the Tomb of the Unknown Soldier and the memorial that took place on May 26, 2000.

Federal organizations that have agency status have the option to obtain their real property services from other organizations. It is therefore significant to note that RPS has just

entered into an agreement with the Canada Customs and Revenue Agency (CCRA) to provide real property space and services on an ongoing basis.

RPS success in developing an effective Environmental Management System to accomplish its Sustainable Development objectives led to the ADM, Real Property Services being named champion of a government-wide initiative – Sustainable Development in Government Operations (SDGO). The initiative involved building consensus around an approach that departments could use for updating their Sustainable Development Strategies for December 2000. The result, Sustainable Development in Government Operations: A Co-ordinated Approach, was approved by the government-wide Deputy Ministers’ Sustainable Development Co-ordinating Committee.

Asset Management: RPS continues to work to optimize government investment in real property, preserve national heritage assets, respond to government priorities and provide cost-effective accommodation management.

The results of RPS’s Sustainable Development Performance Reports show that RPS is emerging as a leader in environmental performance. RPS has reduced its negative impact on the environment through initiatives that involve using energy more efficiently, conserving water, remediating contaminated sites, and implementing Integrated Pest Management and other programs. Together, these initiatives span the full range of environmental responsibilities associated with a custodial department.

Real Property Services has long recognized that increasing the energy efficiency of its facilities provides the benefits of reducing both the use of non-renewable resources, and emissions of greenhouse gases. Since 1992, RPS has been implementing

energy-conservation measures, wherever an assessment indicates it is cost effective to do so. To date, the program covers 69 percent of the targeted floor area. RPS will continue to pursue both a vigorous program of energy efficiency, and play a strong role in meeting the government’s commitments under the Kyoto Protocol.

Performance Facts

- Reductions in energy use amount to approximately 20% since 1992
- Reduction represents annual cost savings of approximately \$15.75 million

Among Canada’s most cherished national treasures are the buildings on Parliament Hill. RPS has, along with clients and stakeholders, developed a vision statement and a set of principles for a long-term plan to preserve these buildings. These principles together with the accommodation requirements for the Hill, form the basis of two urban-design scenarios which were presented to the National Capital Commission (NCC) Committee on Planning, Design and Realty and to the Parliamentary Buildings Advisory Council (PBAC).

In 1999-2000 one of RPS major challenges was to get its facilities ready for January 1, 2000. Significant effort was spent on Year 2000 activities. Building systems were assessed for compliance, remedial measures were activated when necessary, and

contingency plans prepared. The RPS Year 2000 Embedded Systems team of individuals from national headquarters and six regional offices across the country pulled together to make the first day of the new millennium just another January 1.

Also of particular significance is the space optimization project completed by RPS for the Department of National Defence (DND). This project represents the culmination of a four-year, \$80 million partnership between PWGSC and DND. It is the largest single accommodation project ever undertaken in the Ottawa region. Fifteen thousand people were moved as DND headquarters activities were consolidated into four main buildings. In order to make the most efficient use of space, PWGSC had to plan workstations around a footprint of 7 square metres, as well as revamp the mechanical operations to meet the heavier demand and handle the higher occupational density. The successful completion of this project allowed DND to re-engineer its headquarters functions while providing PWGSC with the opportunity to rejuvenate and make optimum use of four of its key assets.

Organizational Development: RPS continues to administer performance-based contracts worth more than \$174 million per year with Brookfield Lepage Johnson Controls Limited (BLJC). BLJC now provides the majority of property and facilities management services in more than 300 Crown-owned buildings. RPS also formed a partnership with the British Columbia Buildings Corporation that takes advantage of the Corporation's greater presence and property management infrastructure in smaller communities and in rural areas in the Province. A similar arrangement has also been made with the Saskatchewan Property Management Corporation.

Tenants in all Alternative Forms of Delivery (AFD) facilities managed by BLJC were surveyed in the fall of 1999. The objective of the survey was to establish, among other things, their level of satisfaction with services provided by the company. The results of this initial survey will serve as a "baseline" for future surveys, and BLJC is required to demonstrate a continuous improvement in tenant satisfaction. RPS has recently been approached by other government departments who have expressed interest in having PWGSC implement and manage AFD activities in their facilities.

RPS continues to consult with private sector associations to improve and streamline contracting processes and ensure transparency, particularly for small and medium-size businesses.

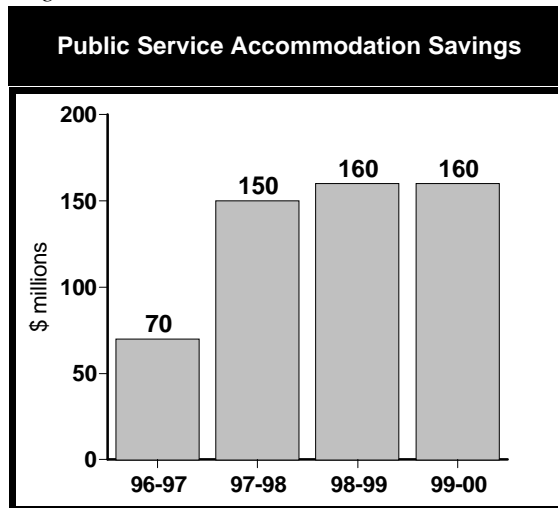
Financial Performance: RPS has produced significant savings for Canadians by reducing public service accommodation costs through space reduction and other efficiency measures. As shown in Figure 1, these savings have been maintained, as expected, at \$160 million for 1999-2000. RPS has exceeded its commitment to achieve an operating surplus in our Real Property Disposition Revolving Fund with a surplus of \$20 million.

In turning to Alternative Forms of Delivery through partnerships with other public and private sector real property organizations, RPS has maintained \$20 million in annual savings to taxpayers.

RPS continues to improve investment in crown-owned real property assets. By doing so this ensures that the priorities of clients and subsequently Canadians are met. Sound strategies relating to the acquisition, maintenance, management, restoration, renovation and divestiture of assets has led to an increased return on investment, from 6.4 percent in 1997-1998 to 7.6 percent in 1999-2000.

Operating and maintenance costs of real property inventory for 1999-2000 have also remained consistent and compared favourably with those of the private sector. For example, between 1998-1999 and 1999-2000, operating and maintenance costs of PWGSC's real property inventory declined (\$92 per metre square to \$90 per metre square), while similar costs in the private sector increased during this period (\$84 per metre square to \$86.6 per metre square).

Figure 1



Real Property Services 1999-2000

(in millions of dollars)

	Planned Spending	<i>Total Authorities</i>	Actual
FEDERAL ACCOMMODATION AND HOLDINGS SERVICE LINE			
▪ Operating, Capital and Statutory Votes			
Gross Expenditures	1,652.9	1,768.6	1,507.1
Less: Respendable Revenues	247.5	323.6	323.6
Net Expenditures	1,405.4	1,445.0	1,183.5
SERVICES SERVICE LINE			
▪ Real Property Services Revolving Fund			
Gross Expenditures	608.1	608.1	615.8
Less: Respendable Revenues	608.1	608.1	615.8
Net Resources (Provided) Used	--	--	--
▪ Real Property Disposition Revolving Fund			
Gross Expenditures	3.5	3.5	4.1
Less: Respendable Revenues	22.0	22.0	21.6
Net Resources (Provided) Used	(18.5)	(18.5)	(17.5)
BUSINESS LINE TOTAL	1,387.0	1,426.5	1,166.0

Totals may not add up due to rounding.

Note: Effective April 1, 1999, the Planned Spending figures reflect the Real Property Services Revolving Fund (RPSRF) operations according to its new financial framework. Under this new framework, internal services to PWGSC are recorded directly in the Federal Accommodation and Holdings Service Line, while services provided to other government departments remain in the RPSRF.

Supply Operations Service (SOS)

Providing value-added common services to Government: SOS continued to provide common services on behalf of the federal government. In 1999-2000, SOS effectively and efficiently managed over 50,000 contracts worth \$8.2 billion, by assisting client departments with requirements definition, undertaking bid solicitation, evaluation and selection, and contract negotiation and administration. Supply also provided specialized support such as marine inspection and technical services; cost analysis support; industrial security and personnel security screening services for PWGSC and industry; development and maintenance of consensus standards and conformity assessment services; management of seized property; central freight, travel management and household goods removal services; and, transportation advisory services. In 1999-2000 SOS handled over \$16 million in sales through its Crown Assets Distribution operation, provided project management support to 24 major Crown projects, completed over 13,000 Personnel Security Screening Requests, processed over 400 Visit Clearance Requests (for 1,664 visitors) for national and international contract related activities, and helped save the government over \$185 million in airfare savings.

Linking Government and Suppliers: Contracts Canada, an inter-departmental initiative to improve supplier and buyer awareness and simplify access to federal government purchasing information, continued to work with suppliers last year, by delivering over 180 business seminars across Canada to provide information on government-wide contracting. This included 145 seminars to small and medium-size enterprises, 31 to Aboriginal businesses and 4 to minority official language suppliers. In addition, it participated in 54 trade show events across the country.

Contracts Canada has implemented the Supplier Registration Information (SRI) service. Through this system, companies wishing to do business with the federal government can register in the SRI database via the Internet or through a PWGSC Supplier Registration Agent. Companies register and are assigned a Procurement Business Number (PBN) which government departments will use as a unique identifier to ensure that all departments are using the same “tombstone” information about a company. Over time, as the use of the SRI information increases through government links between SRI and various other data bases, companies will register and maintain their information in SRI. They will then be able to navigate through other sites and have their information “follow” them via the use of the PBN. This will reduce the need to repeatedly input the same basic information into numerous systems. The work needed to maintain the information will be significantly reduced, as companies are responsible for the accuracy and currency of their data.

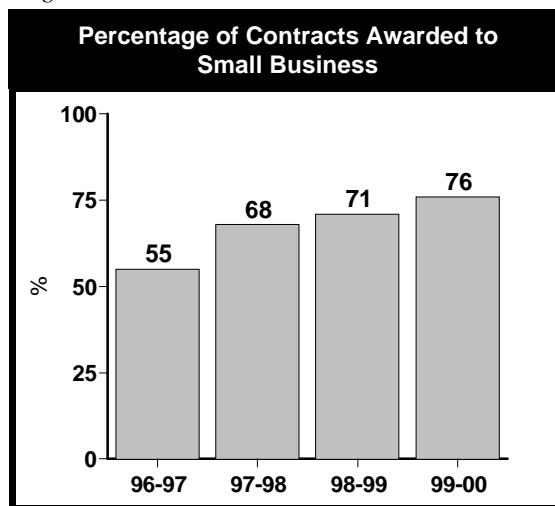
Making business more accessible: In 1999-2000, PWGSC continued to provide the technical assistance necessary to increase the usage of MERX™, the government’s electronic tendering service, by international, federal, provincial and municipal governments. Over the past year, improvements were made to the system to make it more

efficient and reduce delays in posting notices and documents. Cebra Inc., the service provider, also continued to make improvements.

Year 2000: To support the government's effort to ensure Year 2000 systems compliance, SOS established the dedicated Year 2000 Procurement Office to ensure the ready availability of private sector expertise and resources. SOS used a number of procurement mechanisms including Mission Critical Systems Contracts and standing offers for the acquisition of products such as microcomputers, commercially-available off-the-shelf software and inter-networking equipment, and Supply Arrangements for obtaining IT professional services in support of departments' non-mission-critical systems. For those Year 2000 requirements considered to be an emergency or a matter of national security, SOS established a fast track procurement process. This project was an unqualified success on two fronts. First and foremost, it enabled the Government of Canada to marshal the private sector resources necessary for dealing with its Year 2000 problems in a timely manner. Second, it demonstrated how effective solutions to extremely difficult problems can be developed and implemented when the creativity and efforts of government and industry are focused on achieving a common goal.

Procurement Reform: SOS and TBS are jointly reorienting and strengthening the procurement reform initiative. This initiative involves working closely with all interested parties to develop and implement a set of priorities for reforming the procurement process. The priorities, developed collectively by the Interdepartmental Working Group members, will form the basis for the work of the initiative over the next two years.

Figure 2



Managing Risk: A Benefits Driven Procurement (BDP) web site has been created containing risk-management benchmarks, risk-management best practices and a risk-management guide. This web site is designed to provide procurement staff, clients and industry with information which will increase the likelihood that they will be able to complete complex and risk-prone projects successfully. In conjunction with the web site, a course on BDP is being offered to teach procurement and project management techniques to identify and minimize risk. BDP is now part of the government-wide procurement reform initiative.

Aboriginal Training Program: PWGSC continued its pilot projects to encourage members of Canada's Aboriginal community to pursue opportunities that will increase their procurement-related knowledge and skills. Seven trainees have participated in the Internship Pilot Project, which provides opportunities for Aboriginal youth and Aboriginal businesses to learn various aspects of procurement through six-month

assignments. To date, 45 Aboriginal participants have attended procurement-related courses across Canada as part of the Training Opportunities with SOS and Regional Supply Operations Offices of PWGSC. Three Aboriginal organizations have also taken part in the Temporary Assistance to Aboriginal Businesses and Organizations pilot. This pilot makes PWGSC procurement specialists available for one-, two- or three-week assignments to help meet procurement-related needs of Aboriginal organizations and businesses.

Effective disposal of federal government surplus material: A new disposal policy has been approved that will result in more private sector involvement in the disposal of surplus government assets. The transition to this new policy and business model is being managed in accordance with a business plan that includes a revised sales approach and substantial reductions in costs and warehouse space. Certain high-value disposals have been contracted out to the private sector (vehicles, aerospace assets), and preparations for issuing a request for proposal to the private sector for the disposal of low-value assets is almost complete. In addition, an agreement has been signed with the British Columbia government for it to provide disposal services to the federal government.

Supply Operations Service 1999-2000			
<i>(in millions of dollars)</i>			
	Planned Spending	Total Authorities	Actual
▪ Operating Vote			
Gross Expenditures	123.7	169.3	167.3
Less: Respendable Revenues	18.7	30.6	30.6
Net Expenditures	105.0	138.8	136.7
▪ Optional Services Revolving Fund			
Gross Expenditures	78.6	78.6	68.9
Less: Respendable Revenues	78.7	78.7	72.4
Net Resources (Provided) Used	(0.1)	(0.1)	(3.5)
BUSINESS LINE TOTAL	104.9	138.6	133.2

Totals may not add up due to rounding.

Receiver General

Year 2000 Activities: On January 4, 2000, the first working day of the new millennium, the government-wide accounting, banking and payment systems functioned perfectly. In December 1999, processes were put in place which would position the Receiver General to provide uninterrupted service if problems were to arise. However, all critical Year 2000-related dates (January 1, February 29 and March 31) passed without incident. The problem-free transition was due to the extensive preparation, over two years, by Receiver General teams working with the rest of Public Works and Government Services Canada, other government departments, financial institutions, and Canada Post Corporation. Preparations included modifying and testing systems, and testing interfaces with departments and financial institutions for direct deposit payments.

Improving Financial Management in Government: The Financial Information Strategy (FIS) is a government-wide initiative to improve the Government of Canada's financial management and reporting by adopting full accrual accounting. In April 1999, the Receiver General implemented the FIS suite of central systems, and 14 departments installed the specified Receiver General FIS interfaces. Throughout 1999-2000, the Receiver General supported these users with the processes required to comply with the new FIS system. In addition, staff helped prepare 21 more departments to implement the FIS system April 1, 2000. Specifically, advice was provided on the developmental work required both to align a department's processes with FIS, and for the necessary setup and interface testing.

Maintaining the Accounts of Canada: Maintaining the Accounts of Canada, "the government's books", and producing the annual Public Accounts of Canada are major ongoing duties of the Receiver General. The Accounts of Canada are the centralized records that summarize the financial transactions of all federal departments and agencies. The Public Accounts of Canada is a report that the Receiver General prepares each year containing the government's audited financial statements. The purpose of these statements is to provide information that helps Parliamentarians and Canadians understand and evaluate the full nature and extent of the government's financial affairs and resources. The Public Accounts are prepared from data contained in the Accounts of Canada and from more detailed departmental records. The Public Accounts for 1999-2000 will be tabled in the House of Commons in October, 2000.

Working in Partnership: In the continuing drive for good government, in recent years, the Receiver General has worked with other federal departments and agencies such as Human Resources Development Canada and the Canada Customs and Revenue Agency (CCRA) to support arrangements that allow for a single Receiver General payment for related federal and provincial/territorial programs. Four new joint payment projects were launched this year, bringing the total number of merged payment programs now administered by the Receiver General to thirteen. Of the new merged payments introduced this year, three involved CCRA's administration of the Child Tax Benefit on

behalf of Nunavut, the Yukon and Newfoundland/Labrador. Under a fourth arrangement, Agriculture Canada administered the Agriculture Income Disaster Assistance Program with Alberta, Manitoba and Saskatchewan. These arrangements are efficient and convenient for the Canadian public, and save taxpayer dollars. Recognizing the value of such partnerships, CCRA asked the Receiver General to help expand the concept to revenue collection. The first such initiative, launched this year, involved the CCRA and the Workers Compensation Board (WCB) of Nova Scotia. Through this agreement, the CCRA collected remittances for the WCB using banking arrangements established by the Receiver General on behalf of the Agency.

Improving Service Through Technological Innovation: The Receiver General continued to exploit the potential of advanced technology to automate its work, thus promoting efficiency, productivity and environmentally friendly processes.

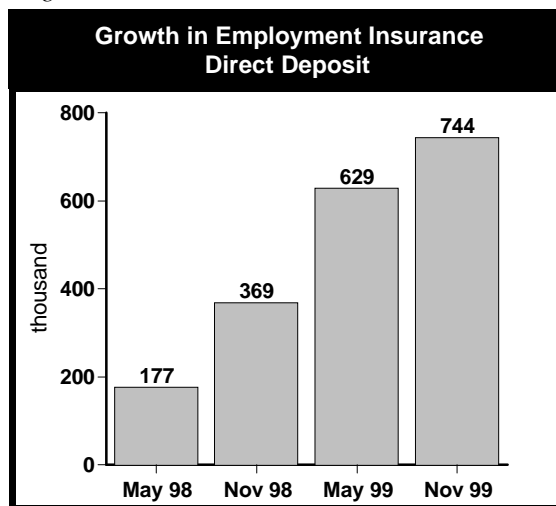
The Direct Deposit Program, which distributes government payments electronically, continued to grow. For example, employment insurance direct deposits payments increased from 53,000 in 1997 to 744,000 in November 1999 as noted in Figure 3.

The Receiver General's Payment Service Line has been evolving toward giving end users access to all aspects of the payment process through their desktop units. This approach allows departments to integrate payment procedures with their own processes and automate work that was once done manually. Online functionality, such as payment status inquiry which was available for departments administering program payments, is being expanded to supplier payments as departments become FIS compliant.

Computerized Print Operations: During 1999-2000, the department further consolidated workloads to gain greater efficiency by migrating the National Capital Area (NCA – Ottawa) print production workload to the three remaining print locations in Quebec City, Dartmouth and Winnipeg. Final shutdown of the NCA site occurred in March-April 2000.

During 1999-2000, 70 million cheques were printed and issued, 15 million items mailed, and 23 million Receiver General pages were printed, on behalf of PWGSC and other departments and agencies. In addition, ISO 9000 accreditation was completed for the Quebec City print production operation in 1999.

Figure 3



Improving Openness, Integrity and Responsiveness: To maintain the integrity of the Receiver General cheque as a payment instrument, it is redesigned on a cyclical basis. In 1999-2000, work was finalized on the latest redesign. In addition to the new appearance, the new cheque incorporates better security features made possible through advances in paper manufacturing and printing. Use of the redesigned cheque began in May 2000.

Workforce Renewal: The continuing evolution of the Receiver General Business Line demands that it become an organization of knowledge workers. Although the workforce is getting smaller, it has a wider range of complex skills and competencies. Through training and providing the necessary tools, the Receiver General has ensured that its people have the knowledge and skills they need to work effectively. In addition to formal job-related training, workshops were held in 1999-2000 to help employees become more familiar with our business strategy and to understand where they and their units fit into it.

Receiver General 1999-2000			
		<i>(in millions of dollars)</i>	
	Planned Spending	<i>Total Authorities</i>	Actual
▪ Operating Vote			
Gross Expenditures	121.7	122.3	115.4
Less: Respendable Revenues	23.4	22.0	22.0
BUSINESS LINE TOTAL	98.3	100.3	93.5

Totals may not add up due to rounding.

Public Service Compensation

Service Delivery: The Public Service Compensation (PSC) achievements outlined below should not obscure the fact that PSC's most significant achievement is also its major ongoing responsibility: getting the payments out, in the right amounts and on time, for more than 234,000 payroll accounts and some 220,000 pension annuitants, while ensuring accurate remittance of taxes and collection of contributions. In 1999-2000, the Business Line collected \$526 million in contributions from public servants for credit to the Public Service Superannuation Account. PSC moved swiftly to reflect the provisions of the 27 new collective agreements that were negotiated by Treasury Board and 141 new collective agreements negotiated by Separate Employers during the year. The new agreements also created the need to recalculate some 12,000 annuities and produce retroactive payments.

Performance Facts

- The payroll component of Public Service Compensation collected and remitted \$3.21 billion in federal tax on behalf of Canada Customs and Revenue Agency
- The pension component collected and remitted another \$502 million

Year 2000 Activities: 1999 was a pivotal one for the Compensation Sector's Year 2000 project team. The government-wide mission-critical Regional Pay, Contributor, Public Service Superannuation, Canadian Forces Superannuation, the RCMP Pay and Pension Systems, and the Stand-alone Personal Computing Systems were all successfully tested. More than 27,000 days of work effort (primarily in 1999) were utilized by the Compensation Sector and elsewhere in the department to successfully meet the government-mandated deadline for Year 2000 implementation completion.

The January 1st, 2000 startup of all of compensation applications was a complete success with no negative impact on clients.

Supporting Public Service Reform: The Business Line continued to support Alternative Service Delivery agencies with the successful conversion of Canada Customs and Revenue Agency and its employees to separate employer status in October 1999. Adjustments were made to compensation systems to meet the provisions of the Federal and Provincial budgets and PWGSC supported the efforts of the second wave of departments in implementing the Financial Information Strategy. Specific initiatives are identified below:

♦ **Pay Equity:**

A Pay Equity Project Team was established in 1999 to both complete the issue of retroactive payments to 230,000 former and current PSAC members, and increase the basic rates of pay. This involved significantly modifying the Regional Pay and Contributor systems and co-ordinating activities in the client departments to ensure that employee salary/history files were validated for the initial payments.

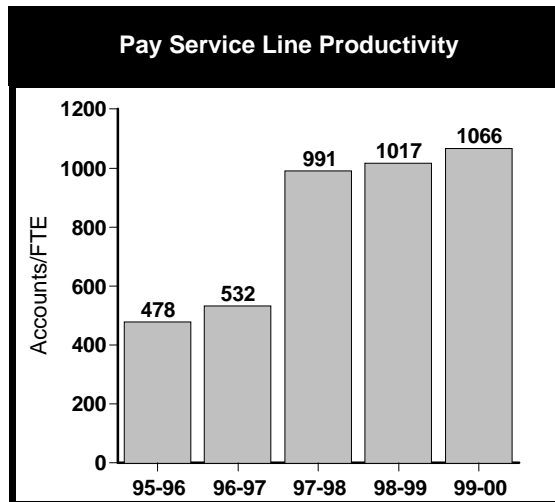
♦ **Pension Reform:**

The Public Service Compensation Business Line played a major role in supporting Public Service Reform in the revision of pension plans prompted by Pension Reform legislation. Two Bills (C-71 and C-78) were passed in 1999-2000 that affected the administration of the *Public Service Superannuation Act* (PSSA), the *Canadian Forces Superannuation Act* (CFSA) and the *Royal Canadian Mounted Police Superannuation Act* (RCMPSA). The Business Line was responsible for making changes to the automated systems (with the exception of DND Pay) which support these three Acts. A Pension Reform Project Team was created to implement these changes, and all necessary modifications were introduced on schedule at various points during 1999-2000. Highlights included: the creation of a new Public Service Pension Fund separate from the existing Public Service Superannuation Account; a mechanism to permit routing the Pension Fund contributions to the newly created Pension Investment Board for investment purposes; and, the development and implementation of an improved financial management and control framework.

Improving Service and Reducing Cost Through Investment in Technology:

With the completion of Year 2000 changes to the system infrastructure, PSC continued its efforts to improve service and reduce cost to government through investing in technology. The productivity gains shown in Figure 4 are a result of this investment. To this end, PSC carried out activities relating to automating the process specific activities to automate the process used to transfer employees between departments, moving remittance payments to electronic payment methods, upgrading the contributor system edits and data integrity and to finalizing the automation of compensation.

Figure 4



Operate with Integrity, Openness and Responsibility: A client consultation process exploring the priority of specific system initiatives was completed in 1999-2000 and system changes were initiated to address key priorities related to the transfer process and retroactive payments associated with collective bargaining changes. Close co-operation among Treasury Board, Separate Employers and departments as well as the Association of Compensation Managers have assisted the Business Line in identifying its work priorities.

Public Service Compensation 1999-2000

(in millions of dollars)

	Planned Spending	Total Authorities	Actual
▪ Operating Vote			
Gross Expenditures	55.5	59.5	61.6
Less: Respendable Revenues	3.5	3.7	3.7
BUSINESS LINE TOTAL	52.0	55.7	57.8

Totals may not add up due to rounding.

Government Telecommunications and Informatics Services (GTIS)

Implementing the Departmental Integrated Master Plan for Ensuring Year 2000

Compliance: The Year 2000 challenge was an important and resource-intensive project for the Government Telecommunications and Informatics Services (GTIS). This challenge required GTIS to ready both PWGSC's own internal computer infrastructure and business systems, as well as many government-wide systems, to handle the processing of Year 2000 computer system calendar dates.

Working with the department's Year 2000 Program Office which had been established in 1996, GTIS contributed to the development of a Year 2000 Master Implementation Plan (MIP), a comprehensive plan which addressed the issues of co-ordinating the conversion of systems and applications, testing and validation activities, operational communications, procurement, risk management, contingency planning, and budget control and monitoring activities.

Performance Facts

Year 2000

- All infrastructure was upgraded
- Validation tests were completed and contingency plans were implemented and tested to ensure a smooth transition into the Year 2000
- 34 government-wide mission-critical applications, 65 departmental high-priority applications, and 267 medium- and low-priority applications were converted

Over 12,000 departmental desktops were upgraded via the Office Infrastructure Renewal Project. GTIS also converted a total of 1,277 telecommunications components, as well as more than 550 mainframe and midrange computing infrastructure components.

Managing the Delivery of Strategic IM/IT Infrastructure Services¹: Strategic Information Management/Information Technology (IM/IT) Infrastructure (SII) services include telecommunications and related technology solutions designed to facilitate secure electronic service delivery.

- ♦ ***Telecommunications Services GTIS:*** GTIS telecommunications services are delivered to other federal government departments (including PWGSC). Significant savings to government are generated as reductions in the cost to government for grouped, multi-department services are tendered competitively. In 1998-1999, GTIS' brokering initiatives achieved a substantial reduction of \$37.6 million, largely by taking advantage of the new competitive, multi-vendor, deregulated environment. The savings momentum continued in 1999-2000 with a further \$19.6 million, for a total of

¹ *Strategic IM/IT Infrastructure Initiative (SII):* As a key enabler of the Government On-line agenda, the SII is a management framework for the policy, program, standards and technology solutions in support of secure electronic service delivery.

\$57.2 million in cost reductions during those two years. Subsequent reductions are expected to be less in the next two years, but are still expected to be a substantial \$7-9 million per year.

▪ Voice	\$37.4M	65%
▪ Cellular/PCS	\$12.5M	22%
▪ Bandwidth	\$4.7M	8%
▪ Local Access	\$2.6M	5%

Not included in these savings are the price reductions also achieved by a number of large departments which directly acquire their own networks and circuits, which have been able to take advantage of the new, lower, prices now established through GTIS procurement leadership.

♦ **Bandwidth Services:**

GTIS currently provides a range of electronic transmission (“bandwidth”) services including fibre, frame-relay and digital-channel services. Demand from GTIS’ client departments continued to grow, and with the establishment of the Government Consolidated Bandwidth Services contract in November, 1999, GTIS achieved its cost-reduction target two years earlier than forecast, and its volume target one year ahead of schedule.

Strong growth (64 percent) was particularly evident in Government Fibre Network Services, due to client demand for more high-speed bandwidth to support new bandwidth-intensive applications.

The GTIS-managed Government Enterprise Network (GENet), which interconnects government departments, and provides broadband connectivity to the public Internet, continued to meet the demands for greater bandwidth between government applications and between the federal government and the Internet. GENet use grew by 39 percent in 1999-2000.

♦ **Managing the Development and Delivery of the Infrastructure for Electronic Commerce and Electronic Service Delivery:**

▪ **Government On-line:**

The October 1999 Speech from the Throne signaled the government’s commitment to enable Canadians to access all key government information and services on-line at the time and place of their choosing. Government On-line, one of the pillars of the “Connecting Canadians” agenda, will have a profound impact on departments’ delivery mechanisms but also on PWGSC and GTIS because of the mandate to provide shared IM/IT infrastructure across government.

With some organizational realignment, GTIS’ contribution to the Government On-line agenda increased significantly. The Branch provided support to the Treasury Board Chief Information Officer Branch and to various Deputy Ministers in their development of the overall Government On-line strategy, and GTIS adapted an IT industry research (Gartner Group, Inc.) model to the Government of Canada, which became a framework for Government On-line.

GTIS also participated in a number of Strategic IM/IT Infrastructure (SII) projects.

- GTIS played a key role in developing, with Treasury Board Secretariat (TBS) and a number of key departments, the system-design criteria for the “Secure Channel” (now called “E-Platform”), destined to provide Canadian individuals and businesses with secure and reliable on-line access to Government of Canada programs and services.
- GTIS began planning, at the request of the TBS-chaired Advisory Committee on Information Management to become the certification authority of choice for other government departments through its participation in Public Key Infrastructure services.
- GTIS continued work on expanding the existing Government of Canada electronic messaging infrastructure, which will be used by other components of the SII as the common messaging infrastructure for those components.

♦ ***E-Government Infrastructure:***

The Secure Applications and Key Management Service (SAKMS) provides a Government of Canada Public Key Infrastructure service for enabling E-Commerce in electronic service delivery. It provides departments with a Certification Authority (CA) that enables them to engage in secure E-Commerce, without having to implement their own CA. SAKMS has a 100 percent acceptance rating endorsed by the RCMP Security Evaluation and Inspection Team.

The Service issued 1,000 certificates in its first year (1998-1999) with the help of 125 departmental Local Registration Authorities. Over the past year, usage of the Service has increased to over 3,100 active certificates. The total now stands at over 4,000, with 23 departments/agencies having signed SAKMS memoranda of understanding for provision of certificates. It is this service (SAKMS) that GTIS is prepared to transform into a cross-department, centrally-managed CA service for all departments and public servants, if the IM/IT Investment Management Board and TBS so request.

♦ ***Government Electronic Directory Service (GEDS):***

GEDS functions as the Government of Canada’s electronic white pages, providing a comprehensive directory of information on public servants in the Government of Canada (names, titles, positions, telephone and fax numbers, e-mail (Internet and X.400) and office addresses). GEDS operates on a 7-day – 24-hour – 365-day basis.

GEDS is an infrastructure service that directly supports the Government On-line initiative, by connecting Canadians and business to government, and by providing greater access to up-to-date directory information to public services in a paperless environment.

There is a steady increase in GEDS use, consistent with last year’s predictions. While initially designed as an internal-to-government white pages directory, outside-government use accounts for over 60 percent of the access, indicating its utility in connecting Canadians to government services and information.

♦ **“Blue Pages” Redesign:**

The Blue Pages Redesign project, in cooperation with the Treasury Board Secretariat, was another major accomplishment. The redesign is essentially a citizen-centered keyword listing for the combined federal/provincial/municipal government telephone directory services. Some directories have already been distributed and a total of 152 directories will be rolled-out across the country by the end of 2001.

Organizational Development: Responding to political, government-wide and departmental electronic “connectedness” objectives as well as new and powerful realities in the global IM/IT industry, GTIS embarked on creating a new functional model to serve as a blueprint for change.

The organizational structure that has evolved from the functional model attempts to reflect the overall goal of establishing a responsive, proactive, reliable, secure, affordable organization, with clearer accountabilities and a sharper focus on technological advances. Essentially, without significant personnel impacts, GTIS has re-aligned its sector organizations and services.

GTIS developed a GTIS Human Resources Renewal Framework, including a management philosophy for addressing Human Resources issues and concerns, such as the ongoing need to support initiatives for recruitment and retention, continuous learning, leadership/management development, and succession/continuity planning.

Government Telecommunications and Informatics Services 1999-2000			
<i>(in millions of dollars)</i>			
	Planned Spending	Total Authorities	Actual
▪ Government Telecommunications and Informatics Services Revolving Fund			
Gross Expenditures	145.7	145.7	142.3
Less: Respendable Revenues	145.7	145.7	144.4
BUSINESS LINE TOTAL	--	--	(2.1)

Totals may not add up due to rounding.

Consulting and Audit Canada (CAC)

Contributions to Improving Public Sector Management and Operations: Through applied research and numerous consulting and audit projects with client departments and agencies across the federal government, CAC has developed a significant body of knowledge, expertise and experience related to public management and operations. As a government organization, CAC shares this as widely as possible with managers across the public service. CAC does this not only through its professional services, but also through publications, conference presentations and workshops, by participating in horizontal projects and by providing support to central agency initiatives. CAC regularly develops new products and services that are relevant to the evolving needs of its clients. In providing advice to clients, CAC also makes linkages, where possible, to horizontal issues facing government.

In 1999-2000, CAC provided departments with management tools and approaches that help them to be more effective, efficient, responsive and accountable in delivery of services to Canadians. For example, CAC:

- ◆ assisted many departments in developing their Sustainable Development Strategies and integrated analysis;
- ◆ supported the Treasury Board Secretariat's Year 2000 Project Office and assisted in the timely due diligence reviews of departmental Year 2000 preparedness in line with central agency requirements;
- ◆ provided a range of advice on assurance and comptrollership matters;
- ◆ managed the Shared Systems Support Center that enables departments to develop and share common systems across government, thus reducing the cost of systems such as People Soft, Human Resource Information System, Software Analysis Program, Automated Materiel Management Information System, Free Balance;
- ◆ conducted risk-management projects for a range of clients and developed a business risk surveillance tool;
- ◆ conducted analyses and supported the implementation of a range of new governance initiatives, such as partnering arrangements, Special Operating Agencies and legislated agencies;
- ◆ provided federal government managers with the tools to respond to and implement emerging government policy in areas such as dispute resolution, harassment and performance management;
- ◆ provided advice to managers on implementing such major initiatives as the Universal Classification Standard (UCS);
- ◆ designed, developed and delivered a train-the-trainer program for Service Canada, a TBS initiative to equip federal employees directly serving Canadians in centers across the country to access all federal programs through the Internet;
- ◆ participated in a government-wide audit of departments' financial management capability and worked with the Office of the Auditor General (OAG) to produce an audit report (to be released in October 2000) as a chapter in the Auditor General's annual report. The audit parallels the Treasury Board Secretariat-led initiative on the Modernization of Comptrollership.

Improved Client Service: In meeting its objectives, CAC has developed service-delivery indicators and a cost-effective method of measuring its performance. CAC measures performance using two key indicators: client ratings of its products and service quality, and the level of repeat business. These indicators enable CAC to more accurately identify what is being done well and areas that need improvement. CAC will also be able to analyse its performance, learn from the results of its analyses and make any necessary improvements. These indicators and analyses, therefore, are essential tools for achieving the best results possible. CAC, our clients and, ultimately, the Canadian public will benefit from this stronger capacity to measure and improve our performance. In delivering its services, CAC assists departments in implementing a modern vision of comptrollership appropriate to their circumstances, as well as helping to improve risk management processes.

Performance Facts

- 89 percent of CAC's clients surveyed rated its services as excellent or good
- 96 percent indicated that they would request our services again

Knowledge Sharing: CAC, as a sharing and learning organization, develops technological solutions and communication processes with its employees, the public service and the private sector. CAC has developed a number of initiatives to improve its internal management of information and effectiveness such as an on-line Corporate Memory System. This system consists of information on all project and clients, as well as on the "proceedings" of monthly "brown-bag sessions", which are held to share information on successes and lessons learned. These initiatives have produced beneficial outcomes. First, CAC can pursue a more interdisciplinary approach, resulting in better advice and service to its clients. Second, by using technology to create stronger links and an improved flow of information between headquarters and the regions, CAC has allowed the regions to respond more quickly to local requests for service. Further, regional staff can more readily tap headquarters' expertise when working in the field, and vice versa.

CAC also works with small and medium-size firms to complement its in-house capabilities in order to meet client demands and to transfer knowledge to private sector firms. For the year ended March 31, 2000, 72 percent of CAC business involved subcontracting with private sector firms.

Departments also benefit from CAC's knowledge of government priorities and its involvement in public policy issues such as UCS, modern comptrollership competency profiles and policy updates, analysis of sustainable development strategies, its audits of registered charities and disaster assistance.

Financial Self-sufficiency: Over the past five years, CAC has made substantial progress toward our commitment to achieve financial self-sufficiency. A high level of client satisfaction and repeat business, substantially reduced overhead and increased efficiencies have enabled CAC to generate modest operating surpluses and positive cash flow over the past few years. In 1999-2000, for example, CAC recorded a \$2.9 million surplus with a positive cash flow of \$3.0 million. These surpluses have in turn, provided CAC with the

resources to reinvest in technological solutions, skills upgrading and to pay back some of its startup costs from early years as an Special Operating Agency (SOA).

CAC's revenues increased from about \$60 million in 1995-1996 to approximately \$114 million in 1999-2000. In 1999-2000, the private sector carried out approximately \$68 million in business on CAC's behalf, 99 percent of which represented contracts with small and medium enterprises (SMEs). Involving SMEs in CAC projects has enabled these firms to gain valuable exposure to government projects and the government environment. CAC does not compete with the private sector; rather, it facilitates public-private sector partnering.

Consulting and Audit Canada 1999-2000			
<i>(in millions of dollars)</i>			
	Planned Spending	Total Authorities	Actual
▪ Consulting and Audit Canada Revolving Fund			
Gross Expenditures	71.2	71.2	109.9
Less: Respendable Revenues	72.3	72.3	113.4
BUSINESS LINE TOTAL	(1.1)	(1.1)	(3.5)

Totals may not add up due to rounding.

Translation Bureau

Quality and Cost-effective Services: The Translation Bureau continued to adapt and improve its services and products in 1999-2000. Through promotion and by providing quality, cost-effective language services, it has managed to attract new clients and increase its business volume to a record level. Survey results showed that a large majority of clients were highly satisfied with its services and products. For the first time since becoming a Special Operating Agency, the Bureau's revenues exceeded its operating costs.

In 1999-2000, the Translation Bureau made inroads in recruiting and developing professional staff. Specifically, 68 translators and interpreters were recruited. In addition, various universities' programs were implemented partnerships. This gave more than 100 students from nine universities a chance to get hands-on experience in translation.

During 1999-2000, the Translation Bureau played an important role in the success of major initiatives such as Year 2000 through the provision of translation, interpretation and terminology services and products.

Standardized and Accessible Terminology: This past year, the Translation Bureau streamlined federal public service access to TERMIUM Plus® and other linguistic tools through the Extranet. The number of visits to this site grew rapidly. A new TERMIUM® CD-ROM was completed and made available to the public. It was well received, as sales broke previous records. For the first time, the public was also offered access to TERMIUM Plus® on the Internet.

During 1999-2000, the Bureau launched Querium® – a module to assist data base searches in either official language, or both, simultaneously. This initiative will help the public to gain better access to information on federal government sites.

Financial Objectives: In 1999-2000, the Translation Bureau surpassed its financial objectives and met the approved goal to break even two years ahead of schedule. This was made possible by a number of factors including: a record business volume, improved internal productivity, prudent expenditure control, and the professionalism and dedication of its employees.

Higher internal productivity was due in part to the Financial Incentive Program. Employees were rewarded in a manner commensurate with their contribution. Clients benefited from lower costs and improved turn around, and the Bureau gained through lower processing and contracting-out costs.

Translation Bureau 1999-2000

(in millions of dollars)

	Planned Spending	<i>Total Authorities</i>	Actual
▪ Operating Vote			
Gross Expenditures	37.6	41.3	40.3
Less: Respendable Revenues	--	--	--
Net Expenditures	37.6	41.3	40.3
▪ Translation Bureau Revolving Fund			
Gross Expenditures	125.0	125.0	137.5
Less: Respendable Revenues	118.7	118.7	144.7
Net Resources (Provided) Used	6.3	6.3	(7.2)
BUSINESS LINE TOTAL	44.0	47.7	33.1

Totals may not add up due to rounding.

Communications Coordination Services

Public access to government information: In 1999-2000, the most visible and measurable result achieved for 1 800 O-Canada and www.canada.gc.ca is the significant increase in call volume, Internet hits and page requests. The end results, although less measurable, are easier access for increased citizen awareness and interaction with government; easier access for citizens to government information, and an increase in visibility for the government. A growing number of ads in newspapers, magazines, at cinemas and on national television are featuring both access points.

Performance Facts

- Almost 930,000 calls were made to 1 800 O-Canada
- 237.2 million hits were made on the Canada Site
- 23.8 million pages of information were requested from the Canada Site
- 12,000 e-mail messages were received from Canada Site users
- 441,285 calls to Government of Canada customized lines were received

Service Canada: Communications Coordination Services (CCS) supported the interdepartmental Service Canada pilot project, intended to improve the delivery of programs directly to Canadians through in-person service centers across Canada. For example, Service Canada host sites were provided with access to the Government Enquiry Centre database through Publiservice and via some password-protected access through the Canada Site. CCS also planned, developed and delivered a comprehensive training program for all Service Canada staff who work directly with the public at each of these sites.

Government on the Net: Under the stewardship of the Public Access Sector of CCS, PWGSC chaired GovNet'99, the fifth annual Conference of Government on the Net. GovNet'99 emphasized the role and importance of content in the Internet environment, and explored the challenges facing government in positioning itself to provide Canadians the best possible Internet-based programs and services.

In collaboration with Human Resources and Development Canada (HRDC) and with the co-operation of 30 other departments, the InfoCentre Web site and Rural Kiosk Pilot project were developed. The objective is to provide Canadians with easier access to information on the most frequently requested government programs and services. The pilot project combined HRDC's expertise with kiosks and CCS's Internet knowledge of the Internet to provide touch-screen kiosks in 100 rural communities throughout Manitoba, Ontario, Quebec and the Atlantic provinces. CCS co-chaired the InfoCentre Web site Working Committee, provided coordination and information management as well as communications and evaluation support for the entire project.

Canada Site: The Canada Site received a new look in June 1999. The modifications address three Government of Canada initiatives (TBS Common Look and Feel, Connecting Canadians, and Service Canada), focus on the government's public access priorities, respond to feedback from users, enhance quality of service to Canadians,

address technology and accessibility issues, and encourage relationships with other government departments. Canadians benefit from a new, more powerful search engine that make it much easier to retrieve information. The site features a new look, and it is easier for users to navigate when they are trying to find information. A recent addition to this more user-friendly site has been a Featured Announcements page, which directly links Canadians to major Government of Canada campaigns and program initiatives.

Performance Facts

- 70% of e-mail messages received on the Canada Site were requests for information
- 30% were comments and views

Government of Canada Intranet: Publiservice launched the Audio/Video pilot site in February 2000. This service delivers real-time coverage of announcements and events of interest. Categories covered include Government of Canada, News and Features, Political Commentary and Embassy Row. Audio/Video documents are also archived for future reference. The first feature on this site was the presentation of Budget 2000 by the Minister of Finance, the Honourable Paul Martin. Over 1,350 public service employees accessed the site for this event and daily access has been increasing dramatically since the launch of this new service.

Performance Facts

- Publiservice hits in 1999-2000 reached 192.5 million
- 12.8 million pages of information were requested by Publiservice users in 1999-2000

Canada Gazette: In August 1999, as a result of a client request, a proposed regulation of 801 pages entitled, "Transportation of Dangerous Goods Regulations" was published in "plain language, style and format" to improve the readability of the regulations. The style and format of the *Canada Gazette* is regulated by law and it is the first time in the history of the *Canada Gazette* that a "plain language style and format" was used. This pilot required the approval from the Department of Justice and Privy Council Office.

Performance Facts

- 825,806 hits were made to the Canada Gazette site during 1999-2000
- 333,853 pages were downloaded by Canada Gazette users in 1999-2000

Depository Services: As part of its Depository Services Program, PWGSC distributed over 1 million Government of Canada publications to libraries, senators and Members of Parliament in 1999 as well as provided free access to priced digital information.

Performance Facts

- The Depository Services web site had approximately 8 million visits during 1999-2000 – 43,700 daily
- Web site provides a repository of 16,000 content files, up 45% from 1998-1999

Electronic Media Monitoring: CCS's Procurement Services Sector awarded five contracts to provide better, more flexible electronic media monitoring services to the Government of Canada. These contracts, valued at \$4.3 million, reflect a change in the government's requirement for media information. Contracting on behalf of the government will yield savings of at least 30 percent versus contracting on behalf of individual departments.

Communications Coordination Services 1999-2000

(in millions of dollars)

	Planned Spending	Total Authorities	Actual
▪ Operating Vote			
Gross Expenditures	59.0	90.3	88.1
Less: Respendable Revenues	0.1	10.9	10.9
Net Expenditures	58.9	79.5	77.2
▪ Optional Services Revolving Fund			
Gross Expenditures	33.9	33.9	12.8
Less: Respendable Revenues	33.2	33.2	11.1
Net Resources (Provided) Used	0.7	0.7	1.7
BUSINESS LINE TOTAL	59.6	80.2	79.0

Totals may not add up due to rounding.

Operational Support

As the government's major provider of common and central services, PWGSC has increasingly had to integrate its expertise with that of the private sector, while providing a management infrastructure that enables managers in the federal government to directly control how their service needs are met. This shift from service provider to service enabler is having profound effects on the department's requirements, especially in the area of human resources and information technology requirements. The Operational Support Business has two Service Lines – Corporate Management and IM/IT Departmental Operations.

Performance Facts

- Focus on people to be an Employer of Choice and Optimize Organizational Capacity to Achieve Best Value in Service Delivery
- After three years of collective effort, Shaping Our Tomorrow, PWGSC's La Rèleve action plan is fully operational

Corporate Management

PWGSC's commitment to renew its workforce, which began three years ago with its La Relève Action Plan, has been integrated to ongoing business practice in a human resources management strategy for 2000 and beyond, which focuses the department on becoming an employer of choice and on optimizing organizational capacity to achieve best value in service delivery.

The Finance sector has completed the implementation of its systems to a Financial Information Strategy (FIS) compliant environment, and has begun work on the financial policies required to support implementation of FIS accounting and reporting in 2001-2002.

The department worked to build a flexible and responsive workforce by working in partnership across the public service to:

- ♦ champion efforts to both renew the middle and human resources management communities, and contribute significantly to public service renewal activities on recognition, workplace well-being, the UCS classification system and learning and development;
- ♦ establish, with government and non-governmental agencies, professional development and accreditation programs for specific activities, including the recruitment and retention of an effective and committed team of professionals for the Year 2000 initiative; and
- ♦ play a key role in preparations for the Year of La Francophonie and contribute toward the vitality of linguistic minority communities.

Other achievements are as follows:

- ♦ PWGSC continued to adjust its workforce to the shift in service expectations including standardized practices for human resource planning and forecasting, such as

profiles for key occupational groups and analysis of mobility, recruitment and retirement trends and projections.

- ◆ A welcoming work environment for designated group members was promoted through leadership of community events, Aboriginal recruitment activities and support for designated group networks.
- ◆ The department readied for conversion to the new Universal Classification Standard and implementation of Pay Equity settlements.
- ◆ A competency-based framework for developing and renewing the department's middle management community has been established. Over 50 percent of the targeted minimum training investment was attained in its first year of adoption.

The department encouraged everyone to perform their duties to the highest ethical standards. It established an Ethics Program to provide the framework and processes necessary and created an Ethics Development Office to raise awareness of ethical issues in the workplace and provide guidance and learning opportunities for ethical decision-making, leadership and conduct.

IM/IT Departmental Operations

The objective of the IM/IT Service-Line is to provide integrated IM/IT business solutions to enable electronic delivery of departmental services. GTIS provides IM/IT support services that enable other Branches of PWGSC to perform essential administrative functions such as the Receiver General for Canada, compensation services, real-property services, and procurement of goods and services on behalf of the federal government.

Computer Mainframe-Based Services

Mainframe computer capacity managed by GTIS on behalf of PWGSC and other government departments has increased by nearly 50 percent, while at the same time, high service levels have been maintained. Capacity continues to grow on an annual basis, both in terms of information stored, as well as the number and complexity of transactions performed.

Extensive use is made of the "Standard Payments System" by various federal departments and agencies to facilitate timely settlement of government supplier payment through a network of terminals and interconnected systems. A central public-service pay system for all departments and agencies, the central banking system, and the federal pension-payments system are examples of the PWGSC services supported by GTIS.

Moving Information Management (IM) services on-line

GTIS provided a range of IM/IT-related corporate services to PWGSC, including Information Management and IT Security. In the area of Information Management (IM), GTIS continued to provide services such as mail, directory and forms management to PWGSC. Its objective is to increase service value by taking full advantage of proven technology to increase efficiency and effectiveness, as part of our support for PWGSC's Government On-line initiative.

Accomplishments in 1999-2000 included:

- ♦ A major increase in the number of forms available for use electronically: 289 forms were automated, while 192 were retained in hard copy due to operational requirements, and, as part of the forms review last year, some 244 paper-based forms were eliminated completely.
- ♦ on-line access to PWGSC employees from the desktop to licensed electronic holdings;
- ♦ in partnership with the Supply Operations Services Branch, establishment of a paperless system to access courier services, permitting PWGSC users to select companies, ship items and track them electronically.

Information Technology Security (ITS) Environment

Given the growth in threats to departmental and government IT environments, GTIS intensified its monitoring of IT security on two fronts: Departmental use of the Internet, and frequency of two specific threats, viruses and hoaxes.

To counter threats in 1999-2000, GTIS installed major upgrades to the anti-virus capabilities on PWGSC gateways to the outside world; implemented a Computer Incident Response Team to deal with incidents on a 7-day – 24-hour basis; developed/disseminated a risk assessment process to help departmental managers identify and address potential threats to their systems; and established an IT Security website on security issues, and computer-based education.

Year 2000, Performance, Service

As noted in the section on GTIS response to the Year 2000, PWGSC's Office Infrastructure Renewal (OIR) project concluded in 1999-2000. OIR represented a significant challenge for GTIS and the department since all former IM/IT office infrastructure (i.e. workstations and related software) had to be 'migrated' from three electronic mail systems, and several different operating environments, to one across the country. Some 12,000 PWGSC HQ and Regional workstations were converted, all within the context of meeting Year 2000 requirements.

GTIS will continue to bring down the cost of operations support through initiatives such as selective contracting, consolidating service desk functions and implementing a remote on-line response capability, which allows the service desk to take on-line corrective measures prior to dispatching a service representative.

Operational Support 1999-2000

(in millions of dollars)

	Planning Spending	Total Authorities	Actual
IM/IT - DEPARTMENTAL OPERATIONS			
SERVICE LINE			
▪ Operating Vote			
Gross Expenditures	151.5	256.1	253.7
Less: Respendable Revenues	27.7	77.3	77.3
Net Expenditures	123.8	178.8	176.3
CORPORATE MANAGEMENT SERVICE LINE			
▪ Operating Vote			
Gross Expenditures	126.6	142.2	132.3
Less: Respendable Revenues	43.1	38.9	38.9
Net Expenditures	83.6	103.3	93.4
BUSINESS LINE TOTAL	207.4	282.1	269.7

Totals may not add up due to rounding.

Crown Corporations

Old Port of Montreal Corporation Inc.

The Old Port of Montreal Corporation Inc. is responsible for managing and developing the Old Port site in Montreal. It operates an IMAX® theatre and an outdoor skating rink, and offers year-round activities for visitors. Sources of independent revenue include theatre admissions, parking, food services and sponsorships.

With the support of the federal government, the Corporation is developing the Montreal Interactive Science Centre – an exhibition, entertainment and business centre that is scheduled to open on May 1, 2000.

Queens Quay West Land Corporation

Queens Quay West Land Corporation provides an operating subsidy to Harbourfront Centre in Toronto under an agreement with the federal government. Most of the original 100-acre site has been conveyed to the City of Toronto.

Crown Corporations Program 1999-2000			
<i>(in millions of dollars)</i>			
BUSINESS LINE	Planned Spending	Total Authorities	Actual
OLD PORT OF MONTREAL CORPORATION INC.			
▪ Payments to the Old Port of Montreal Corporation Inc.	7.8	24.3	24.3
QUEENS QUAY WEST LAND CORPORATION			
▪ Payments to the Queens Quay West Land Corporation	3.0	3.0	3.0
PROGRAM TOTAL	10.8	27.4	27.3

Totals may not add up due to rounding.

Section III — Consolidated Reporting

Procurement and Contracting

Public Works and Government Services Canada, via the Supply Operations Service Branch (SOSB), provides common services for acquiring goods and services on behalf of the departments and agencies of the Government of Canada. SOSB has procurement procedures and policies that foster the cost-effective and efficient delivery of common contracting services to government, and which meet the legislative obligations related to national and international trade agreements.

Its activities are carried out in compliance with clear principles. Integrity is the single, most important tenet of PWGSC procurement. Integrity is the foundation for five principles that guide all contracting activities:

- ◆ **client service:** Every effort is made to satisfy the operational requirements of clients, while obtaining best value from suppliers.
- ◆ **competition:** Contracts are awarded through an open, competitive process, with specific exceptions permitted by the Government Contracts Regulations.
- ◆ **equal access and treatment:** All suppliers receive equal access to procurement opportunities, and are subject to the same conditions.
- ◆ **national objectives:** PWGSC implements government policies that use procurement expenditures as a means of advancing socio-economic objectives, within the limits imposed by international trade agreements.
- ◆ **accountability:** PWGSC is accountable for the integrity of the entire procurement process.

Materiel Management

In June 1993, the former Government Telecommunications Agency, Public Works Canada, Supply and Services Canada, and the Translation Bureau were merged to form the present Public Works and Government Services Canada. Since then, PWGSC has been operating three materiel management systems. A senior-level working group was formed in 1999 to identify all departmental requirements with respect to asset management, including the roles and responsibilities of individual branches. The working group also addressed the implementation of full accrual accounting and the advent of the government's Financial Information Strategy. As a result of this work, a departmental Asset Management Policy, complemented by four business line sub-policies, will be developed and implemented prior to March 31, 2001 to address requirements. The Policy will also identify life cycle costs for mission-critical assets and long-term capital asset management.

In support of departmental policies, PWGSC is implementing a Treasury Board-endorsed, shared asset management system. The system will cover all aspects associated with life

cycle material management processes, including the specific requirements associated with both the Financial Information Strategy and accrual accounting. Inherent in the acceptance of the asset management system are the business rules needed to allow PWGSC to take stock of its controllable material assets, reconcile its current holdings and begin forwarding all necessary amortization values to the departmental financial system. This asset system will be implemented prior to March 31, 2001.

Sustainable Development

During the past year, PWGSC has made steady progress against environmental targets and objectives published in the 1999-2000 Report on Plans and Priorities, and previous commitments made in our Sustainable Development Strategy of 1997. The department has also expanded the scope of its strategy to include measures in support of the Federal House in Order Initiative (FHIO) – the government’s commitment to the Kyoto Protocol to reduce greenhouse gas emissions in its own operations. The department has conducted extensive research and cost analysis throughout 1999-2000 regarding the potential for further reducing emissions. As a result, PWGSC is now well-positioned to play a lead role in reducing emissions resulting from the operations of the federal government.

The results PWGSC has attained against a wide range of sustainable development targets provide tangible proof that the department is successfully reducing the negative environmental impact of its operations in all key priority areas: energy efficiency, water conservation, waste management, land use management, fleet management, and material management. Selected performance highlights include:

- ◆ In construction and demolition contracts, PWGSC has implemented recycling and reuse practices to reduce disposal in landfill sites. At the former US Naval facility at Argentia, Newfoundland, close to 100,000 tons of concrete, 9,000 tons of re-bar, 9,433,000 litres of fuel oil and 2,000 tons of scrap metal have been salvaged from dismantled buildings, underground tanks, pipelines and other structures.
- ◆ A decrease in energy use due to continued implementation of energy-conservation measures under the Federal Building Initiative has resulted in annual cost savings of approximately \$15.75 million. A recent \$500,000 energy retrofit of Vancouver’s Sinclair Center is expected to lower power consumption in the building by 17 percent. The project involved a thorough overhaul of the lighting, cooling and ventilation systems to update the technology to meet today’s requirements.
- ◆ Standing offers have been established for environmentally responsible cleaning products and recyclable plastic garbage bags, as well as other “green” products such as lamps, batteries, packaging materials, alternative fuel-powered vehicles, office stationery supplies and recycled paper.
- ◆ At the request of Indian and Northern Affairs Canada, PWGSC is working to help protect First Nations reserve lands in British Columbia from the threat of floods. The department is using innovative assessment of flood and erosion risks at several hundred sites throughout the province, managing a \$1.5 million flood erosion damage mitigation study in co-operation with 137 First Nation communities.

During the reporting period, PWGSC has engaged in broad consultations with clients and stakeholders to validate our environmental commitments, to discover ways of working together to realize our common goals and to exercise our leadership role in areas of shared responsibility. PWGSC also plays a prominent role in the interdepartmental working group established by the Treasury Board Advisory Committee on Contracts – General Contracting Subcommittee which has been tasked with the responsibility of developing a government-wide Procurement Strategy for Sustainable Development.

PWGSC encourages employees to adopt an environmental ethic in their day-to-day work activities through a national Green Citizenship Program established during the past two years in every branch and region across Canada. Enthusiasm for protecting the environment is building as more and more employees become involved. In a letter to the Quebec Regional Director of Environmental Services, the Big Brothers and Big Sisters Foundation of Montreal expressed their appreciation for 500 kilograms of used clothing collected from government employees in their second year of participation in co-operative Environment Week activities.

Over the coming year, PWGSC will continue to implement departmental sustainable development commitments while preparing to launch its new Sustainable Development Strategy, which must be tabled in Parliament no later than December 15, 2000.

Detailed Report on Sustainable Development Performance

Targets	Performance	Corrective/ Additional Measures (If applicable)
<p>Objective: To integrate a comprehensive Environmental Management System (EMS) into PWGSC's overall management framework, and ensure that environmental performance is achieved and sustained according to established objectives.</p>		
<p>1.1: To complete and implement a departmental EMS that is consistent with ISO 14004 by March 31, 2000.</p> <p>1.2: To ensure implementation of the EMS in each Crown-owned PWGSC facility by March 31, 2001.</p>	<p>1.1: By March 31, 2000, the departmental EMS was 80% completed. The PWGSC EMS Manual is substantially complete and has been approved by Business Board.</p> <p>1.2: Since most Crown-owned facilities managed by PWGSC include like activities, development of EMSs for these facilities is generic. Implementation will take place simultaneously. Key activities to implement facility level EMSs continues to be integrated into management processes at the facility level (policy, planning, implementation, review and improvement, continue improvement). During FY 1999/2000, EMS/SDS reporting requirements were incorporated into PWGSC facility management systems.</p>	<p>1.1: Departmental EMS to be in place by March 31, 2002.</p> <p>1.2: Emphasis in upcoming year will continue to be on EMS/SDS reporting requirements, improved communications, and EMS documentation. The new target date is March 31, 2002.</p>

Targets	Performance	Corrective/ Additional Measures (If applicable)
<p>1.3: To continue to comply with the CEAA for any proposed activity considered a project as defined by the CEAA.</p>	<p>1.3: Projects continue to be evaluated for requirement to apply CEAA. Over 880 PWGSC projects were assessed for application of CEAA requirements. Of these, 99 required environmental assessments.</p>	<p>1.3: Develop a monitoring framework for CEAA; training tools on CEAA to be completed for March 31, 2001.</p>
<p>Objective: To green PWGSC's operations, using a pollution-prevention approach to meet or exceed the requirements of applicable environmental legislation and policies.</p>		
<p>Materiel Management</p>		
<p>2.1: To ensure that all buyers have attended training regarding the purchase of environmentally responsible goods and services for PWGSC.</p>	<p>2.1: In FY 1999-2000, 27 procurement staff attended a course on greening procurement. In this period, Materiel Management staff provided green procurement awareness training to approximately 400 PWGSC staff in two different venues (Low Dollar Value training and Acquisition Card E-Commerce (MILTON) training). Trained individuals included a number of supervisory or managerial staff.</p>	<p>2.1: Training needs assessment and training are ongoing.</p>
<p>2.2: To increase the dollar value of purchases of green goods and services for PWGSC.</p>	<p>2.2: A baseline has been established using purchases made through the Buying Power 2000 (BP2K) system as an indicator of "green" goods purchased within PWGSC. In FY 1999-2000, 11.26% of the approximately \$1 million purchases made through BP2K were classified as "green".</p>	<p>2.2: Continue monitoring "green" purchasing through BP2K.</p>
<p>Fleet Management</p>		
<p>3.1: To meet or exceed requirements of Alternative Fuels Act.</p>	<p>3.1: Done</p>	
<p>3.2: To provide information on alternative fuel vehicles to clients through the Government Motor Vehicle Ordering Guide.</p>	<p>3.2: Done</p>	
<p>3.3: To decrease total annual fleet kilometres by a reduction in fleet size from 300 in April 1999 to 275 in March 2000 and/or a decrease in average kilometres travelled by fleet.</p>	<p>3.3: The PWGSC fleet has decreased from 300 in April 1999 to 295 in March 2000. The total number of kilometres travelled by the PWGSC fleet has decreased from 8,346,030 in FY 1997-1998 to 5,499,434 in FY 1998-1999. The figures on kilometres travelled for fiscal year 1999-2000 will not be available until late September 2000.</p>	<p>3.3: Further reductions in the departmental fleet could not be realized due to an increasing business volume affecting the client service units of the Real Property Service Branch. Instead of declaring vehicles surplus for disposal, some units were relocated to accommodate the delivery of services to new clients.</p>

Targets	Performance	Corrective/ Additional Measures (If applicable)
<p>3.4: To increase percentage of alternative fuel-vehicles in fleet.</p> <p>3.5: To increase percentage of fleet kilometres travelled by alternative-fuel vehicles.</p>	<p>3.4: The percentage of alternative fuel-vehicles in fleet increased from 10% to 15%.</p> <p>3.5: The figures on kilometres travelled for fiscal year 1999-2000 will not be available until late September 2000.</p>	<p>3.4: Increase number of Alternative Fuel Vehicles.</p>
Waste Management		
<p>4.1: To achieve by March 31, 2000 a direct deposit take-up rate of 66% from the 1998-1999 level of 64%, representing 4 million fewer cheques and envelopes.</p>	<p>4.1: Achieved 65.5%.</p>	<p>4.1: Direct deposit take up has flattened out and the increase in enrolment was therefore not as high as expected.</p>
<p>4.2: To recycle 245,048 kilograms of cheques and card paper by March 31, 2000 through the Cheque Redemption Control Directorate's recycling program. (This activity is on a downward trend as the take-up rate of direct deposit rises).</p>	<p>4.2: Achieved 246,808 kilograms of cheques and 24,410 kilograms of cards.</p>	<p>4.2: Continue trend.</p>
<p>4.3: To continue to transfer PCB waste material to licensed destruction facilities within one year of receipt or as soon as it is feasible and economically viable to do so.</p>	<p>4.3: 99% of PCB waste transferred (waste is sent for destruction when sufficient quantities are available to ensure cost efficiency).</p>	<p>4.3: Maintain performance level</p>
<p>4.4: To continue to meet the regulatory requirements for PCB waste storage.</p>	<p>4.4: Target met.</p>	<p>4.4: Maintain performance level.</p>
<p>4.5: By March 31, 2000, incorporate construction solid waste diversion practices into Real Property Services project delivery system and implement for all future construction, renovation and demolition projects as applicable.</p>	<p>4.5: Target met, requirement for construction, renovation and demolition waste reduction has been incorporated into project delivery standards, including: the standard generic project brief, consultant request for proposal, Project Management Practice Standard, and initial release of a Construction, Demolition and Renovation Waste Management Protocol.</p>	<p>4.5: Further initiatives are planned to ensure improvement and full implementation of these practices in the PWGSC inventory, including:</p> <ul style="list-style-type: none"> • the use of Construction, Demolition and Renovation Waste Management Protocol • training & communications • creation of a special team (Sustainable Project Delivery Design Team) for implementation and follow-up.

Targets	Performance	Corrective/ Additional Measures (If applicable)
<p>4.6: By March 31, 2000, in concert with Canadian Construction Association, develop and disseminate construction industry best practices for solid waste management.</p>	<p>4.6: A market readiness study was completed indicating that in some regions, recycling facilities for these wastes are not available, which slowed the finalization of best practices.</p>	<p>4.6: PWGSC officials have met with the Canadian Construction Association and have developed an action plan to address barriers to implementation.</p>
<p>4.7: To continue to comply with hazardous waste disposal regulations.</p>	<p>4.7: Target met, no regulation infractions incurred in PWGSC facilities with regard to hazardous waste disposal.</p>	<p>4.7: Maintain performance level.</p>
<p>4.8: To implement a PWGSC National Asbestos Management Plan by March 31, 2001, in all Crown-owned PWGSC buildings where there is asbestos.</p>	<p>4.8: Of the facilities where asbestos is present, 72% have an Asbestos Management Plan.</p>	<p>4.8: On track for substantial completion by target date.</p>
<p>4.9: To develop a cost-effective strategy by March 31, 2000, to achieve a downward trend in the ozone depleting potential and global warming potential of chillers in the Crown-owned PWGSC inventory.</p>	<p>4.9: Approval of the Strategy is pending.</p>	<p>4.9: Approval of the Strategy is expected by Spring 2001.</p>
<p>4.10: To maintain refrigerant losses from chillers in the Crown-owned PWGSC inventory at a maximum of 4% per annum.</p>	<p>4.10: Target met, refrigerant losses are estimated to be well below 1%.</p>	<p>4.10: Maintain performance level.</p>
<p>4.11: To establish a National Master Standing Offer to provide a spills-response service to Crown-owned PWGSC property inventory by March 31, 2000.</p>	<p>4.11: The NMSO approach has been set aside in favour of a locally-based spills response regime, currently in place as part of Critical Incidents Response procedures.</p>	
<p>4.12: To continue the phase-out of PCB-containing equipment in PWGSC Crown-owned facilities as the equipment reaches the end of its life cycle or as Federal Building Initiative (FBI) upgrades are completed.</p>	<p>4.12: Seventy-one per cent of PWGSC Crown-owned facilities are PCB-free.</p>	<p>4.12: Phase-out will continue in remaining 29% of facilities, following a life-cycle management approach.</p>

Targets	Performance	Corrective/ Additional Measures (If applicable)
<p>4.13: To establish standards for, and implement integrated pest management plans at, all Crown-owned PWGSC facilities by March 31, 2001.</p> <p>4.14: To continue to comply with effluent-discharge regulations, including local by-laws.</p> <p>4.15: To develop a protocol to use economical alternatives to hazardous materials and/or processes which generate hazardous waste by March 31, 2000.</p> <p>4.16: To ensure compliance with pending federal halocarbon regulations.</p>	<p>4.13: The integrated pest management standards have been drafted. Integrated pest management plans are implemented in 60% of facilities.</p> <p>4.14: Target met.</p> <p>4.15: In the National Capital Area, a total of 25 facilities (19 in FY 1999-2000) were reviewed and alternatives suggested for hazardous materials still in use. This information will form the basis of a protocol to be rolled-out in the future.</p> <p>4.16: Target met.</p>	<p>4.13: Further communications with facility management will be conducted to identify obstacles and opportunities to expand or pursue further implementation.</p> <p>4.14: Continue regulatory compliance.</p> <p>4.15: Rolling out the protocol will be part of the new Pollution Prevention regime to be adopted across the government.</p> <p>4.16: Maintain performance level.</p>
Water Conservation		
<p>5.1: To implement water conservation initiatives in Crown-owned PWGSC facilities by March 31, 2000, where it is feasible and cost-effective to do so.</p>	<p>5.1: Fifty-three per cent of the facilities, by floor area, have implemented water conservation measures.</p>	<p>5.1: As facilities are subject to retrofit, water conservation measures will be incorporated.</p>
Energy Efficiency		
<p>6.1: To complete a study by March 31, 2000, to identify cost-effective opportunities for more efficient and environmentally friendly sources of energy in Crown-owned PWGSC buildings.</p> <p>6.2: To implement FBI and other energy conservation measures in the PWGSC inventory by March 31, 2000, where an energy assessment has demonstrated that it is cost effective to do so.</p>	<p>6.1: An assessment was conducted to identify potential for energy efficiency and reduction of green house gas emissions in PWGSC facilities. This assessment is being updated in light of the Kyoto Federal House in Order Initiative to ensure PWGSC consistency with the overall federal approach.</p> <p>6.2: Energy conservation measures have been implemented in 53% of the assessed feasible space.</p>	<p>6.1: Actions to improve energy efficiency and reduce green house gas emissions will be finalized in conjunction with the Federal House in Order Initiative.</p> <p>6.2: Action plans being developed as per the PWGSC GHG Reduction Strategy.</p>

Targets	Performance	Corrective/ Additional Measures (If applicable)
<p>6.3: To continue to incorporate environmentally responsible clauses into the National Master Specifications with special reference to energy, water, solid and hazardous waste.</p>	<p>6.3: More than half (51.5%) of the NMS include environmentally responsible clauses.</p>	<p>6.3: Continue to incorporate environmentally responsible clauses into NMS.</p>
Land Use Management		
<p>7.1: To update the Property Transfer Assessment procedures by March 31, 2000.</p>	<p>7.1: A draft of the PWGSC PTA Manual has been completed.</p>	<p>7.1: PTA Manual now being finalized Completion is targeted for March 31, 2001.</p>
<p>7.2: To support telework and remote access service.</p>	<p>7.2: 2,982 PWGSC employees have the technical capability to work from their homes, an increase of 78 since July 1999.</p>	<p>7.2: Continue to support this activity.</p>
<p>7.3: To continue to ensure that PWGSC dredging operations meet with all applicable laws, codes and regulations, and are carried out in a manner that minimizes their negative environmental impact.</p>	<p>7.3: Target met.</p>	<p>7.3: Continue regulatory compliance.</p>
<p>7.4: To identify and prioritize contaminated sites, and prepare action plans by March 31, 2000, for Crown-owned PWGSC lands.</p>	<p>7.4 & 7.5: 85% of PWGSC sites have been assessed. Action plans, as identified from the site assessments, continue to be implemented. 26 sites were remediated in FY 1999-2000. Of those sites assessed, 64% of the required no further action.</p>	<p>7.4 & 7.5: Additional funds have been obtained to complete the assessment of PWGSC sites for contamination.</p>
<p>7.5: To continue to remediate and monitor Crown-owned PWGSC contaminated sites as determined by action plans.</p>		
<p>7.6: To phase out halon systems from Crown-owned PWGSC facilities by March 31, 2000.</p>	<p>7.6: PWGSC halon systems remain in-service.</p>	<p>7.6: Funding has been obtained to complete the removal of the remaining halon systems in FY 2000-2001. Complete halon phase-out by March 31, 2004.</p>
<p>7.7: To demonstrate a downward trend in the average number per facility of potential regulatory infractions, as determined by the annual internal building reviews.</p>	<p>7.7: Full compliance with target. Average 16.5 recommendations per building in 1999-2000; average 17.1 recommendations per building in 1998-1999.</p>	<p>7.7: Maintain performance level.</p>

Targets	Performance	Corrective/ Additional Measures (If applicable)
<p>7.8: To continue to meet the requirements of CEPA Part IV Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products on Federal Lands Regulations (Storage Tank Regulations).</p> <p>7.9 : To meet the requirements of CEPA, Part IV Federal Aboveground/Underground Storage Tank Technical Guidelines by March 31, 2000.</p>	<p>7.8 & 7.9: As at December 31, 1999: For Aboveground Storage Tanks: 6 are registered. 5 comply with Technical Guidelines, 1 does not comply. For Underground Storage Tanks: 70 are registered (plus 4 concrete tanks); 62 (plus 4 concrete tanks to which the Technical Guidelines do not apply) are in compliance; 8 do not comply. 33 tanks are scheduled to be upgraded in 2000, and none are scheduled to be upgraded in 2001.</p>	<p>7.8: The 1 aboveground storage and the 8 underground storage tanks which do not comply with the Technical Guidelines will be brought into conformity by December 31, 2000.</p> <p>7.9: PWGSC will introduce a monitoring and follow-up system to ensure that all its registered storage tanks are brought into and maintained in conformity with the Technical Guidelines.</p>
<p>Objective: To green PWGSC's daily activities by practising Green Citizenship.</p>		
<p>8.1: To implement a national volunteer network and local sub-networks in every branch and region by March 31, 2000.</p> <p>8.2: To establish baselines for PWGSC paper consumption by March 31, 2000.</p> <p>8.3: For PWGSC employee office operations, to maintain annual waste sent to landfill to under 95 kilograms annually per FTE (against 1990 baseline of 190 kilograms).</p> <p>8.4: To establish baseline measures for employee awareness of Green Citizenship objectives and techniques by March 31, 2000, to facilitate regular and ongoing progress monitoring.</p>	<p>8.1: Volunteer network established. Departmental Green Citizenship Network meetings are held quarterly.</p> <p>8.2: A baseline has been established using purchases of printer/copier paper made through the Buying Power 2000 (BP2K) system as an indicator of paper purchased within PWGSC. In FY 1999-2000, a total of 302 boxes of paper were purchased, including 66 boxes, or 21.11%, of recycled paper.</p> <p>8.3: Target met.</p> <p>8.4: Decision has been made to use an environmental awareness questionnaire developed by interdepartmental working group on environmental awareness and training - questionnaire released March 2000.</p>	<p>8.1: Maintain performance level.</p> <p>8.2: Continue monitoring paper purchased through BP2K.</p> <p>8.3: Maintain performance level. Further opportunities for improvement continue to be investigated to improve waste reduction.</p> <p>8.4: Questionnaire will be implemented on-line through PWGSC Intranet – baseline will be established by June 30, 2001.</p>

Targets	Performance	Corrective/ Additional Measures (If applicable)
Objective: To provide assistance to clients in their initiatives to green operations, wherever feasible, and purchase environmentally responsible goods and services.		
<p>9.1: To continue to assist PWGSC tenants in effecting improvements in energy efficiency and water conservation.</p> <p>9.2: To contract for the development and implementation of an Environmental Information Service by March 31, 2000.</p> <p>9.3: To continue to assist tenants in PWGSC's Crown-owned facilities to reduce annual waste sent to landfill through offering solid waste diversion service to PWGSC tenants as per regulatory requirements and when cost-effective to do so.</p> <p>9.4: To continue to offer services for hazardous waste disposal, where economically viable and where requested by the client.</p> <p>9.5: To continue to provide assistance to PWGSC clients to economically phase-out their halon systems.</p> <p>9.6: To prepare pollution prevention clauses for inclusion in all PWGSC lease agreements signed after March 31, 2000, where cost effective and feasible.</p> <p>9.7: To increase the number of Standing Offers (NMSOs and RMSOs) for environmentally responsible goods and services. NMSOs are National Master Standing Offers while the</p>	<p>9.1: Energy and water conservation are assessed as part of energy and water conservation programs (see previous water and energy conservation performance noted previously). Services are offered to tenants to effect energy and water conservation measures for tenant owned equipment.</p> <p>9.2: Target met.</p> <p>9.3: Services continue to be provided to tenants in PWGSC buildings.</p> <p>9.4: Hazardous waste disposal services are offered where demand exists for these services (National Capital Area, Quebec and Atlantic Region, Ontario).</p> <p>9.5: Services continue to be available to phase-out tenant halon systems.</p> <p>9.6: Pollution prevention and environmental requirements are included in standard leasing practices.</p> <p>9.7: The number of Standing Offers (NMSOs and RMSOs) increased from 66 in February 1999 to 100 in July 2000.</p>	<p>9.1: Continue to provide services to improve energy and water conservation for tenant-owned systems.</p> <p>9.2: A plan to raise awareness of this service is being developed.</p> <p>9.3: Maintain performance level and continue to pursue opportunities to improve recycling services to PWGSC tenants.</p> <p>9.4: Continue to provide hazardous waste disposal services to meet client demands.</p> <p>9.5: Continue to provide halon phase-out services to meet client demands.</p> <p>9.6: Additional opportunities are being assessed on a regular basis to further enhance environmental performance in leased facilities in conjunction with private sector building owners.</p> <p>9.7: Continue trend.</p>

Targets	Performance	Corrective/ Additional Measures (If applicable)
<p>RMSOs are Regional Master Standing Offers.</p> <p>9.8: To develop and update standards to address state-of-the-art technological innovations being applied to products. The Canadian General Standards Board (CGSB) undertakes a review of all its standards in accordance with the practice endorsed by the Standards Council of Canada and the International Organization for Standardisation.</p>	<p>9.8: CGSB has developed procedures by which environmental considerations are taken into account when standards are developed and updated. The CGSB has registered 7 private sector organizations which supply goods and services to government as having environmental management systems which confirm to the international standard ISO 14001 - Environmental Management Systems.</p>	<p>9.8: Encourage suppliers to become ISO 14001 compliant.</p>

Further detail may be found in the annual PWGSC Sustainable Development Performance Report for 1999-2000.

Section IV — Financial Performance

Financial Performance Overview

The following explains the significant changes between planned spending, total authorities and actual spending in the department.

	<i>(in millions of dollars)</i>
PLANNED SPENDING	\$1,962.7
Additional Accommodation Requirements & Recapitalization of Crown Office Space	29.9
Y2K Funding & Investment in Government-Wide IM/IT Infrastructure	29.5
Operating Budget Carry Forward	29.0
Collective Bargaining Funding	26.5
Additional Capital and Operating Requirements	20.9
Canadian Forces Supply System Upgrade Settlement	19.0
1 800 O-Canada and Canada Site, Pension Administration & Translation Workload Increases	15.1
Additional Statutory Authorities - Non Revolving Funds	12.3
Loan to Old Port of Montreal Inc.	9.4
Government Wide Initiatives	3.1
TOTAL AUTHORITIES	\$2,157.4
Operating Budget Lapse	(19.3)
Separately Controlled Budget Lapse	(159.7)
Capital Lapse	(104.9)
Net Differences in Statutory Authorities - Revolving Funds	(19.5)
ACTUAL SPENDING	\$1,854.0

The operating budget lapse is consistent with previous years, and falls within the maximum carry forward permitted.

The lapse of the separately controlled budget is made up of two components. Within the Receiver General business line, there was a \$4.8 million lapse in banking fees due to a lower volume of transactions. Within the Real Property Services business line, there was a \$154.9 million lapse. This is primarily due to delays in contracting and project delivery associated with Year 2000; changes and uncertainties involved with a new Financial Framework; risk management of third party revenues and the space envelope; and various other initiatives and established provisions lapsed. None of this lapse is eligible for carry forward.

The capital lapse is related to the delay in purchase of a building plus delays in the contracting, timing and definition of client requirements in three major projects.

Financial Table 1: Authorities for 1999-2000

(in millions of dollars)

Vote	Program	1999-2000		
		Planned Spending	Total Authorities	Actual
	Government Services			
1	Operating expenditures	1,528.7	1,697.6	1,518.5
5	Capital expenditures	380.8	377.8	272.8
(S)	Minister of Public Works and Government Services - Salary and motor car allowance	0.1	0.1	0.1
(S)	Contributions to employee benefits plan	55.1	63.5	63.5
(S)	Real Property Services Revolving Fund	--	--	--
(S)	Real Property Disposition Revolving Fund	(18.5)	(18.5)	(17.5)
(S)	Optional Services Revolving Fund	0.6	0.6	(1.8)
(S)	Government Telecommunications and Informatics Services Revolving Fund	--	--	(2.1)
(S)	Consulting and Audit Canada Revolving Fund	(1.1)	(1.1)	(3.5)
(S)	Translation Bureau Revolving Fund	6.3	6.3	(7.2)
(S)	Grants to municipalities and other taxing authorities	--	3.4	3.4
(S)	Refunds of amounts credited to revenues in previous years	--	--	--
(S)	Spending of proceeds from disposal of surplus Crown assets	--	0.3	0.4
(S)	Private sector collection agency fees	--	--	--
	Government Services Total	1,951.9	2,130.0	1,826.7
	Crown Corporations			
10	Payments to Old Port of Montreal Corporation Inc.	7.8	24.3	24.3
15	Payments to Queens Quay West Land Corporation	3.0	3.0	3.0
	Crown Corporations Total	10.8	27.4	27.3
	DEPARTMENT TOTAL	1,962.7	2,157.4	1,854.0

Totals may not add up due to rounding.

(S) = Statutory

Financial Table 2: Departmental Planned versus Actual Spending by Business Line

(in millions of dollars)

PROGRAM Business Line Service Line	FTE's	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Responsible Revenues	Total Net Expenditures
GOVERNMENT SERVICES							
Real Property Services							
<i>Federal Accommodation and Holdings</i>	1,931	1,272.1	380.8	--	1,652.9	247.5	1,405.4
	2,141	1,227.0	272.8	7.4	1,507.1	323.6	1,183.5
<i>Services</i>							
- Real Property Services Revolving Fund	1,018	608.1	--	--	608.1	608.1	--
	1,332	615.8	--	--	615.8	615.8	--
- Real Property Disposition Revolving Fund	--	3.5	--	--	3.5	22.0	(18.5)
	--	4.1	--	--	4.1	21.6	(17.5)
Total Real Property Services	2,949	1,883.7	380.8	--	2,264.5	877.6	1,387.0
	3,473	1,846.9	272.8	7.4	2,127.0	961.0	1,166.0
Supply Operations Services							
- Vote	1,635	123.7	--	--	123.7	18.7	105.0
	1,617	167.3	--	--	167.3	30.6	136.7
- Optional Services Revolving Fund	90	78.6	--	--	78.6	78.7	(0.1)
	90	68.9	--	--	68.9	72.4	(3.5)
Total Supply Operations Service	1,725	202.3	--	--	202.3	97.4	104.9
	1,707	236.2	--	--	236.2	103.0	133.2
Receiver General							
	684	121.7	--	--	121.7	23.4	98.3
	572	115.4	--	--	115.4	22.0	93.5
Public Service Compensation							
	805	55.5	--	--	55.5	3.5	52.0
	834	61.6	--	--	61.6	3.7	57.8
Government Telecommunications and Informatics Services							
	269	145.7	--	--	145.7	145.7	--
	179	142.3	--	--	142.3	144.4	(2.1)
Consulting and Audit Canada							
	357	71.2	--	--	71.2	72.3	(1.1)
	310	109.9	--	--	109.9	113.4	(3.5)
Translation Bureau							
- Vote	--	37.6	--	--	37.6	--	37.6
	--	40.3	--	--	40.3	--	40.3
- Translation Bureau Revolving Fund	1,246	125.0	--	--	125.0	118.7	6.3
	1,240	137.5	--	--	137.5	144.7	(7.2)
Total Translation Bureau	1,246	162.6	--	--	162.6	118.7	44.0
	1,240	177.8	--	--	177.8	144.7	33.1
Communications Coordination Services							
- Vote	113	59.0	--	--	59.0	0.1	58.9
	114	88.1	--	--	88.1	10.9	77.2
- Optional Services Revolving Fund	35	33.9	--	--	33.9	33.2	0.7
	67	12.8	--	--	12.8	11.1	1.7
Total Communications Coordination Services	148	92.9	--	--	92.9	33.3	59.6
	181	100.9	--	--	100.9	21.9	79.0

Financial Table 2: Departmental Planned versus Actual Spending by Business Line (cont'd)

(in millions of dollars)

PROGRAM	FTE's	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Responsible Revenues	Total Net Expenditures
Business Line							
<i>Service Line</i>							
Operational Support							
<i>IM/IT - Departmental Operations</i>	1,298	151.5	--	--	151.5	27.7	123.8
	1,299	253.7	--	--	253.7	77.3	176.3
<i>Corporate Management</i>	1,461	126.6	--	--	126.6	43.1	83.6
	1,523	132.3	--	--	132.3	38.9	93.4
Total Operational Support	2,759	278.1	--	--	278.1	70.8	207.4
	2,822	385.9	--	--	385.9	116.2	269.7
TOTAL GOVERNMENT SERVICES	10,942	3,013.8	380.8	--	3,394.6	1,442.7	1,951.9
	11,318	3,177.0	272.8	7.4	3,457.1	1,630.5	1,826.7
CROWN CORPORATIONS							
Old Port of Montreal Corporation Inc.	--	7.8	--	--	7.8	--	7.8
	--	24.3	--	--	24.3	--	24.3
Queens Quay West Land Corporation	--	3.0	--	--	3.0	--	3.0
	--	3.0	--	--	3.0	--	3.0
TOTAL CROWN CORPORATIONS	--	10.8	--	--	10.8	--	10.8
	--	27.3	--	--	27.3	--	27.3
TOTAL DEPARTMENT	10,942	3,024.6	380.8	--	3,405.4	1,442.7	1,962.7
	<i>10,942</i>	<i>3,357.9</i>	<i>377.8</i>	<i>7.4</i>	<i>3,743.0</i>	<i>1,585.7</i>	<i>2,157.4</i>
	11,318	3,204.3	272.8	7.4	3,484.5	1,630.5	1,854.0
Elimination of Intra-Departmental Transactions	--	(178.3)	--	--	(178.3)	(178.3)	--
	11,318	3,026.0	272.8	7.4	3,306.1	1,452.1	1,854.0
Other Revenues and Expenditures							
Non-responsible revenues							30.4
							<i>30.4</i>
							108.0
Cost of Services Provided by Other Departments							20.2
							<i>20.2</i>
							30.2
NET COST OF THE PROGRAM							1,952.5
							<i>2,147.2</i>
							1,776.2

Totals may not add up due to rounding.

Regular characters denote the planned spending.

Numbers in italics denote Total Authorities for 1999-2000.

Bold numbers denote actual expenditures/revenues in 1999-2000

Financial Table 3: Historical Comparison of Total Planned Spending to Actual Spending

(in millions of dollars)

PROGRAM Business Line Service Line	1999-2000				
	Actual 1997-98	Actual 1998-99	Planned Spending	Total Authorities	Actual
GOVERNMENT SERVICES					
Real Property Services					
<i>Federal Accommodation and Holdings Services</i>	1,252.2	1,352.4	1,405.4	1,445.0	1,183.5
Real Property Services Revolving Fund	37.3	31.8	--	--	--
Real Property Disposition Revolving Fund	(16.8)	(23.8)	(18.5)	(18.5)	(17.5)
	<u>1,272.7</u>	<u>1,360.4</u>	<u>1,387.0</u>	<u>1,426.5</u>	<u>1,166.0</u>
Supply Operations Service					
Vote	151.3	111.6	105.0	138.8	136.7
Optional Services Revolving Fund	8.2	0.1	(0.1)	(0.1)	(3.5)
	<u>159.4</u>	<u>111.7</u>	<u>104.9</u>	<u>138.6</u>	<u>133.2</u>
Receiver General	99.4	98.2	98.3	100.3	93.5
Public Service Compensation	47.0	53.9	52.0	55.7	57.8
Government Telecommunications and Informatics Services (GTIS)					
GTIS Revolving Fund	2.2	6.6	--	--	(2.1)
Consulting and Audit Canada (CAC)					
CAC Revolving Fund	(3.1)	(2.7)	(1.1)	(1.1)	(3.5)
Translation Bureau					
Vote	37.5	41.1	37.6	41.3	40.3
Translation Bureau Revolving Fund	3.8	2.6	6.3	6.3	(7.2)
	<u>41.3</u>	<u>43.7</u>	<u>44.0</u>	<u>47.7</u>	<u>33.1</u>
Communications Coordination Services					
Vote	--	71.9	58.9	79.5	77.2
Optional Services Revolving Fund	--	6.5	0.7	0.7	1.7
	<u>--</u>	<u>78.4</u>	<u>59.6</u>	<u>80.2</u>	<u>79.0</u>
Operational Support					
<i>IM/IT - Departmental Operations</i>	152.6	178.2	123.8	178.8	176.3
<i>Corporate Management</i>	86.8	84.2	83.6	103.3	93.4
	<u>239.4</u>	<u>262.4</u>	<u>207.4</u>	<u>282.1</u>	<u>269.7</u>
GOVERNMENT SERVICES TOTAL	1,858.3	2,012.6	1,951.9	2,130.0	1,826.7
CROWN CORPORATIONS					
Old Port of Montreal Corporation Inc.	9.0	14.2	7.8	24.3	24.3
Queens Quay West Land Corporation	4.1	3.5	3.0	3.0	3.0
CROWN CORPORATIONS TOTAL	13.1	17.7	10.8	27.4	27.3
DEPARTMENT TOTAL	1,871.4	2,030.3	1,962.7	2,157.4	1,854.0

Totals may not add up due to rounding.

Financial Table 4: Resource Requirements by Organization and Business Line for 1999-2000

(in millions of dollars)

PROGRAM Business Line	BRANCH													Total
	Offices of the Minister and Deputy Minister	Real Property Services	Supply Operations Service	Government Operational Service	Government Telecommu- nications and Informatics Services	Consulting and Audit Canada	Corporate Implemen- tation Group	Translation Bureau	Human Resources	Audit and Review	Communi- cations	Communi- cation Services	Legal Services	
GOVERNMENT SERVICES														
Real Property Services	--	1,387.0	--	--	--	--	--	--	--	--	--	--	--	1,387.
	--	1,166.0	--	--	--	--	--	--	--	--	--	--	--	1,166.
Supply Operations Service	--	--	104.9	--	--	--	--	--	--	--	--	--	--	104.9
	--	--	133.2	--	--	--	--	--	--	--	--	--	--	133.2
Receiver General	--	--	--	98.3	--	--	--	--	--	--	--	--	--	98.3
	--	--	--	93.5	--	--	--	--	--	--	--	--	--	93.5
Public Service Compensation	--	--	--	52.0	--	--	--	--	--	--	--	--	--	52.0
	--	--	--	57.8	--	--	--	--	--	--	--	--	--	57.8
Government Telecommunications and Informatics Services	--	--	--	--	--	--	--	--	--	--	--	--	--	--
	--	--	--	--	(2.1)	--	--	--	--	--	--	--	--	(2.1)
Consulting and Audit Canada	--	--	--	--	--	(1.1)	--	--	--	--	--	--	--	(1.1)
	--	--	--	--	--	(3.5)	--	--	--	--	--	--	--	(3.5)
Translation Bureau	--	--	--	--	--	--	--	44.0	--	--	--	--	--	44.0
	--	--	--	--	--	--	--	33.1	--	--	--	--	--	33.1
Communications Coordination Services	--	--	--	--	--	--	--	--	--	--	--	59.6	--	59.6
	--	--	--	--	--	--	--	--	--	--	--	79.0	--	79.0
Operational Support	5.5	17.3	0.2	32.7	124.0	--	2.1	--	13.4	6.6	4.6	--	1.1	207.4
	3.0	24.2	1.5	25.4	174.3	--	2.5	--	24.6	6.6	6.4	--	1.2	269.7
TOTAL GOVERNMENT SERVICES	5.5	1,404.2	105.1	182.9	124.0	(1.1)	2.1	44.0	13.4	6.6	4.6	59.6	1.1	1,951.
	3.0	1,190.2	134.7	176.6	172.2	(3.5)	2.5	33.1	24.6	6.6	6.4	79.0	1.2	1,826.
CROWN CORPORATIONS														
Old Port of Montreal Corporation Inc.	--	--	--	--	--	--	7.8	--	--	--	--	--	--	7.8
	--	--	--	--	--	--	24.3	--	--	--	--	--	--	24.3
Queens Quay West Land Corporation	--	--	--	--	--	--	3.0	--	--	--	--	--	--	3.0
	--	--	--	--	--	--	3.0	--	--	--	--	--	--	3.0
TOTAL CROWN CORPORATIONS	--	--	--	--	--	--	10.8	--	--	--	--	--	--	10.8
	--	--	--	--	--	--	27.3	--	--	--	--	--	--	27.3
TOTAL DEPARTMENT	5.5	1,404.2	105.1	182.9	124.0	(1.1)	12.9	44.0	13.4	6.6	4.6	59.6	1.1	1,962.
	3.0	1,190.2	134.7	176.6	172.2	(3.5)	29.8	33.1	24.6	6.6	6.4	79.0	1.2	1,854.

Totals may not add up due to rounding.

Regular characters denote the planned spending.

Bold numbers denote actual expenditures/revenues in 1999-2000.

Financial Table 5: Respendable Revenues by Business Line

(in millions of dollars)

PROGRAM Business Line Service Line	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Revenues	Total Authorities	Actual
GOVERNMENT SERVICES					
Real Property Services					
<i>Federal Accommodation and Holdings</i>					
Rentals and Concessions	327.6	310.3	247.5	323.6	323.6
<i>Services</i>					
Real Property Services Revolving Fund					
Recoveries of Disbursements on Behalf of Clients	809.3	488.9	501.6	501.6	495.8
Fee Revenues from Real Property Related Common Services	117.1	102.6	106.5	106.5	120.0
	926.4	591.5	608.1	608.1	615.8
Real Property Disposition Revolving Fund					
Sales of Real Properties	21.9	27.8	22.0	22.0	21.6
	948.3	619.3	630.1	630.1	637.5
	1,275.9	929.6	877.6	953.7	961.1
Supply Operations Services					
Vote					
Major Crown Projects	10.9	12.2	6.7	14.2	14.2
Acquisitions	8.7	9.3	6.5	10.7	10.7
Canadian General Standards Board	--	--	2.5	2.6	2.6
Others	4.0	3.9	3.0	3.0	3.0
	23.6	25.4	18.7	30.6	30.6
Optional Services Revolving Fund					
Traffic	38.4	43.9	52.8	52.8	42.1
Crown Assets Distribution	1.7	5.7	2.7	2.7	2.0
Locally Shared Support Services	9.0	7.2	7.5	7.5	6.5
Software Brokerage / Benchmarking	10.0	9.4	8.7	8.7	12.0
Others	--	--	7.0	7.0	9.9
	59.1	66.3	78.7	78.7	72.4
	82.7	91.7	97.4	109.3	103.0
Receiver General					
Payments Services	29.8	26.6	23.4	22.0	22.0
Public Service Compensation					
Compensation Services	2.8	2.2	3.5	3.4	3.4
Personnel Application	0.7	0.3	--	0.3	0.3
	3.5	2.5	3.5	3.7	3.7

Financial Table 5: Respendable Revenues by Business Line (cont'd)

(in millions of dollars)

PROGRAM Business Line Service Line	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Revenues	Total Authorities	Actual
Government Telecommunications and Informatics Services					
Telecommunication Revenue	190.0	165.0	145.7	145.7	144.4
Informatics and Others	220.2	0.7	--	--	--
	410.2	165.7	145.7	145.7	144.4
Consulting and Audit Canada					
Consulting and Audit Services	92.9	100.0	72.3	72.3	113.4
Translation Bureau					
Revolving Fund					
Translation Services	108.8	123.8	116.1	116.1	141.0
Interpretation Services	2.3	1.8	2.1	2.1	2.8
Terminology Services	0.5	0.3	0.5	0.5	1.0
	111.6	125.9	118.7	118.7	144.7
Communications Coordination Services					
Vote					
Depository Services Program	--	0.1	0.1	0.2	0.2
Customer Services and Industry Relations	--	--	--	4.3	4.3
Strategic Communications	--	--	--	0.8	0.8
Information Delivery Services	--	--	--	2.0	2.0
Internal Recoveries and Others	--	--	--	3.7	3.7
	--	0.1	0.1	10.9	10.9
Revolving Fund					
Customer Services and Industry Relations (formerly reported as Exposition and Audio-Visual Services)	19.7	4.2	12.0	12.0	--
Info-Canada Service					
- Publishing and Depository Services	13.7	7.4	9.3	9.3	6.0
- Canada Gazette	2.7	2.4	3.6	3.6	2.4
Information Delivery Services	--	3.8	3.7	3.7	--
Procurement Services, Contracting and Others	3.1	2.7	4.7	4.7	2.8
	39.2	20.5	33.2	33.2	11.1
	39.2	20.6	33.4	44.1	21.9
Operational Support					
IM/IT Services	--	26.5	27.7	77.3	77.3
Ministerial Regional Offices	1.7	2.0	1.8	2.4	2.4
Internal Recoveries and Others	63.4	46.9	41.3	36.5	36.5
	65.1	75.4	70.7	116.2	116.2
Total Respendable Revenues	2,110.9	1,538.1	1,442.6	1,585.7	1,630.5

Totals may not add up due to rounding.

- Notes: (1) There are no revenues in the Crown Corporations Program.
(2) The Real Property Services 1997-1998 and 1998-1999 actual figures were restated to reflect the new financial framework. The 1999-2000 Planned Spending and Total Authorities were also restated for comparative purposes.

Financial Table 6: Non-Respendable Revenues

(in millions of dollars)

PROGRAM	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Revenues	Total Authorities	Actual
GOVERNMENT SERVICES					
Rental and Concessions	0.1	--	--	--	--
Reimbursement of Municipal Grants from Montreal Airport	2.2	--	--	--	--
Docks	4.7	3.4	4.0	4.0	3.6
Refund of Previous Year's Expenditures	11.3	2.0	--	--	5.6
Adjustment to Payables at Year End	8.4	8.2	--	--	19.1
Good and Services Tax	11.8	8.5	9.7	9.7	4.9
Canada Post Corporation:					
- Interests	7.8	3.9	--	--	--
- Dividends	10.0	12.0	--	--	12.6
- Return on Investment	--	200.0	--	--	--
Canada Lands Company Dividends	20.4	46.8	--	--	26.7
Proceeds from Disposal of Surplus Crown Assets	0.3	0.6	--	--	0.3
Benefits and Overhead Reimbursed	7.3	14.1	16.7	16.7	17.1
Miscellaneous Non-tax Revenues:					
- Donations to the Crown	0.2	1.2	--	--	0.3
- Seized Properties	9.5	14.4	--	--	17.5
- Others	4.9	2.0	--	--	0.3
Total Non-Respendable Revenues	98.8	317.1	30.4	30.4	108.0

Totals may not add up due to rounding.

Note: Not available by Business Line.

Financial Table 7: Statutory Payments by Business Line

(in millions of dollars)

PROGRAM Business Line	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Spending	Total Authorities	Actual
GOVERNMENT SERVICES					
Real Property Services	43.2	105.6	2.2	6.2	6.2
Supply Operations Service	--	--	14.8	17.3	17.3
Receiver General	--	--	5.0	5.0	5.0
Public Service Compensation	--	--	5.8	6.9	6.9
Government Telecommunications and Informatics Services	--	--	--	--	--
Communications Coordination Services	--	--	0.2	1.0	1.0
Operational Support	34.5	59.2	27.1	30.8	30.8
Total Statutory Payments	77.8	164.8	55.1	67.4	67.4

Totals may not add up due to rounding.

Note: Includes contributions to employee benefits plan (CEBP), Minister's salary and car allowance, spending of proceeds from the disposals of surplus Crown assets, refunds of amounts credited to revenues in previous years, collection agency fees, Northumberland Strait crossing subsidy payment and Grants to municipalities and other taxing authorities. In 1997-1998 and 1998-1999, CEBP was charged to Operational Support. In 1999-2000, CEBP has been split by business line.

Financial Table 8: Transfer Payments by Business Line

(in millions of dollars)

PROGRAM Business Line	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Spending	Total Authorities	Actual
GOVERNMENT SERVICES					
Real Property Services					
GRANTS					
Grants to Municipalities and Other Taxing Authorities	4.5	59.7	--	3.4	3.4
CONTRIBUTIONS					
Perley Bridge Divestiture	--	--	--	1.7	1.7
Hudson Bay Port Company	--	--	--	2.3	2.2
Marine Remedial Works	0.1	0.8	--	--	--
Corporation of the City of Welland, Ontario	12.6	3.2	--	--	--
Industries Davie Inc.	20.0	--	--	--	--
	32.7	4.0	--	4.0	3.9
OTHER TRANSFER PAYMENTS					
Strait Crossing Finance Inc.	37.8	45.6	--	--	--
Total Transfer Payments	75.0	109.3	--	7.4	7.4

Totals may not add up due to rounding.

Note: Funding for payments of Grants to Municipalities and Other Taxing Authorities was devolved to the applicable custodial department in 1996-1997. The figures reported represent payments not recovered by year-end from custodial clients.

Financial Table 9: Capital Spending by Business Line

(in millions of dollars)

PROGRAM Business Line	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Spending	Total Authorities	Actual
GOVERNMENT SERVICES					
Real Property Services	273.1	272.8	380.8	377.8	272.8
Total Capital Spending	273.1	272.8	380.8	377.8	272.8

Financial Table 10: Capital Projects by Business Line

(in thousands of dollars)

Business Line	Current Estimated Total Costs	Actual 1997-98	Actual 1998-99	1999-2000	
				Planned Spending	Actual
Real Property Services					
NOVA-SCOTIA					
Amherst - Dominion Public GOCB - Renovation	120	--	120	1,814	--
NEW BRUNSWICK					
St. George - GOCB - Construction	2,909	169	17	2,398	27
Saint John - Customs Building - Renovation	6,950	164	2,198	100	208
NEWFOUNDLAND					
Table Mountain - Environmental remediation	2,160	450	150	1,000	137
Argentia - Environmental remediation	71,780	9,344	10,524	19,000	12,121
QUEBEC					
Trois-Rivières - Parc Portuaire - Rehabilitation	1,994	--	1,511	1,195	424
Montreal - 3155 Cote de Liesse - Renovation	21,347	1,086	1,062	10,550	6,682
Montreal - 105 McGill / 400 Place d'Youville - Renovation	3,675	1,365	1,975	220	81
Montreal - Complexe Guy Favreau - Dalle / Membrane	7,704	--	1,648	2,604	1,910
NATIONAL CAPITAL REGION (QUEBEC)					
Hull - Laurier Tache Garage - Renovation	43,707	123	949	22,861	9,296
NATIONAL CAPITAL REGION (ONTARIO)					
Ottawa - M.G. Pearkes Building - Renovation	17,380	2,762	4,165	5,107	2,390
Ottawa - West Memorial Building - Renovation	79,400	1,651	811	3,552	125
Ottawa - Standard Laboratory - Renovation	9,790	346	967	3,093	5,900
Ottawa - Sir John Carling - Renovation/ Addition	92,400	295	350	1,950	--
Ottawa - PANL Building - Wall Rehabilitation	9,983	806	4,737	2,696	2,852
Ottawa - CBC Building - Acquisition & Renovation	13,193	494	4,140	2,887	5,713
Ottawa - Data Centre / Building 16 - Renovation	7,735	735	5,591	1,067	1,018
Ottawa - Constitution - Renovation	4,580	809	3,150	750	454
NUNAVUT					
Iqaluit - GOCB - Construction	11,571	72	1,159	6,900	7,890

Financial Table 10: Capital Projects by Business Line (cont'd)

(in thousands of dollars)

Business Line	Current		1999-2000		
	Estimated	Actual	Actual	Planned	
	Total Costs	1997-98	1998-99	Spending	Actual
Real Property Services					
PARLIAMENTARY PRECINCT					
Ottawa - Centre Block - Emergency Masonry Repair	5,940	1,196	526	623	48
Ottawa - Library of Parliament - Renovation	78,015	1,504	3,320	11,003	3,828
Ottawa - Site Reconstruction	1,604	98	700	1,222	455
Ottawa - Ground Lighting System - Upgrade	2,687	415	679	202	127
Ottawa - Wellington Street Wall - Masonry and Iron Work	5,000	1,929	151	392	379
Ottawa - Centre/East Block - Tunnel Renovation	3,269	--	2,240	1,050	1,024
Ottawa - West Block - Furniture / Fixture / Equipment	30,003	136	11	500	1
Ottawa - West Block - Renovation	88,205	2,776	1,674	400	31
Ottawa - Parliament Hill Ground - Vaux Wall Repairs	4,089	149	1,388	550	1,054
Ottawa - Wellington Building- HVAC Renovation	2,973	141	174	1,650	36
Ottawa - Justice Building - Renovation	16,333	1,085	11,050	5,042	2,650
MANITOBA					
Lockport - St. Andrews Locks and Dam - Reconstruction	24,150	175	7,056	5,400	1,494
BRITISH COLUMBIA					
Northwest Highway - Reconstruction	479,577	20,268	17,234	13,500	13,260
Surrey - BBY Fraser - Construction	22,513	14,235	7,645	160	352
Total Capital Projects Spending	1,172,736	64,778	99,072	131,438	81,967

Notes: (1) This table includes Major Capital Projects with estimated total project costs in excess of \$1 million.
(2) GOCB stands for "Government of Canada Building".

Financial Table 11: Loans, Investments and Advances

(in millions of dollars)

PROGRAM	As at March 31		
	1998	1999	2000
GOVERNMENT SERVICES			
Royal Canadian Mint	40.1	40.0	40.0
Canada Post Corporation	80.0	--	--
Seized Property Working Capital Account	2.6	2.9	2.9
Total Program	122.7	42.9	42.9
CROWN CORPORATIONS			
Queens Quay West Land Corporation	45.8	45.8	45.8
Total Program	45.8	45.8	45.8
OTHER			
Miscellaneous accountable imprest and standing advances (1)	20.5	15.8	18.5
Total Loans, Investments and Advances (2)	189.0	104.5	107.2

Totals may not add up due to rounding.

Notes: (1) The miscellaneous accountable imprest and standing advances represent the amounts recoverable from all federal departments and agencies by the Receiver General. The total amount authorized to be outstanding at anytime is \$22 million.
(2) Further details on the above loans, investments and advances can be found in Volume 1 of the Public Accounts.

Financial Table 12: Real Property Services Revolving Fund

Statement of Operations

(in millions of dollars)

	1999-2000				
	Actual 1997-98	Actual 1998-99	Planned Spending	Total Authorities	Actual
Revenue	117.1	106.2	108.8	108.8	120.0
Expenses					
Operating	117.1	108.7	108.8	108.8	122.2
Net loss from transferred operations	39.8	21.0	--	--	--
Total Expenses	156.9	129.7	108.8	108.8	122.2
Surplus (Deficit)	(39.8)	(23.5)	--	--	(2.2)

This table refers to the Fund's operating profit and loss, not cash requirements for the fiscal year. The operating profit or loss that the Fund will realize is calculated through accrual accounting. Therefore, some cash expenditures in the estimates do not affect the operating balance, and other items that must be considered when calculating the profit or loss do not require a direct cash outlay. The two can be reconciled as follows:

Statement of Changes in Financial Position and Projected Use of Revolving Fund Authorities

(in millions of dollars)

	1999-2000				
	Actual 1997-98	Actual 1998-99	Planned Spending	Total Authorities	Actual
Operating Activities:					
(Surplus) Deficit	39.8	23.5	--	--	2.2
Less items not requiring use of funds:					
Amortization	1.2	5.1	--	--	0.3
Provision for employee termination	5.1	2.8	--	--	0.1
Sub-total	33.5	15.6	--	--	1.8
Working capital change	7.3	8.8	--	--	(2.0)
Net financial resources (provided) used in operating activities	40.8	24.3	--	--	(0.2)
Investing Activities:					
Capital assets:					
Net Acquisitions	--	7.0	--	--	0.2
Disposals / Adjustments	(0.9)	0.4	--	--	--
Net financial resources (provided by) used in investing activities	(0.9)	7.4	--	--	0.2
Financing Activities:					
Recoveries from annual appropriation	(2.6)	--	--	--	--
Net financial resources (provided by) used in financing activities	(2.6)	--	--	--	--
Authority (provided) used during the year	37.3	31.8	--	--	--
Write-off of employee departure program costs	--	(64.4)	--	--	--
Transfer of liabilities (net of assets)	--	--	--	--	18.8
Net authority (provided by) used at the start	75.5	112.8	80.2	80.2	80.2
Net authority (provided by) used at the end	112.8	80.2	80.2	80.2	99.0
Authority Limit	450.0	450.0	450.0	450.0	450.0
Unused authority carried forward	337.2	369.8	369.8	369.8	351.0

Totals may not add up due to rounding.

Note: The 1997-1998 and 1998-1999 actual figures were restated to reflect the transfer of activities to the Vote under the new financial framework. The 1999-2000 Planned Spending and Total Authorities were also restated for comparative purposes. Recoverable disbursements on behalf of clients are not included in Revenue and Expenses.

Financial Table 13: Real Property Disposition Revolving Fund

Statement of Operations

(in millions of dollars)

	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Spending	Total Authorities	Actual
Revenue	22.0	24.8	22.0	22.0	23.4
Expenses	3.4	3.8	3.5	3.5	3.5
Surplus (Deficit)	18.6	21.0	18.5	18.5	19.9

This table refers to the Fund's operating profit and loss, not cash requirements for the fiscal year. The operating profit or loss that the Fund will realize is calculated through accrual accounting. Therefore, some cash expenditures in the estimates do not affect the operating balance, and other items that must be considered when calculating the profit or loss do not require a direct cash outlay. The two can be reconciled as follows:

Statement of Changes in Financial Position and Projected Use of Revolving Fund Authorities

(in millions of dollars)

	Actual 1997-98	Actual 1998-99	1999-2000		
			Planned Spending	Total Authorities	Actual
Operating Activities:					
(Surplus) Deficit	(18.6)	(21.0)	(18.5)	(18.5)	(19.9)
Less items not requiring use of funds:					
Amortization	--	--	--	--	--
Working capital change	1.8	(2.8)	--	--	2.4
Authority (provided) used during the year	(16.8)	(23.8)	(18.5)	(18.5)	(17.5)
Payment to the Consolidated Revenue Fund	18.6	21.0	18.5	18.5	19.9
Net authority (provided by) used at the start of year	(3.2)	(1.4)	(1.4)	(1.4)	(4.3)
Net authority (provided by) used at the end of year	(1.4)	(4.3)	(1.4)	(1.4)	(1.9)
Authority Limit	5.0	5.0	5.0	5.0	5.0
Unused authority carried forward	6.4	9.3	6.4	6.4	6.9

Totals may not add up due to rounding.

Financial Table 14: Optional Services Revolving Fund

Statement of Operations

(in millions of dollars)

	Actual 1997-98	Actual 1998-99	1999-2000		Actual
			Planned Spending	Total Authorities	
Revenue	100.2	80.3	111.9	111.9	83.0
Expenses					
Operating:					
Salaries and employee benefits	14.9	7.8	11.5	11.5	7.5
Product Cost	77.9	63.9	79.0	79.0	65.9
Amortization & Other operating costs	11.0	9.4	21.4	21.4	7.3
Interest	2.4	0.7	1.0	1.0	0.9
Net loss from transferred operations	--	3.2	--	--	--
Total Expenses	106.2	85.0	112.9	112.9	81.6
Surplus (Deficit)	(6.0)	(4.7)	(1.0)	(1.0)	1.4

This table refers to the Fund's operating profit and loss, not cash requirements for the fiscal year. The operating profit or loss that the Fund will realize is calculated through accrual accounting. Therefore, some cash expenditures in the estimates do not affect the operating balance, and other items that must be considered when calculating the profit or loss do not require a direct cash outlay. A reconciliation follows:

Statement of Changes in Financial Position and Projected Use of Revolving Fund Authorities

(in millions of dollars)

	Actual 1997-98	Actual 1998-99	1999-2000		Actual
			Planned Spending	Total Authorities	
Operating Activities:					
(Surplus) Deficit	6.0	4.7	1.0	1.0	(1.4)
Less items not requiring use of funds:					
Amortization	0.5	0.1	0.7	0.7	0.1
Loss on disposal of capital assets	0.1	--	--	--	--
Provision for employee termination benefits	1.3	--	0.2	0.2	--
Sub-total	4.1	4.6	0.1	0.1	(1.5)
Working capital change	2.3	2.3	--	--	(0.5)
Payments on and change in other assets and	1.2	0.2	--	--	0.1
Net financial resources (provided) used in operating activities	7.6	7.1	0.1	0.1	(1.9)
Investing Activities:					
Capital assets:					
Net Acquisitions	0.6	--	0.5	0.5	0.1
Net financial resources (provided by) used in investing activities	0.6	--	0.5	0.5	0.1
Financing Activities:					
Net liabilities assumed	--	(0.5)	--	--	--
Net financial resources (provided by) used in financing activities	--	(0.5)	--	--	--
Authority (provided) used during the year	8.2	6.6	0.6	0.6	(1.8)
Authority to write off SIS accumulated deficit	(38.0)	--	--	--	--
Write-off of employee departure program costs	--	(2.7)	--	--	--
Net liabilities transferred from CCG	(0.3)	0.5	--	--	--
Net authority (provided by) used at the start of year	42.7	12.6	7.1	7.1	17.0
Net authority (provided by) used at the end of year	12.6	17.0	7.7	7.7	15.2
Authority Limit	200.0	200.0	200.0	200.0	200.0
Unused authority carried forward	187.4	183.0	192.3	192.3	184.8

Totals may not add up due to rounding.

Note: The 1998-1999 actual figures were restated to reflect the retroactive impact of a change in capitalization policy for capital assets as well as a transfer of certain activities to the Vote. It was not possible to restate the 1997-1998 actual figures.

Financial Table 15: Government Telecommunications and Informatics Services Revolving Fund

Statement of Operations

(in millions of dollars)

	Actual 1997-98	Actual 1998-99	1999-2000		Actual
			Planned	Total	
			Spending	Authorities	
Revenue	185.5	164.1	145.7	145.7	143.5
Expenses					
Operating:					
Salaries and employee benefits	15.9	15.1	16.7	16.7	12.5
Product cost	160.9	139.8	118.6	118.6	120.4
Amortization & Other operating costs	11.8	18.6	9.5	9.5	10.6
Interest	0.5	1.0	0.9	0.9	0.2
Total Expenses	189.1	174.5	145.7	145.7	143.7
Surplus (Deficit)	(3.7)	(10.4)	--	--	(0.2)

This table refers to the Fund's operating profit and loss, not cash requirements for the fiscal year. The operating profit or loss that the Fund will realize is calculated through accrual accounting. Therefore, some cash expenditures in the estimates do not affect the operating balance, and other items that must be considered when calculating the profit or loss do not require a direct cash outlay. The two can be reconciled as follows:

Statement of Changes in Financial Position and Projected Use of Revolving Fund Authorities

(in millions of dollars)

	Actual 1997-98	Actual 1998-99	1999-2000		Actual
			Planned	Total	
			Spending	Authorities	
Operating Activities:					
(Surplus) Deficit	3.7	10.4	--	--	0.2
Less items not requiring use of funds:					
Amortization of capital assets	2.3	0.5	2.0	2.0	0.7
Sub-total	1.4	9.9	(2.0)	(2.0)	(0.5)
Working capital change	(0.7)	(3.4)	--	--	(0.3)
Payments on and change in other assets and liabilities	7.8	(0.9)	--	--	(0.2)
Net financial resources used in operating activities	8.5	5.6	(2.0)	(2.0)	(1.0)
Investing Activities:					
Capital assets:					
Net Acquisitions	--	1.1	2.0	2.0	0.1
Disposals/Adjustments	--	(0.1)	--	--	(1.2)
Net financial resources used in investing activities	--	1.0	2.0	2.0	(1.1)
Financing Activities:					
Transfer of assets and accumulated surplus	(18.8)	--	--	--	--
Transfer of net assets to GTIS Vote	12.0	--	--	--	--
Transfer of net assets to OSRF	0.5	--	--	--	--
Net financial resources used in financing activities	(6.3)	--	--	--	--
Authority (provided) used during the year	2.2	6.6	--	--	(2.1)
Write-off of employee departure program costs	--	(7.6)	--	--	--
Return of accumulated surplus to the CRF	--	--	--	--	20.0
Net authority (provided by) used at the start of year	(11.2)	(9.1)	(16.3)	(16.3)	(22.6)
Net authority (provided by) used at the end of year	(9.1)	(22.6)	(16.3)	(16.3)	(4.7)
Authority Limit	64.0	64.0	64.0	64.0	45.0
Unused authority carried forward	73.1	86.6	80.3	80.3	49.7

Totals may not add up due to rounding.

- Notes: (1) As per Treasury Board decision #827175 on April 1,1999, the draw down authority of the Fund was reduced by \$19 million and the accumulated surplus was reduced by \$20 million.
- (2) The 1998-1999 actual figures were restated to reflect the retroactive impact of a change in capitalization policy for capital assets as well as a transfer of certain activities to the Vote. It was not possible to restate the 1997-1998 actual figures.

Financial Table 16: Consulting and Audit Canada Revolving Fund

Statement of Operations

(in millions of dollars)

	Actual 1997-98	Actual 1998-99	1999-2000		Actual
			Planned Spending	Total Authorities	
Revenue	94.3	100.0	72.3	72.3	113.7
Expenses					
Operating:					
Salaries and employee benefits	21.5	21.7	27.2	27.2	25.4
Product Cost	62.6	69.5	37.2	37.2	77.9
Amortization	0.9	0.1	0.9	0.9	0.1
Other operating costs	6.2	5.7	5.9	5.9	6.8
Interest	0.4	0.5	0.9	0.9	0.6
Total Expenses	91.6	97.5	72.1	72.1	110.8
Surplus (Deficit)	2.7	2.5	0.2	0.2	2.9

This table refers to the fund's operating profit and loss, not cash requirements for the fiscal year. The operating profit or loss that the Fund will realize is calculated through accrual accounting. Therefore, some cash expenditures in the estimates do not affect the operating balance, and other items that must be considered when calculating the profit or loss do not require a direct cash outlay. The two can be reconciled as follows:

Statement of Changes in Financial Position and Projected Use of Revolving Fund Authorities

(in millions of dollars)

	Actual 1997-98	Actual 1998-99	1999-2000		Actual
			Planned Spending	Total Authorities	
Operating Activities:					
(Surplus) Deficit	(2.7)	(2.5)	(0.2)	(0.2)	(2.9)
Less items not requiring use of funds:					
Amortization	1.0	0.1	0.9	0.9	0.1
Loss on disposal of capital assets	0.1	0.0	0.0	0.0	0.0
Provision for employee termination benefits	0.2	0.5	0.3	0.3	0.3
Sub-total	(4.0)	(3.1)	(1.4)	(1.4)	(3.3)
Working capital change	0.2	0.3	(0.2)	(0.2)	(0.2)
Net financial resources (provided) used in operating activities	(3.8)	(2.8)	(1.6)	(1.6)	(3.5)
Investing Activities:					
Capital assets:					
Net Acquisitions	0.7	0.1	0.5	0.5	--
Net financial resources (provided by) used in investing activities	0.7	0.1	0.5	0.5	--
Authority (provided) used during the year	(3.1)	(2.7)	(1.1)	(1.1)	(3.5)
Reimbursement of employee termination benefit	(2.9)	(0.4)	--	(0.2)	(0.2)
Other transactions carried forward	--	(4.9)	--	--	--
Write-off of employee departure program costs	--	(2.2)	--	--	--
Net authority (provided by) used at the start of year	23.8	17.8	9.6	9.6	7.7
Net authority (provided by) used at the end of year	17.8	7.6	8.5	8.3	4.0
Authority Limit	30.0	25.1	25.1	25.1	25.1
Unused authority carried forward	12.2	17.5	16.6	16.8	21.1

Totals may not add up due to rounding.

Note: The 1998-1999 actual figures were restated to reflect the retroactive impact of a change in capitalization policy for capital assets. It was not possible to restate the 1997-1998 actual figures.

Financial Table 17: Translation Bureau Revolving Fund

Statement of Operations

(in millions of dollars)

	Actual 1997-98	Actual 1998-99	1999-2000		Actual
			Planned Spending	Total Authorities	
Revenue	112.2	126.4	118.7	118.7	144.5
Expenses					
Operating:					
Salaries and employee benefits	71.7	80.6	79.4	79.4	89.0
Amortization	2.0	0.2	1.2	1.2	0.1
Other operating costs	42.8	49.5	44.5	44.5	51.1
Interest	--	--	0.1	0.1	--
Total Expenses	116.5	130.3	125.2	125.2	140.2
Surplus (Deficit)	(4.3)	(3.9)	(6.5)	(6.5)	4.3

This table refers to the fund's operating profit and loss, not cash requirements for the fiscal year. The operating profit or loss that the Fund will realize is calculated through accrual accounting. Therefore, some cash expenditures in the estimates do not affect the operating balance, and other items that must be considered when calculating the profit or loss do not require a direct cash outlay. The two can be reconciled as follows:

Statement of Changes in Financial Position and Projected Use of Revolving Fund Authorities

(in millions of dollars)

	Actual 1997-98	Actual 1998-99	1999-2000		Actual
			Planned Spending	Total Authorities	
Operating Activities:					
(Surplus) Deficit	4.3	3.9	6.5	6.5	(4.3)
Less items not requiring use of funds:					
Amortization of capital assets	2.0	0.2	1.2	1.2	0.1
Provision for compensation	0.1	--	--	--	--
Provision for employee termination benefits	1.4	1.7	1.1	1.1	2.0
Sub-total	0.7	2.0	4.2	4.2	(6.4)
Working capital change	0.5	(0.3)	(0.1)	(0.1)	0.9
Change in other assets and liabilities	1.1	--	1.0	1.0	--
Net financial resources (provided) used in operating activities	2.3	2.4	5.1	5.1	(7.3)
Investing Activities:					
Capital assets:					
Net Acquisitions	1.5	0.2	1.2	1.2	0.1
Net financial resources (provided by) used in investing activities	1.5	0.2	1.2	1.2	0.1
Authority (provided) used during the year	3.8	2.6	6.3	6.3	(7.2)
Authority to delete operating losses	(4.2)	(3.3)	(5.1)	(5.1)	--
Write-off of employee departure program costs	--	(3.0)	--	--	--
Reimbursement of employee termination benefit	(1.2)	(1.0)	--	(0.3)	(0.3)
Net authority (provided by) used at the start of year	2.8	1.2	(2.1)	(2.1)	(3.5)
Net authority (provided by) used at the end of year	1.2	(3.5)	(0.9)	(1.2)	(11.0)
Authority Limit	75.0	75.0	75.0	75.0	75.0
Unused authority carried forward	73.8	78.5	75.9	76.2	86.0

Totals may not add up due to rounding

Note: The 1998-1999 actual figures were restated to reflect the retroactive impact of a change in capitalization policy for capital assets. It was not possible to restate the 1997-1998 actual figures.

Financial Table 18: Defence Production Revolving Fund

Statement of Operations

Note: Parliament authorized a total drawdown of \$100 million for the Defence Production Revolving Fund. There are currently no activities in this Revolving Fund.

Financial Table 19: Contingent Liabilities

(in millions of dollars)

	As of March 31		
	1998	1999	2000
Total Claims Outstanding	502.6	627.3	241.0

- Notes: (1) These contingent amounts arise from approximately 100 cases of pending litigation related to contract disputes, damages to property or personal injuries.
- (2) While these cases are in various stages of litigation, it is not the policy of the Department to comment on their expected outcomes. They must, however, be recognized as potential liabilities against the Crown and are therefore presented for information purposes only.

Section V — Departmental Overview

Mandate

PWGSC acts as a common service agency for the Government of Canada with a legislative mandate to provide the departments, boards and agencies of the federal government with services in support of their programs. PWGSC services are determined by a recognized common need across government or by the requirements of public policy. The department has a responsibility for investigating and developing services that will increase efficiency in government contracting.

The Department of Public Works and Government Services Act, passed in July 1996, sets out the legal authorities for PWGSC services, including: construction, maintenance and repair of public works and federal real property; provision of office accommodation and other facilities; provision of architectural and engineering advice and services; planning for and acquisition of supplies and services; planning and co-ordinating informatics and telecommunications services; consulting and audit services; and the provision of translation and related services. The Act makes clear the department's authority to administer all federal real property not explicitly placed by legislation under the administration of another federal department, board, or agency. The Act also supports the Minister's responsibilities as Receiver General, and provides the authority for administrative and other services in relation to benefits, superannuation and pension plans and disbursement of pay to persons employed in the Public Service of Canada.

Departmental Objective

Our goal is to provide the best value for taxpayers' dollars in common and central services for the Government of Canada, with due regard for the important values of prudence, probity and transparency. By focusing on what the department does best – providing cost-effective services to government – PWGSC helps departments focus on what they do best.

Departmental Organization

PWGSC's major activities are found in the department's Government Services Program and are organized by Business Line as follows:

- ◆ Real Property Services
 - Federal Accommodation and Holdings
 - Services

- ◆ Supply Operations Service
- ◆ Receiver General
- ◆ Public Service Compensation
- ◆ Government Telecommunications and Informatics Services
- ◆ Consulting and Audit Canada
- ◆ Translation Bureau
- ◆ Communications Coordination Services
- ◆ Operational Support
 - IM/IT Departmental Operations
 - Corporate Management

PWGSC's Crown Corporations Program authorizes and issues payments to certain Crown corporations pursuant to agreements approved by the Governor in Council. The Program has two Business Lines.

- ◆ Old Port of Montreal Corporation Inc.
- ◆ Queens Quay West Land Corporation

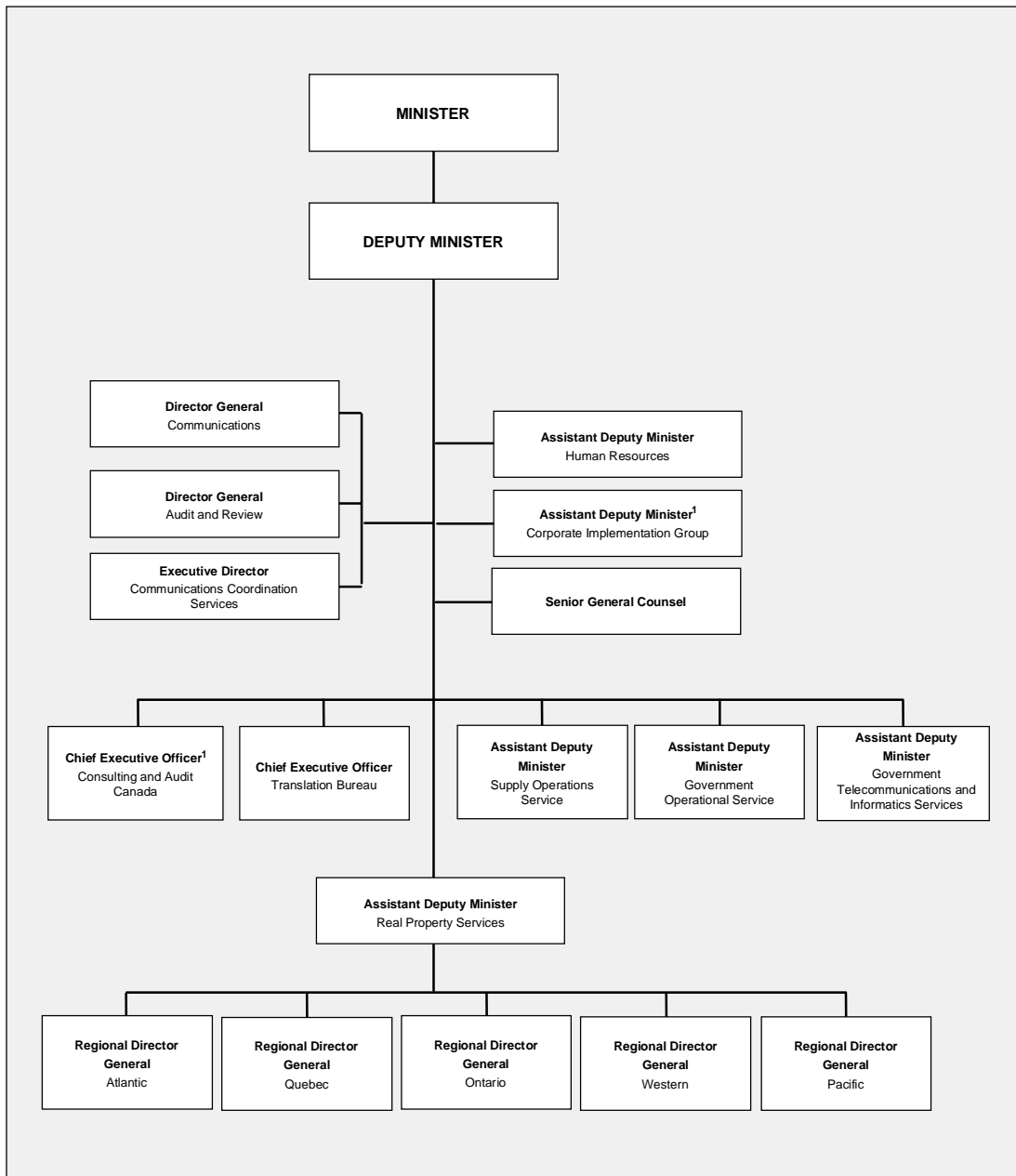
The department uses a variety of organizational and financial structures in fulfilling its mandate. The financial summaries presented in this Report reflect the use of appropriations and revolving funds to finance departmental activities.

Departmental Summary 1999-2000			
<i>(in millions of dollars)</i>			
	Planned Spending	Total Authorities	Actual
GOVERNMENT SERVICES PROGRAM			
▪ Operating, Capital and Statutory Votes			
Gross Expenditures	2,328.6	2,649.7	2,365.7
Less: Respendable Revenues	364.0	507.0	507.0
Net Expenditures	1,964.6	2,142.6	1,858.7
▪ Revolving Funds Authorities			
Gross Expenditures	1,066.0	1,066.0	1,091.4
Less: Respendable Revenues	1,078.7	1,078.7	1,123.4
Net Resources (Provided) Used	(12.6)	(12.6)	(32.1)
GOVERNMENT SERVICES PROGRAM TOTAL	1,951.9	2,130.0	1,826.7
CROWN CORPORATIONS PROGRAM	10.8	27.4	27.3
DEPARTMENTAL TOTAL	1,962.7	2,157.4	1,854.0

Totals may not add up due to rounding.

Note: Effective April 1, 1999, the Planned Spending figures reflect the Real Property Services Revolving Fund (RPSRF) operations according to its new financial framework. Under this new framework, internal services to PWGSC are recorded directly in the Federal Accommodation and Holdings Service Line, while services provided to other government departments remain in the RPSRF.

PWGSC Organization Chart



Note: ¹ Incumbent occupies both positions.

Real Property Services

Objective

To support government and clients in program delivery through the provision of expert advice and a full range of real property services on a fee-for-services basis; through the management of a diverse portfolio of office and general purpose real property and other assets in the custody of the Minister in order to provide appropriate accommodation and related value-added services, including strategic advice to federal tenants, clients and other asset users; and through optimizing the federal investment in the assets.

Description

Real Property Services (RPS) Business Line activities centre on two principal functions: real property stewardship and real property services. Using a net-voted appropriation, RPS provides leadership and stewardship as custodian of federal office and common-use facilities as well as various engineering works (e.g., bridges and dams). Related to this activity, RPS provides productive work environments for some 160,000 federal public servants (100 departments and agencies) and manages an inventory of some 6.0 million square metres of space at an annual net appropriation of approximately \$1.3 billion. Included in this inventory are national treasures such as the Parliamentary Precinct and heritage assets across Canada.

The RPS Business Line also provides expert and value-added professional and technical real property services (including architectural and engineering, real estate, and property and facilities management) to other departments and agencies. These services are provided on a fully optional basis and are charged at comparable market-based rates and managed through the RPS Revolving Fund. The services function also encompasses the administration, on behalf of the federal government, of Payments-in-Lieu of Taxes and the Real Property Disposition Revolving Fund, which facilitates the disposal of properties surplus to the needs of the government.

Supply Operational Services

Objective

To provide quality procurement and procurement-related common services to federal government departments and to provide quality disposal services for federal government departments.

Description

The Supply component provides common services for acquiring goods and services on behalf of the federal government. It manages the supply process by assisting client departments with requirements definition, undertaking bid solicitation, evaluation and selection, and contract negotiation and administration. It also provides auxiliary services such as market research to identify what products are available from suppliers; product planning; method-of-supply studies; maintenance of a statistical data base and reporting capability; policy framework; policy review and promulgation; and the technological infrastructure to support the electronic procurement function. In addition, Supply encompasses responsibility for all procurement-related aspects of Major Crown Projects.

Supply also includes certain specialized activities: marine inspection and technical services; cost analysis support; management of Crown-owned production assets; industrial security and personnel security screening services for PWGSC and industry; development and maintenance of consensus standards and conformity assessment services; management of seized property (assets seized as a result of being obtained from the proceeds of crime); central freight, travel management, and household goods removal services; and, transportation advisory services.

The Crown Assets Distribution (CAD) component provides disposal services for all federal government departments and agencies. Disposal methods include sale, transfer, trade-in, donation, lease, loan and destruction.

Receiver General

Objective

To manage the operations of the federal treasury, including issuing Receiver General payments for major government programs, and to maintain the Accounts of Canada and produce the Government's financial statements.

Description

The Receiver General Business Line is responsible for the receipt, transfer, holding, disbursement, reconciliation and monitoring of public money on behalf of the Government of Canada. The Business Line issues Receiver General payments, redeems and validates these instruments and Employment Insurance Warrants. It maintains the Accounts of Canada and provides interim reports, produces the Public Accounts of Canada and maintains the Central Accounting System. As a derivative of the above activity, the Receiver General provides optional related financial services to departments and agencies.

Public Service Compensation

Objective

To provide cost-effective, accurate, and timely common services, including payments and account processing, in the areas of payroll, benefits and pension plan administration.

Description

Public Service Compensation administers government payroll and pension processes, including the development and maintenance of computer systems and a national service office infrastructure, in order to allow departments to administer pay and benefits in accordance with the collective agreements and compensation policies established by Treasury Board and for the purpose of the administration of the Public Service Superannuation Act (PSSA). It also provides specialized pension services to National Defence and the Royal Canadian Mounted Police (RCMP) for the administration of their plans.

Government Telecommunications and Informatics Services

Objective

To enable on-line government (e-Government) by connecting people and technology.

Description

Government Telecommunications and Informatics Services (GTIS) acts as a key delivery agent of the Government of Canada's Information Management/Information Technology (IM/IT) Federated Infrastructure, which provides a secure delivery channel for electronic commerce and electronic service delivery government-wide. It also provides optional IM/IT services supporting the program delivery requirements of all federal departments, including PWGSC. GTIS provides leadership in supporting government-wide initiatives to solve fundamental IM/IT issues, development of a secure electronic delivery channel, IM/IT risk management and community renewal. Its services are delivered through partnership arrangements with the private sector and public sector institutions.

GTIS offers the following types of services:

- ◆ Strategic Services, focusing on development of government portfolio strategies and key technology partnerships, Government of Canada IM/IT community renewal through *The Institute* and software sharing within the Government of Canada and with other levels of government through the *Software Exchange Service*;
- ◆ Secure Electronic Commerce and Emerging Technologies Services, focusing on provision of electronic commerce services and deployment of the Federated Infrastructure, which provides a secure electronic delivery channel for government;
- ◆ Applications Management Services, focusing on productivity, quality and enhancement of common support applications and information management;
- ◆ Network and Computer Services, focusing on end-to-end accountability and optimization of IM/IT network and computer services;
- ◆ Telecommunications Services, focusing on brokering telecommunications services from the private sector to meet the needs of small- and medium-sized departments; and
- ◆ Management Services, focusing on modernizing management and administrative practices to enhance GTIS efficiency.

Consulting and Audit Canada

Objective

To make a leading contribution, through its staff and the services they provide, to the improvement of public sector management and operations in Canada and abroad; and to balance the costs of operating Consulting and Audit Canada with the revenues received from charging clients for services.

Description

Consulting and Audit Canada (CAC) is a Special Operating Agency that provides, on an optional and fee-for-service basis, consulting and audit services to federal government departments and agencies across Canada. Services may also be made available to foreign governments and international organizations. CAC helps clients to provide better service by improving public sector management, operations and administration, while meeting the priorities and needs of government. CAC stresses excellence in client service and the sharing of public sector expertise. Consulting, assurance, accounting and audit services focus on areas of particular relevance to the federal government and evolve with the needs of public service managers and the priorities of government. A few examples of CAC's services include program management and review, information technology development and review, financial management and approaches to risk management and comptrollership along with a wide variety of audit services. More than half of CAC services are delivered through partnering with the private sector via subcontracting, with the remainder delivered by in-house resources.

Translation Bureau

Objective

To provide quality and cost effective translation, interpretation and terminology products and services to Parliament, the judiciary, and federal departments and agencies; upon request, to provide those products and services to other governments in Canada and to international organizations; and to balance the costs of operating the Bureau with income from appropriation and revenues received for products and services.

Description

The Translation Bureau was established as a Special Operating Agency in 1995. The Bureau's translations services (official languages and over 100 other languages) to other federal government departments and agencies are optional and are provided on a cost-recovery basis. It receives vote funding for providing translation and interpretation services to Parliament and for supplying other government departments and agencies with standardized terminology and certain conference interpretation services. The Bureau maintains the mandate to standardize the use of terminology in the federal public service.

Communications Coordination Services

Objective

To support federal communications objectives by harmonizing the delivery of government information to Canadians and to provide effective communications support and co-ordination services to client departments.

Description

The CCS Business Line's services include advertising and public opinion research and media monitoring co-ordination, value-added communications-procurement services and Crown copyright administration. As well, there are the Public Access services which include: the Canada Gazette, the Depository Services Program (DSP), Canadian Government Publishing, the Government Enquiry Centre, The Canada Site (the Government of Canada primary Internet site) and Publiservice.

These services are key to fulfilling the Government of Canada's communications objectives. They fulfil a public policy need and/or they provide shared common services to all government communicators, and serve individual client departments (e.g., procurement services) and the broader communications objectives of the Government of Canada (e.g., Government Enquiry Centre, electronic media monitoring, use of common design for signage and merchandising at collocated departmental booths at fairs and exhibitions, and the Depository Services Program).

Operational Support

Objective

To provide departmental infrastructure and support services to the Minister and Deputy Minister and PWGSC Business Lines. This involves information management, technology management, financial, administration, human resources and other services needed to support the achievement of departmental strategies and program objectives, in an effective and cost-efficient manner.

Description

Operational Support is comprised of two service lines: a suite of support services combined under Information Management/Information Technology (IM/IT) – Departmental Operations and Corporate Management.

The Information Management/Information Technology (IM/IT) – Departmental Operations Service Line includes the provision of information management and information technology (IM/IT) support to PWGSC operations and its Business Lines.

The Corporate Management Service Line includes providing support to the offices of the Minister and the Deputy Minister, providing corporate services on a national basis related to finance, communications, audit and review, human resources, materiel management, security, contracts claims resolution, corporate policy and planning, portfolio management, corporate secretary function and legal services.

Section VI — Other Information

Legislation Administered and Associated Regulations

PWGSC administers all, or portions of, the following federal statutes:

Anti-Personnel Mines Convention Implementation Act

Bridges Act

Canadian Arsenals Limited Divestiture Authorization Act

Defence Production Act

Dry Docks Subsidies Act

Expropriation Act

Federal District Commission Act

Garnishment, Attachment and Pension Diversion Act II

Government Property Traffic Act

Kingsmere Park Act

Municipal Grants Act (will be renamed Payment in Lieu of Taxes – Fall 2000)

Northumberland Strait Crossing Act (NB: Transferred to Department of Transport SI/99-5 however the Act was not amended to change the responsible Minister)

Ottawa River, an Act respecting certain works

Public Works and Government Services Act

Seized Property Management Act

Statutes Act, Publication of

Surplus Crown Assets Act

Translation Bureau Act

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Internet Sites:

<http://www.pwgsc.gc.ca>
<http://www.canada.gc.ca>

Intranet Site:

<http://publiservice.gc.ca>

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