



Public Works and Government Services Canada

Performance Report

For the period ending
March 31, 1999

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 what was known as the annual *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*.

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.

This year, the Fall Performance Package is comprised of 82 Departmental Performance Reports and the government's report *Managing for Results - Volumes 1 and 2*.

This *Departmental Performance Report*, covering the period ending March 31, 1999, 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 pilot *Report on Plans and Priorities* for 1998-99. The key result commitments for all departments and agencies are also included in Volume 2 of *Managing for Results*.

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 and develop both managing for and reporting of results. 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/tb/key.html>

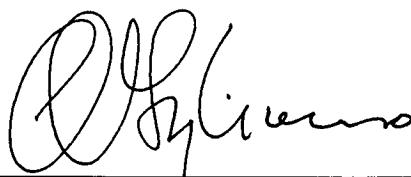
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Public Works and Government Services Canada

Performance Report

**For the
period ending
March 31, 1999**



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

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Section I - Minister's Message



I am pleased to present the Performance Report for Public Works and Government Services Canada (PWGSC) for the fiscal year ending March 31, 1999.

It was a successful and productive year. PWGSC provided cost-effective services to federal departments and agencies and made significant contributions in support of the government's commitment to improve the delivery of programs and services to Canadians.

Providing common and central services for the Government of Canada is what PWGSC is all about: accommodating 160,000 public servants in over 2,000 locations across the country; managing about \$8 billion of contracting a year, representing approximately 65 per cent of the government's total contracting; administering over \$1.1 trillion every year in government financial transactions; furnishing compensation services for the public service; maintaining the Accounts of Canada; providing translation and interpretation services to Parliament and the public service; and offering expert consulting and audit services. The provision of these services to federal departments and agencies allows them to focus on what they do best — serve Canadians.

Some of the Department's services have a more public face. PWGSC's information technology and communications initiatives are helping to provide Canadians with convenient, user-friendly, and effective access to government information, programs, and services. In addition to its efforts to ensure the Year 2000 compliance of critical systems, the Department's toll-free telephone services and Government of Canada Internet sites support the government's goal of providing effective, citizen-centred service delivery.

In presenting this report to Parliament and the people of Canada, I would like to acknowledge the dedication, professionalism and hard work of officials working in all areas of the Department. I look forward to their continued progress in facilitating and supporting the government's efforts on behalf of Canadians.

Section II - 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 the efficiency and economy of the public service and strengthen integrity and 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 coordinating informatics and telecommunications services; consulting and auditing 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.

Operating Environment

PWGSC's operating environment is complex, and its activities are broad in scope. We have about 11,000 people working across Canada supporting the efforts of more than 100 federal departments and agencies to deliver services to Canadians as effectively and efficiently as possible.

PWGSC provides office accommodation for 160,000 public servants and parliamentarians who work in more than 2,000 locations across the country. We manage a real property portfolio of some 350 buildings worth more than \$6.5 billion and administer over 5,000 leases every year, in every province and territory.

As the nation's largest purchasing agent, every year PWGSC buys on average about \$8 billion in goods and services involving 17,000 categories with the effect of creating more than 80,000 opportunities for the private sector to do business with the government.

PWGSC performs the government's Receiver General functions — preparing the Public Accounts and banking and disbursing all public moneys for the government. These activities involve nearly \$160 billion a year in financial transactions, and more than 199 million payments per year to Canadians from all walks of life. We also administer the government's payroll and pension plans, including the issuance of payments.

PWGSC manages the government's telecommunications and information management infrastructure. Specifically, we build and support government-wide services and systems like the Canada Site on the Internet, the Government Electronic Directory Services and the Government Enterprise Network. All support new ways of delivering service and of doing business — both in and with government — using electronic commerce and electronic service delivery. Further, we provide the foundation for enabling Canadians to gain access to government information, programs, services and contract opportunities. The Department has placed a strong emphasis on ensuring that all its mission-critical systems are Year 2000 compliant.

The Department also provides translation and interpretation, management consulting and audit, communications and other services to departments and agencies across government.

Changes in our operating environment are placing demands on us which we are responding to in significant ways. New technology, for example, provides real opportunities for increased efficiency and economy in delivering common services. Improved electronic security measures spur the growth of electronic commerce, and we expect to be very active in this area. Continued growth of electronic communication, particularly via the Internet, provides opportunities to increase the degree of connectivity — both within government, and between government and Canadians.

New models of governance, including both making more use of the private sector, and working as partners with other levels of government, provide a range of options in the way government delivers services in Canada. For our part, we have made extensive use of alternative ways of delivering certain services, particularly real property and information management and information technology (IM/IT) services.

New federal agencies for Parks, Revenue, and Food Inspection have been created. These agencies have been given greater choice regarding the use of PWGSC as a common service agent. Our response has been to emphasize client service for these organizations, while making every effort to meet the government's need for common services.

In this environment, delivering common services is becoming more demanding. Therefore, we must ensure the ongoing development of our people. The PWGSC "La Relève" strategy outlines an approach to developing a learning organization — one that has the skills and ability to manage common services into the new millennium.

Increasingly, good governance and modern comptrollership require a continued commitment to maintaining core public service values and ethics. To assist us in meeting these commitments, we initiated an ethics program to reinforce ethical awareness, action and leadership.

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
- Information Management/Information Technology Common Services (IM/IT)
- 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

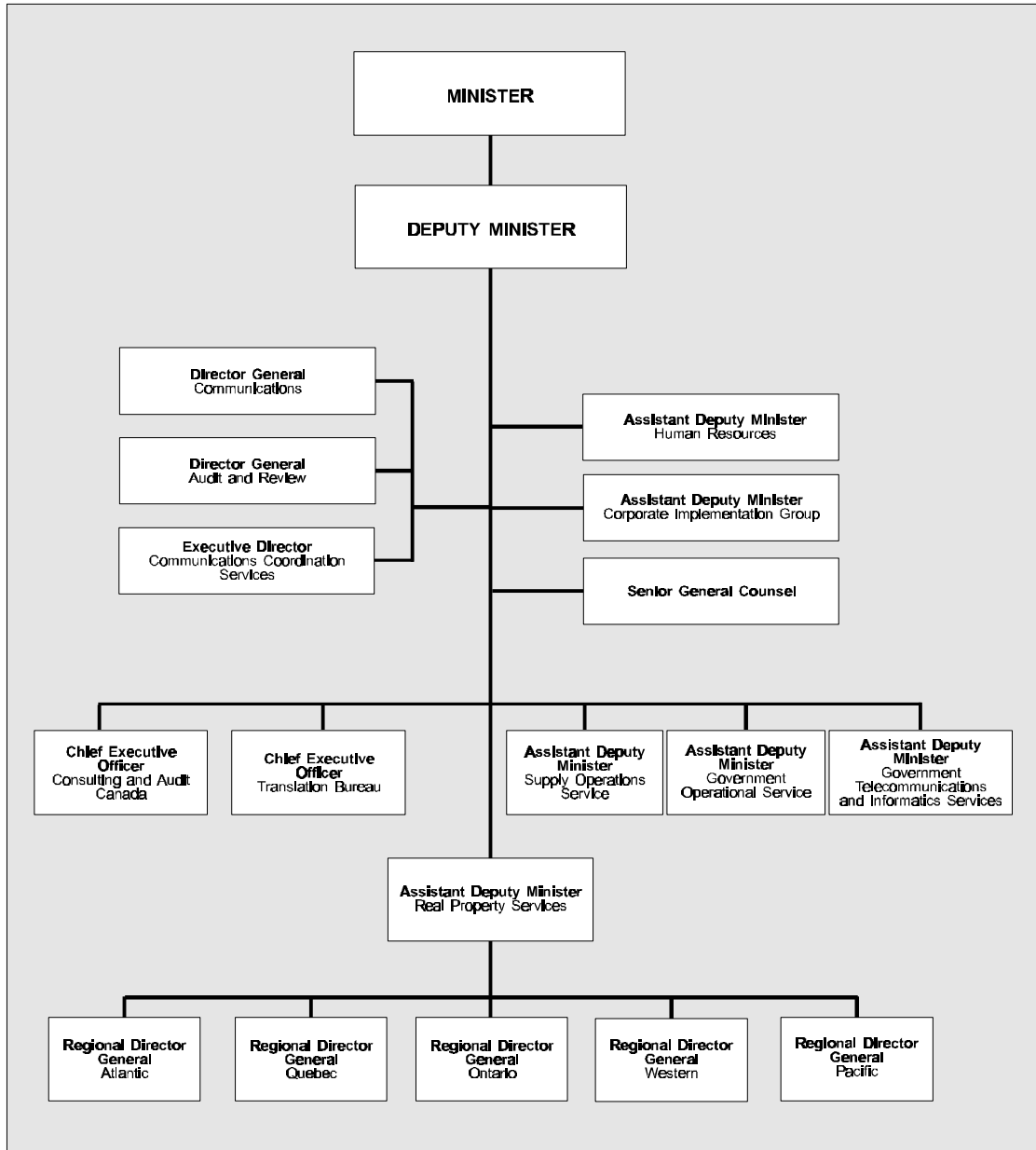
The Department uses a variety of organizational and financial structures in fulfilling its mandate. The financial summaries presented in this Report reflect the use of appropriations and revolving funds to finance departmental activities.

Departmental Summary 1998-99			
<i>(in millions of dollars)</i>			
	Planned Spending	<i>Total Authorities</i>	Actual
GOVERNMENT SERVICES PROGRAM			
▪ Operating, Capital and Statutory Votes			
Gross Expenditures	2,152.3	2,482.6	2,431.9
Less: Revenue credited to the Vote	360.9	440.4	440.4
Net Expenditures	1,791.4	2,042.2	1,991.4
▪ Revolving Funds Authorities			
Gross Expenditures	2,538.3	2,538.3	2,869.4
Less: Revenue	2,548.0	2,548.0	2,848.3
Net Resources (Provided) Used	(9.8)	(9.8)	21.1
GOVERNMENT SERVICES PROGRAM TOTAL	1,781.6	2,032.4	2,012.6
CROWN CORPORATIONS PROGRAM TOTAL	21.7	18.7	17.7
DEPARTMENTAL TOTAL	1,803.3	2,051.1	2,030.3

Totals may not add up due to rounding.

PWGSC Organization Chart

Figure 1



Section III - Departmental Performance

Key Results Commitments

The Key Results Commitments below also appear in the President of the Treasury Board's Annual Report to Parliament, *Managing for Results 1999*. The first column shows the major longer term and enduring results that Canadians can expect from PWGSC. The second column outlines how PWGSC measures progress in achieving those results. The third column shows the sections of this report in which the related achievements are reported.

The commitments are grouped by Business Line, reflecting the diversity of results expected in a common services department.

To provide Canadians with:	To be demonstrated by:	Achievement reported in:
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 	Section III
Effective and efficient management of office and other real property assets, and timely, affordable expert advice and services that support client departments and broader government objectives.	<ul style="list-style-type: none"> ▪ safe, productive, affordable and environmentally sound office accommodation for government ▪ optimum government investment in real property assets including maintenance of inventory value and minimized vacant space ▪ responsive and value-added client services ▪ cost-effective partnerships and co-operative working relationships with provinces, territories and the private sector ▪ stewardship of real property assets that reflects sustainable development, accessibility for persons with disabilities, and federal presence considerations ▪ preservation of national heritage buildings, including such national treasures as the Parliament Buildings 	Section III, Real Property Services; Section IV, Sustainable Development
Supply Operations service 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 	Section III, Supply Operations Service

SECTION III - DEPARTMENTAL PERFORMANCE

To provide Canadians with:	To be demonstrated by:	Achievement reported in:
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 	Section III, Receiver General; Section IV, Sustainable Development
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 	Section III, Public Service Compensation
Effective government telecommunication and informatics services that provide integrated information management/information technology (IM/IT) business solutions to enable electronic delivery of government services.	<ul style="list-style-type: none"> ▪ design and development, with the Treasury Board Secretariat, of a federated infrastructure for electronic commerce and electronic service delivery government-wide ▪ cost-effective management and enhancement of telecommunications, computing and applications services for government ▪ Year 2000 compliance of PWGSC's central and common services, and leadership in resolving government-wide issues related to the Year 2000 business imperative 	Section III, IM/IT Common Services; Section IV, Year 2000
Consulting and audit services that improve public sector operations and management.	<ul style="list-style-type: none"> ▪ provision of consulting and audit expertise and products to federal government departments and agencies 	Section III, Consulting and Audit Canada
Translation, interpretation and terminology services that help Parliament and the Government of Canada function in both official languages, and in other languages as required.	<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 	Section III, Translation Bureau
Communications services that provide easy public access to Government of Canada information, and that co-ordinate and support the communications activities for the Government of Canada and other government departments and agencies.	<ul style="list-style-type: none"> ▪ public access to government information through Info-Canada, the Canada primary Internet site, the Depository Services Program and publishing activities, including the Canada Gazette ▪ effective, timely, value-added communications procurement and project co-ordination 	Section III, Communication Coordination Services

Departmental Performance Accomplishments

The Department pursued its four key strategies during 1998-99. The strategies are interrelated and serve a pivotal role in supporting and improving the government's administrative processes. The Department worked to:

Enhance its contribution to government by:

- ✓ working for a more modern and efficient public service;
- ✓ meeting the Year 2000 challenge; and
- ✓ building partnerships and strategic alliances to improve service delivery for government.

Improve its services by:

- ✓ helping to break down the barriers in pursuit of integrated service delivery;
- ✓ sharing expertise and tools in support of such goals as implementing electronic commerce as the government's preferred method of doing business; and
- ✓ moving to alternative methods of service delivery.

Achieve savings and pursue efficiency in all its operations by:

- ✓ improving overall financial management and reporting across government;
- ✓ working in partnership across the public service and between levels of government to reduce costs and improve service; and
- ✓ undertaking changes to its business processes, systems, activities and operations to increase efficiency.

Build a work force that is more flexible and responsive to the renewal needs of the Department by:

- ✓ championing government-wide learning groups to develop learning strategies and profiles for public sector middle managers; and
- ✓ working with government and non-governmental agencies to establish professional development and accreditation programs for specific activities.

Business Line Performance - Government Services Program

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 (over 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 custodian 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.

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.

Achievements for 1998-99

Client Satisfaction: RPS is committed to providing clients expert advice and a full range of services. To do this in a responsive manner we have put in place a network of dedicated client service units (CSUs) that are co-located with clients when possible and supported by centres of expertise. Our regional and national CSUs are the focal points for providing one-stop shops, delivering a full range of real property services. Currently, 8 of the 14 national CSUs are co-located with their clients.

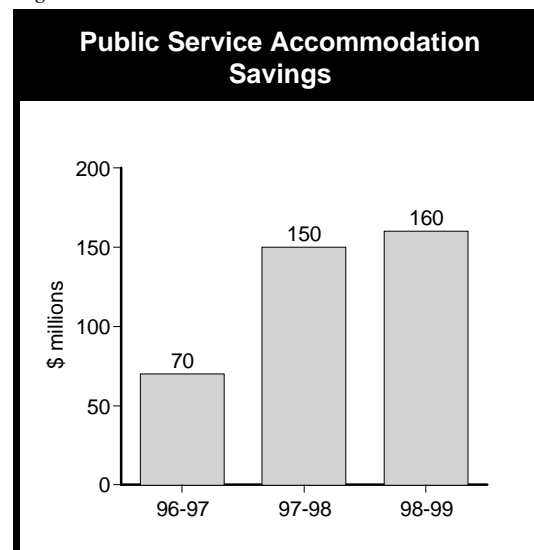
We provide clients with productive work environments tailored to meet their organizational and employee needs. Through our innovative officing initiative, we help departmental clients realize the potential of work environments to support staff and to optimize space. Since 1996, we have developed 10 innovative sites that demonstrate concepts such as teaming areas, war rooms, privacy enclaves, locally-shared support services and integrated voice, data, video and building management systems resulting in an “intelligent” building. These sites have generated considerable interest from other levels of government and industry. And, they demonstrate that it is possible to have pleasing and productive spaces while saving money by reducing space requirements per person from 23m² to 16m².

Since 1996, RPS has developed 10 innovative demonstration sites incorporating alternative working environments with integrated voice, data, video and building management systems. This has resulted in an “intelligent” building concept.

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 2, these savings have risen steadily in the last three years to reach \$160 million in 1998-99. Annual savings are expected to stay at this level in future years. We made a commitment to achieve an operating surplus of \$20.9 million in 1998-99 and \$17.8 million for each subsequent year in our Real Property Disposition Revolving Fund. In 1998-99, net proceeds from sales were \$24.8 million.

During 1998-99 RPS implemented significant business changes that included the transfer of operations and maintenance of approximately 387 buildings and 465 employees to the private sector.

Figure 2



RPS is testing the application of full reimbursement for accommodating a major department at market-based rates. We are in the second year of such an arrangement with Human Resources Development Canada and we are finalizing an agreement with the new Canada Customs Revenue Agency.

We integrate sustainable development principles into everything we do.

Maintaining Asset Integrity: RPS continued to grow in its role as strategic real property advisor for government. We made particular gains in advising other government departments with custodian responsibilities on such horizontal issues as Year 2000 compliance of their facilities, sustainable development strategies and real property portfolio management. We also served as a full partner in an initiative, led by the Treasury Board Secretariat, aimed at enabling the government to dispose of its surplus real property more quickly.

To support our ongoing commitment to ensure the health, safety and security of employees, we developed a Health and Safety Framework for PWGSC that clearly describes roles and accountabilities. We also established procedures to improve data quality, investigative procedures, and reporting processes.

Maintaining asset integrity includes integrating sustainable development principles into everything we do. To this end, RPS has created a comprehensive environmental management system to ensure environmental objectives are attained. Indeed, the Commissioner of Sustainable Development noted, “PWGSC offered the most detailed quantitative review of the environmental aspects of operations of any department”. We continued to green our operations, using a pollution-prevention approach to meet or exceed the requirements of applicable legislation and policies. For more detailed information on our sustainable development activities, see Section IV.

Repositioning with the Private Sector, Provinces, and Territories: RPS has advanced its core role as strategic real property advisor for government and implemented alternative forms of delivery with the private sector, provinces and territories.

RPS continues to administer performance-based contracts worth more than \$174 million a year with Brookfield LePage Johnson Controls Ltd. (BLJC). BLJC now provides the majority of property and facilities management services in nearly 300 Crown-owned buildings. We 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. A similar arrangement has also been made with the Saskatchewan government. These partnering arrangements have generated annual savings to taxpayers of over \$18 million annually.

Real Property Services 1998-99			
	<i>(in millions of dollars)</i>		
	Planned Spending	<i>Total Authorities</i>	Actual
FEDERAL ACCOMMODATION AND HOLDINGS SERVICE LINE			
▪ Operating, Capital and Statutory Votes			
Gross Expenditures	1,503.8	1,688.5	1,662.7
Less: Revenue credited to the Vote	245.9	304.3	310.3
FEDERAL ACCOMMODATION AND HOLDINGS TOTAL	1,257.9	1,384.2	1,352.4
SERVICES SERVICE LINE			
▪ Real Property Services Revolving Fund			
Gross Expenditures	2,063.2	2,063.2	2,374.0
Less: Revenue	2,061.1	2,061.1	2,342.2
Net Resources (Provided) Used	2.1	2.1	31.8
▪ Real Property Disposition Revolving Fund			
Gross Expenditures	6.8	6.8	4.0
Less: Revenue	27.7	27.7	27.8
Net Resources (Provided) Used	(20.9)	(20.9)	(23.8)
SERVICES TOTAL	(18.8)	(18.8)	8.0
BUSINESS LINE TOTAL	1,239.1	1,365.4	1,360.4

Totals may not add up due to rounding.

Supply Operations Service

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; 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 personal 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 component provides disposal services for all federal government departments and agencies. Disposal methods include sale, transfer, trade-in, donation, lease, loan and destruction. Client departments receive 100 per cent of the net proceeds from the sale of surplus assets (gross proceeds less direct selling expenses and commissions), with the exception of seized assets.

Achievements for 1998-99

Reducing Costs: Supply Operations Service (SOS) has implemented a number of initiatives over the years to reduce costs and increase efficiency. These initiatives continue to result in reduced costs as outlined in Figure 3, which shows that overhead costs per \$100 of business volume have declined by more than one third since 1994-95: from \$1.10 in 1994-95 to \$0.69 in 1998-99.

Information and Services: SOS continues to make improvements to its supplier services through its Contracts Canada Information Centre. The Centre is the focus for delivery of the Contracts Canada service, an information network comprised of 23 departments and agencies.

In 1998-99, we conducted 264 seminars across Canada to explain to the business community how the federal government contracting process works. Seminars addressed topics such as preparing an effective proposal, services contracting, goods contracting and real property procurement. Twenty-one of these seminars were delivered to Aboriginal businesses. The number of contracts awarded to small businesses continues to increase with 71 per cent of contracts awarded to small business during 1998-99, as shown in Figure 4.

Year 2000: SOS established a Year 2000 Procurement Office to ensure priority handling of system repair, professional services, and infrastructure renewal requests. In 1998-99 we awarded contracts to seven firms, which included a volume guarantee of \$100 million, for the provision of services to repair government-wide and departmental mission-critical systems. As of June 1999, the Year 2000 Procurement Office has issued work totaling approximately \$188 million on behalf of 28 departments, agencies and Crown corporations. We also established a separate procurement process for non-mission-critical Year 2000 requirements and supported various activities relating to the National Contingency Planning Group for Canada.

Figure 3

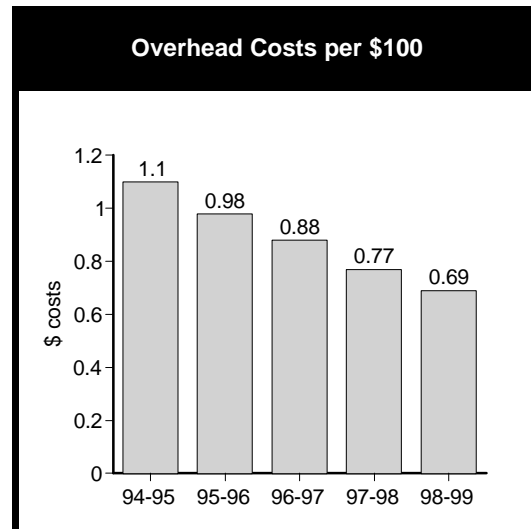
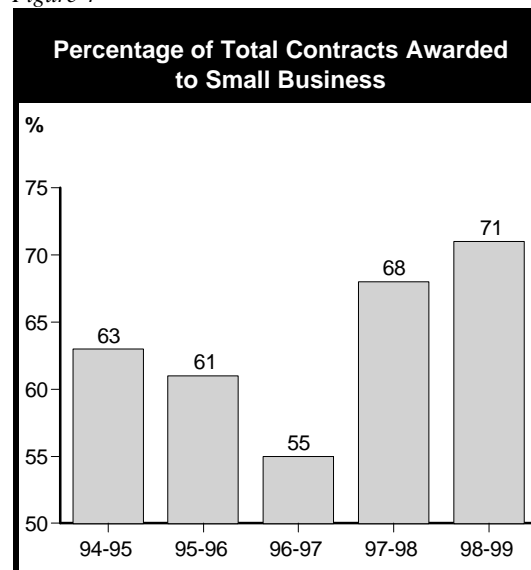


Figure 4



Aboriginal Training Program: SOS introduced three pilot projects to encourage members of Canada's Aboriginal community to pursue opportunities that will increase their knowledge and skills in the area of procurement. In November 1998, five Aboriginals participated in a pilot project that provides internships for youth. Under another pilot project, established to encourage Aboriginal people to attend federal procurement courses, we trained 34 Aboriginals selected for the program by the Assembly of Manitoba Chiefs. Starting in 1999-00, the third pilot project will provide a number of specialists to help Aboriginal organizations meet their procurement-related needs.

Environmental Management System: SOS continued to offer Environmental Management System registration based on the International Organization for Standardization (ISO) 14001 Standard. The registration process has proven to be an effective and viable way to demonstrate environmental stewardship and accountability. We registered two companies in 1998-99 and several more are in the process of completing registration.

Benefits Driven Procurement (BDP): As part of procurement reform, we developed BDP to address the risks inherent in major IT projects: delays, cost over-runs and solutions that are outdated by the time they are implemented. BDP has since evolved to become the federal government's response to the systemic difficulties associated with all high-risk, complex procurement initiatives, irrespective of size. The BDP approach demands a defined outcome and business solution in which the procurement process is just one part of a much larger planning continuum. In support of this process, we established the BDP Centre of Excellence and initiated a series of projects to improve how the federal government handles complex procurement. In keeping with the BDP operational plan, we have conducted 20 BDP training sessions involving over 300 participants across the country.

Renewing and Improving Procurement Processes: We have re-engineered procurement processes to streamline management and improve organizational performance measurement and reporting. Other benefits include the development of a best-practices process, competency profiles and a learning model to ensure the right skills are available when new projects are started.

Project Management: SOS participated in industry-government meetings to discuss project management and cost-schedule performance management. As a result of these discussions, the Canadian General Standards Board approved the revised *Project Performance Management Standard*.

Supply Operations Service 1998-99

(in millions of dollars)

	Planned Spending	Total Authorities	Actual
▪ Operating Vote			
Gross Expenditures	115.1	138.1	137.0
Less: Revenue credited to the Vote	16.3	25.8	25.4
Net Expenditures	98.8	112.3	111.6
▪ Optional Services Revolving Fund			
Gross Expenditures	70.5	70.5	66.4
Less: Revenue	70.6	70.6	66.3
Net Resources (Provided) Used	(0.1)	(0.1)	0.1
BUSINESS LINE TOTAL	98.7	112.2	111.7

Totals may not add up due to rounding.

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.

Achievements for 1998-99

In 1998-99, the Receiver General Business Line processed financial transactions totaling over \$1.1 trillion, and issued approximately 199 million payments on behalf of the Government of Canada.

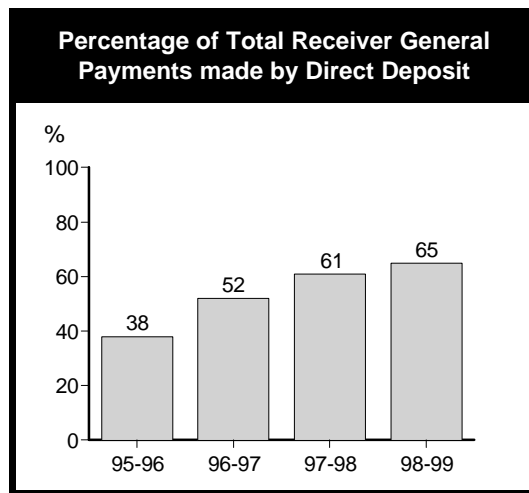
Maintaining the Accounts of Canada: Maintaining the Accounts of Canada, “the government’s books”, and producing the annual *Public Accounts of Canada* are the major ongoing duties of the Receiver General. The Accounts of Canada are the centralized records that summarize the financial transactions of all federal departments and agencies. The *Public Accounts of Canada* is a report 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* is prepared from data contained in the Accounts of Canada and from more detailed departmental records. The *Public Accounts of Canada* for 1998-99 will be tabled in the House of Commons in October, 1999.

Improving Financial Management in Government: In 1998-99, we worked to support implementation of the Financial Information Strategy (FIS), a joint initiative of the Treasury Board Secretariat and PWGSC to improve the Government of Canada’s financial management and reporting. Under FIS, the government is moving to full accrual accounting to enable it to report the true cost of programs and to improve accountability. A new computerized infrastructure will replace the outdated bookkeeping system. By the time the project is

completed, more than 60 different financial systems scattered across departments will have been replaced and consolidated into seven new systems that will be shared among departments. We completed the development of the FIS central systems suite that will replace the existing Central Accounting System and support new departmental financial systems. A pilot project with Revenue Canada in September 1998 successfully demonstrated that the FIS central systems suite and the common departmental financial systems can process business transactions in accordance with Treasury Board and Receiver General FIS control frameworks. We also modified the Standard Payment System to allow 14 departments to implement FIS in 1999-00. Full implementation will not be complete until April 1, 2001, in order to allow departments some latitude in phasing in accrual accounting policies.

Improving Service and Cost Effectiveness: Our Direct Deposit Program, which distributes government payments electronically, continued to grow in 1998-99 from 61 per cent to approximately 65 per cent of total Receiver General payments (Figure 5). Using direct deposit rather than cheques provides Canadians a more secure, reliable, and convenient method of receiving payments. Every direct deposit payment saves taxpayers about 50 cents in postage, paper and banking fees. Total savings in 1998-99 were \$55 million, up \$4.1 million from the previous year. Unlike cheques, direct deposit does not require paper, and so there are environmental savings as well: about 1.9 million kilograms of paper over the year.

Figure 5



Of course, the paper cheques we do produce must remain a secure means of payment. As a result of our efforts in this regard, the Receiver General cheque itself made news in 1998-99 as we designed and tested the prototype of a new version that provides improved security features and Federal Identity Program design elements.

One of our ongoing efforts to improve service and cost effectiveness has been to expand the use of electronic revenue collection. As a result, electronic payments to the government have increased from \$15 billion in 1995-96 to \$35 billion in 1998-99. Payments to the government by credit card have increased from \$100 million to \$182 million over the same period.

Working in Partnership: Partnerships are the new way of carrying out the business of government. The drive for good government demands working in partnership not only across the public service, but also between levels of government to reduce costs and improve services for Canadians. In keeping with this drive, we have worked with Revenue Canada and Human Resources Development Canada to consolidate federal payments to Canadians with those issued by provincial and territorial governments. In 1998-99, we entered into arrangements to combine federal Old Age Security payments with benefits paid by Nova Scotia and the Northwest Territories. This initiative saves money, improves service, and responds to concerns voiced by Canadians about unnecessary duplication of activities carried out by different levels of government.

Year 2000: The Receiver General relies heavily on computerized systems, automated service centres and telecommunications. All are sensitive to the Year 2000 issue. Every effort was made in 1998-99 to ensure the smooth delivery of a service that is government-wide, mission-critical and provides significant benefit to Canadians. As a result of these efforts, payment systems have been tested and are Year 2000 compliant. All critical infrastructure components have been tested thoroughly, and our interfaces with financial institutions have been successfully tested to ensure direct deposit information can be exchanged. Interfaces with departments have been successfully tested for major program payments and testing continues for the remaining program payments. Finally, detailed contingency plans have been developed. For additional information on Year 2000 readiness and details of contingency plans, please consult the Receiver General Year 2000 Briefing Page at: <http://w3.pwgsc.gc.ca/text/y2k-e.html>.

Our Cheque Redemption Control Directorate received ISO 9002 certification, acknowledging its full control over all processes to monitor, control and maintain service quality.

Receiver General 1998-99			
		<i>(in millions of dollars)</i>	
	Planned Spending	Total Authorities	Actual
▪ Operating Vote			
Gross Expenditures	124.4	130.7	124.8
Less: Revenue credited to the Vote	23.3	25.6	26.6
BUSINESS LINE TOTAL	101.1	105.1	98.2

Totals may not add up due to rounding.

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.

Achievements for 1998-99

Service Delivery: The Public Service Compensation achievements outlined below should not obscure the fact that our most significant achievement is also our major ongoing responsibility: getting the payments out, in the right amounts and on time, for over 224,000 payroll accounts and some 216,000 pension annuitants, while ensuring accurate remittance of taxes and collection of contributions. In 1998-99, the payroll component of the Business Line collected and remitted \$3.15 billion in federal tax on behalf of Revenue Canada, and our pension component collected and remitted another \$968 million. We also collected \$686 million in contributions from public servants for credit to the Public Service Superannuation Account.

We moved swiftly to reflect the provisions of the 59 new collective agreements that were negotiated during the year. Some of these agreements, such as the Computer System (CS) Administration agreement presented new challenges in terms of their complexity. The new agreements also created the need to recalculate some 22,000 annuities and produce retroactive adjustment payments. In addition to accommodating the introduction of new collective agreements, we implemented the new Pension Transfer Regulations on schedule.

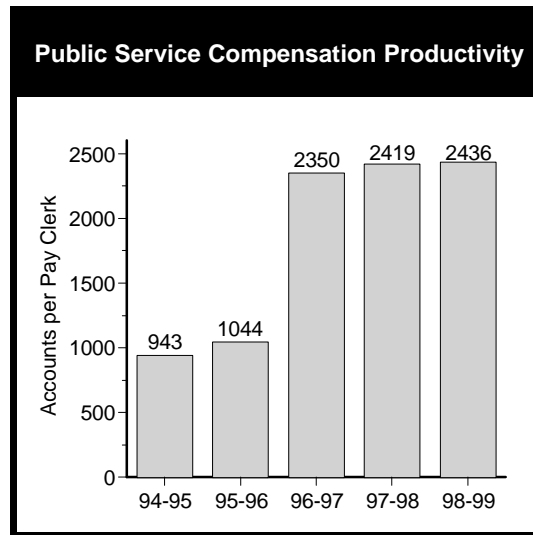
As part of our ongoing commitment to improve service, we went on-line to provide pay and benefits specialists across government with easier access to compensation directives and other key reference tools. We also increased the number of operators and used auto-attended messages to improve service levels at our Superannuation Directorate call centre. Additionally, we launched a major client consultation to establish priorities for improvements to the payroll system.

Supporting Government Initiatives and Reform: In 1998-99, the Public Service Compensation Business Line continued to support the government's adoption of Alternative Service Delivery (ASD) mechanisms. We did this through the payroll and pension administration support that we provided to the ASD agencies including the new Parks Canada agency, which was proclaimed on December 21, 1998. Planning activities involved working with client departments, such as Revenue Canada, to ensure a smooth payroll transition to their new agency status and addressing such issues as pension portability when the new status results in a departure from the Public Service Superannuation Account.

We were also active in supporting and planning for other government-wide initiatives affecting compensation systems and processing requirements such as pay equity, the Universal Classification Standard, the Financial Information Strategy, and pension reform. For example, work is well in hand to modernize the pension infrastructure in anticipation of pension reform legislation expected to be introduced in 1999.

Productivity Improvements: As shown in Figure 6, despite the added workload associated with the introduction of the regulatory changes and new collective agreements noted above, we continued to generate additional savings by increasing the ratio of accounts per pay and pension agent to an all time high. This was made possible by a productivity initiative we started in 1993-94 that, coupled with the reduced size of the Public Service, has allowed us to introduce considerable efficiencies. As a result, we have been able to halve the number of our service delivery sites from 12 to 6, and reduced the number of pay clerks from 351 to 92.

Figure 6



	Planned Spending	Total Authorities	Actual
▪ Operating Vote			
Gross Expenditures	45.6	56.5	56.4
Less: Revenue credited to the Vote	3.5	2.6	2.5
BUSINESS LINE TOTAL	42.1	53.9	53.9

Totals may not add up due to rounding.

IM/IT - Common Services

Objective

To provide integrated Information Management/Information Technology (IM/IT) business solutions to enable electronic delivery of government services.

Description

The IM/IT Common Services Business Line manages the delivery of common IM/IT and electronic commerce infrastructure enabling federal departments and agencies to engage in electronic service delivery. It also provides leadership in supporting government initiatives to solve fundamental IM/IT issues, such as the Year 2000 business continuity imperative. The IM/IT Common Services Business Line offers the following types of common services:

- ❑ Electronic Service Delivery, which provides electronic commerce capabilities and integrated IM/IT solutions to transform traditional program delivery to client-centric electronic service delivery;
- ❑ Telecommunications, which provides basic transport services enabling the transfer of government information;
- ❑ Computing, which provides a unified and interoperable workstation and computing environment integrating applications, information and computing tools; and
- ❑ Applications Management, which provides and integrates services for common support applications and government-wide services.

Achievements for 1998-99

Connecting Government and Canadians: Although we are proud of the IM/IT Common Services achievements described below, perhaps our greatest satisfaction comes from knowing that the electronic infrastructure and services we provide connect government departments, including PWGSC, with Canadians in meaningful ways. We help locate public servants and program information via the Internet, maintain critical systems to keep track of the government's accounts and to pay pensioners, provide on-line access to business opportunities,

IM/IT Common Services connect government departments with each other and with Canadians.

support electronic commerce; and, provide toll-free telephone services that allow Canadians to “reach out and touch” government.

Managing Year 2000 Readiness: IM/IT Common Services oversees the Department’s Year 2000 readiness activities. We have been working since 1996 to ensure the Year 2000 compliance of all PWGSC’s “mission-critical” systems, the 34 systems that provide essential services to Canadians. As a result, PWGSC completed the conversion of these systems by December 1998 and is on track to have them certified as Year 2000-compliant. For additional information on Year 2000 activities, see Section IV.

Cost-Effective Electronic Service Delivery for Government: IM/IT Common Services provides a range of services that connect government departments with each other and with Canadians. In 1998-99, we:

- ❑ **Generated savings for Canadians** by working with private sector telecommunications suppliers to reduce the cost of the federal government’s long-distance voice and fax network by an estimated \$12.5 million each year. Competitive sourcing allowed us to halve the cost of long-distance service, reduce the cost of toll-free services by almost two thirds, and lower the cost of teleconferencing for further annual savings of more than \$10 million.
- ❑ **Provided more bandwidth at lower cost** because bandwidth consumption requirements continue to explode as public and private sectors alike exchange more and more information electronically. We have used our brokerage expertise to profit from new technologies and competition in the telecommunications and cable industries to reduce the cost of bandwidth by 40 per cent between the start of 1997-98 and the end of 1998-99. The result: our clients get the ever-increasing capacity they need at steadily decreasing prices.
- ❑ **Created custom network solutions for government clients** through the work we do to help clients design, implement and manage network solutions. In 1998-99, Health Canada selected us for much of its network management, joining Fisheries and Oceans and 10 other departments that have chosen us to manage their entire national networks. Being able to rely on our network expertise frees our client departments to concentrate on program delivery.
- ❑ **Provided seamless e-mail to government** through the government’s electronic messaging system, one of the most modern in the world. The system enables government users to employ Internet or X.400 mail messages to communicate with other departments and external organizations without worrying about differences between e-mail applications. This service has become an essential tool for moving information both inside and outside government: the number of individuals using this service in 1998-99 increased by 17 per cent over the previous year, and message volume increased by 92 per cent. Internet traffic (i.e., non-government users) accounted for 30 per cent of the total volume.

Electronic Commerce and Electronic Service Delivery Infrastructure: IM/IT Common Services provides the following services that help the federal government in its drive to transact business and deliver services electronically.

- ❑ **Electronic delivery infrastructure services** allow government and private organizations to conduct business in a convenient manner that converts information in different formats from different business systems. Steadily increasing use indicates the success of our infrastructure: from 5,000 to 160,000 electronic transactions a month within a three-year period. By the end of 1998-99 we had 11 client departments and provided 37 distinct e-commerce applications. Examples of the diverse activities that we make more efficient through electronic support range all the way from the Receiver General functions that maintain the government's financial books, Industry Canada's collection of non-tax revenues, Canada Savings Bonds processing, and transmission of payroll information to the Bank of Canada, to the provision of taxi service information to clients.
- ❑ **Electronic directory service** provides comprehensive directories of information on government programs, Members of Parliament, and government employees. Having up-to-date on-line information of this kind is useful for everyone and explains why the directories received 45,000 hits a day by the end of 1998-99.
- ❑ **Secure Applications and Key Management Service** provides the secure government electronic transactions necessary for conducting business transactions and payments electronically. The RCMP has endorsed the software and services we provide to allow and certify users in client departments to encrypt, sign and decrypt messages and verify signatures simply and transparently. The related memoranda of understanding we had signed with 23 client departments by the end of 1998-99 will allow them to focus on their programs and save \$12 million dollars by 2000-01.

IM/IT - Common Services 1998-99			
<i>(in millions of dollars)</i>			
	Planned Spending	<i>Total</i> <i>Authorities</i>	Actual
▪ Government Telecommunications and Informatics Services Revolving Fund			
Gross Expenditures	166.7	166.7	172.3
Less: Revenue	166.3	166.3	165.7
BUSINESS LINE TOTAL	0.4	0.4	6.6

Totals may not add up due to rounding.

Consulting and Audit Canada

Objective

To make a leading contribution, through our 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 fee-for-service basis, consulting and audit services to federal departments and agencies across Canada. Services may also be made available to foreign governments and international organizations. Clients are assisted in providing better service through improvements to 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. Audit and related services are provided on request and include management-oriented special projects, assurance reviews, internal audit support and EDP and information systems audits as well as cost, contribution and regulatory audit services. Consulting services are also available on request. These include program evaluation and operational review, organization and program management; project management, information management, shared systems support, economic and regulatory services, environmental management; conflict management and organizational development services, financial management, innovative management and service delivery, and international services.

Achievements for 1998-99

Contributions to Improving Public Sector Management and Operations: Through numerous consulting and audit projects with clients across the federal government, as well as through applied research, 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 through our professional services, publications, conference presentations and workshops, participation in shared and horizontal projects, and 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.

CAC provided management tools and approaches that help departments be more effective, efficient, client-responsive and accountable in their delivery of services to Canadians. For example, CAC:

- helped many departments develop Sustainable Development Strategies;
- 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;
- worked with Treasury Board Secretariat to complete the policy review of the Shared Systems Initiative;
- 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 policy in areas such as dispute resolution, harassment and performance management;
- provided advice to managers on the implementation of major initiatives such as the Universal Classification Standard; and
- assisted in the development of budget processes for the new territory of Nunavut and helped the newly-formed departments of Finance, Justice, Health and Education prepare to assume their new responsibilities effective April 1, 1999.

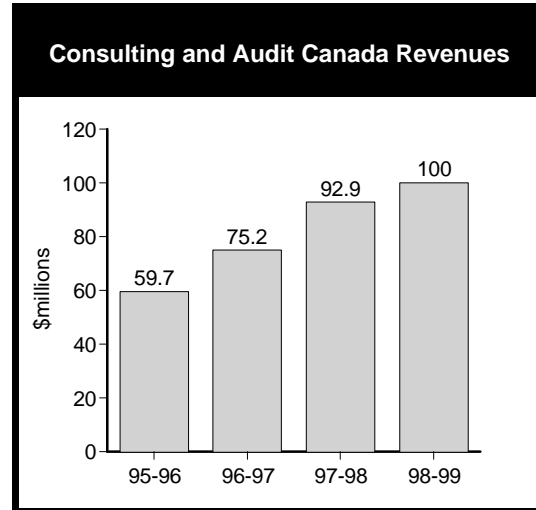
CAC also manages the Shared Systems Support Centre that enables departments to develop and share common systems across government, thus reducing the cost of these systems. We also help clients to implement a modern vision of comptrollership and to improve risk management processes.

Improved Client Service: CAC has developed service-delivery indicators and a cost-effective method of measuring its performance through client ratings of products and services quality, and through its level of repeat business. These indicators will help CAC to more accurately identify what it is doing well, analyse its performance, learn from the results of the analyses and make any necessary improvement. CAC, its clients and, ultimately, the Canadian public will benefit from this enhanced capacity to measure and improve performance in support of client departments.

Internal Communications: CAC had developed a number of initiatives to improve its internal management of information and effectiveness through initiatives such as an on-line corporate memory system containing project and client information, as well as monthly "brown bag sessions" to share information on project successes and lessons learned. These initiatives enable CAC to pursue a more interdisciplinary approach, resulting in better advice and service to clients. As well, 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.

Financial Self-sufficiency: Over the past five years, CAC has made substantial progress toward its commitment to achieve financial self-sufficiency. Increased administrative and technological efficiencies saved CAC \$ 2.7 million as of 1997-98 and brought overhead levels substantially lower than those of 1994-95. A high level of client satisfaction, evidenced through repeat business, substantially reduced overhead and increased efficiencies, have enabled CAC to generate modest operating surpluses over the past five years, including \$2.1 million in 1998-99. These modest surpluses have allowed CAC to reinvest in technological solutions, to upgrade skills, and to pay back some of its startup costs from early years as a Special Operating Agency.

Figure 7:



CAC's revenues have increased from \$59.7 million in 1995-96 to \$100 million in 1998-99, as shown in Figure 7. Most of this increase came from involving small and medium size enterprises (SMEs) on its projects. In 1998-99, the private

sector carried out approximately \$53 million in business on CAC's behalf, 99 per cent of which represented contracts with SMEs. By involving SMEs in CAC projects we not only facilitate public-private sector partnering, we enable 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.

	Planned Spending	Total Authorities	Actual
▪ Consulting and Audit Canada Revolving Fund			
Gross Expenditures	59.7	59.7	97.3
Less: Revenue	60.8	60.8	100.0
BUSINESS LINE TOTAL	(1.1)	(1.1)	(2.7)

Totals may not add up due to rounding.

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, 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 translation 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.

Achievements in 1998-99

Quality services: The Bureau provides quality and cost-effective translation, interpretation and terminology services to clients. This was evidenced in 1998-99 by a record business volume and a client survey which showed that between 87 and 98 per cent of clients were reasonably or very satisfied with our services. This high level of satisfaction is mostly due to our ability to work closely with our clients in determining and meeting their particular linguistic requirements.

Attention to quality pays: surveys show our clients are happy with the service they receive.

In 1998-99, we updated TERMIUM®, our on-line database of English and French terminology. We also completed our program to distribute TERMIUM® free of charge across the public service. By the end of 1998-99, some 45,000 employees in 78 departments and agencies had access to this useful tool. In addition, during the year we released TERMIUMPlus®. As well as containing a rich database of English and French terminology, this new product features a Spanish component and references such as *Le guide du rédacteur*, *The Canadian Style*, and the *Lexique analogique*.

SECTION III - DEPARTMENTAL PERFORMANCE

With an eye to the future, we continued to work on the sectoral study of Canada's translation industry. We expect that the results from this study will help forge an overall approach that will contribute to the growth and viability of this industry.

Improving Productivity: Through a grass roots engineering and change process, we improved our internal productivity bringing us even closer to our goal of financial self-sufficiency. Results from the pilot sites involved in testing the new work flow model were promising. This led to a decision to expand this model to all our service points.

With Treasury Board and the translators' union we negotiated a monetary incentive plan as a further means of improving productivity. This led to the implementation of a sixteen month pilot project on December, 1998. To date, results are positive.

To complement these initiatives, we updated our hardware and software to be more compatible with client environments, therefore providing them with a more efficient and responsive service. In addition, we set up technology labs to help test new translation and terminology software in order to provide our professionals and clients with state of the art tools and services.

Translation Bureau 1998-99			
	<i>(in millions of dollars)</i>		
	Planned Spending	<i>Total Authorities</i>	Actual
▪ Operating Vote			
Gross Expenditures	36.8	41.1	41.1
Less: Revenue credited to the Vote	--	--	--
Net Expenditures	36.8	41.1	41.1
▪ Translation Bureau Revolving Fund			
Gross Expenditures	109.0	109.0	128.5
Less: Revenue	99.8	99.8	125.9
Net Resources (Provided) Used	9.2	9.2	2.6
BUSINESS LINE TOTAL	46.0	50.3	43.7

Totals may not add up due to rounding.

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 coordination services to client departments.

Description

The Communications Coordination Services Business (CCSB) Line's services include advertising and public opinion research coordination, value-added communications-procurement services, publications management, Crown copyright administration, publishing the Canada Gazette, the Depository Services Program, media monitoring, Reference Canada, 1 800 call centre services, the Canada primary Internet site, Publiservice, and related web site development.

These services are core services to government. They fulfill 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., Reference Canada and the Depository Services Program).

*We help Members of Parliament and federal employees get information to support their work. Visit our Extranet site at:
<http://publiservice.gc.ca>*

Achievements for 1998-99

CCSB was created in late 1997 in response to both a need for an integrated communications infrastructure, and government concerns about the effectiveness of its communications activities and a loss of federal visibility and presence. Our achievements in 1998-99 reflect our response to this challenge.

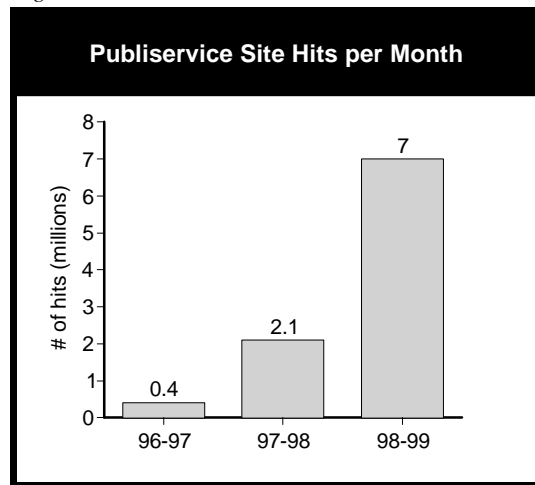
Corporate leadership in improving the delivery of government messages: CCSB improved the delivery of government messages by laying the groundwork for sustainable relationships with government departments and central agencies. Related activities included:

- teaming up with Human Resources and Development Canada to provide information of use to rural Canadians via information kiosks;

*Looking for information on a Government of Canada program? A Member of Parliament or public servant? An Internet address? Go to:
<http://canada.gc.ca/directories>*

- ❑ co-chairing an interdepartmental committee that developed recommendations for standards for all Government of Canada Internet sites;
- ❑ developing an integrated process for forecasting government-wide advertising and public opinion research requirements; and
- ❑ managing Publiservice, the Government's primary Extranet site that provides on-line information to federal employees about government programs, policies, and job opportunities. The success of this site is indicated by its utilization, which continued to rise dramatically to average just over seven million hits per month in 1998-99 as shown in Figure 8.

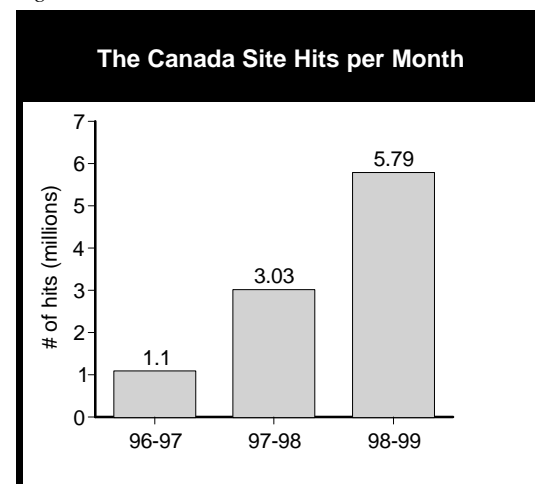
Figure 8



Public Access to Government Information: A major component of what we do involves providing Canadians with easy, one-stop, cost-effective access to information about their government.

- ❑ **We maintain the Government of Canada's primary Internet site:** This site provides Canadians with access to a wealth of government information. In 1998-99, we completed the first phase of a redesign to simplify access to the site. Figure 9 shows that the results paid off as utilization rose to average approximately 5.8 million hits per month.
- ❑ **1 800 O-Canada:** We introduced this easy-to-remember toll-free number in support of the government's commitment to make it simple for Canadians to access information on programs, services and initiatives. This new number will gradually replace the previously existing general enquiries number. We responded to almost 800,000 requests for information in 1998-99.

Figure 9



- ❑ **Customized Calls:** We also provided departments with toll-free 1 800 call centre services to provide Canadians information on specific events and issues such as: Canada Savings Bonds (Bank of Canada), Hepatitis C (Health Canada), Year 2000 initiatives (Industry Canada), the Canada Education Savings Grant Program (Human Resources Development Canada), and the Rural Dialogue initiative (Agriculture and Agri-Food Canada). These focused services responded to over 450,000 calls in 1998-99.
- ❑ **Canada Gazette on the Internet:** In June 1998, we launched the *Canada Gazette* on the Internet to provide Canadians with an additional and effective means of obtaining information about proposed federal regulations and commenting on them. We found an audience, as evidenced by the almost 60,000 hits a month that were made following the launch.

**Questions about federal programs and services?
Call 1 800 O-Canada
(1 800 622-6232) or visit
the Canada Site at:
<http://www.canada.gc.ca>.**

We complemented these services by launching a new edition of the *Canadian Government Information on the Internet*, which provides bilingual abstracts of web sites, and publishing the *Canadian Federal Government Databases Accessible through the Internet*, a comprehensive snapshot of information available from the federal government.

Effective, timely, value-added communications co-ordination and procurement: We maintained a number of common services to assist departmental clients in achieving their communications objectives, including technical advisory, procurement and other quick response mechanisms. The most dramatic example was the role we played in the aftermath of the SwissAir flight tragedy. Within one hour of the request, we had arranged for a communications firm to be on site with the Transportation Safety Board to provide strategic advice on managing communications issues and to coordinate media relations, briefing materials and news conferences. Canadian Government Publishing serves both the public and departments in selling and distributing approximately 800,000 published items.

Communications Coordination Services 1998-99

	<i>(in millions of dollars)</i>		
	Planned Spending	Total Authorities	Actual
▪ Operating Vote			
Gross Expenditures	54.6	76.1	72.0
Less: Revenue credited to the Vote	--	0.1	0.1
Net Expenditures	54.6	76.0	71.9
▪ Optional Services Revolving Fund			
Gross Expenditures	62.4	62.4	26.9
Less: Revenue	61.7	61.7	20.4
Net Resources (Provided) Used	0.7	0.7	6.5
BUSINESS LINE TOTAL	55.3	76.7	78.4

Totals may not add up due to rounding.

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 - 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, corporate secretary function and legal services.

Achievements for 1998-99

IM/IT - Departmental Operations Service Line: The support provided by IM/IT Departmental Operations is inherent to all the Department's systems, including the major Receiver General and Public Service Compensation systems. Accordingly, other than to note that we continued to reduce the cost of mainframe services at an annual rate of 10 per cent, we are reporting our related achievements under the applicable Business Line sections.

Corporate Management Service Line: The Corporate Management Service Line continued to provide advice and support to the Minister and Deputy Minister on portfolio and departmental issues, and to work in tandem with the Business Lines to provide appropriate secretariat services and expertise in the areas of finance, audit and review, legal services, communications, policy and planning, and human resources.

Our communications activities included the provision of strategic advice and services for major departmental initiatives. Ongoing communications activities included the provision of external and internal communications services including the production of newsletters such as “Doing Business” and the “Federal Business Bulletin”.

As a major user of the Common Departmental Financial System (CDFS), the Financial Sector participated in the 1998 pilot of the Financial Information System (FIS) and on April 1, 1999 converted its use of CDFS and its supporting business processes to a FIS compliant environment.

PWGSC has experienced one of the largest percentage workforce reductions of all federal government departments. Having met our targets and accommodated the related workload, in 1998-99 we implemented a new human resources model to optimize employee effectiveness, organizational performance and change management. The model rests on the integration of demographic and skills analysis with business planning, recruitment and retention strategies, learning and development initiatives and organizational effectiveness programs. In related human resources initiatives, we monitored the Department’s La Relève plans and adopted a minimum training investment standard.

Operational Support 1998-99			
		<i>(in millions of dollars)</i>	
	Planning Spending	Total Authorities	Actual
IM/IT - DEPARTMENTAL OPERATIONS SERVICE LINE			
▪ Operating Vote			
Gross Expenditures	137.7	218.5	204.7
Less: Revenue credited to the Vote	23.0	35.7	26.5
Net Expenditures	114.7	182.8	178.2
CORPORATE MANAGEMENT SERVICE LINE			
▪ Operating Vote			
Gross Expenditures	134.2	133.1	133.1
Less: Revenue credited to the Vote	48.9	46.3	48.9
Net Expenditures	85.3	86.8	84.2
BUSINESS LINE TOTAL	200.0	269.6	262.4

Totals may not add up due to rounding.

Business Line Performance - Crown Corporations Program

Old Port of Montreal Corporation Inc.

The objective of the Corporation is to develop and maintain the development of the Old Port of Montreal lands by putting into place infrastructure, equipment and services.

Queens Quay West Land Corporation

The objective of the Corporation is to function as a realty management and disposal company for the Harbourfront precinct in Toronto.

The payments issued provide funding to honour commitments made in transfer agreements with the City of Toronto, certain developers and other interested parties, and to provide an operating subsidy to Harbourfront Centre.

Crown Corporations Program 1998-99			
	<i>(in millions of dollars)</i>		
	Planned Spending	Total Authorities	Actual
OLD PORT OF MONTREAL CORPORATION INC. BUSINESS LINE			
▪ Payments to the Old Port of Montreal Corporation Inc.	17.2	14.2	14.2
QUEENS QUAY WEST LAND CORPORATION BUSINESS LINE			
▪ Payments to the Queens Quay West Land Corporation	4.5	4.5	3.5
PROGRAM TOTAL	21.7	18.7	17.7

Totals may not add up due to rounding.

Section IV - Consolidated Reports

Year 2000 Readiness

Meeting the Year 2000 challenge was PWGSC's number one priority in 1998-99. The Department took comprehensive action to respond to the potential for disruption to its computer-based systems that are critical for payments to businesses, pensioners and employees; to the smooth running of government financial management, accounting and compensation operations; and to the uninterrupted operation of federal office buildings.

Government-Wide Mission Critical Systems: PWGSC's Year 2000 readiness plans and activities are on schedule. The 34 distinct applications supporting the Department's three Government-Wide Mission Critical (GWMC) systems for the Receiver General, Banking and Cash Management and Public Service Compensation were certified Year 2000 compliant as of July 1999. The Department's GWMC information technology completion index is 99 per cent.

Embedded Systems: The Department is reviewing the embedded systems of all Crown-owned and leased buildings for Year 2000 readiness. As of July 1999, 99% of the systems in its Crown-owned buildings and 80% of the systems in its leased buildings were considered Year 2000 ready.

Desktop Environment: PWGSC has converted its own desktop environment of some 11,000 workstations across Canada to a standard that is fully Year 2000 compatible. In addition, PWGSC has converted the desktop environments of special offices across the country that it manages for use by government ministers.

Departmental and Interdepartmental Support and Services: PWGSC uses the Internet to share information obtained from government suppliers on the Year 2000 compliance of their hardware, software, and telecommunications products. The Department also provides mainframe-testing facilities for clients, embedded-system information, and optional procurement and IM/IT services to other government departments and agencies to help them meet their Year 2000 objectives. PWGSC chaired the Year 2000 Interdepartmental Working Group Subcommittee on Telecommunications, providing leadership in resolving telecommunications services issues. The Department also served on the Interdepartmental Working Group's Interface Subcommittee to address issues related to the compliancy of interfaces between departmental systems and non-federal government systems.

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 (PWGSC). Supply and Services Canada had last conducted a full-scale controllable asset inventory in fiscal year 1992-93. Public Works Canada was in the process of doing the same.

The new PWGSC inherited three controllable material management systems. There was no cohesive departmental asset management policy. To address the need for coherent policies and systems, as well as the impending implementation of full accrual accounting and the advent of the government's Financial Information Strategy, a senior-level working group was formed to identify all departmental requirements with respect to assets management, including individual branch roles and responsibilities. The study will be completed by Autumn 1999.

In concert with this work, PWGSC's asset management staff are evaluating one of the asset management systems endorsed by the Treasury Board. This evaluation will address the aspects associated with life cycle materiel management processes. One compelling reason for this evaluation is that two of the Department's present assets management systems are not Year 2000 compliant and they will be sunsetted before January, 2000. Once a suitable asset management system is accepted and the present data base migrated, PWGSC will take stock of its controllable material assets and reconcile its current holdings.

Yet to be determined is the identification of life cycle costs for mission-critical assets and long-term capital asset management. These issues cannot be addressed until a viable departmental asset management policy is adopted and promulgated, and an appropriate materiel management system is put in place. These two activities, in concert with a department wide asset stocktaking, will be the basis for the identification and implementation of an appropriate asset planning framework.

Sustainable Development

Objectives

In the second year of implementation of its Sustainable Development Strategy (SDS), PWGSC prepared a more specific account of its environmental objectives and targets than was contained in its original SDS documentation. This should permit greater transparency regarding the department's specific environmental activities and allow greater precision of performance measurement. The revised SDS targets were set out in the Report on Plans and Priorities submitted by PWGSC in March 1999 and correspond to the following departmental objectives:

1. To integrate a comprehensive Environmental Management System (EMS) into PWGSC's overall management framework and ensure environmental performance is achieved and sustained according to established objectives.
2. To green PWGSC's operations, using a pollution-prevention approach to meet or exceed requirements of applicable environmental regulations and policies.
3. To green PWGSC's daily activities through the practice of green citizenship.
4. To provide assistance to clients in their initiatives to green their operations, wherever feasible, and purchase environmentally friendly goods and services.

Internal communications is an important aspect of PWGSC's activities with respect to these four objectives that are reported on below. Accordingly, the Department is developing Intranet sites and training courses to inform employees about environmental issues, regulatory changes, green citizenship, and SDS initiatives. These communications activities are also intended to encourage the employee feedback and involvement that is so essential for improvement.

Performance Measures

RPS has developed a performance measurement strategy whereby indicators are being tested and as they are proven to be effective, moved into departmental information management systems. Performance indicators are now in place for each of its sustainable development targets. In many instances, until the reporting system is fully mature, this will mean that reporting will be done on a representative sample. This approach permits a reasonably fast response to new requirements and the production of status reports, while allowing the integration of required information fields into existing or planned systems within the required timeframes and with the resources available. PWGSC has also collaborated fully with other custodian departments in the activities of the interdepartmental Committee on Performance Measurement for Sustainable Government Operations.

Environmental Management System (EMS)

In 1998-99, PWGSC continued to develop environmental management frameworks appropriate to the operations of each branch and SOA. The Department carried out a departmental issue scan and largely completed a PWGSC Environmental Policy. These two pieces are fundamental to completing an ISO 14001-compliant, corporate EMS by the end of 1999-00.

Due to the wide range of its environmental accountabilities, work in Real Property Services is particularly far advanced: most of the steps have been taken to complete an ISO 14001-compliant EMS that will be ready for an audit by an ISO 14001 registrar in 1999-2000.

An environmental management system based on the ISO 14001 standards is a management tool enabling an organization to control the impact of its activities, products or services on the environment. For additional information on ISO standards, see <http://www.iso.ch>

Greening Operations

In addition to the activities discussed, it is important to note that PWGSC met its targets with respect to regulatory compliance.

❑ Construction, Renovation and Demolition Waste Management

In partnership with the Canadian Construction Association, Real Property Services is developing a best practice protocol for solid waste diversion in the construction, renovation and demolition (CRD) industry. These practices will be incorporated into the standard project Request for Proposal.

During the reporting period, CRD waste diversion was implemented in seven of a retroactively-estimated 51 projects where it would have been feasible. These numbers indicate the need to emphasize integration of CRD waste diversion into RPS standard practice. Training workshops are planned for each region, coupled with targeted distribution of the protocol being developed with the Canadian Construction Association.

❑ Halon System Phase Out

PWGSC removed six of the halon systems it owns from service during 1997-98, but none of the remaining 14 systems during 1998-99. Further, 22 client-owned systems were reported in use. The importance of eliminating halon systems clearly requires a higher profile than the routine inclusion in building management practice it has so far received.

A concerted campaign is planned for 1999-2000, both to direct the removal of PWGSC-owned halon systems and to offer help in removing remove client-owned systems. Support for the initiative is augmented by PWGSC's participation in the government-wide program to meet federal Kyoto commitments regarding climate change.

❑ Integrated Pest Management

More than half the Crown-owned inventory was reported pesticide-free for 1998-99. Of the remaining facilities, 64 have established integrated pest management plans—a significant improvement over the 23 established in 1997-98. Despite good progress on this issue, efforts must be redoubled to ensure meeting targets. A best-practice standard for integrated pest management will be developed and promoted.

❑ Energy Efficiency

PWGSC is on track with respect to energy efficiency, having initiated or completed energy-conservation measures in 58 per cent of the Crown-owned inventory (as measured by floor area) where assessment indicated feasibility. Initiatives in this area will receive added impetus from PWGSC's role as a major contributing partner in the Federal House in Order component of the Kyoto commitments on climate change.

❑ Contaminated Sites Management

In keeping with its risk-management approach, PWGSC is committed to assessing all sites for which it is custodian for contamination, and remediating the sites as appropriate. Of the 432 sites reported on, 158 remain to be assessed. Of the 274 sites that have been assessed, 193 require no further action, including the 22 sites remediated during the reporting period. Among the rest, 17 are known to be contaminated, and the potential for contamination is known for 64 other sites.

While progress was made over the previous reporting period, PWGSC plans a major effort to meet its SDS commitment in this area. An estimated \$10 million will be required to assess all sites, with a further \$7.5 million needed for risk management and remediation. This is exclusive of the Argentia site, the former U.S. Naval base for which PWGSC became the custodian of last resort. An additional \$55 million is the estimated remaining cost for this site alone. In a similar vein, the department has been allocated a further \$4 million to close and clean up its storage tank farm in Winnipeg. PWGSC will seek additional support and resources for the contaminated sites program.

❑ Saving Paper Through Direct Deposit

The Receiver General Business Line continues to make gains in the areas of direct deposit and the recycling of cheques and card paper. The table below summarizes the progress made over the reporting period:

Savings in Paper as a Result of Direct Deposit				
Fiscal Year	Total # Payments Issued	# Issued by Direct Deposit	Direct Deposit %	Paper Saved (kilograms)¹
1997-98	196,762,263	119,430,616	61%	1,791,459
1998-99	194,890,984	126,645,739	65%	1,899,686

¹ paper saved @ 15 grams per cheque & envelope

The potential for recycling cheques and card paper is determined by i) the amount of source material, and ii) the efficiency of recycling operations. Although changes in direct deposit uptake and the amount of cheques and card paper recycled both remained positive throughout the reporting period, once recycling approaches optimum efficiency, the amount of material recycled will decline as the use of direct deposit grows.

Recycling of Cheques and Card Paper			
Fiscal Year	Cheques & Cards (kilograms)	Other (kilograms)	Total (kilograms)
1997-98	275,351	28,315	303,666
1998-99	315,736	14,806	330,542

❑ Fleet Management

Supply Operations Service achieved significant reductions in the departmental fleet from 417 vehicles in April 1998 to 308 vehicles in March 1999. In the same period, the number of Alternative Fuel Vehicles in its fleet increased from 20 to 37 vehicles.

❑ Procurement/Material Management

During the reporting period, Supply Operations Service contracted for the development of an Environmental Information Service. As of March 31, 1999, the contractor had completed the development of the computer system.

Work continues to set up standing offers for “green” goods and services. As of March 31, 1999, there were 70 “green” standing offers, including 56 national master standing offers, 10 regional master standing offers and 4 departmental individual standing offers for alternative-fuel vehicles.

Supply Operations Service has also put in place national master standing offers for non-rechargeable batteries certified under the Environmental Choice Program, and for lamps certified in accordance with the Energy Efficiency Regulations.

Green Citizenship

The environmental health of an organization ultimately rests upon the support of employees and their willingness to choose environmentally preferred behavior. PWGSC has successfully established a national Green Citizenship Network, with active local networks in all branches and regions. In concrete terms, participation in recycling programs by PWGSC employees has reduced solid waste being landfilled to an estimated average of 68 kg/FTE/year. This is significantly better than the previous year’s estimated average of 81 kg/FTE/year and well ahead of the government-wide target of 95 kg/FTE/year. Efforts are ongoing to enhance the level of environmental awareness among all PWGSC employees.

A PWGSC Green Citizenship Annual Report for 1998-99, documenting the program's first year of operation was completed and is available from the PWGSC Green Citizenship Secretariat (e-mail: karin.frederking@pwgsc.gc.ca). This report provides a comprehensive overview of activities, success stories, and lessons learned in the practice of Green Citizenship throughout PWGSC's National Capital Area (NCA) and regional operations.

Assisting Clients

PWGSC is committed to helping clients accomplish their own environmental objectives. Achievements related to the take-up of PWGSC service offerings such as hazardous waste management, halon system replacement, and diversion of solid waste from landfill during 1998-99 include:

- Occupants housed in PWGSC facilities with recycling programs exceeded the government-wide target and last year's performance, sending an average of only 68 kg/FTE/year to landfill.
- The Department continues to introduce environmental clauses into all relevant sections of the National Master Specifications, universally referred to by building contractors. Some 110 sections of NMS were addressed during the reporting period, bringing to 146 the number of environmentally revised sections.

PWGSC also publishes the annual *Government Motor Vehicle Ordering Guide*, which provides the federal community with information on the availability, fuel consumption, and pricing of alternative fuel vehicles. The newest version of this guide is currently being set up on the Intranet.

For Further Information

A detailed analysis of Real Property Services activity on SDS initiatives for the reporting period may be found in the *Annual RPS Performance Report on Sustainable Development for 1998-99*. This document can be obtained at the following address: doc.center@PWGSC.gc.ca.

Fuel Storage Tanks

Status of Fuel Storage Tanks on PWGSC-owned Land

Annual Report for April 30, 1999

As required under the CEPA, Part IV, *Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products on Federal Lands Regulations*, this report provides the information set out in Schedule II of the aforementioned regulation, updated to December 31, 1998.

1. The following number of above-ground storage tank including problem systems:

Are registered with (appropriate federal department): 5 (last year was 4).

Comply with the *Federal Aboveground Storage Tank Technical Guidelines*: 4
(last year was 3).

Do not comply with the *Federal Aboveground Storage Tank Technical Guidelines*: 1
(last year was same).

Should be upgraded in accordance with Schedule I of the *Federal Aboveground Storage Tank Technical Guidelines*:

a) 0 in 1999 (last year was 3).

b) 0 in 2000 (last year was same).

2. The following number of underground storage tank systems:

Are registered with (appropriate federal department): 71 (last year was 85).

Comply with the *Federal Underground Storage Tank Technical Guidelines*: 61 (last year was 74).

Do not comply with the *Federal Underground Storage Tank Technical Guidelines*: 6
+ 4 (last year was 7 + 4).

Should be upgraded in accordance with Schedule II of the *Federal Underground Storage Tank Technical Guidelines*:

a) 2 in 1999 (last year was 1).

b) 44 in 2000 (last year was 63).

Variance Explanation (Questions and Answers)

Q. Were upgrades done to all three above-ground storage tanks (ASTs) reported last year as requiring upgrading?

A. One was sold, two new ones were bought and two were upgraded, yielding the five AST's reported.

- Q. One AST is reported as non-compliant with Technical Guidelines, yet it is not included in figures for tanks that should be upgraded in either 1999 or 2000. Why not?
- A. This reflects to anomaly of the reporting requirements. If a tank “Should be upgraded in 1999”, it is currently in compliance, as one has until December 31, 1999 to upgrade. The tank in question, the one reported as non-compliant, should already have been replaced, prior to 1999; hence, it is not included in the “Should be upgraded in 1999 or 2000” categories. The task is simply to replace the tank as soon as possible.
- Q. Last year, 85 underground storage tanks (USTs) were reported in the inventory and this year only 71 USTs were reported. What explains the differential of 14 USTs?
- A. A number of USTs were sold, abandoned, or purchased. Others were removed from the inventory as they are on lands for which PWGSC is not the custodian. In the latter case the tanks were subject to maintenance agreements with other government departments or lease-to-purchase properties. The net result of the foregoing activities is 14 fewer USTs in the inventory.
- Q. Last year, PWGSC reported 63 USTs which required upgrading, while only 44 are so reported this year. What explains the differential of 19 USTs?
- A. The bulk of the differential, 14 USTs, is explained by the 14 fewer USTs in the inventory, as described above. The remaining five USTs were reported as upgraded.

Section V - Financial Performance

Financial Performance Overview

In summary the Department managed, within its 1998-99 approved spending authorities, to deliver quality services and pursue efficiency in all its operations.

The following explains the significant changes between planned spending, spending authorities and actual spending at the departmental level.

	<i>(in millions of dollars)</i>
PLANNED SPENDING	1,803.3
Impact of the Ontario Municipal Tax Reform	77.5
Year 2000 compliance requirements	49.9
Compensation for collective bargaining	43.2
Operating budget carry forward	28.8
Other operating and capital costs requirements	20.2
Environmental action plan for Argentina	13.0
Accommodation requirements relating to client expansion	12.5
Employee departure programs	2.7
SPENDING AUTHORITIES	2,051.1
Capital and operating lapses	(50.8)
Net differences in statutory authorities	30.0
ACTUAL SPENDING	2,030.3

Financial Tables 1-20 which follow provide detailed information on the effective use of departmental resources. They are presented in accordance with the approved Planning, Reporting and Accountability Structure (PRAS). The Information Management / Information Technology (IM/IT) support for departmental activities were transferred from the Revolving Fund (IM/IT Common Services) to the Net Vote (IM/IT Departmental Operations) effective April 1, 1998. On April 1, 1998, the Communications Coordination Services (CCS) business line was officially created. CCS is composed of activities that were formerly in either Supply Operations Service, IM/IT Departmental Operations or IM/IT Common Services. The 1997-98 results of each of these business lines have been restated to reflect the PRAS.

Financial Table 1: Authorities for 1998-99*(millions of dollars)*

Vote	Program	1998-99		
		Planned Spending	Total Authorities	Actual
	Government Services			
1	Operating expenditures	1,416.2	1,584.2	1,561.7
5	Capital expenditures	273.0	292.3	265.0
(S)	Minister of Public Works and Government Services - Salary and motor car allowance	--	--	--
(S)	Contributions to employee benefits plan	56.2	59.0	59.0
(S)	Real Property Services Revolving Fund	2.1	2.1	31.8
(S)	Real Property Disposition Revolving Fund	(20.9)	(20.9)	(23.8)
(S)	Optional Services Revolving Fund	0.6	0.6	6.6
(S)	Government Telecommunications and Informatics Services Revolving Fund	0.4	0.4	6.6
(S)	Consulting and Audit Canada Revolving Fund	(1.1)	(1.1)	(2.7)
(S)	Translation Bureau Revolving Fund	9.2	9.2	2.6
(S)	Grants to municipalities and other taxing authorities	--	59.7	59.7
(S)	Refunds of amounts credited to revenue in previous years	--	--	--
(S)	Spending of proceeds from disposal of surplus Crown assets	--	1.4	0.4
(S)	Private sector collection agency fees	--	--	--
(S)	Northumberland Strait Crossing Subsidy Payment	45.9	45.6	45.6
	Government Services Total	1,781.6	2,032.4	2,012.6
	Crown Corporations			
10	Payments to Old Port of Montreal Corporation Inc.	17.2	14.2	14.2
15	Payments to Queens Quay West Land Corporation	4.5	4.5	3.5
	Crown Corporations Total	21.7	18.7	17.7
	DEPARTMENT TOTAL	1,803.3	2,051.1	2,030.3

Totals may not add up due to rounding.

(S) = Statutory

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

(millions of dollars)

PROGRAM Business Line Service Line	FTE	Operating	Capital	Voted Grants and Contributions	Gross voted expenditures sub-total	Statutory Grants and Contributions	Gross Expenditures Total	Less: Revenue Credited to the Vote or Revolving Fund	Total
GOVERNMENT SERVICES									
Real Property Services									
<i>Federal Accommodation and Holdings</i>	164	1,184.8	273.0	--	1,457.8	45.9	1,503.8	245.9	1,257.9
	165	1,232.3	265.0	59.7	1,557.1	105.6	1,662.7	310.3	1,352.4
<i>Services</i>									
- Real Property Services Revolving Fund	3,333	2,063.2	--	--	2,063.2	--	2,063.2	2,061.1	2.1
	2,809	2,374.0	--	--	2,374.0	--	2,374.0	2,342.2	31.8
- Real Property Disposition Revolving Fund	--	6.8	--	--	6.8	--	6.8	27.7	(20.9)
	--	4.0	--	--	4.0	--	4.0	27.8	(23.8)
Total Real Property Services	3,497	3,254.8	273.0	--	3,527.9	45.9	3,573.8	2,334.7	1,239.1
	2,974	3,610.3	265.0	59.7	3,935.0	105.6	4,040.7	2,680.3	1,360.4
Supply Operations Service									
- Vote	1,558	115.1	--	--	115.1	--	115.1	16.3	98.8
	1,622	137.0	--	--	137.0	--	137.0	25.4	111.6
- Optional Services Revolving Fund	143	70.5	--	--	70.5	--	70.5	70.6	(0.1)
	90	66.4	--	--	66.4	--	66.4	66.3	0.1
Total Supply Operations Service	1,701	185.6	--	--	185.6	--	185.6	86.9	98.7
	1,712	203.5	--	--	203.5	--	203.5	91.7	111.7
Receiver General									
	703	124.4	--	--	124.4	--	124.4	23.3	101.1
	705	124.8	--	--	124.8	--	124.8	26.6	98.2
Public Service Compensation									
	765	45.6	--	--	45.6	--	45.6	3.5	42.1
	824	56.4	--	--	56.4	--	56.4	2.5	53.9
IM/IT - Common Services									
- Government Telecommunications and Informatics Services Revolving Fund	293	166.7	--	--	166.7	--	166.7	166.3	0.4
	256	172.3	--	--	172.3	--	172.3	165.7	6.6
Consulting and Audit Canada									
- Consulting and Audit Canada Revolving Fund	330	59.7	--	--	59.7	--	59.7	60.8	(1.1)
	331	97.3	--	--	97.3	--	97.3	100.0	(2.7)
Translation Bureau									
- Vote	--	36.8	--	--	36.8	--	36.8	--	36.8
	--	41.1	--	--	41.1	--	41.1	--	41.1
- Translation Bureau Revolving Fund	1,154	109.0	--	--	109.0	--	109.0	99.8	9.2
	1,154	128.5	--	--	128.5	--	128.5	125.9	2.6
Total Translation Bureau	1,154	145.9	--	--	145.9	--	145.9	99.8	46.0
	1,154	169.6	--	--	169.6	--	169.6	125.9	43.7
Communications Coordination Services									
- Vote	26	54.6	--	--	54.6	--	54.6	--	54.6
	38	72.0	--	--	72.0	--	72.0	0.1	71.9
- Optional Services Revolving Fund	157	62.4	--	--	62.4	--	62.4	61.7	0.7
	113	26.9	--	--	26.9	--	26.9	20.4	6.5
Total Communications Coordination Services	183	117.0	--	--	117.0	--	117.0	61.7	55.3
	151	98.9	--	--	98.9	--	98.9	20.5	78.4

SECTION V - FINANCIAL PERFORMANCE

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

PROGRAM	FTE	Operating	Capital	Voted Grants and Contributions	Sub-total Gross voted expenditures	Statutory Grants and Contributions	Total gross expenditures	Less: Revenue credited to the Vote or Revolving Fund	Total
<i>Business Line</i> <i>Service Line</i>									
Operational Support									
<i>IM/IT - Departmental Operations</i>	1,264	137.7	--	--	137.7	--	137.7	23.0	114.7
	1,301	204.7	--	--	204.7	--	204.7	26.5	178.2
<i>Corporate Management</i>	1,667	134.2	--	--	134.2	--	134.2	48.9	85.3
	1,648	133.1	--	--	133.1	--	133.1	48.9	84.2
Total Operational Support	2,931	271.9	--	--	271.9	--	271.9	71.9	200.0
	2,949	337.8	--	--	337.8	--	337.8	75.5	262.4
TOTAL GOVERNMENT SERVICES	11,557	4,371.6	273.0	--	4,644.7	45.9	5,112.0	3,330.4	1,781.6
	11,056	4,870.9	265.0	59.7	5,195.6	105.6	5,301.3	3,288.7	2,012.6
CROWN CORPORATIONS									
Old Port of Montreal Corporation Inc.	--	17.2	--	--	17.2	--	17.2	--	17.2
	--	14.2	--	--	14.2	--	14.2	--	14.2
Queens Quay West Land Corporation	--	4.5	--	--	4.5	--	4.5	--	4.5
	--	3.5	--	--	3.5	--	3.5	--	3.5
TOTAL CROWN CORPORATIONS	--	21.7	--	--	21.7	--	21.7	--	21.7
	--	17.7	--	--	17.7	--	17.7	--	17.7
TOTAL DEPARTMENT	11,557	4,393.3	273.0	--	4,666.4	45.9	5,133.7	3,330.4	1,803.3
	<i>11,557</i>	<i>4,640.6</i>	<i>292.3</i>	<i>59.7</i>	<i>4,992.7</i>	<i>46.9</i>	<i>5,039.6</i>	<i>2,988.5</i>	<i>2,051.1</i>
	11,056	4,888.6	265.0	59.7	5,213.3	105.6	5,319.0	3,288.7	2,030.3
Elimination of Intra-Departmental Transactions	--	(1,638.7)	--	--	--	--	(1,638.7)	(1,638.7)	--
	11,056	3,249.9	265.0	59.7	5,213.3	105.6	3,680.3	1,650.0	2,030.3
Other Revenue and Expenditures									
Revenue credited to the Consolidated Revenue Fund									38.3
									38.3
									317.1
Cost of Services Provided by Other Departments									23.6
									23.6
									38.4
NET COST OF THE PROGRAM									1,788.6
									<i>2,036.4</i>
									1,751.6

Totals may not add up due to rounding.
 Normal characters denote the planned spending.
 Numbers in italics denote Total Authorities for 1998-99.
 Bold numbers denote actual expenditures/revenue in 1998-99.

Financial Table 3: Historical Comparison of Total Planned Spending to Actual Spending*(millions of dollars)*

PROGRAM Business Line Service Line	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
GOVERNMENT SERVICES					
Real Property Services					
<i>Federal Accommodation and Holdings Services</i>	1,538.0	1,252.2	1,257.9	1,384.2	1,352.4
- Real Property Services Revolving Fund	20.4	37.3	2.1	2.1	31.8
- Real Property Disposition Revolving Fund	(36.1)	(16.8)	(20.9)	(20.9)	(23.8)
Total Real Property Services	1,522.4	1,272.7	1,239.1	1,365.4	1,360.4
Supply Operations Service					
- Vote	132.5	151.3	98.8	112.3	111.6
- Optional Services Revolving Fund	(1.6)	8.2	(0.1)	(0.1)	0.1
Total Supply Operations Service	130.9	159.4	98.7	112.2	111.7
Receiver General	107.0	99.4	101.1	105.1	98.2
Public Service Compensation	44.2	47.0	42.1	53.9	53.9
IM/IT - Common Services					
- Government Telecommunications and Informatics services Revolving Fund	12.6	2.2	0.4	0.4	6.6
Consulting and Audit Canada					
- Consulting and Audit Canada Revolving	(0.2)	(3.1)	(1.1)	(1.1)	(2.7)
Translation Bureau					
- Vote	35.3	37.5	36.8	41.1	41.1
- Translation Bureau Revolving Fund	10.2	3.8	9.2	9.2	2.6
Total Translation Bureau	45.5	41.3	46.0	50.3	43.7
Communication Coordination Services					
-Vote	--	--	54.6	76.0	71.9
- Optional Services Revolving Fund			0.7	0.7	6.5
Total Communication Coordination Services	--	--	55.3	76.7	78.4
Operational Support					
<i>IM/IT - Departmental Operations</i>	133.9	152.6	114.7	182.8	178.2
<i>Corporate Management</i>	92.4	86.8	85.3	86.8	84.2
Total Operational Support	226.2	239.4	200.0	269.6	262.4
GOVERNMENT SERVICES TOTAL	2,088.7	1,858.3	1,781.6	2,032.4	2,012.6
CROWN CORPORATIONS					
Old Port of Montreal Corporation Inc.	3.8	9.0	17.2	14.2	14.2
Queens Quay West Land Corporation	6.7	4.1	4.5	4.5	3.5
CROWN CORPORATIONS TOTAL	10.5	13.1	21.7	18.7	17.7
DEPARTMENT TOTAL	2,099.2	1,871.4	1,803.3	2,051.1	2,030.3

Totals may not add up due to rounding.

Financial Table 4: Net Spending by Business Line for 1998-99 - Organizational Perspective*(millions of dollars)*

PROGRAM Business Line	ORGANIZATION														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	--	1,239.1	--	--	--	--	--	--	--	--	--	--	--	1,239.1	
	--	1,360.4	--	--	--	--	--	--	--	--	--	--	--	1,360.4	
Supply Operations Service	--	--	98.7	--	--	--	--	--	--	--	--	--	--	98.7	
	--	--	111.7	--	--	--	--	--	--	--	--	--	--	111.7	
Receiver General	--	--	--	101.1	--	--	--	--	--	--	--	--	--	101.1	
	--	--	--	98.2	--	--	--	--	--	--	--	--	--	98.2	
Public Service Compensation	--	--	--	42.1	--	--	--	--	--	--	--	--	--	42.1	
	--	--	--	53.9	--	--	--	--	--	--	--	--	--	53.9	
IM/IT - Common Services	--	--	--	--	0.4	--	--	--	--	--	--	--	--	0.4	
	--	--	--	--	6.6	--	--	--	--	--	--	--	--	6.6	
Consulting and Audit Canada	--	--	--	--	--	(1.1)	--	--	--	--	--	--	--	(1.1)	
	--	--	--	--	--	(2.7)	--	--	--	--	--	--	--	(2.7)	
Translation Bureau	--	--	--	--	--	--	--	46.0	--	--	--	--	--	46.0	
	--	--	--	--	--	--	--	43.7	--	--	--	--	--	43.7	
Communication Coordination Services	--	--	--	--	--	--	--	--	--	--	--	55.3	--	55.3	
	--	--	--	--	--	--	--	--	--	--	--	78.5	--	78.5	
Operational Support	5.5	22.8	0.2	28.6	114.7	--	2.1	--	12.5	7.0	5.4	--	1.2	200.0	
	2.7	24.3	1.4	21.2	173.2	--	2.9	--	22.4	6.3	6.7	--	1.2	262.4	
GOVERNMENT SERVICES TOTAL	5.5	1,261.9	98.9	171.8	115.1	(1.1)	2.1	46.0	12.5	7.0	5.4	55.3	1.2	1,781.6	
	2.7	1,384.7	113.2	173.3	179.8	(2.7)	2.9	43.7	22.4	6.3	6.7	78.5	1.2	2,012.6	
CROWN CORPORATIONS															
Old Port of Montreal Corporation Inc.	--	--	--	--	--	17.2	--	--	--	--	--	--	--	17.2	
	--	--	--	--	--	14.2	--	--	--	--	--	--	--	14.2	
Queens Quay West Land Corporation	--	--	--	--	--	4.5	--	--	--	--	--	--	--	4.5	
	--	--	--	--	--	3.5	--	--	--	--	--	--	--	3.5	
CROWN CORPORATIONS TOTAL	--	--	--	--	--	21.7	--	--	--	--	--	--	--	21.7	
	--	--	--	--	--	17.7	--	--	--	--	--	--	--	17.7	
TOTAL DEPARTMENT	5.5	1,261.9	98.9	171.8	115.1	20.6	2.1	46.0	12.5	7.0	5.4	55.3	1.2	1,803.3	
	2.7	1,384.7	113.2	173.3	179.8	15.0	2.9	43.7	22.4	6.3	6.7	78.5	1.2	2,030.3	

Totals may not add up due to rounding.

Bold numbers denote actual expenditures/revenue in 1998-99.

Financial Table 5: Revenue Credited to the Vote or Revolving Funds by Business Line*(millions of dollars)*

PROGRAM	1998-99				
	Actual <i>Service Line</i> 1996-97	Actual 1997-98	Planned Revenue	<i>Total</i> <i>Authoritie</i>	Actual
GOVERNMENT SERVICES					
Real Property Services					
<i>Federal Accommodation and Holdings</i>					
Rentals and Concessions	284.0	327.6	245.9	304.3	310.3
<i>Services</i>					
Real Property Services Revolving Fund					
Recoveries of disbursements on behalf of	2,312.0	2,187.3	1,755.2	1,755.2	2,051.3
Fee revenue from real property related	351.2	323.7	305.9	305.9	290.9
	2,663.2	2,511.0	2,061.1	2,061.1	2,342.2
Real Property Disposition Revolving Fund					
Sales of real properties	41.9	21.9	27.7	27.7	27.8
	2,705.1	2,533.0	2,088.8	2,088.8	2,370.0
Business Line Total	2,989.1	2,860.6	2,334.7	2,393.1	2,680.3
Supply Operations Service					
Vote					
Major Crown Projects	13.7	10.9	7.9	12.4	12.2
Acquisitions	7.6	8.7	4.0	9.3	9.3
Others	3.1	4.0	4.4	4.1	3.9
	24.4	23.6	16.3	25.8	25.4
Optional Services Revolving Fund					
Traffic	31.9	38.4	43.8	43.8	43.9
Software Brokerage / Benchmarking	2.4	1.7	2.7	2.7	5.7
Locally Shared Support Services	7.7	9.0	7.5	7.5	7.2
Crown Assets Distribution	18.3	10.0	9.6	9.6	9.4
Others	2.7	--	7.0	7.0	--
	63.0	98.4	70.6	70.6	66.3
Business Line Total	87.4	122.0	86.9	96.4	91.7
Receiver General					
Payments Services	20.2	29.8	23.3	25.6	26.6
Public Services Compensation					
Compensation Services	8.2	2.8	2.1	2.1	2.2
Personnel Application	2.3	0.7	1.4	0.5	0.3
Others	0.5	--	--	--	--
Business Line Total	11.0	3.5	3.5	2.6	2.5

Financial Table 5: Revenue Credited to the Vote or Revolving Funds by Business Line (Cont'd)

PROGRAM Business Line <i>Service Line</i>	Actual 1996-97	Actual 1997-98	1998-99		
			Planned Revenue	<i>Total Authoritie</i>	Actual
IM/IT - Common Services					
Telecommunication Revenue	191.7	190.0	163.8	<i>163.8</i>	165.0
Informatics and Others	175.0	220.2	2.5	<i>2.5</i>	0.7
Business Line Total	366.7	410.2	166.3	<i>166.3</i>	165.7
Consulting and Audit Canada					
Consulting and Audit Services	75.1	92.9	60.8	<i>60.8</i>	100.0
Translation Bureau					
Revolving Fund					
Translation Services	99.0	108.8	82.1	<i>82.1</i>	123.8
Interpretation Services	1.4	2.3	11.6	<i>11.6</i>	1.8
Terminology Services	0.5	0.5	6.1	<i>6.1</i>	0.3
Business Line Total	100.9	111.6	99.8	<i>99.8</i>	125.9
Communications Coordination Services					
Vote					
Depository Services	--	--	--	<i>0.1</i>	0.1
Revolving Fund					
Exposition Services	4.6	9.5	10.9	<i>10.9</i>	2.8
Audio-Visual Services	9.9	10.2	23.7	<i>23.7</i>	1.4
Publishing and Depository Services	--	16.4	18.7	<i>18.7</i>	9.8
Contracting and Others	12.8	3.1	4.7	<i>4.7</i>	2.7
Information Delivery Services	--	--	3.7	<i>3.8</i>	3.8
	27.3	39.2	61.7	<i>61.8</i>	20.4
Business Line Total	27.3	39.2	61.7	<i>61.9</i>	20.5
Operational Support					
Internal Recoveries and Others	70.6	65.1	48.9	<i>48.9</i>	48.9
IM/IT Services	--	--	23.0	<i>33.0</i>	26.5
Business Line Total	70.6	65.1	71.9	<i>81.9</i>	75.4
Revenue Credited to the Vote or Revolving Funds Total	3,748.3	3,734.9	2,908.9	<i>2,988.4</i>	3,288.7

Totals may not add up due to rounding.

Note: There are no revenue in the Crown Corporations Program.

Financial Table 6: Revenue Credited to the Consolidated Revenue Fund (CRF)*(millions of dollars)*

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Revenue	Total Authorities	
Rental and Concessions	0.2	0.1	0.1	0.1	--
Sales of Real Properties	13.6	--	--	--	--
Reimbursement of Municipal Grants from Montreal Airport	16.2	2.2	--	--	--
Docks	4.4	4.7	4.5	4.5	3.4
Interest on Loans	0.1	--	0.1	0.1	--
Refund of Previous Year's Expenditures	2.4	11.3	--	--	2.0
Adjustment to Payable at Year End	9.2	8.4	--	--	8.2
Good and Services Tax	11.3	11.8	10.1	10.1	8.5
Canada Post Corporation:					
- Interests	7.8	7.8	7.8	7.8	3.9
- Dividends	10.0	10.0	--	--	12.0
- Return on Investment	--	--	--	--	200.0
Canada Lands Company:					
- Share Redemption	10.9	20.4	--	--	46.8
Proceeds from Disposal of Surplus Crown Assets	0.8	0.3	--	--	0.6
Miscellaneous Non-tax Revenue:					
- Donations to the Crown	0.3	0.2	--	--	1.2
- Seized Properties	10.0	9.5	15.8	7.6	14.4
- Others	3.7	4.9	--	--	2.0
Benefits and Overhead Reimbursed	5.1	7.3	--	8.2	14.1
REVENUE CREDITED TO THE CRF TOTAL	106.0	98.8	38.3	38.3	317.1

Totals may not add up due to rounding.

Financial Table 7: Statutory Transfer Payments by Business Line*(millions of dollars)*

PROGRAM Business Line Service Line	Actual 1996-97	Actual 1997-98	1998-99		
			Planned Spending	Total Authorities	Actual
GOVERNMENT SERVICES					
Real Property Services					
<i>Federal Accommodation and Holdings</i>					
Northumberland Strait Crossing Subsidy Payment	--	37.8	45.9	45.6	45.6
Grants to Municipalities and Other Taxing Authorities	401.5	4.5	--	59.7	59.7
PROGRAM TOTAL	401.5	42.3	45.9	105.3	105.3

Note: Funding for payments to Grants to Municipalities and Other Taxing Authorities was devolved to the applicable custodial department in 1996-97. Payments of municipal grants under statutory authority totaling \$391.7M in 1997-98 were recovered (except for \$4.5M) and \$429.7M in 1998-99 (except for \$59.7M) from custodial departments and credited to the statutory payment. Additional costs were incurred in 1998-99 for Ontario Tax Assessment changes where the costs were not identified in time for funding to be given to custodial departments. As agreed with Treasury Board, PWGSC would incur the expense and not recover moneys from client departments.

Financial Table 8: Transfer Payments by Business Line*(millions of dollars)*

PROGRAM Business Line	Actual 1996-97	Actual 1997-98	1998-99		
			Planned Spending	Total Authorities	Actual
GOVERNMENT SERVICES					
Real Property Services					
<i>GRANTS</i>					
Grants to Municipalities and Other Taxing Authorities	401.5	4.5	--	59.7	59.7
<i>CONTRIBUTIONS</i>					
Regional Municipality of Ottawa-Carleton	20.0	--	--	--	--
Corporation of the City of Welland, Ontario	--	12.6	--	--	--
Industries Davie Inc.	--	20.0	--	--	--
	20.0	32.6	--	--	--
<i>OTHER TRANSFER PAYMENTS</i>					
Strait Crossing Finance Inc.	--	37.8	45.9	45.6	45.6
PROGRAM TOTAL	421.5	74.9	45.9	105.3	105.3

Financial Table 9: Capital Spending by Business Line*(millions of dollars)*

PROGRAM Business Line	Actual 1996-97	Actual 1997-98	1998-99		
			Planned Spending	Total Authorities	Actual
GOVERNMENT SERVICES					
Real Property Services Total	290.0	273.1	273.0	292.3	265.0

Financial Table 10: Capital Projects by Business Line

Business Line	(thousands of dollars)				
	Current Estimated Total Costs	Actual 1996-97	Actual 1997-98	1998-99	
				Planned Spending	Actual
Real Property Services					
NEW BRUNSWICK					
St. George - Government of Canada Bldg. - (GOCB)	2,909	33	169	1,932	17
Saint John - Customs Building - Renovation	7,054	1,042	164	1,800	2,198
Fredericton - 633 Queen Street - Renovation	6,286	389	3,731	2,717	2,138
NEWFOUNDLAND					
St. John's - John Cabot Bldg. - Customs Building - Renovation	18,779	4,616	1,621	328	799
QUEBEC					
St. Laurent - 3155 Côte de Liesse - Renovation	21,300	227	1,086	4,510	1,062
Montreal - 105 McGill / 400 Place d'Youville - Renovation	3,793	253	1,365	1,213	1,975
NATIONAL CAPITAL REGION (QUEBEC)					
Aylmer - Macoun Centre - Electrical & HVAC upgrade	2,455	--	61	1,640	--
Hull - Place du Portage Complex - Security System	3,962	--	1,400	500	378
Hull - Central Heating Plant (CHP) Printing Bureau - Electrical Upgrade	5,516	201	2,968	2,315	1,800
NATIONAL CAPITAL REGION (ONTARIO)					
Ottawa - West Memorial Building - Renovation	79,506	335	1,651	3,190	811
Ottawa - Constitution Building - Renovation	5,421	58	809	4,700	3,150
Ottawa - CHP Heron Road - Systems Upgrade	3,712	--	--	1,800	--
Ottawa - Sir John Carling Building - Renovation, Addition	76,500	242	295	4,000	350
Ottawa - 440 Coventry Road - Renovation	1,600	--	70	1,500	1,400
Ottawa - St. Andrews Tower - Acquisition, Renovation	28,540	16,635	10,532	1,200	1,045
Ottawa - Standards Laboratory - Renovation	9,790	221	346	5,814	967
Ottawa - M.G. Pearkes Building - Fire Alarm Upgrade	3,314	193	1,373	1,350	1,629
Ottawa - National Library / Public Archives Building - Wall Rehabilitation	9,983	172	806	4,800	4,737
Ottawa - Data Centre (Building No. 16) - Renovation	8,064	223	735	5,158	5,591
Ottawa - M.G. Pearkes Building - Renovation	18,645	400	2,762	13,600	4,165
Ottawa - CBC Building - Acquisition, Renovation	11,619	93	494	6,400	4,140
PARLIAMENTARY PRECINCT					
Ottawa - Site Access Control - Renovation	1,946	51	943	2,400	952
Ottawa - New Temporary Parking Facilities - Construction	804	129	648	250	27
Ottawa - West Block - Furniture, Fixture and Equipment- Renovation, Acquisition	30,003	36	136	1,000	11
Ottawa - Centre Block - Underground Utilities Services	23,509	2,683	12,865	7,472	4,814
Ottawa - West Block - Renovation	83,205	1,958	2,776	2,100	1,674
Ottawa - Ground Utilities - Reconstruction	8,590	1,172	80	1,700	1,742
Ottawa - Centre Block - Emergency Masonry Repair	6,088	1,717	1,196	1,057	526
Ottawa - East Memorial Building - Renovation	58,136	16,718	36,704	1,362	555
Ottawa - Justice Building - Renovation	18,437	560	1,085	15,713	11,050
Ottawa - East Block, 1910 Wing - Renovation	22,342	12,868	2,081	2,000	--
Ottawa - Bates Building - Renovation	2,785	187	112	1,200	--
ONTARIO					
Toronto - Dominion Public Building - Renovation	36,500	--	5,817	23,913	29,336
Sudbury - GOCB, 19 Lisgar - Renovation	11,458	310	2,000	5,196	8,288
MANITOBA					
Lockport - St. Andrews Locks and Dam - Reconstruction	24,150	2,112	175	3,000	7,056
BRITISH COLUMBIA					
Delta - Marine Base - Addition	2,334	--	234	2,300	2,006
Surrey - Taxation Data Centre - Addition	22,561	281	14,235	9,328	7,645
Northwest Highway - Reconstruction	482,317	16,815	20,268	13,500	17,234
Victoria - New GOCB - Addition, Renovation	11,144	3,171	6,865	708	881
Vancouver - Standards Building - Renovation	1,175	--	764	270	402
BUSINESS LINE TOTAL		86,101	141,422	164,936	132,551

Note: This table includes Major Capital Projects with estimated total project costs in excess of \$1 million and listed in the 1998-99 Report on Plans and Priorities.

Financial Table 11: Status of Major Crown Projects

No Major Crown Projects, above \$100 million, were underway during 1998-99.

Financial Table 12: Loans, Investments and Advances*(millions of dollars)*

PROGRAM	As at March 31		
	1997	1998	1999
GOVERNMENT SERVICES			
Royal Canadian Mint	40.2	40.1	40.0
Canada Post Corporation	80.0	80.0	0.0
Seized Property Working Capital Account	2.6	2.6	2.9
TOTAL PROGRAM	122.8	122.7	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	18.3	20.5	15.8
LOANS, INVESTMENTS AND ADVANCES TOTAL	186.9	189.0	104.5

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 13: Real Property Services Revolving Fund

Statement of Operations

(millions of dollars)

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
Revenue	351.2	323.7	305.7	305.7	290.9
Expenses					
Operating:					
Salaries and employee benefits	224.3	235.9	211.6	211.6	189.9
Amortization	6.7	6.1	5.9	5.9	5.1
Other operating costs	143.0	121.5	91.9	91.9	119.4
Total Expenses	374.0	363.5	309.5	309.5	314.4
Surplus (Deficit)	(22.8)	(39.8)	(3.7)	(3.7)	(23.5)

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

(millions of dollars)

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
Operating Activities:					
(Surplus) Deficit	22.8	39.8	3.7	3.7	23.5
Less items not requiring use of funds:					
Amortization	7.0	6.1	5.9	5.9	5.1
Provision for compensation	23.5	--	1.1	1.1	--
Provision for employee termination benefits	(1.9)	14.5	1.5	1.5	--
Sub-total	(5.8)	19.2	(4.8)	(4.8)	18.4
Working capital change	(14.4)	7.2	(2.4)	(2.4)	8.8
Payments on and change in other assets and liabilities	43.5	9.5	5.0	5.0	(2.8)
Net financial resources (provided) used in operating activities	23.3	35.9	(2.2)	(2.2)	24.4
Investing Activities:					
Capital assets:					
Net Acquisitions	4.0	4.9	4.3	4.3	7.0
Disposals / Adjustments	(4.2)	(0.9)	--	--	0.4
Net financial resources (provided by) used in investing activities	(0.2)	4.0	4.3	4.3	7.4
Financing Activities:					
Recoveries from annual appropriation	(2.6)	(2.6)	--	--	--
Net financial resources (provided by) used in financing activities	(2.6)	(2.6)	--	--	--
Authority (provided) used during the year	20.5	37.3	2.1	2.1	31.8
Write-off of employee departure program costs	--	--	--	(64.4)	(64.4)
Net authority (provided by) used at the start of year	55.1	75.5	81.8	81.8	112.8
Net authority (provided by) used at the end of year	75.5	112.8	83.9	19.5	80.2
Authority Limit	450.0	450.0	450.0	450.0	450.0
Unused authority carried forward	374.5	337.2	366.1	430.5	369.8

Totals may not add up due to rounding.

Note: Recoverable disbursements on behalf of clients are not included in Revenue and Expenses.

Financial Table 14: Real Property Disposition Revolving Fund**Statement of Operations***(millions of dollars)*

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
Revenue	41.6	22.0	27.7	27.7	24.8
Expenses	3.7	3.4	6.8	6.8	3.8
Surplus (Deficit)	37.9	18.6	20.9	20.9	21.0

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*(millions of dollars)*

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
Operating Activities:					
(Surplus) Deficit	(37.9)	(18.6)	(20.9)	(20.9)	(21.0)
Less items not requiring use of funds:					
Amortization	--	--	--	--	--
Working capital change	1.8	1.8	--	--	(2.8)
Authority (provided) used during the year	(36.1)	(16.8)	(20.9)	(20.9)	(23.8)
Payment to the Consolidated Revenue Fund	32.9	18.6	20.9	20.9	21.0
Net authority (provided by) used at the start of year	--	(3.2)	(3.2)	(3.2)	(1.4)
Net authority (provided by) used at the end of year	(3.2)	(1.4)	(3.2)	(3.2)	(4.3)
Authority Limit	5.0	5.0	5.0	5.0	5.0
Unused authority carried forward	8.2	6.4	8.2	8.2	9.3

Totals may not add up due to rounding.

Note: The Real Property Disposition Revolving Fund was established in 1996-97.

Financial Table 15: Optional Services Revolving Fund**Statement of Operations***(millions of dollars)*

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
Revenue	87.7	100.2	132.4	132.4	89.0
Expenses					
Operating:					
Salaries and employee benefits	11.1	14.9	15.0	15.0	9.6
Product Cost	67.1	77.9	93.5	93.5	71.1
Amortization	0.4	0.5	0.8	0.8	0.5
Other operating costs	6.6	10.5	23.2	23.2	11.3
Interest	--	2.4	1.0	1.0	0.7
Total Expenses	85.2	106.2	133.5	133.5	93.1
Surplus (Deficit)	2.5	(6.0)	(1.0)	(1.0)	(4.2)

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*(millions of dollars)*

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
Operating Activities:					
(Surplus) Deficit	(2.5)	6.0	1.0	1.0	4.2
Less items not requiring use of funds:					
Amortization	0.4	0.5	0.8	0.8	0.5
Loss on disposal of capital assets	--	0.1	--	--	--
Provision for employee termination benefits	(0.4)	1.3	0.2	0.2	--
Sub-total	(2.5)	4.1	0.0	0.0	3.7
Working capital change	0.5	2.3	--	--	2.5
Payments on and change in other assets and liabilities	0.2	1.2	--	--	0.2
Net financial resources (provided) used in operating activities	(1.8)	7.6	0.0	0.0	6.5
Investing Activities:					
Capital assets:					
Net Acquisitions	0.2	0.6	0.5	0.5	0.6
Net financial resources (provided by) used in investing activities	0.2	0.6	0.5	0.5	0.6
Financing Activities:					
Transfer of net assets from GTIS	--	--	--	--	(0.5)
Net financial resources (provided by) used in financing activities	--	--	--	--	(0.5)
Authority (provided) used during the year	(1.6)	8.2	0.6	0.6	6.6
Authority to write-off Stocked Item Supply Accumulated Deficit	--	(38.0)	--	--	--
Write-off of employee departure program costs	--	--	--	(2.7)	(2.7)
Net liabilities assumed	--	(0.3)	--	--	0.5
Net authority (provided by) used at the start of year	44.3	42.7	10.9	10.9	12.6
Net authority (provided by) used at the end of year	42.7	12.6	11.5	8.8	17.0
Authority Limit	200.0	200.0	200.0	200.0	200.0
Unused authority carried forward	157.3	187.4	188.5	191.2	183.0

Totals may not add up due to rounding.

Financial Table 16: Government Telecommunications and Informatics Services Revolving Fund

Statement of Operations

(millions of dollars)

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
Revenue	375.2	185.5	166.2	166.2	164.1
Expenses					
Operating:					
Salaries and employee benefits	79.2	15.9	16.3	16.3	15.1
Product cost	161.6	160.9	138.1	138.1	139.8
Amortization	5.8	1.9	1.3	1.3	0.6
Other operating costs	111.9	9.9	10.7	10.7	17.9
Interest	0.1	0.5	0.2	0.2	1.0
Total Expenses	358.6	189.1	166.6	166.6	174.5
Surplus (Deficit)	16.6	(3.7)	(0.4)	(0.4)	(10.4)

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. The two can be reconciled as follows:

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

(millions of dollars)

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
Operating Activities:					
(Surplus) Deficit	(16.6)	3.7	0.4	0.4	10.4
Less items not requiring use of funds:					
Amortization of capital assets	6.7	2.3	2.3	2.3	1.1
Amortization of deferred charges	0.1	--	--	--	--
Sub-total	(23.4)	1.4	(1.9)	(1.9)	9.3
Working capital change	11.6	(0.7)	--	--	(3.4)
Payments on and change in other assets and liabilities	0.4	7.8	--	--	(0.9)
Net financial resources (provided) used in operating activities	(11.4)	8.5	(1.9)	(1.9)	5.0
Investing Activities:					
Capital assets:					
Net Acquisitions	24.0	--	2.3	2.3	1.7
Disposals/Adjustments	--	--	--	--	(0.1)
Net financial resources (provided by) used in investing activities	24.0	--	2.3	2.3	1.6
Financing Activities:					
Transfer of assets and accumulated surplus	--	(18.8)	--	--	--
Transfer of net assets to Vote	--	12.0	--	--	12.0
Transfer of net assets to OSRF	--	0.5	--	--	0.5
Net financial resources (provided by) used in financing activities	--	(6.3)	--	--	12.6
Authority (provided) used during the year	12.6	2.2	0.4	0.4	6.6
Write-off of employee departure program costs	--	--	--	(7.6)	(7.6)
Transfer of net assets to Vote	--	--	--	--	(12.0)
Transfer of net assets to OSRF	--	--	--	--	(0.5)
Net authority (provided by) used at the start of year	(23.8)	(11.2)	(11.2)	(11.2)	9.1
Net authority (provided by) used at the end of year	(11.2)	9.1	(10.8)	(18.4)	(22.6)
Authority Limit	64.0	64.0	64.0	64.0	64.0
Unused authority carried forward	75.2	73.1	74.8	82.4	86.6

Totals may not add up due to rounding.

Note: The 1998-99 Planning, Reporting and Accountability Structure (PRAS) exercise transferred the activities providing internal support to PWGSC from the GTIS Revolving Fund to the Vote effective April 1, 1998. The 1997-98 actual figures have been restated for comparison purposes. It was not possible to restate the 1996-97 actual figures.

Financial Table 17: Consulting and Audit Canada Revolving Fund**Statement of Operations***(millions of dollars)*

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
Revenue	75.2	94.3	60.8	60.8	100.0
Expenses					
Operating:					
Salaries and employee benefits	19.7	21.5	23.3	23.3	21.2
Product Cost	46.0	62.6	30.0	30.0	69.5
Amortization	0.9	0.9	1.0	1.0	0.8
Other operating costs	6.4	6.2	5.2	5.2	6.2
Interest	0.6	0.4	1.1	1.1	0.2
Total Expenses	73.6	91.6	60.6	60.6	98.0
Surplus (Deficit)	1.6	2.7	0.2	0.2	2.1

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*(millions of dollars)*

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
Operating Activities:					
(Surplus) Deficit	(1.6)	(2.7)	(0.2)	(0.2)	(2.1)
Less items not requiring use of funds:					
Amortization	0.9	1.0	1.0	1.0	0.8
Loss on disposal of capital assets	--	0.1	--	--	0.0
Provision for employee termination benefits	0.2	0.2	0.3	0.3	0.5
Sub-total	(2.7)	(4.0)	(1.5)	(1.5)	(3.4)
Working capital change	1.6	0.2	0.1	0.1	0.0
Payments on and change in other assets and liabilities	--	--	--	--	0.4
Net financial resources (provided) used in operating activities	(1.1)	(3.8)	(1.6)	(1.6)	(3.1)
Investing Activities:					
Capital assets:					
Net Acquisitions	0.9	0.7	0.5	0.5	0.4
Net financial resources (provided by) used in investing activities	0.9	0.7	0.5	0.5	0.4
Authority (provided) used during the year	(0.2)	(3.1)	(1.1)	(1.1)	(2.7)
Reimbursement of employee termination benefit from TB					
Vote 5	--	(2.9)	--	(0.4)	(0.4)
Reinstatement in spending authority	--	--	--	(4.9)	(4.9)
Write-off of employee departure program costs	--	--	--	(2.2)	(2.2)
Net authority (provided by) used at the start of year	24.0	23.8	22.9	22.9	17.8
Net authority (provided by) used at the end of year	23.8	17.8	21.8	14.3	7.6
Authority Limit	30.0	30.0	30.0	25.1	25.1
Unused authority carried forward	6.2	12.2	8.2	10.8	17.5

Totals may not add up due to rounding.

Note: As per 1998-99 Supplementary Estimates C, the Consulting and Audit Canada Revolving Fund authority limit was decreased from \$30.0M to \$25.1M.

Financial Table 18: Translation Bureau Revolving Fund**Statement of Operations***(millions of dollars)*

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
Revenue	101.0	112.2	99.8	99.8	126.4
Expenses					
Operating:					
Salaries and employee benefits	68.1	71.7	71.4	71.4	80.4
Amortization	4.7	2.0	1.4	1.4	1.6
Other operating costs	36.2	42.8	37.4	37.4	48.1
Interest	--	--	0.1	0.1	--
Total Expenses	109.0	116.5	110.2	110.2	130.0
Surplus (Deficit)	(8.0)	(4.3)	(10.4)	(10.4)	(3.5)

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*(millions of dollars)*

	Actual 1996-97	Actual 1997-98	1998-99		Actual
			Planned Spending	Total Authorities	
Operating Activities:					
(Surplus) Deficit	8.0	4.3	10.4	10.4	3.5
Less items not requiring use of funds:					
Amortization of capital assets	4.7	2.0	1.4	1.4	1.6
Provision for compensation	(3.0)	0.1	--	--	--
Provision for employee termination benefits	0.6	1.4	1.1	1.1	--
Sub-total	5.6	0.7	7.9	7.9	2.0
Working capital change	1.4	0.5	(0.9)	(0.9)	(0.5)
Payments on and changes in other assets and liabilities	0.1	1.1	--	--	(1.7)
Net financial resources (provided) used in operating activities	7.1	2.3	7.0	7.0	0.8
Investing Activities:					
Capital assets:					
Net Acquisitions	3.1	1.5	1.2	1.2	1.8
Net financial resources (provided by) used in investing activities	3.1	1.5	1.2	1.2	1.8
Authority (provided) used during the year	10.2	3.8	9.2	9.2	2.6
Authority to delete operating losses	(11.0)	(4.2)	(9.0)	(9.0)	(3.3)
Write-off of employee departure program costs	--	--	--	(3.0)	(3.0)
Reimbursement of employee termination benefit from TB					
Vote 5	(0.3)	(1.2)	--	(1.0)	(1.0)
Net authority (provided by) used at the start of year	(1.9)	(2.8)	11.6	11.6	1.2
Net authority (provided by) used at the end of year	(2.8)	(1.2)	11.8	7.8	(3.5)
Authority Limit	75.0	75.0	75.0	75.0	75.0
Unused authority carried forward	72.2	73.8	63.2	67.2	78.5

Totals may not add up due to rounding.

Financial Table 19: Defence Production Revolving Fund

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 20: Contingent Liabilities*(millions of dollars)*

	As of March 31		
	1996	1997	1998
Claims Outstanding Total	455.9	502.6	627.3

- 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 VI - Other Information

Legislation and Regulations Administered by the Department

Anti-Personnel Mines Convention Implementation Act - S.C. 1997, c. 33, sections 18 & 22

Bridges Act - R.S. 1985 c. B-8 (SI/93-138)

Canadian Arsenals Limited Divestiture Authorization Act - S.C. 1986, c. 20

- Canadian Arsenals Limited Pension Protection Regulations, SOR/87-196

Defence Production Act - R.S. 1985 c. D-1

- Technical Data Control Regulations, SOR/86-345

Dry Docks Subsidies Act - R.S. 1985, c. D-4 (SI/93-138)

- Canadian Vickers Dry Dock Regulations, SOR/77-347

Expropriation Act - R.S. 1985, c. E-21 (SI/93-138)

- Expropriation Act Basic Rate Order, C.R.C., c. 640
- Tariff of Costs Regulation, SOR/99-308

Federal District Commission to have acquired certain lands, An Act to confirm the authority of the - S.C. 1979, c. 7 (SI/93-138)

Garnishment, Attachment and Pension Diversion Act - R.S. 1985, c. G-2

(NB: Certain provisions of Part II only.)

Government Property Traffic Act - R.S. 1985, c. G-6 (SI/93-138)

- Government Property Traffic Regulations, C.R.C., c. 887

Kingsmere Park Act - R.S.C. 1952, c. 161 (SI/93-138)

Municipal Grants Act - R.S. 1985, c. M-13 (SI/93-138)

- Crown Corporation Grants Regulations, SOR/81-1030
- Interim Payments and Recovery of Overpayments Regulations, SOR/81-226
- Municipal Grants Regulations, 1980, SOR/81-29

Northumberland Strait Crossing Act - S.C. 1993, c. 43 (SI/93-138)

(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 - S.C. 1870, c. 24 (SI/93-138)

Public Works and Government Services Act, Department of - S.C. 1996, c. 16

- Esquimalt Graving Dock Regulations, 1989, SOR/89-332
- Lauzon Dry Docks Regulations, 1989, SOR/89-330
- Public Works Nuisances Regulations, C.R.C., c. 1365
- Selkirk Marine Railway Dry Dock Regulations, 1989, SOR/89-331
- St. Andrew's Lock Regulations, SOR/91-444

Seized Property Management Act - S.C. 1993, c. 37

- Forfeited Property Sharing Regulations, SOR/95-76
- Seized Property Disposition Regulations, SOR/94-303

Statutes Act, Publication of - R.S. c. S-21

- Publication of Statutes Regulations, C.R.C., c. 1367
- Statutes of Canada Distribution Direction, SI/83-207
- Statutes of Canada Distribution Direction, No. 2 SI/89-140

Surplus Crown Assets Act - R.S. 1985, c. S-27

Translation Bureau Act - R.S. 1985, c. T-16 (SI/93-113)

- Translation Bureau Regulations C.R.C., c. 1561

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