



Public Works and Government Services Canada

2000-2001
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

© Her Majesty the Queen in Right of Canada, represented by the Minister of Public Works and Government Services, 2000

Available in Canada through your local bookseller or by mail from Canadian Government Publishing (PWGSC)
Ottawa, Canada K1A 0S9

Telephone: 1-800-635-7943
Internet site: <http://publications.pwgsc.gc.ca>

Catalogue No. BT31-2/2001-III-60

ISBN 0-660-61188-0



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

2000-2001 Estimates

A Report on Plans and Priorities

The Honourable Alfonso Gagliano, P.C., M.P.

*Minister of Public Works
and Government Services*

Canada

Table of Contents

Section I -	Message	1
	Minister's Message	1
	Management Representation Statement	3
Section II -	Departmental Overview	5
	Mandate	5
	Strategic Goal	5
	Operating Environment	5
	Departmental Structure	9
	Financial Spending Plan	11
Section III -	Plans, Results and Resources	13
	Details by Program and Business Line	15
	Government Services Program	15
	▪ Real Property Services	15
	▪ Supply Operations Service	20
	▪ Receiver General	23
	▪ Public Service Compensation	25
	▪ Government Telecommunications and Informatics Services	27
	▪ Consulting and Audit Canada	31
	▪ Translation Bureau	34
	▪ Communications Coordination Services	37
	▪ Operational Support	41
	Crown Corporations Program	44
	▪ Old Port of Montreal Corporation Inc	44
	▪ Queens Quay West Land Corporation	44
Section IV -	Horizontal Initiatives	45
	Sustainable Development Strategy (SDS)	45
	Regulatory Initiatives	46

Section V - Financial Information	47
5.1: Summary of Capital Spending by Business Line	47
5.2: Details on Major Capital Project Spending by Business Line	47
5.3: Details of Transfer Payments by Business Line	49
5.4: Source of Respendable Revenue by Business Line	50
5.5: Source of Non-Respendable Revenue	52
5.6: Net Costs of Programs for 2000-2001	52
5.7: Real Property Services Revolving Fund	53
5.8: Real Property Disposition Revolving Fund	54
5.9: Optional Services Revolving Fund	55
5.10: Government Telecommunications and Informatics Services Revolving Fund ..	56
5.11: Consulting and Audit Canada Revolving Fund	57
5.12: Translation Bureau Revolving Fund	58
5.13: Defence Production Revolving Fund	59
5.14: Loans, Investments and Advances by Program	59
Section VI - Other Information	61
For Further Information	61
Index	62

Section I – Minister’s Message



At the dawn of the new millennium, it is with considerable enthusiasm that Public Works and Government Services Canada supports the government’s goal of enhancing the quality of life for all Canadians. At the same time, it is with pride and satisfaction that we look back over the past century and a half and reflect on our significant contributions to the Canadian fabric. We have a rich history of building this great nation and it is our intent to continue this tradition. Our services play an important and essential role in supporting federal departments and agencies in doing what they do best: delivering services to the Canadian public. In this context, I am pleased to present my department’s Report on Plans and Priorities.

Part of our traditional contribution to government is represented by bricks and mortar — the federal buildings and offices for which we are responsible. But our contributions will be markedly different in the future, increasingly defined by advances in e-commerce and the Internet. We will be adapting to this ever-changing environment so that we can effectively fulfill an expanding role of helping our clients, government and Canadians adjust to the new realities.

In keeping with the Speech from the Throne’s commitment to become the most on-line government in the world, my department will play a major role by connecting our citizens and technology. Our role is still to bring people together through buildings and offices, through contracting, through translation and interpretation services, through consulting, and through our Receiver General function. We will also do this by providing an efficient and user-friendly environment, such as our 1 800 O-Canada service and new forms of on-line service delivery.

Our five Corporate Directions of contributing to government, improving client service, promoting and facilitating electronic government, pursuing efficiency and savings, and building a responsive and flexible workforce, will focus our efforts over the next three years to ensure that our services to the public good will continue to add value to our great country.

I have no doubt that we face great challenges in the coming years, but I also have no doubt that we have great opportunities awaiting us, particularly in the areas of e-business and e-commerce. While we simplify contracting for our clients and industry through procurement reform, we will also be creating an opportunity to save the government millions of dollars through life-cycle management of risky and complex projects.

PWGSC is rich in centres of expertise, but we face a major challenge to continue renewing and rejuvenating our organization to keep pace with rapidly changing technology. We have already begun to improve and renew our workforce to keep pace with the demands of our clients and new technologies. In so doing, we have an opportunity — indeed, an obligation — to continue creating an appealing, stimulating and inclusive work environment. This environment will be critical to attracting, supporting and retaining a knowledge-based workforce that is responsive and representative, and which operates firmly within the framework of public sector ethics and values.

I am confident that as we enter the 21st Century, our plans and priorities outlined in this Report will enable this department to continue to play an important part in helping the government to provide a high level of service to all Canadians.

Management Representation Statement

I submit, for tabling in Parliament, the 2000-2001 Report on Plans and Priorities (RPP) for Public Works and Government Services Canada.

To the best of my knowledge the information:

- Accurately portrays the Department's mandate, plans, priorities, strategies and expected key results of the organization;
- Is consistent with the disclosure principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*;
- Is comprehensive and accurate; and
- Is based on sound underlying departmental information and management systems.

The Planning, Reporting and Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

I am satisfied as to the quality assurance processes and procedures used for the RPP's production.



R.A. Quail
Deputy Minister

March, 2000

Section II – Departmental Overview

Mandate

Public Works and Government Services Canada (PWGSC) is a common service agency with a mandate to provide the departments, boards and agencies of the federal government with services in support of their programs. The services provided by PWGSC are determined by a recognized common need across government or by the requirements of public policy. The Department has a responsibility to investigate and develop services which will increase the efficiency and economy of the public service and enhance integrity and efficiency in government contracting.

The Act to establish the Department of Public Works and Government Services, passed in 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 of 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.

Strategic Goal

Our goal is to provide the best value for taxpayers' dollars in common and central services, with due regard for the important government 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

The impact of PWGSC on the efficiency and effectiveness of government operations cannot be overstated. With 11,000 employees, 5 regions and 9 business lines, PWGSC continues to support over 100 departments and agencies.

When viewed on a year-to-year basis, the Department's activities reflect a relatively steady volume of business. It continues to provide accommodation to 160,000 public servants and parliamentarians across the country, administers some 5,000 leases annually, and manages an inventory of 6.0 million square meters of space estimated to be worth about \$6.5 billion. It is also the country's largest purchasing agent, buying close to \$8.5 billion of goods and services in some 17,000 categories. In the Receiver General role, the Department continues to prepare the Public

Accounts and carry out the banking and disbursing functions involving \$1.1 trillion of financial transactions per year and more than 190 million payments to Canadians.

The Department also provides a host of other services from the management of the government's telecommunications and information infrastructure, to translation services and interpretation, public service compensation, management consulting and audit, and communications coordination services, none of which, with the exception of the recent surge in Year 2000 related activities, show significant business volume fluctuations from one year to the next.

While some of the above statistics may imply an atmosphere of stability, the Department's operating environment has been and will continue to be one of change and challenge. As a common and central services provider, its operations are governed and moderated by a number of separate, yet interrelated forces: federal policy changes and initiatives; changes dictated by clients' requirements; pressures imposed by changes in the socio-economic environment; and pressures imposed by the Department on itself to improve its efficiencies, practices, and effectiveness.

- **Federal policy changes and initiatives** – Over the course of the last few years, there have been a number of significant government initiatives that will have lasting impacts on PWGSC's operations, future direction and perhaps its very structure and governance.

The October 1999 Speech from the Throne set a new vision for how government intends to relate to its citizens and is, without doubt, one of the most important government announcements in recent years.

The government will become a model user of information technology and the Internet. By 2004, our goal is to be known around the world as the government most connected to its citizens, with Canadians able to access all government information and services on-line at the time and place of their choosing.

This commitment launched the joint Treasury Board Secretariat (TBS)-PWGSC Strategic IM/IT Infrastructure Initiative which, in co-operation with other major departments, will ensure that the government's federated electronic infrastructure will support the new citizen-centred service delivery strategy. Through greater use of the Internet and the secure channel infrastructure, we will enable the Government of Canada to become the most on-line government in the world. Ultimately, this will enable government to provide Canadians with seamless access to a wide range of government services and information through a one stop shop.

The government's Financial Information Strategy (FIS) is another government-wide project impacting mainly on the Receiver General function of the Department. The FIS supports the government-wide initiative to modernize comptrollership and financial management by introducing private-sector model accounting and re-engineered central accounting functions. The implementation of FIS in other departments is drawing extensively on PWGSC expertise.

Procurement Reform is a joint TBS-PWGSC undertaking the aim of which is to simplify procurement practices in government and to improve performance, and manage risks associated with complex procurement initiatives. This government-wide Procurement Reform

exercise has significant potential to change the way business is done and has major ramifications on departmental operations for both PWGSC and other departments. DND, Industry Canada, Canada Customs and Revenue Agency and the RCMP are also active partners in this major undertaking. It should be noted that the implementation of electronic commerce is part of the Procurement Reform agenda and neatly ties into the Strategic IM/IT Infrastructure Initiative of government.

- **Changes in client requirements** – Over the last few years, the government’s Program Review exercise spawned the creation of Alternative Service Delivery (ASD) vehicles, some of which culminated in the creation of new government agencies, the most recent being the Canada Customs and Revenue Agency. As these agencies enjoy autonomies other departments do not, their use of PWGSC services is not guaranteed. In turn, this can place significant uncertainty in the Department’s operations, and may ultimately impact on its workforce, its ability to effectively deliver certain types of services, and perhaps, even its organizational viability. At the same time, it should be noted, that such agencies also offer potential new business opportunities for the Department, perhaps in areas not yet explored.
- **Changes in the workforce** – Like many departments, a significant percentage of PWGSC’s workforce will be in a position to take retirement over the course of the next 5 to 10 years. Coupled with the latest round of government downsizing and the need to sell potential recruits on the benefits of working for the federal government, recruiting and retaining young, qualified employees is a significant challenge. As a result, over the medium term, the Department may find itself in a potentially vulnerable position in meeting its operational needs.

The Clerk of the Privy Council and Secretary to the Cabinet recently acknowledged the problem and identified the areas needing attention.

We must become the employer of choice and be the most attractive and appealing option. We must have a modern and exciting workplace that better meets the needs of knowledge workers. This will require investment in four areas: the quality and nature of the work, the work environment, our work processes and the development of our leaders.

In addition to recruitment, the Department continues to refocus its culture to create a learning environment and has taken steps to enhance the development of its internal community and to improve its management practices.

Finally, it should be noted that the Department also continues to face challenges related to the recent Public Service Survey results, as well as the implementation of La Relève and the Universal Classification Standard.

- **Departmental initiatives** – In addition to the above mentioned operational pressures, the Department continues to seek efficiencies and to improve its effectiveness. Its work on ethics will establish a values framework for future years. Its continuing improvements to the government’s electronic tendering system will make it easier for the private sector to do business with government. Its commitment to government’s Professional Development Program for Materiel and Supply Managers will help enhance the professionalism of the

materiel and supply management community. And its ongoing efforts related to ‘rust out’ of real property infrastructure will help ensure that such assets are maintained to an acceptable level and that funds are identified for future work.

The Department also continues to improve its management practices. The implementation of the Integrated Management Framework pulls together modern comptrollership practices, such as performance management, and introduces them into operational settings. Similarly, the development of a departmental Risk Management Framework will mitigate project and program risks and help managers better cope with complex decisions.

The Department does face an operational environment of change and challenge. At the same time, however, its employees and its governance structure have demonstrated the flexibility required to operate and to improve under changing and challenging conditions. PWGSC is a complex organization with many stakeholders. But, it is also a creative organization - a strategic enabler, helping its clients deliver their programs to Canadians.

Departmental Structure

PWGSC's major activities are found in the Department's Government Services Program and are organized by Business Line.

Government Services Program

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

The Government Services Program is provided through offices in the National Capital area and five Regions: Pacific; Western; Ontario; Quebec; and Atlantic.

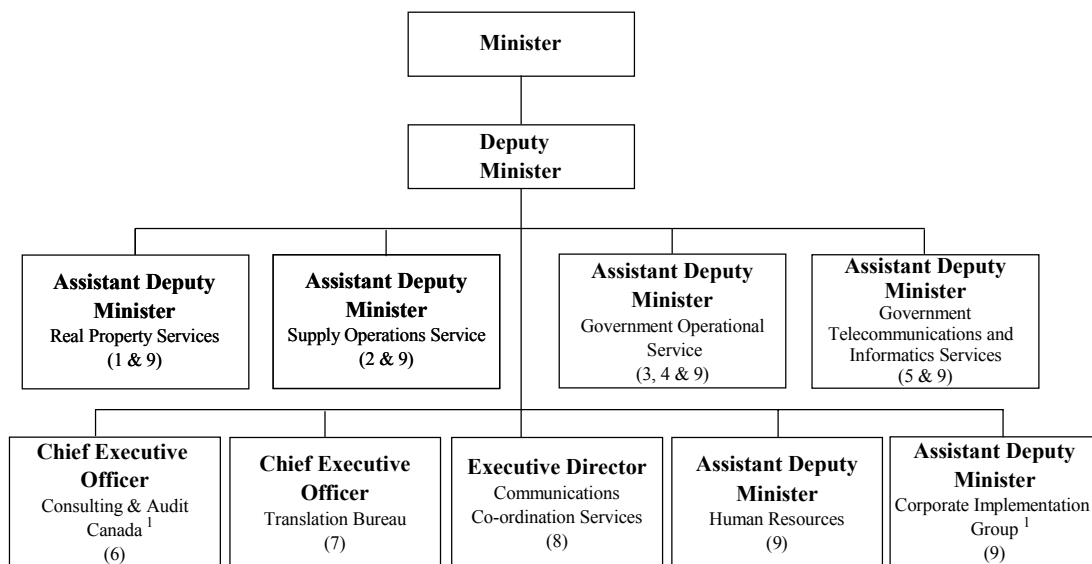
PWGSC's Crown Corporations Program authorizes and issues payments to certain Crown corporations pursuant to agreements approved by the Governor in Council. The Program has two Business Lines.

Crown Corporations Program

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

The Department uses a variety of organizational and financial structures in the delivery of its mandate. Departmental financial summaries presented in this Report on Plans and Priorities reflect the use of appropriations and revolving funds to finance departmental activities. Appropriations are supported directly from votes 1, 5 and 10. Revolving funds facilitate a businesslike approach to the costing of, and charging for, services provided on behalf of clients.

GOVERNMENT SERVICES PROGRAM Organization and Business Lines



Business Lines	\$ millions ²	FTEs
1. Real Property Services	1,435.4	3,618
2. Supply Operations Service	105.4	1,707
3. Receiver General	98.7	627
4. Public Service Compensation	46.7	779
5. Government Telecommunications and Informatics Services	--	19
6. Consulting and Audit Canada ¹	(1.1)	357
7. Translation Bureau	44.9	1,250
8. Communications Coordination Services	74.3	148
9. Operational Support ³	247.2	2,715
TOTALS	2,051.6	11,400

Notes:

1. Positions occupied by the same incumbent.
2. These amounts represent net business line spending for 2000-2001.
3. The Operational Support Business Line also includes the DG Audit and Review, DG Communications, and the Senior General Counsel who all report to the Deputy Minister.

Financial Spending Plan

Departmental Planned Spending				
	<i>(in millions of dollars)</i>			
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
GOVERNMENT SERVICES PROGRAM ^(Note 1)				
Gross Program Spending:				
Main Estimates	4,754.8	3,392.3	3,147.3	3,113.3
Adjustments to Planned Spending ^(Note 2)	(1,160.6)	59.5	298.7	328.8
	<u>3,594.2</u>	<u>3,451.8</u>	<u>3,446.0</u>	<u>3,442.1</u>
Respendable Revenue:				
Main Estimates	2,877.6	1,400.2	1,385.3	1,368.6
Adjustments to Planned Spending ^(Note 2)	(1,399.9)	--	--	--
	<u>1,477.8</u>	<u>1,400.2</u>	<u>1,385.3</u>	<u>1,368.6</u>
Net Program Planned Spending	<u>2,116.4</u>	<u>2,051.6</u>	<u>2,060.7</u>	<u>2,073.5</u>
CROWN CORPORATIONS PROGRAM				
Program Spending:				
Main Estimates	10.8	3.0	--	--
Adjustments to Planned Spending	16.6	--	--	--
	<u>27.4</u>	<u>3.0</u>	<u>--</u>	<u>--</u>
PWGSC NET PLANNED SPENDING	<u>2,143.8</u>	<u>2,054.6</u>	<u>2,060.7</u>	<u>2,073.5</u>
Less: Non-Respendable Revenue	27.6	27.6	27.6	27.6
Plus: Cost of Services Received Without Charge	25.0	24.9	25.0	25.2
NET COST OF DEPARTMENT	<u>2,141.2</u>	<u>2,051.9</u>	<u>2,058.1</u>	<u>2,071.1</u>
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	11,491	11,400	11,367	11,360

Notes:

1. Includes intradepartmental revenues and expenditures of: \$159.9M for 1999-2000; \$154.1M for 2000-2001 and; \$154.0M for 2001-2002 and future years for a nil bottomline impact.
2. Effective April 1, 2000, the planned spending reflects the Real Property Services Revolving Fund (RPSRF) operations according to its new financial framework. Under this new framework, internal services to PWGSC are recorded directly in the Federal Accommodation and Holdings Service Line, while services provided to other government departments remain in the RPSRF. The 1999-2000 forecast spending figures have been restated for comparative purposes.

Section III – Plans, Results and Resources

This Section sets out the corporate directions which, for the most part, have remained consistent over the planning period. This year a new direction is taking shape in support of the government decision to become a model user of information technology and the Internet.

The strategies and key activities shown for each Business Line identify its major initiatives over the planning period and support the Department's five corporate directions outlined below.

The Department will enhance its contribution to government by:

- Emphasizing and reviewing core roles with a view to continuously improve departmental activities;
- Using information technology effectively in providing common services to the government of Canada;
- Working in partnership with businesses, provinces and municipalities; and
- Emphasizing sustainable development in government decision-making.

The Department will improve its services by:

- Using information technology to maintain the integrity of ongoing departmental operations;
- Providing alternative methods of service delivery to improve quality and reduce costs to client departments;
- Consulting with stakeholders regularly to determine their needs, tailor activities and evaluate client satisfaction; and
- Promoting a client focus in all business activities.

The Department will seek savings and pursue efficiency in all its operations by:

- Harmonizing the delivery of government information to Canadians;
- Ensuring optimum space utilization and best value in federal real property; and
- Strengthening partnerships with other levels of government including co-location initiatives to benefit Canadians.

The Department will promote and facilitate electronic government by:

- Offering improved access to the government of Canada through such measures as the Canada site;
- Enabling secure, reliable and integrated service delivery to Canadians by managing key components of the government's electronic and communications infrastructure on behalf of all departments; and
- Continuing to provide access to the government of Canada by improving traditional technology routes and call centres.

The Department will build a workforce that is representative, responsive and flexible to the renewal needs of PWGSC by:

- Establishing a knowledge-based learning organization in PWGSC;
- Pursuing a human resources strategy that demonstrates a supportive management culture and a dynamic work environment which espouses public sector values and ethics; and
- Supporting the government's goal of becoming an employer of choice for a new generation of Canadians.

Details by Program and Business Line

This section also includes planning details by Program and Business Line in which objectives, descriptions, operating environments, results commitments, strategies and key activities are indicated for each of the Department's Government Services Program nine Business Lines. All objective and description statements are those approved by the Treasury Board in the context of the Department's Planning, Reporting, and Accountability Structure.

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 (100 departments and agencies) and manages an inventory of some 6.0 million square metres of space at an annual net appropriation of approximately \$1.3 billion. Included in this inventory are national treasures such as the Parliamentary Precinct and heritage assets across Canada.

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

Operating Environment

The operating environment for RPS over the planning period is being defined by many of the same factors facing the Department as a whole. RPS's challenge will be to develop strategic responses, as outlined below, to these factors:

- **Technology** – First, RPS must be positioned to support the government's on-line initiative through three interrelated initiatives. To do this, RPS must support client department's electronic service delivery initiatives by providing the appropriate real property infrastructure. Providing this support will include ensuring that we can expand our capability to fully integrate information and communication technologies in the workplace of the future. It also means developing new office designs that will support the emerging knowledge-based work environment. Second, RPS will demonstrate leadership within government as a whole in information management/information technology related to real property management. Finally, RPS will modernize its technology to facilitate information-sharing with clients, including providing them with direct access to RPS information.
- **Integrity of Infrastructure** – With the renewed focus on modern comptrollership, there is greater recognition of federal real property assets as public wealth, paid for by taxpayers, and not merely as program input costs. This recognition has led to greater emphasis on initiatives to improve stewardship over these assets to maintain their value, improve their functionality, and more fully utilize their potential to contribute to the achievement of the Government's agenda as outlined in the Speech from the Throne.

Over the last decade, the federal government has not been able to make all the investments necessary to maintain its built infrastructure. The federal real property community has realized how the reductions in the level of investment and reinvestment have affected the condition of these assets. Minimal investment has created "rust-out" problems. Significant capital expenditures are now required to ensure federal real property assets are maintained to an acceptable level. In addition, the demand for investment to renew infrastructure must now compete with other pressing needs of the government, such as investment in social programs.

In the current Real Property Services operating environment, financial restraint remains in force. It is necessary to rebuild the federal real property infrastructure in a fiscally prudent and affordable manner. RPS has the critical mass (inventory of assets, expertise and management framework) necessary to help the federal government rebuild within the context of modern real property management. Like the Canadian real property industry which is moving from a large number of small firms to fewer larger firms, RPS offers government the ability to group critical resources together, to invest economically in the market, to manage supply and demand for space and to realize important policy objectives.

- **Value to Government** – Strategies to promote federal presence and ensure maximum visibility for federal activities through property assets will be in great demand. RPS is enlarging federal presence beyond "physical" initiatives like the Canada Word mark to use regional fora in developing greater coordination within the federal community. The thrust towards citizen-based program delivery will have major implications for real property management, including increased requirement for shared facilities and services within the

Federal Government, with other levels of government and with other arms-length service providers.

As explained below, RPS must continue to use its real property assets in a way that will best contribute to both a sense of national pride, and to meeting federal policy commitments in the areas of sustainable development and supporting the resolution of First Nations land claims.

Real Property assets and facilities provide visibility for the Government of Canada. RPS provides architectural and engineering services in support of the development and maintenance of highly visible national parks, national historical sites, heritage canals and railway stations and other protected heritage assets, such as the buildings of the Parliamentary Precinct, several of which date before 1860. All of these are important symbols for Canadians. It is also supporting the Department of Veterans Affairs in the development of their commemorative program in France.

RPS, as one of the largest custodians of federal buildings, must continue to ensure that the stewardship of these assets reflects the public desire to preserve their heritage values, protect the environment, and provide full accessibility to services for persons with disabilities. To do all this will require working with the private sector and with other levels of government. It will also demand prudent financial management. Similarly, RPS is taking a leadership role dealing with the management of federal real property in the context of First Nations issues such as comprehensive Aboriginal land claims and Sustainable Government Operations. RPS provides functional guidance, advice and training sessions related to the impact of First Nations issues on land disposal and acquisition. RPS is also co-champion of “Sustainable Government Operations” one of the eight priorities of the “Coordinated Federal Sustainable Development Plan” initiative.

- **New Models of Governance** – New models, such as special service agencies, for delivering services and the rationalization of federal/provincial operations will continue to emerge. These organizations have significant flexibility in their use of central and common services and currently occupy about 25% of the RPS inventory. RPS must demonstrate that it is in a given agency’s best interest to remain an RPS client. RPS will need to develop strategies for meeting the needs of these new agencies. At the same time, it must maintain its ability to continue delivering common services.

RPS has implemented alternative forms of delivery with the private sector, provinces and territories. Brookfield Lepage Johnson Controls now provides most of property and facilities management services in nearly 300 Crown-owned buildings. Similar partnerships have been formed with the British Columbia Buildings Corporation and the Saskatchewan Government.

Commitments

Key Results Commitment		
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.		
Planned Results	Related Activities	Resources
<p>Client satisfaction (assessment results)</p> <ul style="list-style-type: none"> ▪ Success in demonstrating to clients and to government the effectiveness of RPS as a real property advisor, ▪ Achieving significant client satisfaction rates for RPS as a provider of cost effective accommodation and related services. 	<ul style="list-style-type: none"> ▪ Continue to implement Client Service Units with support RPS Centres of Expertise, ▪ Establish Memoranda of Understanding (MOU) with the majority of our clients, ▪ Develop and implement a client satisfaction measurement framework. 	
<p>Financial Performance</p> <ul style="list-style-type: none"> ▪ Optimized Return On Investment on all space managed by RPS, ▪ Achievement of annual target on the RPS Services and Disposal Revolving Funds. 	<ul style="list-style-type: none"> ▪ Develop an RPS technology plan and implementation strategy, ▪ Support federal comptrollership initiatives. 	<ul style="list-style-type: none"> ▪ RPS is budgeting \$500 K during 2000-2001 for these activities.
<p>Maintain Asset Integrity (office accommodation)</p> <ul style="list-style-type: none"> ▪ Cost effective management of office accommodation and real property assets under jurisdiction of the Minister that minimizes the cost to Canadians while ensuring safe, healthy and productive workplaces, ▪ Stewardship of real property assets that reflects sustainable development, accessibility for persons with disabilities, federal presence considerations and preservation of national heritage buildings, ▪ Optimizing government investment in real property assets including maintenance of inventory value and minimized vacant space. 	<ul style="list-style-type: none"> ▪ Demonstrate leadership in defining and implementing the workplace of the future, ▪ Co-champion the Sustainable Government Operations initiative, ▪ Establish a long term planning framework for Parliamentary Precinct, ▪ Continue to pursue space recapture program, ▪ Develop a framework for managed disposal of surplus real property assets, ▪ Establish a community-based investment strategy for the National Capital Region. 	
<p>Repositioning with Private Sector, Provinces and Territories</p> <ul style="list-style-type: none"> ▪ Enter into cost-effective partnerships and cooperative working relationships with provinces, territories and the private sector. 	<ul style="list-style-type: none"> ▪ Continue to implement and evaluate the Alternate Forms of Delivery contracts, ▪ Evaluate current MOUs with a view to develop new agreements with industry associations and universities. 	<ul style="list-style-type: none"> ▪ Planned savings of 10% anticipated from AFD contracts (approximately \$20 million annually) on the operations and maintenance of federal buildings.

Planned Spending

Real Property Services				
	<i>(in millions of dollars)</i>			
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
FEDERAL ACCOMMODATION AND HOLDINGS SERVICE LINE				
▪ Operating, Capital and Statutory Votes				
Gross Expenditures	1,692.5	1,702.5	1,742.0	1,755.4
Less: Respendable Revenue	247.9	248.2	246.3	246.3
FEDERAL ACCOMMODATION AND HOLDINGS TOTAL	1,444.6	1,454.3	1,495.7	1,509.0
SERVICES SERVICE LINE				
▪ Real Property Services Revolving Fund ^(Note 1)				
Gross Expenditures	610.4	570.2	562.6	546.3
Less: Respendable Revenue	610.4	570.2	562.6	546.3
Net Resources Used	--	--	--	--
▪ Real Property Disposition Revolving Fund				
Gross Expenditures	3.5	3.6	3.8	3.8
Less: Respendable Revenue	22.0	22.5	23.0	23.0
Net Resources Provided	(18.5)	(18.9)	(19.2)	(19.2)
SERVICES TOTAL	(18.5)	(18.9)	(19.2)	(19.2)
BUSINESS LINE TOTAL	1,426.1	1,435.4	1,476.5	1,489.8
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	3,618	3,618	3,618	3,618

Note:

- Effective April 1, 2000, the planned spending reflects the Real Property Services Revolving Fund (RPSRF) operations according to its new financial framework. Under this new framework, internal services to PWGSC are recorded directly in the Federal Accommodation and Holdings Service Line, while services provided to other government departments remain in the RPSRF. The 1999-2000 forecast spending figures have been restated for comparative purposes.

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; policy review and promulgation; and the technological infrastructure to support the electronic procurement function. In addition, Supply encompasses responsibility for all procurement-related aspects of Major Crown Projects.

Supply also includes certain specialized activities: marine inspection and technical services; cost analysis support; management of Crown-owned production assets; industrial security and 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 (CAD) component provides disposal services for all federal government departments and agencies. Disposal methods include sale, transfer, trade-in, donation, lease, loan and destruction.

Operating Environment

The operating environment for Supply Operations Service (SOS) over the planning period is being increasingly defined by technology, scrutiny of supply processes and heightened employee expectations.

- **Technology** □ The federal government is committed to making Canada a centre of excellence for electronic commerce and putting government and communities on-line. This commitment includes a range of innovative and citizen-centred electronic service delivery initiatives that will be introduced by federal departments and agencies. SOS will support the use of technology to provide more efficient client service and to continue to simplify government procurement processes.

- **Scrutiny of Processes** – The increased use of redress mechanisms such as the Canadian International Trade Tribunal (CITT) by the supplier community, and ongoing scrutiny by Parliament, the Auditor General, the media, and other interested parties, require constant and ongoing assurances of the integrity of the Department’s contracting and other supply related processes. Integrity in SOS operations will continue to be a key operational theme in light of the government’s commitment to an open and transparent approach to purchasing and contracting.
- **Employee Expectations** □ The Public Service Survey is raising employee expectations, which creates an opportunity to make positive changes in the workplace by drawing upon the wealth of knowledge and experience resident in government organizations. SOS will endeavour to achieve success on this front by ensuring that these opportunities are used to the fullest.

Commitments

Key Results Commitment		
SOS services that support federal government departments through expertise in procurement and related common services and disposal services.		
Planned Results	Related Activities	Resources
<ul style="list-style-type: none"> ▪ Support to clients via user-friendly “secure” infrastructure for Internet applications. 	<ul style="list-style-type: none"> ▪ Contribute to Government On-line initiative by: <ul style="list-style-type: none"> ▪ introducing 10 full electronic commerce products, e.g., Travel Canada; ▪ carrying out six Pathfinder (leading edge pilots), e.g., electronic bid receipt. 	<ul style="list-style-type: none"> ▪ \$1.7 million* ▪ \$858 K*
<ul style="list-style-type: none"> ▪ Innovative contracting practices that support the government’s E-Commerce Initiative. 	<ul style="list-style-type: none"> ▪ Establish a dedicated E-Commerce Procurement Office, ▪ Develop, in consultation with Treasury Board Secretariat, a fast-track, government-wide, procurement methodology for E-Commerce solutions, ▪ Request from Treasury Board Secretariat an increased contract approval authority for E-Commerce procurements conducted by the new project office. 	<ul style="list-style-type: none"> ▪ \$5.2 million* for E-Commerce activities.
<ul style="list-style-type: none"> ▪ Simplified government procurement for companies wishing to do business with various levels of government. 	<ul style="list-style-type: none"> ▪ Act as the federal representative and President for the new Canadian Public Procurement Council. The Council joins procurement professionals from all levels of public procurement (federal, provincial, territorial, municipal, academia, and health and social services) to share information and expertise, and work towards common solutions to issues and problems, ▪ Host the Year 2000 conference of the Council in Ottawa, ▪ Continue working with the Federal-Provincial Agreement on Internal 	<ul style="list-style-type: none"> ▪ To be determined; ▪ Conference expected to break even.

Planned Results	Related Activities	Resources
	Trade Electronic Tendering Working Group to stimulate progress on the issue of a “single window” for procurement opportunities.	
<ul style="list-style-type: none"> ▪ More efficient low-value procurements. 	<ul style="list-style-type: none"> ▪ Examine the reasons for the low take-up rate of the \$25K delegation by departments and determine if other avenues are available for expanding participation, ▪ Continue improving electronic connectivity with client departments and exchange of data (Reqnet/ UABEI). 	<ul style="list-style-type: none"> ▪ To be determined; ▪ Costs covered as part of E-Commerce, noted above.
<ul style="list-style-type: none"> ▪ Cost-effective disposal of surplus government assets. 	<ul style="list-style-type: none"> ▪ Increase involvement of the private sector in the disposal of more types of commodities pending approval of Treasury Board policy on surplus assets disposal, ▪ Pursue funding arrangements for the core Crown Assets Distribution (CAD) operation. 	<ul style="list-style-type: none"> ▪ Direct selling activity will continue to be funded by commission charges to clients; core CAD activities (\$2.5 million) to be funded by clients starting in 2000-2001.

* Project costs are estimated for these amounts.

Planned Spending

Supply Operations Service				
	<i>(in millions of dollars)</i>			
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
<ul style="list-style-type: none"> ▪ Operating and Statutory Votes 				
Gross Expenditures	168.2	126.3	123.5	123.5
Less: Respendable Revenue	30.1	20.7	20.7	20.7
Net Expenditures	138.1	105.6	102.9	102.8
<ul style="list-style-type: none"> ▪ Optional Services Revolving Fund 				
Gross Expenditures	78.2	78.0	78.2	78.2
Less: Respendable Revenue	78.3	78.2	78.4	78.4
Net Resources Provided	(0.1)	(0.1)	(0.1)	(0.1)
BUSINESS LINE TOTAL	138.0	105.4	102.7	102.7
FULL TIME EQUIVALENTS	1,707	1,707	1,698	1,698

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.

Operating Environment

Receiver General services are evolving as a result of pressures for change from several sources. These pressures include: public sector reform, technological evolution and workforce renewal. The rapidity of these changes necessitates close collaboration with departments and central agencies. The Receiver General is receiving increasingly frequent requests for departments to use electronic commerce to assist in delivering more cost-effective and flexible services. These changes require the Business Line to work closely with suppliers, particularly in the financial industry, to assess how any new services they may offer could better support Receiver General services.

The major impact on Receiver General services in the current operating environment is the government's Financial Information Strategy (FIS). The FIS supports the government-wide initiative to modernize comptrollership and financial management. In addition, the FIS is helping the Receiver General to improve the accuracy, timeliness and completeness of government accounting both by introducing a private-sector model of accounting, with full accrual accounting and capitalization of fixed assets, and significantly re-engineering the central accounting functions. Departments are placing heavy demands on the Business Line for assistance in implementing the FIS within their financial management systems.

Commitments

Key Results Commitment		
To provide Canadians with effective Receiver General operation of the federal treasury and maintenance of the Accounts of Canada.		
Planned Results	Related Activities	Resources
<ul style="list-style-type: none"> Safe, secure payment delivery systems and infrastructure. 	<ul style="list-style-type: none"> Maintain and improve the security and stability of a redesigned Receiver General cheque. 	<ul style="list-style-type: none"> \$3 million to cover payment infrastructure, \$40 K for cheque redesign in 2000-2001.
<ul style="list-style-type: none"> Reach an optimum level of direct deposit of government payments to recipients' bank accounts. 	<ul style="list-style-type: none"> Continue to market direct deposit as a secure, reliable, convenient and cost-effective service through the use of inserts with cheques and collaboration with the major program departments to streamline the enrollment process. 	<ul style="list-style-type: none"> \$550 K over the planning period.
<ul style="list-style-type: none"> Cost-effective maintenance of the Accounts of Canada and production of the government's financial statements. 	<ul style="list-style-type: none"> Timely, accurate financial statements will continue to be delivered by the service line within approved resource levels and time frames. 	<ul style="list-style-type: none"> Funded through Receiver General budget.
<ul style="list-style-type: none"> Implementation of full accrual accounting and capitalization of fixed assets. 	<ul style="list-style-type: none"> Support the government-wide initiative to improve financial management, including accrual accounting and capitalization of assets, by continuing with the implementation of the FIS. 	<ul style="list-style-type: none"> \$13.5 million over an 18 month period beginning in 2000.

Planned Spending

Receiver General				
	<i>(in millions of dollars)</i>			
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
<ul style="list-style-type: none"> Operating and Statutory Votes 				
Gross Expenditures	122.2	119.0	119.0	119.0
Less: Respendable Revenue	21.1	20.3	20.3	20.3
BUSINESS LINE TOTAL	101.0	98.7	98.7	98.7
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	572	627	627	627

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.

Operating Environment

Several factors will exert pressure on Compensation Services to change the way it operates. These include public sector reform, technological evolution, increased public scrutiny and service expectations, and the need for a renewed workforce. Specific initiatives related to a number of areas pose certain challenges. These areas are: Pension Reform, increased departmental autonomy, federal-provincial-territorial co-operation, Alternative Service Delivery, the Financial Information Strategy, collective bargaining, pay equity and the Universal Classification Standard. Given the sensitivity, importance and precise nature of compensation services, Compensation will remain effective only if it maintains open and responsive relations with Treasury Board, departments, the unions, the public and other interested parties.

Maintaining the service level for pension operations is proving to be a significant challenge. Demographic change, one-time initiatives such as revisions to pensions resulting from Pay Equity and Universal Classification, new benefits such as Transfer Values and committed value, and new tax-compliance measures (Pension Adjustment Reversal) are combining to put pressure on the Business Line.

Commitments

Key Results Commitment		
Provision of compensation services to government departments, agencies, public servants and retired public servants and members of the Canadian Forces and the RCMP.		
Planned Results	Planned Results	Resources
<ul style="list-style-type: none"> ▪ Implementation of the compensation provisions of collective agreements and policies of the federal government and agencies of the Crown. 	<ul style="list-style-type: none"> ▪ Implement the provisions of the government Pay Equity Settlement, ▪ Implement the provisions of the government Pension Reform Legislation, ▪ Implement the compensation provisions of new collective agreements and the Universal Classification Standard initiative. 	<ul style="list-style-type: none"> ▪ To be determined.
<ul style="list-style-type: none"> ▪ Cost-effective payroll operation, pension plan administration and systems infrastructure, ▪ Accurate payments, tax remittance and collection of contributions. 	<ul style="list-style-type: none"> ▪ Continue improving the Business Line infrastructure for administering the pay and pension products. 	<ul style="list-style-type: none"> ▪ To be determined.

Planned Spending

Public Service Compensation				
	<i>(in millions of dollars)</i>			
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
<ul style="list-style-type: none"> ▪ Operating and Statutory Votes 				
Gross Expenditures	58.3	49.0	43.6	43.3
Less: Respendable Revenue	2.7	2.3	2.4	2.2
BUSINESS LINE TOTAL	55.5	46.7	41.2	41.1
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	834	779	757	750

Government Telecommunications and Informatics Services

Objective

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

Description

Government Telecommunications and Informatics Services (GTIS) acts as a key delivery agent of the Government of Canada's Information Management/Information Technology (IM/IT) Federated Infrastructure, which provides a secure delivery channel for electronic commerce and electronic service delivery government-wide. It also provides optional IM/IT services supporting the program delivery requirements of all federal departments, including PWGSC. GTIS provides leadership in supporting government-wide initiatives to solve fundamental IM/IT issues, such as the Year 2000 business imperative and IM/IT community renewal. Its services are delivered through partnership arrangements with the private sector and public sector institutions.

GTIS offers the following types of services:

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

Operating Environment

The widespread use of technology continues to accelerate the pace of business. At the same time, globalization and deregulation are stimulating innovation and productivity. The new “digital economy” is transforming business processes by unleashing increasing information technology (IT) capacity at reduced costs while at the same time increasing the value of the information. This integration of new technology into the business environment is also increasing the expectations of citizens and businesses for secure, reliable, faster, easier and cheaper service. Citizens and other clients now expect the same high level of technology-enabled service from government as they receive elsewhere.

To satisfy the expectations of Canadians, the Government of Canada has articulated a series of commitments and initiatives aimed at *modernizing service delivery* and *promoting citizen engagement* through the use of IT. The government is committed to providing integrated service delivery to meet the needs and circumstances of citizens and businesses. The *Connecting Canadians* initiative promises to make Canada the country most-connected to its citizens in the world, while the *Service Canada* initiative aims to improve government services by providing one-stop access to services, a “common look and feel” for government services, and a choice of channels through which to receive services. The *Government On-line* initiative aims to harness the power of the Internet to provide citizens with around-the-clock access to government information and services. Reinforcing these initiatives, the most recent *Speech from the Throne* (October 1999) makes a bold and comprehensive commitment to improving Canada’s information infrastructure. The Speech included the following pledge:

The Government will become a model user of information technology and the Internet. By 2004, our goal is to be known around the world as the government most connected to its citizens, with Canadians able to access government information and services on-line at the time and place of their choosing.

Accordingly, the *Strategic Information Management/Information Technology (IM/IT) Infrastructure Initiative* (SII) was jointly launched and coordinated by the Treasury Board Secretariat (TBS) and GTIS in 1998-99, in co-operation with major government departments. The SII is a major government-wide initiative aimed at developing a sustainable approach to implementing and managing the federal government’s IM/IT infrastructure. This initiative will ensure that the government’s electronic infrastructure will both support the new citizen-centred service delivery strategy, and facilitate interoperability among government departments and agencies. This *Federated Infrastructure* will make it possible for government to provide Canadians with seamless access to a wide range of services and information, through a one stop shop, with the potential to work more closely with other levels of government. The *Government of Canada Secure Channel*, a core component of the *Federated Infrastructure*, will provide secure access to the government’s electronic applications for individuals, businesses, government departments and employees.

The Treasury Board has assigned GTIS a major role in achieving the government’s vision for electronic service delivery. This new role is underwritten by stable funding under the direction of the new IM/IT Management Board (IMB), with senior representation from the Treasury Board Secretariat and major departments. GTIS’ initial focus will be to manage and deliver key

elements of the government's Secure Channel. GTIS's new mandate augments and complements its common-services role in providing telecommunications and informatics services to government departments on an optional basis, and in providing IM/IT services to PWGSC's business lines, which deliver services to Canadians and all government departments and agencies.

The *PWGSC Year 2000 Master Implementation Plan* has been carried out successfully, with a smooth rollover to January 1, 2000. After completing various wind-down activities, GTIS will focus its resources on meeting the new IM/IT infrastructure and services priorities in support of the *Government On-line* initiative.

Commitments

Key Results Commitment		
Effective government telecommunications and informatics services that provide integrated information management/ information technology (IM/IT) business solutions to enable the government to deliver services electronically.		
Planned Results	Related Activities	Resources
<ul style="list-style-type: none"> ▪ A federated infrastructure to enable government-wide electronic commerce and electronic service delivery. 	<ul style="list-style-type: none"> ▪ In co-operation with the Treasury Board Secretariat and other departments, develop the design and architecture of the Government of Canada's Secure Channel, and conduct operational pilots to test the concept, ▪ Support Government of Canada <i>Pathfinder</i> applications piloted by other federal departments on the Secure Channel, ▪ Deliver infrastructure services such as <i>Secure Applications and Key Management Services</i> that enable secure communication of sensitive information by client departments; develop electronic directories; and develop electronic mail features and capabilities to support improved government operations. 	<ul style="list-style-type: none"> ▪ To be determined.
<ul style="list-style-type: none"> ▪ Cost-effective management and enhancement of telecommunications services for government. 	<ul style="list-style-type: none"> ▪ Rationalize the optional telecommunications services portfolio through alignment with evolving technologies, supply alternatives and client department requirements, ▪ Establish new service agreements with suppliers based on competitive contracting processes, while maintaining self-sufficiency of the GTIS Revolving Fund within the new lower draw-down limit, ▪ Strengthen relationships with telecommunications suppliers to take advantage of their capabilities. 	<ul style="list-style-type: none"> ▪ \$132.5 million (revolving fund)

Planned Spending

Government Telecommunications and Informatics Services				
	<i>(in millions of dollars)</i>			
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
▪ Government Telecommunications and Informatics Services Revolving Fund				
Gross Expenditures	139.7	132.5	125.7	125.7
Less: Respendable Revenue	139.7	132.5	125.7	125.7
BUSINESS LINE TOTAL	--	--	--	--
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	199	199	199	199

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

Operating Environment

CAC's operating environment has both national and international aspects. Domestically, the principal factors of change in public sector management are the evolving role of government and the emphasis on collaborative arrangements, horizontal policy design and integrated service delivery. These factors are creating pressure on organizations to learn and adapt, to be more accountable for results in a decentralized environment, to use technology effectively, to modernize the management of people and to find better ways of using scarce public resources. This environment has created opportunities for CAC. It is well equipped to assist departments and agencies, given its extensive knowledge of government operations and priorities.

Abroad, countries are reforming and restructuring their public sectors. Because the Canadian public sector is highly regarded internationally, the government is often sought out as a model for public sector management. CAC is well positioned to assist departments and agencies to transfer Canadian public sector expertise to foreign governments.

Commitments

Key Results Commitment		
Consulting and audit services that improve public sector operations and management.		
Planned Results	Related Activities	Resources
Relevance to Government <ul style="list-style-type: none"> ▪ Services will continue to be relevant to the changing needs of its public sector clients and the issues facing government. 	<ul style="list-style-type: none"> ▪ Maintain involvement with public policy issues where appropriate and a high level of repeat business. 	<ul style="list-style-type: none"> ▪ All activities funded through CAC budget.
Knowledge sharing <ul style="list-style-type: none"> ▪ Technological solutions and communication processes to position CAC as a sharing and learning organization with its employees, the public service and the private sector. 	<ul style="list-style-type: none"> ▪ Conduct between 50 to 60% of CAC business in partnership with small and medium-sized enterprises (SMEs), ▪ Expand the Corporate Memory System to share lessons learned. 	
Service Delivery <ul style="list-style-type: none"> ▪ High quality and professionalism in assurance, accounting, audit and consulting services. 	<ul style="list-style-type: none"> ▪ Maintain client satisfaction at 85% or higher and repeat business at 85% or higher, ▪ Monitor through a client questionnaire the estimated level of savings identified by our clients as a result of CAC recommendations. 	
Financial Self-sufficiency <ul style="list-style-type: none"> ▪ Meeting Treasury Board targets for Revolving Funds. 	<ul style="list-style-type: none"> ▪ Generate a positive cash flow over the period 2000-2001 to 2002-2003, ▪ Achieve Net Profit. 	
Organizational Health <ul style="list-style-type: none"> ▪ Programs and activities that create a rejuvenated workforce, ▪ Model employer. 	<ul style="list-style-type: none"> ▪ Respond to any changes in trends of grievances, departures, sick leave, Public Service survey and internal CAC survey of workforce, ▪ Institute a program of planned recruitment, orientation sessions for new employees, mentoring and learning plans and improved CAC incentive program. 	

Planned Spending

Consulting and Audit Canada				
	<i>(in millions of dollars)</i>			
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
▪ Consulting and Audit Canada Revolving Fund				
Gross Expenditures	71.2	71.0	71.0	71.0
Less: Respendable Revenue	72.3	72.1	72.1	72.1
BUSINESS LINE TOTAL	(1.1)	(1.1)	(1.1)	(1.1)
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	318	357	357	357

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. The Bureau 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. The provision of these services is essential for the government to be able to deliver programs and services in both official languages.

Operating Environment

More and more clients are requesting specialized services. Broad interest in web-based communications both presents the Bureau with new challenges, and opens up business opportunities. The Bureau must also adapt its internal processes to turn documents around more quickly to satisfy the government's desire to communicate effectively and rapidly with Canadians.

The Bureau intends to deal with these pressures partially through the use of technology. The challenge is to institute technology that will provide clients with easier and more rapid access to our services and products, improve the level of client service and enable us to better control costs.

Over the course of the past two years, the Bureau has experienced a significant increase in demand for service from Parliament. This trend is expected to continue. To meet this increase in demand, the Bureau requires supplementary funding for additional staff and to hire contractors.

A major factor in the medium term that will affect the industry and the Bureau's ability to maintain quality standards is the scarcity of experienced translators, interpreters and terminologists. Industry demographics show the average age of practitioners of this profession to

be mid to late forties at a time when demand is growing. In order to meet this challenge, the Bureau will continue to work with universities and the private sector to increase the number of young people taking translation-related training.

Commitments

Key Results Commitment		
Translation, interpretation and terminology services that help Parliament and the Government of Canada function in both official languages, and in other languages as required.		
Planned Results	Related Activities	Resources
<ul style="list-style-type: none"> ▪ Cost-effective and quality translation and interpretation services. 	<ul style="list-style-type: none"> ▪ Develop and implement smart and intuitive technologies, ▪ Monitor client satisfaction levels through surveys, ▪ Inform clients of new services and options that are available. 	<ul style="list-style-type: none"> ▪ Funded through Translation Bureau budget.
<ul style="list-style-type: none"> ▪ Standardized and accessible official languages terminology to the federal Public Service. 	<ul style="list-style-type: none"> ▪ Develop new terminological products and services, ▪ Develop new partnerships with departments to collect terminology in use. 	<ul style="list-style-type: none"> ▪ Funded through Translation Bureau budget.
<ul style="list-style-type: none"> ▪ Higher staff recruitment and retention. 	<ul style="list-style-type: none"> ▪ Recruit and develop new employees, ▪ Continue partnerships with universities, ▪ Improve and modernize the work environment. 	<ul style="list-style-type: none"> ▪ \$3.45 million, ▪ \$1.5 million, ▪ Funded through Translation Bureau budget.
<ul style="list-style-type: none"> ▪ Continue to meet financial objectives. 	<ul style="list-style-type: none"> ▪ Increase productivity through technological means and the possible extension of incentives for high producers, ▪ Control overhead costs through better use of technology, ▪ Explore new business opportunities. 	<ul style="list-style-type: none"> ▪ Funded through Translation Bureau budget.

Planned Spending

Translation Bureau				
	<i>(in millions of dollars)</i>			
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
▪ Operating and Statutory Votes				
Gross Expenditures	40.8	41.5	41.6	41.3
Less: Respendable Revenue	--	--	--	--
Net Expenditures	40.8	41.5	41.6	41.3
▪ Translation Bureau Revolving Fund				
Gross Expenditures	127.2	122.3	120.7	120.7
Less: Respendable Revenue	120.9	118.9	119.3	119.3
Net Resources Used	6.4	3.4	1.4	1.4
BUSINESS LINE TOTAL	47.2	44.9	43.0	42.7
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	1,240	1,250	1,251	1,251

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

These services are key to fulfilling the Government of Canada's communications objectives. They 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., Government Enquiry Centre, electronic media monitoring, use of common design for signage and merchandising at collocated departmental booths at fairs and exhibitions, and the Depository Services Program).

Operating Environment

Communication with the Canadian public, both in the form of conveying information and in receiving feedback, is taking on a larger role in the smooth and effective operations of government. Technology is putting new power into the hands of citizens, information on government and its services can be made available 24 hours a day, seven days a week. In the most recent Throne Speech, our government's mission is clear; "By 2004, our goal is to be known around the world as the government most connected to its citizens, with Canadians able to access all government services on-line at the time and place of their choosing."

New electronic technologies play an important role in facilitating communications. However, government must continue to consider the extent to which the public has ready access to these technologies. Accordingly, government communicators must continue to complement electronic communications methods while maintaining and improving traditional lines of communications. It must also promote communications services (both electronic and traditional) through various media to ensure that Canadians have fair access to government information and to the services they need and want.

More than ever before, the role of communication in good government and the explosion of various electronic media have created a need for expert communication coordination services. These services are important in helping departments to meet the needs of citizens and develop services such as media-monitoring, guidelines with respect to fairs, exhibitions and public events that meet the needs of departments. To ensure that communications remain relevant, responsive and affordable, government must continue to develop horizontal linkages among the various departmental communications activities. This will further ensure that government messages are harmonized and communicated with one clear voice and retain a core of communications expertise to provide expert advice and guidance.

Over the planning period, government must continue to find the appropriate balance between using traditional and electronic methods of communication, and exercising fiscal responsibility. As government aims to communicate with the public on a continuous, interactive basis, new technologies will play an important role in making this possible. These new technologies will bring with them a new set of challenges to government and its communicators in providing services that are secure, accessible, affordable, responsive and transparent.

Commitments

Key Results Commitment		
Communications services that provide easy access to Government of Canada information and publications, and that coordinate and support communications activities of government departments and agencies.		
Planned Results	Related Activities	Resources
<ul style="list-style-type: none"> ▪ Canadians have access to the information from the Government of Canada that they want, in ways that are relevant, responsive, and accessible. 	<ul style="list-style-type: none"> ▪ Improve the government’s connection with its citizens by ensuring that the necessary vehicles are in place to support public access by: <ul style="list-style-type: none"> ▪ Promoting the use of new and existing technology to improve government communication services and programs that provide the public with information from the Government of Canada; ▪ Improve public access to government documents and products by establishing a central warehouse and distribution facility, using leading edge technology to provide on-line publications, printing, electronic commerce capabilities and improved overall reporting and delivery of services; ▪ Establish long-term agreements with departments to manage the collection of data and the updating of information to Government of Canada information data bases to ensure that the information is timely, accurate and relevant; ▪ Lead the evolution of toll free (1 800 O-Canada) and Internet (canada.gc.ca) services to ensure that Canadians can access both information and services and 	<ul style="list-style-type: none"> ▪ \$7.8 million

Planned Results	Related Activities	Resources
<ul style="list-style-type: none"> ▪ Support for the new horizontal government communications initiatives such as Service Canada, Government On-Line, and E-Government. 	<p style="text-align: center;">engage the government by sharing their views and ideas.</p> <ul style="list-style-type: none"> ▪ Continue to support the Service Canada initiative by providing access to the Government Enquiry Centre data base through Publiservice and eventually through the Canada Site Portal and allowing government departments to update their information through a web interface, ▪ Explore the possibility of linking 1 800 O-Canada, the prime phone gateway for the Government of Canada, and other government call centres operated by the Canada Customs and Revenue Agency, Human Resources Development Canada, and Citizenship and Immigration through the purchase of common infrastructure that would link telephone technology, develop agreements on caller referrals and sharing of information. 	
<ul style="list-style-type: none"> ▪ Effective communications coordination services that are responsive, in terms of quality and timeliness, to client program requirements and assist clients in achieving their contribution to the government's communication agenda. 	<ul style="list-style-type: none"> ▪ Provide assistance to and develop common services for departments that do not have the critical mass to meet all their communication needs internally, ▪ Maintain critical core of communications knowledge and expertise, ▪ Strengthen horizontal linkages between government departments through the development of information sharing tools, processes and systems, ▪ Act as a critical bridge between policy development, program implementation and communications, through the development of guidelines that reflect and promote the Government of Canada's communications policy and strategy, ▪ Provide assistance and build common service vehicles to ensure efficiency and effectiveness in Government of Canada communications in areas such as public opinion research and Government of Canada advertising. 	<ul style="list-style-type: none"> ▪ \$7.9 million
<ul style="list-style-type: none"> ▪ Communications project management services that increase federal visibility and presence. 	<ul style="list-style-type: none"> ▪ Work with clients to: <ul style="list-style-type: none"> ▪ ensure that government publications are clearly identifiable, ▪ improve Government of Canada branding for such events as fairs and exhibitions, and ▪ ensure that Government of Canada advertising improve visibility and presence for the government. 	

Planned Results	Related Activities	Resources
<ul style="list-style-type: none"> Increase value-added Procurement services to clients. 	<ul style="list-style-type: none"> Develop procurement vehicles, to strengthen the capacity of complex communication procurement such as those involving creative or intellectual property and alternate service delivery. 	<ul style="list-style-type: none"> Procurement activities on cost-recovery.

Planned Spending

Communications Coordination Services				
	<i>(in millions of dollars)</i>			
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
<ul style="list-style-type: none"> Operating and Statutory Votes 				
Gross Expenditures	88.1	74.8	75.1	75.1
Less: Respendable Revenue	9.2	1.1	1.1	1.1
Net Expenditures	78.8	73.6	73.9	73.9
<ul style="list-style-type: none"> Optional Services Revolving Fund 				
Gross Expenditures	14.4	14.1	14.1	14.1
Less: Respendable Revenue	13.7	13.4	13.4	13.4
Net Resources Used	0.7	0.7	0.7	0.7
BUSINESS LINE TOTAL	79.5	74.3	74.6	74.6
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	181	148	148	148

Operational Support

Objective

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

Description

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

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

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

Commitments

Key Results Commitment		
Information Management/Information Technology (IM/IT) support services that position PWGSC as a “model user” of information technology in performing essential administrative functions on behalf of the Government of Canada.		
Planned Results	Related Activities	Resources
<ul style="list-style-type: none"> ▪ Delivery of ongoing IM/IT service commitments in support of PWGSC central and common service applications. 	<ul style="list-style-type: none"> ▪ Operation and maintenance of 350 active applications across Canada, including those supporting Government-Wide Mission Critical Systems for Receiver General, Banking and Cash Management, and Public Service Compensation systems, and those necessary to ensure delivery of central and common services and to federal departments and agencies, ▪ Ensure ongoing end-to-end optimization of IM/IT network and computing infrastructure and services, ▪ Focus on continual productivity, quality and service enhancement of computer applications, as required. 	<ul style="list-style-type: none"> ▪ \$165.5 million (includes internal PWGSC direct billing)
<ul style="list-style-type: none"> ▪ Efficient IM/IT services to other departments. 	<ul style="list-style-type: none"> ▪ Optimize the use of PWGSC’s IM/IT infrastructure by providing IM/IT support services to other departments on a cost-recovered basis. 	<ul style="list-style-type: none"> ▪ \$22.5 million
<ul style="list-style-type: none"> ▪ PWGSC’s commitments for establishing an online presence are fully met in a manner consistent with the Treasury Board Secretariat Advisory Committee Information Management Sub committee <i>Framework for Government Online</i>. 	<ul style="list-style-type: none"> ▪ Deliver “Tier 1” Government Online (GOL) commitments relating to electronic publishing of departmental information and online corporate services, ▪ Plan “Tier 2” deliverables relating to full electronic service delivery in PWGSC, ▪ Carry out an electronic commerce pilot as a designated Pathfinder project to develop and test an end-to-end electronic procurement and payment capability, and share results and lessons learned for government-wide benefit. 	<ul style="list-style-type: none"> ▪ Funded through Operational Support Budget.
To support efforts to build a workforce that is representative, responsive and flexible to the renewal needs of PWGSC.		

Planned Results	Related Activities	Resources
<ul style="list-style-type: none"> Human resources strategies that demonstrate a supportive management culture and work environment. 	<ul style="list-style-type: none"> Implement Human Resources strategy that supports the provision of knowledge-based services by PWGSC in 2000-2001, Develop a renewal program for middle managers, Implement a performance management and monitoring system to measure the effectiveness of human resources services, Implement the Universal Classification Standard conversion and support managers to address employee and business line concerns throughout the process. 	<ul style="list-style-type: none"> Funded through internal Human Resources Branch budget.
<ul style="list-style-type: none"> Being an employer of choice while optimizing the organization's capacity to deliver services at best value. 	<ul style="list-style-type: none"> Institute effective employment equity strategies to ensure a representative workforce and supportive work environment, Provide leadership on Official Languages aimed at ensuring that the EX community and EX feeder groups meet government requirements. 	<ul style="list-style-type: none"> Funded through Operational Support budget.

Planned Spending

Operational Support				
<i>(in millions of dollars)</i>				
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
IM/IT - DEPARTMENTAL OPERATIONS SERVICE LINE				
<ul style="list-style-type: none"> Operating and Statutory Votes 				
Gross Expenditures	246.5	197.9	190.1	188.6
Less: Respendable Revenue	75.2	67.3	67.3	67.3
IM/IT - DEPARTMENTAL OPERATIONS TOTAL	171.3	130.6	122.8	121.3
CORPORATE MANAGEMENT SERVICE LINE				
<ul style="list-style-type: none"> Operating and Statutory Votes 				
Gross Expenditures	133.1	149.0	134.9	136.2
Less: Respendable Revenue	34.2	32.4	32.5	32.5
CORPORATE MANAGEMENT TOTAL	98.9	116.7	102.4	103.8
BUSINESS LINE TOTAL	270.2	247.2	225.1	225.0
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	2,822	2,715	2,712	2,712

Crown Corporations Program

Old Port of Montreal Corporation Inc.

Objective

To develop and maintain the development of the Old Port of Montreal Lands by putting into place infrastructure, equipment and services.

Description

The payments issued provide funding to the Old Port of Montreal Corporation Inc. for developing and for maintaining the development of the Old Port of Montreal site.

Queens Quay West Land Corporation

Objective

To function as a realty management and disposal company for the Harbourfront precinct in Toronto and provide an operating subsidy to Harbourfront Centre.

Description

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.

Planned Spending

Crown Corporations				
	<i>(in millions of dollars)</i>			
	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
OLD PORT OF MONTREAL CORPORATION INC. BUSINESS LINE				
▪ Payments to Old Port of Montreal Corporation Inc.	24.3	--	--	--
QUEENS QUAY WEST LAND CORPORATION BUSINESS LINE				
▪ Payments to Queens Quay West Land Corporation	3.0	3.0	--	--
PROGRAM TOTAL	27.4	3.0	--	--

Totals may not add up due to rounding.

Section IV – Horizontal Initiatives

Updated Sustainable Development Strategy (SDS)

PWGSC is currently revising its SDS in compliance with the *Auditor General Act* which requires that SDS updates be completed and tabled in Parliament every three years. In addition to describing the evolution of PWGSC's approach to sustainable development since 1997, the Department is using this opportunity to address the observations of the Commissioner of the Environment and Sustainable Development made in regard to the Department's original SDS. PWGSC's 1999 Report on Plans and Priorities included an updated and more detailed set of SDS objectives and targets, in partial response to the Commissioner's observations, and the SDS update now underway will ensure that other issues are addressed. The Commissioner's document "Moving Up the Learning Curve" released in December 1999 is providing the Department with additional guidance in this exercise.

PWGSC's efforts to improve its environmental performance represent an ongoing long-term commitment. In charting out the course for the next three years, PWGSC will build on its strengths, experience, lessons learned, and extensive cooperation with other departments.

Sustainable Government Operations: A Strategy for Excellence

The October 1999 Speech from the Throne called for the federal government to become a model of environmental excellence. As a major custodian of government facilities, a centre of environmental expertise in government operations, and a co-champion of this strategy, PWGSC is playing a leading role in the greening of federal operations. PWGSC's specific targets in relation to sustainable operations will form an important part of our updated sustainable development strategy.

Climate Change

The federal government is committed to demonstrating leadership in meeting Canada's climate-change goals under the Kyoto Protocol. A key aspect of this commitment is ensuring that the federal government's own "house" is in order. PWGSC is working with Natural Resources Canada and other government departments to determine the most practical approaches to lowering the greenhouse gas emissions generated by government operations.

Sustainable Development Web site

PWGSC is developing an SDS web site to provide a single window of access to the Department's SD - related plans, reports, and activities. It will also provide an account of our environmental targets, progress to date, and will include a Green Citizenship page.

Regulatory Initiatives

Regulation	Planned Results
Amendment to the Forfeited Property Sharing Regulations.	<ul style="list-style-type: none"><li data-bbox="634 411 1372 598">▪ The results of the amendment are administrative. They are intended to allow for the funds, generated from the proceeds of the disposal of property seized under the <i>Seized Property Management Act</i>, to be credited to the newly created <i>Seized Property, non-Tax Revenue Account</i>. This is now the proper account for this purpose.

Section V – Financial Information

Financial Table 5.1: Summary of Capital Spending by Business Line

(millions of dollars)

PROGRAM Business Line	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
GOVERNMENT SERVICES				
Real Property Services	377.8	344.0	402.1	453.1

Financial Table 5.2: Details on Major Capital Project Spending by Business Line

This table presents the planned spending of major capital projects with estimated total project costs in excess of \$1 million. These projects are displayed with information on the class of cost estimate - Substantive (S) or Indicative (I); stage of approval - Preliminary Project Approval (PPA) or Effective Project Approval (EPA); and the approval authority - Treasury Board (TB) or Delegated to the Department (DA).

(millions of dollars)

PROGRAM Business Line	Current Estimated Total Cost	Forecast Spending to March 31 2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Future Year Spending Requirements
GOVERNMENT SERVICES						
Real Property Services						
NEW BRUNSWICK						
St. George - GOCB - Construction (S-EPA-DA)	2.9	0.4	2.5	--	--	--
NEWFOUNDLAND						
Argentia - Environmental remediation (S-EPA-TB)	71.8	34.6	16.0	12.0	9.2	--
QUEBEC						
Ville St-Laurent - 3155 Côte de Liesse - Renovation (S-EPA-TB)	21.3	7.7	8.0	2.5	1.8	1.4
Montreal - Complexe GuyFavreau - Dalle/Membrane (S-EPA-DA)	8.4	4.3	2.5	1.7	--	--
Montreal - 305 RenéLévesque - Renovation (S-EPA-TB)	21.6	1.1	10.5	10.0	--	--
Montreal - 400 Youville (S-EPA-DA)	4.8	1.4	3.2	0.1	--	--
NATIONAL CAPITAL REGION (QUEBEC)						
Hull - Laurier Taché Garage - Renovation (I-PPA/S-EPA-TB)	39.9	10.3	5.6	6.7	9.0	8.2
Hull - Centre Bisson - Windows and masonry rehabilitation (S-EPA-DA)	2.1	0.6	1.6	--	--	--
Hull - Portage Complex & Place du Centre - New security system (I-PPA-DA)	3.7	0.5	1.2	1.0	1.0	--
NATIONAL CAPITAL (ONTARIO)						
Ottawa - M.G. Parkes - Renovation (S-EPA-DA)	15.6	12.5	3.1	--	--	--
Ottawa - West Memorial - Renovation (I-PPA-TB)	79.4	4.3	9.0	26.0	28.0	12.1
Ottawa - Standard Lab - Renovation (S-EPA-DA)	9.8	7.4	2.3	--	--	--
Ottawa - Sir John Carling - Renovation/Addition (I-PPA-TB)	92.4	1.3	4.1	13.5	41.5	32.0

Financial Table 5.2: Details on Major Capital Project Spending by Business Line (Cont'd)*(in millions of dollars)*

PROGRAM	Current	Forecast	Planned	Planned	Planned	Future Year
Business Line	Estimated	Spending to	Spending	Spending	Spending	Spending
REGION	Total Cost	March 31	2000-2001	2001-2002	2002-2003	Requirements
NATIONAL CAPITAL (ONTARIO) (Cont'd)						
Ottawa - CBC Building - Acquisition/Renovation (S-EPA-DA)	15.4	15.2	0.1	--	--	--
Ottawa - Building 16 (Data Centre) - Renovation (S-EPA-DA)	8.1	7.9	0.2	--	--	--
Ottawa - New Federal Court - New Construction (I-PPA-TB)	77.8	2.4	1.4	14.0	28.0	32.0
Ottawa - St-Andrews Tower - Base Building Upgrade (S-EPA-DA)	2.4	1.2	1.1	--	--	--
Ottawa - L.B Pearson Building - Installation of Generator (S-EPA-DA)	2.0	0.7	1.2	--	--	--
NUNAVUT						
Iqaluit - GOCB - Construction (S-EPA-DA)	11.6	10.3	1.3	--	--	--
PARLIAMENTARY PRECINCT ^(Note 1)						
Ottawa - Library of Parliament (LOP) - Renovation (S-EPA-TB)	78.0	10.2	19.3	20.3	20.0	8.2
Ottawa - Site Reconstruction - (I-PPA-DA)	11.9	1.3	0.5	1.0	0.7	8.3
Ottawa - Wellington Street Wall - Masonry/Ironwork (S-EPA-DA)	5.0	4.7	0.3	--	--	--
Ottawa - West Block - Building Components & Connectivity (BCC) (I-PPA-TB)	30.0	0.2	0.3	1.0	1.0	27.5
Ottawa - West Block - Renovation (S-EPA-TB)	88.2	8.5	0.3	2.0	11.0	66.4
Ottawa - Parliamentary Hill Ground - Vaux Wall Repairs (S-EPA-DA)	4.1	2.4	--	1.7	--	--
Ottawa - Wellington Building - HVAC Renovation (S-EPA-DA)	3.0	0.6	2.4	--	--	--
Ottawa - PPD Long Term Plan	3.5	2.3	1.2	--	--	--
Ottawa - Justice Building - BCC (S-EPA-DA)	9.0	1.3	7.7	--	--	--
Ottawa - Campus Wide - BCC (S-EPA-TB)	25.2	8.5	10.4	6.3	--	--
BRITISH COLUMBIA						
Northwest Highway - Reconstruction (S-EPA-TB)	479.5	414.5	13.0	13.0	13.0	26.0
Surrey - Tax Data Centre - Renovation (I-PPA-DA)	6.3	0.3	3.0	3.0	--	--
Vancouver - Sinclair Centre - Morton's of Chicago (S-EPA-DA)	1.7	0.2	1.5	--	--	--
Vancouver - 401 Burrard - Purchase (S-EPA-TB)	69.3	12.7	0.3	1.2	55.1	--
SUMMARY						
Total spending on approved major capital projects listed above (Greater than \$1M)	1,305.6	592.0	135.2	136.9	219.3	222.1
Total spending on major capital projects to be approved not listed above			138.8			
Total spending planned for capital projects (Less than \$1M)			70.0			
BUSINESS LINE TOTAL			344.0			

Totals may not add up due to rounding.

Note:

1. Future years planned spending in Parliamentary Precinct is subject to an approval on a year to year basis by the Minister of PWGSC.

Financial Table 5.3: Details of Transfer Payments by Business Line

(thousands of dollars)

PROGRAM Business Line	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
GOVERNMENT SERVICES				
Real Property Services				
<i>Contributions</i>				
Canadian Standards Association	12	12	12	12
Grant in Kind to the Royal Society of Canada	--	159	79	79
Contributions to the Hudson Bay Port Company	2,250	1,525	200	--
	2,262	1,696	291	91
<i>Other Transfer Payments</i>				
Payment of Grants to Municipalities and other taxing authorities	421,300	412,000	412,000	412,000
Recoveries from custodian departments	(421,300)	(412,000)	(412,000)	(412,000)
	--	--	--	--
BUSINESS LINE TOTAL	2,262	1,696	291	91

Financial Table 5.4: Source of Respendable Revenue by Business Line

(millions of dollars)

PROGRAM Business Line <i>Service Line</i>	Forecast Revenue 1999-2000	Planned Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002-2003
GOVERNMENT SERVICES				
Real Property Services				
<i>Federal Accommodation and Holdings</i>				
Rentals and Concessions	247.9	248.2	246.3	246.3
<i>Services</i>				
- Real Property Services Revolving Fund				
Recoveries of disbursement on behalf of clients	501.6	460.7	454.7	438.6
Fee revenues from real property related common services	108.8	109.5	107.9	107.7
	610.4	570.2	562.6	546.3
- Real Property Disposition Revolving Fund				
Sales of real properties	22.0	22.5	23.0	23.0
	632.4	592.7	585.6	569.3
Business Line Total	880.3	840.9	832.0	815.6
Supply Operations Service				
- Vote				
Major Crown Projects	15.5	12.3	12.3	12.3
Acquisition	9.1	4.0	4.0	4.0
Canadian General Standards Board	2.5	2.5	2.5	2.5
Seized Property Management	3.1	1.9	1.9	1.9
	30.1	20.7	20.7	20.7
- Optional Services Revolving Fund				
Traffic	52.8	52.8	52.8	52.8
Crown Assets Distribution	8.7	8.7	8.7	8.7
Locally Shared Support Services	7.1	7.0	7.2	7.2
Buy-for-lease Program	7.0	7.0	7.0	7.0
Software Brokerage / Benchmarking	2.7	2.7	2.7	2.7
	78.3	78.2	78.4	78.4
Business Line Total	108.4	98.9	99.1	99.1
Receiver General				
Receiver General Services	21.1	20.3	20.3	20.3
Public Service Compensation				
Compensation Services	2.7	2.3	2.4	2.2
Government Telecommunications and Informatics Services				
Telecommunications Revenue	139.7	132.5	125.7	125.7
Consulting and Audit Canada				
Consulting and Auditing Services	72.3	72.1	72.1	72.1

Totals may not add up due to rounding.

Financial Table 5.4: Source of Respendable Revenue by Business Line (Cont'd)

(millions of dollars)

PROGRAM	Forecast	Planned	Planned	Planned
Business Line	Revenue	Revenue	Revenue	Revenue
<i>Service Line</i>	1999-2000	2000-2001	2001-2002	2002-2003
Translation Bureau				
- Revolving Fund				
Translation Services	118.0	116.1	116.5	116.5
Interpretation Services	2.1	2.1	2.1	2.1
Terminology Services	0.8	0.7	0.7	0.7
Business Line Total	120.9	118.9	119.3	119.3
Communications Coordination Services				
- Vote				
Strategic Communications	0.6	1.0	1.0	1.0
Depository Services Program	0.2	0.1	0.1	0.1
Customer Services and Industry Related	4.5	--	--	--
Information Delivery Services	2.7	--	--	--
Internal Recoveries and Others	1.3	--	--	--
	9.2	1.1	1.1	1.1
- Optional Services Revolving Fund				
Government Publishing Services	7.2	7.2	7.2	7.2
<i>Canada Gazette</i>	3.3	3.3	3.3	3.3
Procurement Services	3.2	2.9	2.9	2.9
	13.7	13.4	13.4	13.4
Business Line Total	23.0	14.6	14.6	14.6
Operational Support				
<i>IM/IT - Departmental Operations</i>				
IM/IT - Services	75.2	67.3	67.3	67.3
<i>Corporate Management</i>				
Ministerial Regional Offices	2.5	2.4	2.5	2.4
Internal Recoveries and Others	31.7	30.0	30.0	30.0
	34.2	32.4	32.5	32.5
Business Line Total	109.4	99.7	99.8	99.8
RESPENDABLE REVENUE TOTAL	1,477.8	1,400.2	1,385.3	1,368.6

Totals may not add up due to rounding.

Financial Table 5.5: Source of Non-Respendable Revenue

(millions of dollars)

	Forecast Revenue 1999-2000	Planned Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002-2003
Dry Docks	4.1	4.1	4.1	4.1
Goods and Services Tax	10.8	10.8	10.8	10.8
Miscellaneous Non-tax Revenue	12.8	12.7	12.7	12.7
NON-RESPENDABLE REVENUE TOTAL	27.6	27.6	27.6	27.6

Totals may not add up due to rounding.

Financial Table 5.6: Net Cost of Programs for 2000-2001

(millions of dollars)

	Government Services	Crown Corporations	Total
Gross Planned Spending	3,451.8	3.0	3,454.8
<i>Plus: Costs of services received without charge</i>			
Contributions covering employers' share of insurance premiums and expenditures paid by Treasury Board Secretariat	16.6	--	16.6
Workman's compensation coverage provided by Human Resources Development Canada	3.3	--	3.3
Salary and associated costs of legal services provided by Justice Canada	5.0	--	5.0
COST OF PROGRAM(S)	3,476.7	3.0	3,479.7
<i>Less:</i>			
Respendable Revenue	1,400.2	--	1,400.2
Non-Respendable Revenue	27.6	--	27.6
NET COST OF PROGRAMS	2,048.9	3.0	2,051.9

Totals may not add up due to rounding.

Financial Table 5.7: Real Property Services Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Respendable Revenue	108.8	109.5	107.9	107.7
Expenses	108.8	109.5	107.9	107.7
Surplus (Loss)	--	--	--	--

This table refers to the Fund's operating surplus 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 surplus or loss do not require a direct cash outlay. The two tables can be reconciled as follows:

Statement of Changes in Financial Position and Projected Use of Authority

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Operating Activities:				
(Surplus) Loss	--	--	--	--
Less items not requiring use of funds:				
Amortization	--	--	--	--
Sub-total	--	--	--	--
Working capital change	--	--	--	--
Authority (provided) used during year	--	--	--	--
Net authority used at the start of year	80.2	80.2	80.2	80.2
Net authority used at the end of year	80.2	80.2	80.2	80.2
Authority limit	450.0	450.0	450.0	450.0
Unused authority carried forward	369.8	369.8	369.8	369.8

Totals may not add up due to rounding.

Notes:

1. Recoverable disbursements on behalf of clients in the amount of 501.6M\$ are not included in spendable revenue and expenses.
2. Effective April 1, 2000, the planned spending reflects the Real Property Services Revolving Fund (RPSRF) operations according to its new financial framework. Under this new framework, internal services to PWGSC are recorded directly in the Federal Accommodation and Holdings Service Line, while services provided to other government departments remain in the RPSRF. The 1999-2000 forecast spending figures have been restated for comparative purposes.

Financial Table 5.8: Real Property Disposition Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Responsible Revenue	22.0	22.5	23.0	23.0
Expenses	3.5	3.6	3.8	3.8
Surplus (Loss)	18.5	18.9	19.2	19.2

This table refers to the Fund's operating surplus 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 surplus or loss do not require a direct cash outlay. The two tables can be reconciled as follows:

Statement of Changes in Financial Position and Projected Use of Authority

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Operating Activities:				
(Surplus) Loss	(18.5)	(18.9)	(19.2)	(19.2)
Less items not requiring use of funds:				
Amortization	--	--	--	--
Sub-total	(18.5)	(18.9)	(19.2)	(19.2)
Working capital change				
Authority provided used during year	(18.5)	(18.9)	(19.2)	(19.2)
Net authority provided at the start of year	(4.3)	(4.3)	(4.3)	(4.3)
Payments to the Consolidated Revenue Fund	18.5	18.9	19.2	19.2
Net authority provided at the end of year	(4.3)	(4.3)	(4.3)	(4.3)
Authority limit	5.0	5.0	5.0	5.0
Unused authority carried forward	9.3	9.3	9.3	9.3

Totals may not add up due to rounding.

Financial Table 5.9: Optional Services Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Responsible Revenue	92.0	91.6	91.8	91.8
Expenses				
Operating:				
Salaries and employee benefits	8.6	8.5	8.5	8.5
Product Cost	63.5	63.1	63.3	63.3
Amortization	0.7	0.7	0.7	0.7
Other Operating Costs	20.1	20.2	20.2	20.2
Interest	0.5	0.5	0.5	0.5
Expenses Total	93.4	93.0	93.2	93.2
Surplus (Loss)	(1.4)	(1.4)	(1.4)	(1.4)

This table refers to the Fund's operating surplus 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 surplus or loss do not require a direct cash outlay. The two tables can be reconciled as follows:

Statement of Changes in Financial Position and Projected Use of Authority

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Operating Activities:				
(Surplus) Loss	1.4	1.4	1.4	1.4
Less items not requiring use of funds:				
Amortization	0.7	0.7	0.7	0.7
Provision for employee termination benefits	0.3	0.3	0.3	0.3
Subtotal	0.4	0.4	0.4	0.4
Working capital change	--	--	--	--
Net financial resources used in operating activities	0.4	0.4	0.4	0.4
Investing Activities:				
Capital assets:				
Net Acquisitions	0.2	0.2	0.2	0.2
Net financial resources used in investing activities	0.2	0.2	0.2	0.2
Authority used during year	0.6	0.6	0.6	0.6
Net authority used at the start of year	17.0	17.6	18.2	18.8
Net authority used at the end of year	17.6	18.2	18.8	19.4
Authority limit	200.0	200.0	200.0	200.0
Unused authority carried forward	182.4	181.8	181.2	180.6

Totals may not add up due to rounding.

Financial Table 5.10: Government Telecommunications and Informatics Services Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Responsible Revenue	139.7	132.5	125.7	125.7
Expenses				
Operating:				
Salaries and employee benefits	11.2	11.6	11.3	11.3
Product Cost	118.6	112.6	106.7	106.7
Amortization	0.7	0.7	0.7	0.7
Other Operating Costs	8.7	7.1	6.5	6.5
Interest	0.5	0.5	0.5	0.5
Expenses Total	139.7	132.5	125.7	125.7
Surplus (Loss)	--	--	--	--

This table refers to the Fund's operating surplus 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 surplus of loss do not require a direct cash outlay. The two tables can be reconciled as follows:

Statement of Changes in Financial Position and Projected Use of Authority

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Operating Activities:				
(Surplus) Loss	--	--	--	--
Less items not requiring use of funds:				
Amortization	0.7	0.7	0.7	0.7
Subtotal	(0.7)	(0.7)	(0.7)	(0.7)
Working capital change	--	--	--	--
Net financial resources provided by operating activities	(0.7)	(0.7)	(0.7)	(0.7)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.7	0.7	0.7	0.7
Net financial resources used investing activities	0.7	0.7	0.7	0.7
Authority (provided) used during year	--	--	--	--
Net authority provided at the start of year	(22.6)	(2.6)	(2.6)	(2.6)
Reduction of the accumulated surplus	20.0	--	--	--
Net authority provided at the end of year	(2.6)	(2.6)	(2.6)	(2.6)
Authority limit	45.0	45.0	45.0	45.0
Unused authority carried forward	47.6	47.6	47.6	47.6

Totals may not add up due to rounding.

Financial Table 5.11: Consulting and Audit Canada Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Responsible Revenue	72.3	72.1	72.1	72.1
Expenses				
Operating:				
Salaries and employee benefits	27.2	27.2	27.2	27.2
Product Cost	37.2	37.2	37.2	37.2
Amortization	0.9	0.9	0.9	0.9
Other Operating Costs	5.9	5.8	5.8	5.8
Interest	0.9	0.8	0.8	0.8
Expenses Total	72.1	71.9	71.9	71.9
Surplus (Loss)	0.2	0.2	0.2	0.2

This table refers to the Fund's operating surplus 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 surplus or loss do not require a direct cash outlay. The two tables can be reconciled as follows:

Statement of Changes in Financial Position and Projected Use of Authority

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Operating Activities:				
(Surplus) Loss	(0.2)	(0.2)	(0.2)	(0.2)
Less items not requiring use of funds:				
Amortization	0.9	0.9	0.9	0.9
Provision for employee benefits	0.3	0.3	0.3	0.3
Subtotal	(1.4)	(1.4)	(1.4)	(1.4)
Working capital change	(0.2)	(0.2)	(0.2)	(0.2)
Net financial resources provided by operating activities	(1.6)	(1.6)	(1.6)	(1.6)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.5	0.5	0.5	0.5
Net financial resources used in investing activities	0.5	0.5	0.5	0.5
Authority provided during year	(1.1)	(1.1)	(1.1)	(1.1)
Net authority used at the start of year	7.6	6.5	5.4	4.3
Net authority used at the end of year	6.5	5.4	4.3	3.2
Authority limit	25.1	25.1	25.1	25.1
Unused authority carried forward	18.6	19.7	20.8	21.9

Totals may not add up due to rounding.

Financial Table 5.12: Translation Bureau Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Responsible Revenue	120.9	118.9	119.3	119.3
Expenses				
Operating:				
Salaries and employee benefits	79.4	78.8	78.9	78.9
Amortization	1.2	1.0	1.0	1.0
Other Operating Costs	46.6	42.4	40.7	40.7
Interest	0.1	0.1	0.1	0.1
Expenses Total	127.3	122.3	120.7	120.7
Surplus (Loss)	(6.5)	(3.4)	(1.4)	(1.4)

This table refers to the Fund's operating surplus 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 surplus or loss do not require a direct cash outlay. The two tables can be reconciled as follows:

Statement of Changes in Financial Position and Projected Use of Authority

	Forecast Spending 1999-2000	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Operating Activities:				
(Surplus) Loss	6.5	3.4	1.4	1.4
Less items not requiring use of funds:				
Amortization	1.2	1.0	1.0	1.0
Provision for employee benefits plan	1.1	1.1	1.1	1.1
Subtotal	4.2	1.3	(0.7)	(0.7)
Working capital change	(0.1)	(0.1)	(0.1)	(0.1)
Payments on and change in other assets and liabilities	1.0	1.0	1.0	1.0
Net financial resources used in operating activities	5.1	2.2	0.2	0.2
Investing Activities:				
Capital assets:				
Net Acquisitions	1.2	1.2	1.2	1.2
Net financial resources used in investing activities	1.2	1.2	1.2	1.2
Authority used during year	6.4	3.4	1.4	1.4
Net authority (provided) used at the start of year	(3.5)	(2.2)	(0.8)	0.6
Authority to delete operating losses	(5.1)	(2.0)	--	--
Net authority (provided) used at the end of year	(2.2)	(0.8)	0.6	2.0
Authority limit	75.0	75.0	75.0	75.0
Unused authority carried forward	77.2	75.8	74.4	73.0

Totals may not add up due to rounding.

Financial Table 5.13: Defence Production Revolving Fund

Note: Parliament authorized a total drawdown of \$100 million for the Defence Production Revolving Fund.
No activities are anticipated over the planning period.

Financial Table 5.14: Loans, Investments and Advances by Program

(millions of dollars)

	Forecast 1999-2000	Planned 2000-2001	Planned 2001-2002	Planned 2002-2003
<u>GOVERNMENT SERVICES</u>				
Seized Property Working Capital Account	1.0	1.0	1.0	1.0
<u>CROWN CORPORATIONS</u>				
Queens Quay West Land Corporation	45.8	27.8	27.8	17.8
PROGRAMS TOTAL	46.8	28.8	28.8	18.8

Section VI – Other Information

For Further Information:

Gerald Savard
Director General
Corporate Policy and Planning Sector
Government Operational Service Branch
(819) 956-1711

Ralph Sprague
Director General
Finance Sector
Government Operational Service Branch
(819) 956-8474

Internet Sites:

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

<http://publiservice.gc.ca>

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

Index

Accounts of Canada, 23, 24
Accrual Accounting, 23, 24, 52, 53, 54, 55, 56, 57
Alternative Service Delivery, 7, 25, 40
Canada Customs and Revenue Agency, 7, 39
Canada Site (see also Internet), 14, 37, 39
Canadian International Trade Tribunal (see also CITT), 21
Canadian Public Procurement Council, 21
CITT, 21
Crown Assets Distribution, 20, 22, 49
Direct Deposit, 24
E-commerce Procurement Office, 21
E-government, 1, 14, 27, 39
Federated infrastructure, 6, 27, 28, 29
Financial Information Strategy (see also FIS), 6, 23
FIS, 6, 23, 24
Government On-line, 16, 21, 28, 29, 39, 42
Internet, 1, 6, 13, 21, 28, 37, 38, 59
Official Languages, 34, 35, 43
Pay Equity, 25, 26
Pension reform, 25, 26
Planning, Reporting and Accountability Structure, 3, 15
Procurement Reform, 1, 6
Service Canada, 28
Universal Classification Standard, 7, 25, 26, 42
Year 2000, 6, 21, 27, 29