ESTIMATES

Public Works and Government Services Canada

Performance Report

For the period ending
March 31, 2001

Canada

Improved Reporting to Parliament
Pilot Document

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

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

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

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 funds.

Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document "Results for Canadians: A Management Framework for the Government of Canada". This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a "citizen focus" shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department's performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

Public Works and Government Services Canada

Performance Report

For the
period ending
March 31, 2001

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

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Section I — Minister's Message

I am pleased to present my department's Performance Report for the year ending March 31, 2001.

In a time of unparalleled change and opportunity, I am proud of the way my department assists our client departments and agencies in building the economic and social fabric of Canada.

Every day in every region, Public Works and Government Services Canada's employees work to help Canadians – by building vital infrastructure, creating opportunities for business, and protecting the environment through sustainable development.

We are also leading the way to e-government, connecting Canadians to each other, the marketplace, and the world. This year, I was proud to launch the redesigned *Canada Site,* built and managed by my department, which provides Canadians with simple and easy access to services and information about their country and their government. In addition, our 1 800 O-Canada toll-free line is more popular than ever – it handled 1.3 million calls in the year under review, 39 per cent more than the previous year. The management of the Canada Site and 1-800 O-Canada were transferred to the new Communication Canada in September, 2001. We also completed the first phase of a project that offers electronic procurement services to our client departments and agencies and to the private sector. Clearly, our innovations in technology are ushering in a new era of service and solutions.

Behind all our achievements lies one key factor, our people. With their unmatched expertise, focus on innovative solutions, and high ethical standards, our knowledge workers assist our client departments and agencies do what they do best – serve Canadians.

Section II — Departmental Context

Mandate

Public Works and Government Services Canada (PWGSC) is a common service agency that supports departments and agencies of the Government of Canada in their service to Canadians.

Strategic Outcome

PWGSC provides a wide range of services to assist client departments and agencies

achieve their objectives; we provide the best value for government, within the context of

public policy and with due regard for prudence, probity and transparency.

Performance Context

The services provided to Canadians by the Government of Canada are steadily evolving to meet the public's needs and growing expectations. The departments and agencies that provide these services to the public increasingly depend on Public Works and Government Services Canada to support them in turn with a range of common services that reflects their own evolving needs. These needs include greater speed, more responsiveness, and a more innovative, customized approach to the design and delivery of services. Delivery of such services increasingly involves partnerships with other levels of government and the private sector in order to maximize best value.

The national and international environment in which the department operates also creates challenges and pressures that significantly influence the services we deliver and their mode of delivery. The impact of globalization is directly felt by PWGSC through, for example, the effect of new trading arrangements on the rules for government procurement and through the escalating demand for translation services. The expectations of Canadians that their various levels of government cooperate to produce efficiencies and provide better service has encouraged the department to successfully explore partnership arrangements with some provincial governments to provide building management services. In addition, the creation of agencies such as the Canada Customs and Revenue Agency, with their own authorities and greater flexibility to choose service providers, has challenged PWGSC to ensure that the relevance, quality, and value of its own service offerings are unsurpassed.

Advances in service delivery technology continue and are key to improving the effectiveness of PWGSC's services and improving communication both within government and between government and its citizens. Our support of the commitment made in the Speech from the Throne to bring government on-line by 2004 includes providing the necessary technical and analytical skill to develop a secure network for financial and other transactions.

Our performance as a common service agency is ultimately dependent on our people. We are working to ensure the retention and development of the wide range of skills needed to deliver our services and to address the demographic realities of an aging workforce. The strategies we are pursuing will ensure the ongoing renewal of our workforce and make us more representative of the Canadian mosaic.

The department's commitment to provide quality, value-added client services and maintaining a skilled, innovative workforce has proven successful. Our continuing challenge will be to build on this success and ensure that the department remains the supplier of choice for our clients, and an important contributor to the government's work on behalf of Canadians.

Strategic Priorities

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

To enhance its contribution to government by: emphasizing and reviewing core roles with a view to continuously improving 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.

To improve services by: using information technology to maintain the integrity of ongoing departmental operations; providing alternative methods of delivering services to improve their quality and reduce costs to client departments; consulting with stakeholders regularly to determine their needs, tailoring services and evaluating client satisfaction; and promoting a client focus in all business activities.

To seek savings and pursue efficiency in 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 better serve the public.

To 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 better access to the Government of Canada by improving traditional technology routes and call centres.

To build a workforce that is representative, responsive and flexible to the renewal needs of PWGSC by: establishing PWGSC as a knowledge-based, learning organization; pursuing a human resources strategy that demonstrates a supportive management culture and a dynamic work environment, and 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.

Organization

PWGSC's major activities are centered in the Department's Government Services Program, which is organized into nine Business Lines as follows:

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

Under PWGSC's Crown Corporations Program payments are made to certain Crown corporations. The Program has two Business Lines as follows:

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

The Department uses a variety of organizational and financial structures in fulfilling its mandate. An organization chart, identifying senior departmental positions and reporting relationships, is included in Annex C. Financial summaries presented in this Report reflect the use of appropriations and revolving funds to finance departmental activities.

Departmental Summary 2000-2001			
			(in millions of dollars)
	Planned Spending	*Total Authorities*	**Actual**
GOVERNMENT SERVICES PROGRAM			
▪ **Operating, Capital and Statutory Votes**			
Gross Expenditures	2,460.0	*2,742.6*	**2,665.2**
Less: Respendable Revenues	392.3	*571.0*	**571.0**
Net Expenditures	2,067.6	*2,171.6*	**2,094.3**
▪ **Revolving Funds Authorities**			
Gross Expenditures	991.9	*991.9*	**1,182.3**
Less: Respendable Revenues	1,007.9	*1,007.9*	**1,199.0**
Net Resources (Provided) Used	(16.0)	*(16.0)*	**(16.7)**
GOVERNMENT SERVICES PROGRAM TOTAL	2,051.6	*2,155.6*	**2,077.6**
CROWN CORPORATIONS PROGRAM	3.0	*15.7*	**15.6**
DEPARTMENTAL TOTAL	2,054.6	*2,171.3*	**2,093.2**

Totals may not add up due to rounding.

Section III- Performance Accomplishments

PWGSC's performance accomplishments are outlined below by Program and by Business Line. Outcomes achieved are organized by the planned results set out in our 2000-01 Report on Plans and Priorities. Additional material is added to highlight our focus on people, the key element of our success in service delivery.

Government Services Program

Real Property Services

Description

- Provides productive work environments for some 189,000 federal employees in approximately 100 departments and agencies and manages an inventory of 6.6 million square metres of space

- Provides real property leadership and stewardship as the custodian of federal office and common-use facilities and various engineered public works (for example, bridges and dams), and national treasures such as the Parliamentary Precinct and other heritage assets across Canada

- Provides strategic and expert advice, professional and technical services (including architectural and engineering, real estate, and asset and facilities management) to other departments and agencies. The services function also encompasses the administration, on behalf of the federal government, of Payments-in-Lieu of Taxes, that pays about $400 million to some 2,200 local governments, including school boards and First Nations' authorities.

Performance Context

Real Property Services (RPS) is committed to the service delivery standards as outlined in Results for Canadians: the management commitments (citizen focus, values, results, and responsible spending) and operating philosophy that underpins the work required to modernize management practices across Government. This undertaking influences the evolution of our business model to build up closer and more responsive relationships with clients. We strive to continuously improve client and tenant satisfaction. RPS also enters into and develops cost-effective partnerships with the private sector and other levels of government to deliver efficient and effective services and aims to manage its assets effectively and to achieve sound financial performance. Finally, the retention and the continuous development of our people's real property expertise is essential to deliver services effectively to our clients.

Outcomes Achieved

Client Satisfaction

RPS seeks to attain a level of client satisfaction defined by success in demonstrating to clients and government our effectiveness as a real property advisor and as a provider of cost effective accommodation and related services. Associated to these objectives are the continued implementation of the Client Service Units (CSUs) with support from RPS Centres of Expertise (COEs), the establishment of Memoranda of Understanding (MOU) with the majority of our clients, and the development and implementation of a client satisfaction measurement framework.

▪ *Client Service Units:* To provide a "single window" for delivering services and to better understand the objectives and priorities of our clients' programs, RPS continued with the implementation of a network of dedicated Client Service Units. Where possible, the CSUs are co-located with our clients and supported by RPS' Centres of Expertise (COE). Through this

> ***Performance Fact***
> ◆ The creation of the territory of Nunavut in Canada's eastern Arctic was cause for celebration in April, 1999. We played a key role in setting up the shared federal office space in Iqaluit, reducing costs, increasing efficiency and providing residents of the new territory with a one-stop-shopping space for federal government programs and services.

service-delivery model, we provide expert and strategic real property advice along with a full range of services. This past year, three additional CSUs were established to provide dedicated services to our clients. For example, a new CSU, created to provide services to the Department of Foreign Affairs and International Trade (DFAIT), the Canadian International Development Agency and related agencies, is collocated with DFAIT and works in full partnership with them to provide integrated real property services.

Other initiatives, such as custody transfers and the provision of expanded service studies undertaken with a number of our custodial clients, demonstrate our value as the federal government's real property advisor. Existing CSU-client relationships are standing the test of time, such as the Department of

> ***Performance Fact***
> ◆ RPS' team at the National Archives' Gatineau Preservation Centre, a state-of-the-art archival storage and conservation facility, is the recipient of the Pinnacle Award for Customer Service. Members of the National Archives sponsored the team's nomination for its dedication to the preservation of Canada's archival heritage.

National Defence (DND) facilities management and construction engineering agreements which are now in their fourth year. Ongoing discussions concerning resourcing issues occur between the CSUs and COEs to obtain the correct mix of expertise for each client.

▪ *Establish Memoranda of Understanding (MOUs) with our clients:* Becoming our clients' real property advisor demonstrates their satisfaction with the added value from our services and products. Clients are clearly showing their confidence in the ability and professionalism of our employees to deliver real property services that support

their programs. Numerous agreements and MOUs are in place with clients such as Citizenship and Immigration Canada, Health Canada and DND, of which some are national in scope and others are regional.

As an example, National Defence and RPS have worked closely together to achieve cost savings. Although DND remains the custodian for its real property assets, we provide turnkey facilities management services for a growing percentage of their real property portfolio. This arrangement has proven to be an extremely effective method of applying real property expertise to achieve substantial cost savings for National Defence while improving service.

Similarly, the Department of Fisheries and Oceans and RPS are engaged in a number of national real property initiatives in which we are serving as their strategic real property advisor. These initiatives include the development of a Real Property Management Framework and an expanded National Real Property Services Agreement. In addition, we are working with other tiers of government through agreements comparable to our MOU for project management work with the Yukon Territorial Government. Project charters have been signed with clients for major projects such as the space modernization in the C.D. Howe Building in Ottawa. Based on the high levels of client satisfaction, DFAIT expressed an interest in a formal MOU for next fiscal year.

▪ *Develop and implement a client satisfaction measurement framework:* RPS is committed to develop and implement client and tenant measurement frameworks to determine whether we have achieved significant rates of satisfaction. Two studies were conducted to assess the levels of satisfaction with our products and services. The first was a pilot survey to measure the satisfaction levels of a select number of client from federal

> *Performance Fact:*
> ◆ On behalf of Veterans Affairs, PWGSC managed the construction of a new visitor centre at the Beaumont-Hamel Memorial Centre in France dedicated to the memory of Newfoundlanders who died in the First World War. A terrace overlooks the Battle of the Somme trench lines, the location of the tragic attack by the Newfoundland Regiment on July 1, 1916.

departments and agencies. Satisfaction was measured against four groups of factors: value for money, quality of service, ease of doing business and responsiveness. The average score this year was 3.22 out of a possible five. From this initial assessment, a baseline for measuring and improving satisfaction levels is being defined. Notwithstanding that this was the first year of the survey, the results provided enough data for the development of specific action plans for each participating client. Regular partnering workshops are held to renew commitments and focus on long-term agreements. The client satisfaction assessment will be expanded during 2001-02 to include all our clients.

The second survey measured tenant satisfaction in buildings where property management services are provided by the private sector. This survey showed that nationally 66% of tenants were satisfied with building management services, the same number as last year. As with the client assessment, the tenant survey is currently establishing benchmarks. We are working closely with our private sector service

partners to respond to our tenants' concerns raised in this survey and we have prepared action plans for improvement. In the future, the tenant survey will expand to the entire RPS portfolio.

Financial Performance

RPS demonstrates positive financial performance by optimizing return on investment on all space managed and the achievement of annual targets in the RPS Services and Disposal Revolving Funds. Related activities include the development of an RPS technology plan and implementation strategy as well as supporting federal comptrollership initiatives.

Assets are monitored within the terms of the RPS Asset Performance Monitoring Policy. This policy prescribes a systematic approach for monitoring PWGSC's assets in terms of financial, operational, and functional performance. Operating expenses in 2000-01 compare favourably with those in the private sector while the return on investment continues to fall within the policy' parameters of 5%-8%.

- *Develop an RPS technology plan:* RPS has completed a review of the current systems environment and conducted an environmental scan leading to the development of information management and technology requirements for the branch. A Request for Information will be issued in 2001-02 to seek advice and guidance from industry on the determination of an information technology solution. This initiative will make RPS a leader in the management and use of business information. Under the Government On-Line Program, RPS has established a Program Office and Key Services Plan: one early success has been providing clients the flexibility of obtaining their accommodation reports through the Internet.

- *Support federal comptrollership initiatives:* RPS has a number of activities in support of the federal modern comptrollership initiative. The branch is developing a new tool to assist RPS managers to carry out their budgetary and financial management functions in accordance with the modern comptrollership philosophy. It will make it easier for managers to report against their budgets, prepare accurate forecasts, monitor expenditures and commitments, and manage over-programming; essentially, managers will be better equipped to make budget and financial management decisions. This tool will be rolled-out in the summer of 2001.

  The branch developed an Integrated Risk Management Framework that embraces the principles set out by Treasury Board's Integrated Risk Management Framework and the corresponding PWGSC document. The framework will enable our employees to systematically manage risk in our business processes.

We also created an innovative tool box of services to assist our clients to meet deadlines set by the Auditor General and Treasury Board for the implementation of accrual accounting as the cornerstone of the federal government's new financial management initiative. New clients outside of the federal government family are expressing interest in purchasing the services and expertise we developed.

> **Performance Fact:**
> ◆ PWGSC won a national Office Building of the Year Award of Excellence from the Building Owners and Managers Association for its work on the Dominion Public Building in Toronto. The award recognized the efforts to preserve the building's heritage while creating a state of the art office for its primary tenant, the Canada Customs and Revenue Agency.

Maintain Asset Integrity

RPS is committed to the cost effective management and stewardship of office accommodation and real property assets. This includes leadership in defining and implementing the workplace of the future, co-championing the Sustainable Government Operations initiative, establishing a long-term planning framework for the Parliamentary Precinct, continuing to pursue the space recapture program, and developing a framework for the managed disposal of surplus real property assets.

▪ *Workplace of the future:* Research was conducted on world-wide trends on the future of work, the relationship between people, place and technology and the infrastructure to support flexible workplaces, through participation on a productivity research initiative with the United States General Services Administration. RPS has defined the role of the workplaces in recruitment and retention in the public service, support government's goal of being the "Exceptional Workplace of Choice". A demonstration site was created at 25 Eddy Street in Hull, Quebec to display options for increased flexibility and efficiency in workplaces.

▪ *Co-champion of the Sustainable Government Operations Initiatives:* RPS' success in developing an effective Environmental Management System to achieve its own sustainable development objectives led to the naming of the Assistant Deputy Minister, RPS as the champion of the Sustainable Development in Government Operations initiative. This initiative provides a common approach for departments and agencies to update their sustainable development strategies concerning areas such as energy conservation, hazardous materials, environmental

> **Performance Fact:**
> ◆ RPS' Dedicated Client Service Unit (DSCU) for Parks Canada earned the internationally recognized ISO 9001 Registration for all of Parks' Regional Offices and for the Heritage Conservation Program in Ottawa. ISO 9001 is the international standard concerned with quality management. Additional RPS programs will be added to the ISO 9001 registry in 2001-02.

clean-ups, reductions in ozone and oxygen depleting gasses and land-use management among others. More information on the Sustainable Development Strategy can be found in Annex C of this report.

- ***Parliament Hill:*** RPS developed a long-term capital plan for the Parliamentary Precinct, which incompasses Parliament Hill. The Precinct is a fully operational facility that functions 365 days a year, while at the same time, it is the most recognized historical site in Canada and the preeminent symbol of our country's history and traditions. Cognizant of these unique characteristics and in consultation with stakeholders, our experts completed a long-term vision and plan for the Parliamentary Precinct to provide a clear direction for the renewal of Canada's seat of government. Approved by Cabinet in the spring of 2001, the plan provides a detailed blueprint for renovations and new construction over the next 25 years that will meet the accommodation requirements identified by the Senate, the House of Commons and the Library of Parliament, while at the same time preserving Canada's most important heritage asset.

- ***Space Recapture Program:*** As a result of the Program Review, PWGSC was mandated to recapture the office and non-office space vacated as a result of federal downsizing initiatives. This undertaking, called the Space Recapture Program, concluded its fifth and final year as scheduled on March 31, 2001. The original total reduction target was 800,000 rentable square metres and was subsequently adjusted during the life of the program due to Treasury Board approved client program expansion of some 400,000 m^2, resulting in a net reduction target of 400,000 m^2. The actual net reduction achieved was 393, 000 m^2. These final results will be the subject of a submission to Treasury Board in the fall of 2001-02. With the conclusion of the Space Recapture Program, PWGSC revised the operating principles and mechanics to determine the overall amount of space, both office and non-office, a client department is entitled to occupy. These changes were developed in consultation with an interdepartmental client focus group and are being formally introduced in 2001-02.

- ***Framework for the managed disposal of surplus real property assets:*** We have been working closely with the Treasury Board Secretariat to the drafting of its proposed Policy on the Disposal of Surplus Real Property which specifically addresses sales to the Canada Land Company Limited and provides a managed disposal process that is designed to ensure the best outcome for all Canadians. RPS began developing its own framework that would complement the Treasury Board policy.

- ***Strategy for the National Capital Region:*** RPS obtained Cabinet endorsement of the Accommodation Strategy for the National Capital Area (NCA) to address a growing demand for office space. This strategy is a direct result of the recently developed community-based investment strategy for the NCA. The government's space requirements are driven by the need to address expiring leases, the challenge of modernizing and rehabilitating older Crown inventory, and demands to address the evolving needs of government. Implementation of the strategy commenced with acquisitions of the former Ottawa City Hall on the Ceremonial Route and the Royal Bank Centre in the downtown core, close to Parliament Hill. We have also taken steps to secure space in the leased market. Specifically, we are tendering for 30,000m^2 of leased space on the Quebec side of the NCA and we have negotiated the renewal of several large leases such as Centennial Towers and Billings Bridge Towers in Ottawa.

Repositioning with the Private Sector, Provinces and Territories

RPS sought to enter into cost-effective partnerships and cooperative working relationships with the provinces, territories, and the private sector. Related to this objective were the continued implementation and evaluation of the Alternate Forms of Delivery Contracts and the evaluation of current MOUs with a view to develop new agreements with industry associations and universities.

- *Continue to evaluate and implement Alternate Forms of Delivery:* We are continuing to develop strong public and private partnerships for delivering our services. Our people administer performance-based contracts worth $219 million per year with Brookfield Lepage Johnson Controls Limited (BLJC). BLJC provides the majority of the property and facilities management services in more than 280 Crown-owned buildings.

- *Partnerships with other levels of government:* We also place great emphasis on our partnerships with the provinces. This is demonstrated by RPS' administration of two federal-provincial agreements worth $9 million per year with the British Columbia Buildings Corporation and the Saskatchewan Property Management Corporation who provide the property and facilities management services in 30 PWGSC Crown-owned buildings.

  RPS, through the successful enactment of the new Payments-in-Lieu of Taxes Act, along with changes to the Municipal Grants Program, has strengthened its business relationships with the Federation of Canadian Municipalities and directly with municipal governments across Canada. This new Act establishes the principles of fairness, equity and predictability as the basis of the relationship between federal custodial departments, PWGSC and municipal levels of government and contributes to the well being of all Canadian citizens through the support of municipal infrastructure and services.

- *Agreements with industry associations and universities:* RPS has agreements in force with the Association of Consulting Engineers of Canada, Interior Designers of Canada, and the Royal Architectural Institute of Canada. We have MOUs in place with Carnegie Mellon University (advanced building systems integration and workplace productivity), the University of Ottawa (for Confederation Bridge monitoring, airport pavement research, innovative construction materials and durability), and the University of Calgary (Confederation Bridge monitoring). A Technology Transfer Task Force has been established with Canadian universities and associations for the collaboration of research results and transfer of technologies to the construction industry.

Focusing on our People

RPS' performance depends on the quality of its people. To ensure a core capacity of real property expertise for government, RPS' human resources strategy focused on ensuring that the organization will be able to retain, attract and develop a skilled, knowledgeable, productive and motivated workforce.

The general demographic trends identified in the department and the public service are also reflected in RPS. For example, the average age for permanent employees of the branch is 46 years old and 41 years for its term employees. Furthermore, within the next decade, 48.1% of the current permanent staff in RPS will be eligible to retire. The situation is even more severe among RPS' architects, engineers, and technical specialists.

Employee departures for PWGSC as a whole have increased by 13.5% over last year, but they rose by only 2.9% in RPS. In response to the ever-growing client demand and due to an increased emphasis on renewing our workforce, recruitment from outside the public service climbed to almost 25% of new hiring in RPS.

Real Property Services 2000-2001			
			(in millions of dollars)
	Planned Spending	*Total Authorities*	**Actual**
FEDERAL ACCOMMODATION AND HOLDINGS SERVICE LINE			
▪ **Operating, Capital and Statutory Votes**			
Gross Expenditures	1,702.5	1,867.1	**1,819.4**
Less: Respendable Revenues	248.2	346.8	**346.8**
Net Expenditures	1,454.3	1,520.3	**1,472.6**
SERVICES SERVICE LINE			
▪ **Real Property Services Revolving Fund**			
Gross Expenditures	570.2	570.2	**703.2**
Less: Respendable Revenues	570.2	570.2	**704.6**
Net Resources (Provided) Used	--	--	**(1.3)**
▪ **Real Property Disposition Revolving Fund**			
Gross Expenditures	3.6	3.6	**1.8**
Less: Respendable Revenues [Note 1]	22.5	22.5	**1.5**
Net Resources (Provided) Used	(18.9)	(18.9)	**0.3**
BUSINESS LINE TOTAL	1,435.4	1,501.4	**1,471.5**

Totals may not add up due to rounding
Note 1: 2000-2001 Actuals reflect the remittance of $15.5M in net revenues to the Consolidated Revenue Fund prior to year end.

Supply Operations Service

Description

- Acquires goods and services on behalf of the federal government

- Manages the supply process by assisting clients with requirements definition, bid solicitation and evaluation, contract negotiation and administration

- Manages all procurement-related aspects of major projects (over $100 million)

- Provides specialized services to client departments such as marine inspection and technical services, industrial security and personal security screening services, management of seized property, travel management, consensus standards and conformity assessment services

- Provides disposal services for client departments.

Performance Context

The performance context for Supply Operations Service (SOS) continues to be defined by technology, employee expectations, and the need to provide Canadians with confidence in the integrity of our processes.

- *Electronic Supply Chain (ESC):* SOS's leadership of the ESC project is contributing significantly to the Government On-Line initiative. The project encompasses the people, processes, technologies and other elements required to provide a cost-effective framework for procuring and purchasing goods and services for the Government of Canada. The ESC will enable government employees to make informed decisions, submit requisitions for goods and services, and place orders electronically. It will also permit suppliers to electronically submit bids and invoices to the government, and receive orders and payments.

- *Review of Processes:* SOS takes extreme pride in its efforts to maintain integrity in its operations. Processes are continuously being examined by Parliament, the Auditor General, the media and other interested parties, and suppliers are increasingly using redress mechanisms such as the Canadian International Trade Tribunal (CITT) requiring constant and ongoing assurances of integrity. Integrity continues to be a key operational theme in view of the government's ongoing commitment to pursuing an open and transparent approach to purchasing and contracting.

- *Business Volume:* Departments will be increasing the volume of their major procurements by about 56% over the next three years. These procurements are also becoming larger in terms of dollar value. At the same time, expanding trade agreements and the increasing review of procurement processes, as noted above, add to the complexity of the contracting process. Although the number of low-dollar-value transactions is declining, this does not offset the greater pressure resulting from the increased workload and growing complexity of procurement and contracting.

Business Volume

- *Employees:* In SOS, 51% of procurement staff are eligible for retirement within ten years. Accordingly, external recruitment is being increased and internal recruitment and development are being accelerated. SOS is also emphasizing the retention of existing employees.

- *Procurement Reform:* The government is reviewing procurement to better enable departments to serve the public. Implementing the related reforms may require changes to SOS's policies, processes and systems.
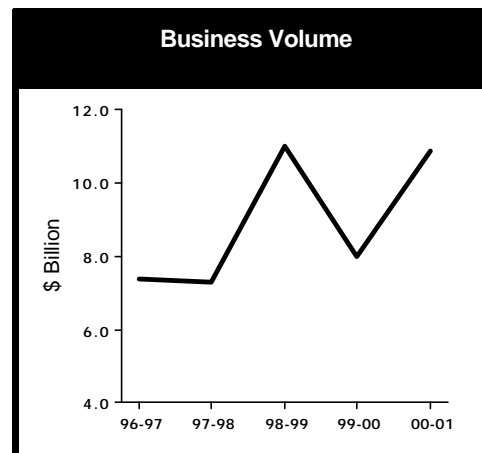
Outcomes Achieved

Support to clients via Internet applications

In 2000-01, SOS began work on the Electronic Supply Chain pathfinder project on behalf of Treasury Board. This project will link client requests for goods and services to ordering, payment and settlement and should greatly simplify the procurement process across government. In 2000-01, an organization was formed within SOS to pursue this objective. In December 2000, this new organization provided an initial release of *e-Purchasing,* a link in the Electronic Supply Chain, to allow government employees to order goods and services electronically from their desktops.

E-Purchasing, now in use by several hundred users in 21 client departments, is providing a more efficient means for low-dollar-value, high volume purchasing. Extensive reviews of policy, legislation, trade agreements and legal considerations have also been started with a view to changing the methods of supply and how we deal with clients and suppliers.

Innovative contracting practices that support E-commerce

SOS created a Government On-line (GOL) Procurement Office responsible for establishing supply arrangements for GOL-contracted resources. This Office provides advice to client departments and agencies on the procurement process and will contract consulting services required to assist them in implementing their GOL initiatives as required. A total of 175 companies have been awarded 363 Supply Arrangements, covering professional services for Business Process and Content Services, Informatics Professional Services, Human Resources Management Services and "Composite Solutions" (a turnkey solution involving elements from the professional services indicated earlier). Supply Arrangements will also

be awarded to Aboriginal suppliers once Indian and Northern Affairs Canada completes verification of aboriginal business status.

Simplified government procurement

SOS is helping to simplify supplier access to government contract opportunities by acting as the federal representative and President for the new Canadian Public Procurement Council. This Council was created to join procurement professionals from all levels of government to share information and expertise and work towards common solutions. By March, 2001, the Council had more than 100 member organizations, with more than 3,000 procurement staff across the country, and annual procurement activity of more than $30 billion (more than 30% of total public procurement activity in Canada). PWGSC hosted the October 2000 Forum on Public Procurement and the strong program content was considered a success.

We also continued to work with the Federal-Provincial Agreement on Internal Trade Electronic Working Group to pursue the "single window" for procurement opportunities. While agreement has not been reached, the discussions did accelerate development, by the Secretariat for the Agreement on Internal Trade, of a gateway web site, which provides single window access to the growing number of web sites, used by entities subject to the Agreement to advertise covered procurement opportunities.

More efficient low value procurements

In 2000-2001, four departments and agencies accepted the $25,000 increased authority to contract for goods. Barriers to greater acceptance of the delegation were clearly identified as reporting requirements and mandatory use of PWGSC standing offers. When these were removed, an additional eight departments and agencies had, by year end, confirmed their readiness to accept. Other departments are considering the delegation, but have issues relating to resource levels, consequent training needs, and internal reporting and accountability requirements.

Cost-effective disposal of surplus government assets

Last year the Treasury Board approved a new policy on surplus assets disposal. The new policy gives increased authority and responsibility to government departments in managing the disposal of their surplus assets. It also encourages more involvement of the private sector in disposal operations. The Crown Assets Distribution Service Line has revised its disposal processes and its organization and, as a result, has lowered its recurring costs of operations by about 40% from 1998-99 to 2000-01. Private sector involvement has increased moderately during the year.

In addition to the outcomes above, reported against commitments made in the 2000-01 Report on Plans and Priorities, the achievements below are significant.

Providing expertise in procurement and related common services

Quality services which provide procurement expertise and leadership remain our major contribution to other government departments and our major business. These unique services allow client departments to focus more attention on delivering their services to Canadians or for the benefit of Canadians.

In 2000-01 SOS awarded over 60,000 contractual documents (up 10,000 from the previous year) worth $10.9 billion. Other achievements realized in 2000-01 included the following:

Airfare Savings

- Over $32.1 million in sales transactions were handled through Crown Assets Distribution operation, an increase of almost 100% over the previous year; project management support was provided to 16 Major Crown Projects in various stages of development and production; nearly 12,000 Personnel Security Screening Requests were completed and 600 Visit Clearance Requests were processed for national and international contract related activities; 250 surveillance audits to ISO 9000 (Quality Management Systems) and 11 audits to ISO 14001 (Environmental Management Systems) were completed, and the government realized over $228 million in airfare savings.
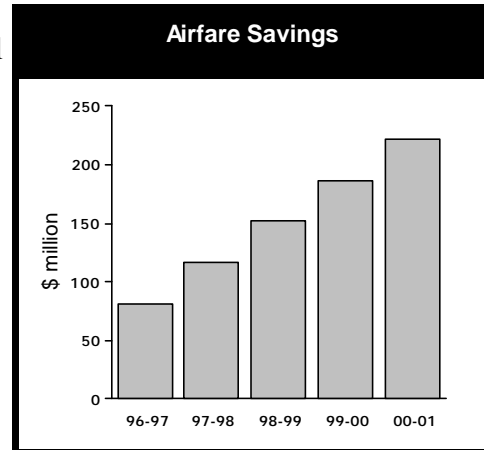
Each year, SOS successfully negotiates contracts which directly contribute to the government's policy agenda and to the well being of Canadians across the country. The list of these contracts is lengthy, but a few prime examples include:

- SOS annually negotiates contracts for approximately forty different types of vaccines worth in excess of $60 million on behalf of the provinces and territories. This cooperative bulk purchase program provides significant cost savings to the provinces and territories in the purchase of vaccines vital for the protection of Canadians against debilitating and potentially fatal diseases.

- SOS worked closely with the Canadian Firearms Centre in developing a procurement strategy for various aspects of its program. The Department of Justice received approval of the Treasury Board for a new alternative service delivery approach in March 2001. The services will be contracted through PWGSC with the selection of a contractor and contract award by March 2002.

- The Canada Student Loans (CSL) Program represents the cornerstone of the Government of Canada's commitment to accessible education, providing loans to over 350,000 students each year. Since 1964, the Canada Student Loans Program has assisted more than 2.7 million full-time students with the costs of their post-secondary education by providing more that $15 billion in subsidized loans. Effective August 1, 2000, the Government of Canada chose to directly finance the CSL

Program, and PWGSC undertook a competitive bidding process to secure the services of two service providers to administer and manage the direct loans. PWGSC awarded the contract in December and the service providers were fully operational March 1, 2001. The transition was handled in a smooth and uninterrupted fashion, through forward planning and an orderly transfer from financial institutions to service providers with no interruption in the continuity of service for students.

Establishing a new program within government

In addition to the extensive procurement and procurement-related activities carried out on a day-to-day basis and the exceptional initiatives designed to move the organization forward such as those identified above, SOS undertakes new challenges as they rise. As a prime example, PWGSC's and DFAIT successful negotiations with the U.S. State Department and Department of Defense represent a significant achievement. Within a short period of time, in order to address a serious security and trade issue related to the U.S. International Traffic in Arms Regulations, Canada introduced new legislation (Bill S-25) effective April 30, 2001 and obtained TB approval to establish a new Controlled Goods Registration Program within PWGSC. As a result, the U.S. reinstated broader Canadian exemptions effective May 30, 2001, which will reopen the trade channels between Canada/U.S. in the defence and aerospace sectors. In concert with DFAIT, we proactively implemented an effective outreach program and major presentations have been made across the country to industry and government departments. Our database has also been modified to accommodate the registration of companies. A website and a toll free information service for the new Controlled Goods Registration Program are operational and companies are now being processed for registration in the program.

Focusing on our People

SOS has a number of programs in place to help our people maintain their expertise and learn new skills needed to uphold our long tradition of providing excellent service to client departments. This includes a comprehensive training program which focuses on procurement and offers "quick hit" procurement refresher modules. Efforts to revitalize the workforce are heightened through annual campaigns to hire university recruits for SOS' Intern Officer (two-year) training program. In 2000-01, these ongoing measures were strengthened through the development of a comprehensive Branch Human Resources Strategy which examined challenges facing the organization in the coming years. Both short and long-term progressive solutions were identified and are being pursued. SOS also remains a key player in the development of the government-wide professional development certification program for materiel and supply communities.

Supply Operations Service 2000-2001			
			(*in millions of dollars*)
	Planned Spending	*Total Authorities*	**Actual**
■ **Operating Vote**			
Gross Expenditures	126.3	150.4	**150.8**
Less: Respendable Revenues	20.7	35.0	**35.0**
Net Expenditures	105.6	115.4	**115.8**
■ **Optional Services Revolving Fund**			
Gross Expenditures	78.0	78.0	**88.1**
Less: Respendable Revenues	78.2	78.2	**85.7**
Net Resources (Provided) Used	(0.1)	(0.1)	**2.4**
BUSINESS LINE TOTAL	105.4	115.3	**118.2**

Totals may not add up due to rounding.

Receiver General

Description

- Manages the operations of the federal treasury and supports the provision of funds to Canadians, including issuing Receiver General payments for major government programs

- Administers receipt, transfer, holding, disbursement, reconciliation and monitoring of public money

- Maintains and reports on the Accounts of Canada and produces the government's financial statements.

Performance Context

The Receiver General function operates in a complex, technology-driven and highly integrated environment. In carrying out its responsibilities, the Receiver General relies heavily on electronic systems to interact both with departments and agencies and with financial institutions to administer the government's treasury operations.

This involvement in electronic systems and processing has enabled the Receiver General to play a vital role in promoting electronic commerce in government by establishing a revenue and payment infrastructure which serves Canadians. This expertise also enables Canadians to see efficiencies which are evidenced by decreasing administration costs in government. As well, along with the highly sophisticated technical infrastructure, our expertise facilitates the introduction of new services and system functionality to support the growing number of Government On-Line initiatives that require the assistance of the Receiver General in areas such as revenue collection and payments.

The Receiver General Business Line also operates in a rapidly changing environment. On the one hand, there are significant pressures for change, while on the other there is a limited or a complete lack of tolerance for error. The accuracy and timeliness of services are critical. Security is especially sensitive, given the need to maintain the integrity of the government's financial transactions. Efforts to ensure security are even more critical, given the ever-present risk of fraud in an electronic environment.

As expressed in the Results for Canadians document, managers must seek out partnerships across departmental boundaries and levels of government to render government services and management more citizen-focussed. In this regard, the Receiver General has worked with other federal departments such as Canada Customs and Revenue Agency (CCRA) and Human Resources Development Canada to support arrangements that allow for a single Receiver General payment for related federal and provincial/territorial programs. Three new joint payment projects were launched this year, all in conjunction with CCRA. On behalf of provincial partners, payments were made for the Harmonized Sales Tax Credit for Saskatchewan, the Ontario Taxpayer Credit and the Alberta Energy Tax Refund. These arrangements save taxpayer dollars and have proven to be convenient and efficient as a service to the Canadian people.

Recognizing the value of such partnerships, departments have begun to ask the Receiver General to help expand the concept to revenue collection. The first such initiative, launched this year, involved the CCRA and the Workers Compensation Board (WCB) of Nova Scotia. Through this agreement, the CCRA collected remittances for the WCB using banking arrangements established by the Receiver General.

In line with the government objective to continuously improve client service, to be more responsive to suppliers and the general public, the Receiver General established new banking arrangements in support of the operations of program departments who wished to give their suppliers and members of the public more options for making payments to the government. In addition, the Receiver General has worked closely with the Department of Finance in the preparation of regulations dealing with improved access to banking services such as bank account opening and cheque encashment.

The Receiver General continued to exploit the potential of advanced technology to automate its work, thus promoting efficiency, productivity and environmentally friendly processes. A major initiative was to put components of the payment system onto the Intranet so that users could more easily make inquiries and receive status updates on payments. The Web front end allows for a more dynamic and logical presentation of information and interactive features such as the "Contact Us" button, providing the people using the systems with e-mail access to Receiver General staff. This new Web service, and a training package for users, was piloted with Veterans Affairs Canada. Phased roll-out to other departments will begin in 2001-02.

The Receiver General completed the automation of a number of payment operations and consolidated all payment processing in one system. The streamlining and automation of payment processes has virtually eliminated manual functions. In response, the Receiver General has been adjusting the size of its workforce for several years in consultation and with the support of the union. At the end of 2000-01, payment operations in the six regional offices were disbanded, as their workload in support of the payment function had disappeared because of process automation.

Outcomes Achieved

Safe, secure payment delivery systems and infrastructure

To maintain the integrity of the Receiver General cheque as a payment instrument, it is redesigned on a cyclical basis. In 1999-2000, the Receiver General finalized work on the latest redesign. In line with the objective expressed in the Report on Plans and Priorities (RPP) to improve security, the new cheque incorporates enhanced security features utilizing advances in paper manufacturing and printing. The redesigned cheque was implemented in May 2000.

Reaching an optimum level of direct deposit

For more than ten years, in conjunction with program departments, the Receiver General has marketed the use of direct deposit for major payments such as Old Age Security, the Canada Pension Plan, Public Service Compensation and CCRA tax refunds and credits. The result has been a rapid expansion in enrollment; more than 80 percent of pay and pensions are now distributed through direct deposit. This market is now mature, with no significant growth anticipated except for Employment Insurance payments.

Maintaining the Accounts of Canada

Maintaining the Accounts of Canada, "the government's books", and producing the annual Public Accounts of Canada are major ongoing duties of the Receiver General. The Accounts of Canada are the centralized records that summarize the financial transactions of all federal departments and agencies. The Public Accounts of Canada is a report prepared by the Receiver General each year, which contains the government's audited financial statements. As committed in the RPP, this responsibility was fulfilled cost-effectively in accordance with the Performance Management Framework and within budget.

Implementation Accrual Accounting

The Financial Information Strategy (FIS) is a government-wide initiative to improve the Government of Canada's financial management and reporting by adopting full accrual accounting. In the 2000-01 RPP, the Receiver General committed to continuing with the implementation of FIS. On April 1, 2001, all government departments and agencies became FIS system compliant with the implementation of the Receiver General and departmental financial systems interfaces. The Receiver General played a significant leadership role in this exercise by coordinating the implementation efforts required to align departmental processes with the FIS.

Focusing on our People

The people who perform the Receiver General function are a knowledgeable, dedicated body of individuals with specialized knowledge focussed on the needs of citizens and on the end-users of our systems and services throughout the government. People in other organizations consult our employees regularly. We have to maintain a specialized work force, knowledgeable in the fields of banking, payments, accounting, the provision of central services to PWGSC and other departments, fully versed in modern technology. Current demographic trends show that up to 20% of our personnel will be eligible to retire over the next five years. It is therefore incumbent on us to ensure not only that this expertise is maintained and upgraded, but also that it is renewed and nurtured to secure those specialized skills into the future.

We are one of the main participants in the TB Financial Officer Recruitment and Development (FORD) program and have successfully developed other programs. The FORD recruitment in Receiver General and the other programs are targeted to visible minorities and contribute to building a workforce representative of the diversity of the Canadian population. All the training and development efforts are guided by a senior human resources management committee that puts particular emphasis on the creation of a supportive work environment.

Receiver General 2000-2001			
	Planned Spending	*Total Authorities*	**Actual**
▪ **Operating Vote**			
Gross Expenditures	119.0	134.8	**130.4**
Less: Respendable Revenues	20.3	30.1	**30.1**
BUSINESS LINE TOTAL	98.7	104.8	**100.3**

Totals may not add up due to rounding.

Public Service Compensation

Description

- Administers payroll, pension and health/disability insurance processes for public service employees and pensioners, and

- Provides some pension services to National Defense and the Royal Canadian Mounted Police (RCMP) pension plan members.

Performance Context

Technology is an important factor in maintaining service levels for compensation services. The technology of the current compensation systems, which was developed more than two decades ago, is becoming aged. It does not have the required capability to maintain the same level of service provided to our clients and deliver modern services, notably access by employees and managers to information and the possibility of completing transactions via the Web. Accordingly, there is a need to upgrade these systems by moving to newer technology. As for the delivery of the compensation function, the implementation of the provisions of the many (102) collective agreements remains a significant challenge. The provisions of new types of allowances in recent years to counter certain occupational group resource shortages and market salary pressure has added to the complexity of systems and processes, as well as the newly created agencies which became separate employers and have demands that differ from those of Treasury Board. Lastly, the new pension legislation has imposed new requirements on the pension administration function.

In addition to the above several considerations, a major requirement from Canada Customs and Revenue Agency increased considerably the system development workload. Public Service Compensation had to adjust all the compensation systems to implement Tax on Income, a new tax calculation method, introduced by the CCRA which provides provinces and territories with the opportunity to establish their own income tax brackets and rates totally independent from those of the federal income tax. We were one of the first employers in Canada to implement this major change. Therefore, when six provinces amended their tax rates and brackets effective July 1, 2001, retroactive to January 1, 2001, public service employees benefited from an immediate tax rate reduction, rather than having to wait and file for a tax refund at the end of the taxation year.

Several factors continue to exert pressure on Public Service Compensation to change the way it operates. Specific challenges will involve:

- implementing a financial framework to support changes resulting from Pension Reform

- implementing the provisions of and decisions from collective bargaining and pay equity

- preparing for implementation of the updates to the government classification systems, and

- renewal of departmental compensation specialist community.

Given the sensitivity, importance and precise nature of compensation services, open and responsive relations with clients and stakeholders remain paramount.

Outcomes Achieved

Implementation of collective agreements provisions and human resources policies

- *Collective agreements*: Public Service Compensation met its commitment in the RPP to implement the provisions of the new collective agreements. A total of 94 collective agreements or plans were implemented, 31 for the Treasury Board Employer and 63 on behalf of Separate Employers. These agreements covered 213 occupational groups where changes to the pay systems were necessary to recalculate 10,676 annuities and to produce retroactive payments.

- *Separate employers:* To improve services delivered to the Canadian population, the governance and administration of some federal organizations were modified considerably. Public Service Compensation continued to support and work with those organizations converted to separate employer status who wished to fully benefit from this increased autonomy. They implement their own human resource policies, such as Pay Equity and new classification standards, as well as their own collective agreements which contain an increasing number of provisions that differ from those of Treasury Board. A new management framework was developed to meet the separate employer's needs. To date the four largest Separate Employers have signed the agreement: CCRA, Parks Canada, the Canadian Food Inspection Agency and the National Research Council.

Cost-effective Operations

In line with its commitment expressed in the 2000-01 RPP to continue to improve the infrastructure for administering pay and pension, Public Service Compensation continued its efforts to improve service and reduce cost to government through investments in technology. Initiatives included:

- *Modernization of pay and pension systems:* A Compensation Technology Modernization Study was initiated to examine current compensation systems, propose new technologies and recommend options for converting to new technologies and develop a comprehensive five-year plan. Under this initiative, employees and their managers will be able to take advantage of improved systems to access information and process transactions directly on the pay system without the compensation

specialists' intervention. Public Service employees will be able to modify personal deductions on-line on a real time basis. This fiscal year, the multi-year initiative produced the definition of the Compensation Business Strategy and a Compensation Technology Modernization Study to migrate to new technology.

- *Automation of public service pay systems and processes:* To help departments and agencies with the shortage of compensation specialists, Public Service Compensation further automated some of the pay system processes which contribute to reducing compensation specialists' heavy workload. The more notable initiatives are: automation of the processing of retroactive payment of overtime, resulting from signed collective agreements, initiatives that reduced by thousands the number of pay transactions reported by all departments and upgrading of the automated pay system input process that allows compensation specialists to enter high volumes of similar transactions with minimal input.

Accurate payments, tax remittance and collection of contributions

The Public Service Compensation's most significant achievement is also its major ongoing responsibility: getting payments out, in the right amounts and on time, for more than 248,000 public servants and 215,000 pensioners, while ensuring accurate remittance of taxes and collection of contributions. In 2000-01, the payroll component of the Compensation functions collected $3.85 billion in federal tax on behalf of CCRA, and our pension component collected and remitted an additional $495 million. Public Service Compensation also collected $773 million in public servants' contributions for credit to the Public Service Pension Accounts, an increase of $78 million from the previous year as a result of Pay Equity payments issued in 2000-01. In addition to processing regular and supplementary pay, Public Service Compensation issued a high volume of retroactive payments to public servants and implemented changes to the compensation systems. Notably for the implementation of pay equity, skilled and dedicated Compensation workers met the significant 2000-01 challenges of the government Pay Equity settlement, a commitment of the 2000-01 RPP. A total of 525,000 cheques approaching $3 billion in retroactive and interest payments were issued to 260,000 former and current public service employees.

In addition to the outcomes above, reported against commitments made in the 2000-01 RPP, the policy-related achievements below are significant.

Pension reform

Expressed as a commitment in the RPP, Public Service Compensation played a major role in supporting Public Service Reform in the revision of pension plans prompted by pension reform. Under Bill C-78 Pension Reform legislation, Canada Post Corporation (CPC) established its own pension plan effective October 1, 2000 and the value of assets accrued by CPC contributors under the *Public Service Superannuation Act* were to be transferred to the Corporation. Agreements were signed with CPC on transitional issues affecting adjustments to the valuation of the necessary fund (e.g., recovery of elective service repayment balances, leave without pay deficiencies, etc.). A total of $1.235 billion, representing approximately 18% of the estimated assets of the Public Service Superannuation fund, was transferred to the new CPC pension plan this fiscal year. To

contribute to the achievement of some of the Pension Reform objectives, Public Service Compensation initiated a number of projects to improve service to pension plan members and strengthen financial controls to ensure the accuracy of the employers' and employees' contributions transferred to the pension fund which is now invested in the market. Among the initiatives to improve the service to plan members, the development of the Pension Benefit Calculator to allow public service employees to make their own pension benefits calculations directly on-line is notable.

Universal Classification Standard (UCS)

Public Service Compensation personnel are responsible for modifying the compensation systems to accept the UCS changes that will apply to all occupational groups under the *Public Service Staff Relations Act* below the executive level. They participate at all levels of the Treasury Board UCS implementation committees. An overall strategy has been developed to help departments to handle the added workload during implementation.

Pensioners' dental insurance plan

To comply with the Treasury Board's policy decision to offer pensioners a dental insurance plan, Public Service Compensation completed the development work required on the pension systems to support the deduction process and sales tax calculation for the Pensioners Dental Services Plan. This Plan was introduced successfully in January 2001, for current and future pensioners in five pension plans. Close to 115,000 pensioners had enrolled in the plan when it was first offered.

Focusing on our People

The people who work in Public Service Compensation possess special expertise in compensation that does not exist anywhere else in government. People from across other organizations and departments consult our employees regularly for guidance and direction in the areas of pay, pensions and benefits. They have worked hard to acquire and maintain that expertise through training and experience. Demographic trends show that over 25% of our experts will be eligible to retire over the next five years, therefore, not only do we have to maintain our expertise but we have to bring in new people and transfer knowledge to them. We have successfully developed and implemented recruitment and training programs with a view to building a competent workforce representative of the Canadian population diversity, notably our Administrative Services Post-Secondary Recruitment program targeted to visible minorities.

It is recognized that the well-being of the employees is essential to the success of the Public Service Compensation function. A senior management committee at the branch level develops a curriculum of activities from which the employee can grow as part of the organization and individually.

Public Service Compensation 2000-2001			
			(in millions of dollars)
	Planned Spending	*Total Authorities*	**Actual**
▪ **Operating Vote**			
Gross Expenditures	49.0	65.1	**64.2**
Less: Respendable Revenues	2.3	35.3	**35.3**
BUSINESS LINE TOTAL	46.7	29.7	**28.9**

Totals may not add up due to rounding.

Government Telecommunications and Informatics Services

Description

- Provides Information Management/Information Technology (IM/IT) services upon request to all federal departments and agencies

- Acts as a key delivery agent of the Government of Canada's IM/IT and telecommunications systems, in alignment with the common electronic infrastructure model developed in partnership with federal departments

- Provides leadership in supporting government-wide initiatives to solve fundamental IM/IT issues, such as development of common strategic infrastructure and community renewal

- Offers the following types of services on behalf of government, and to departments and agencies:

  - Strategic advisory services
  - Common infrastructure management services
  - Telecommunications services
  - Network and computer operational services
  - Applications development and management services
  - Professional training and education services.

Performance Context

The increasing use of new digital technology in business processes is raising the expectations of consumers for secure, reliable, faster, easier and cheaper service delivery through the use of new digital systems. Citizens and businesses now expect the same high level of technology-enabled service from government that they receive elsewhere. They expect service around the clock, through a variety of service channels, when, where and how they want it, and they expect it to be secure and reliable. To address these expectations, government has embarked on a number of initiatives and commitments aimed at providing around-the-clock electronic access to government information and services for all Canadians.

Treasury Board has assigned the Government Telecommunications and Informatics Services (GTIS) Business Line a major role in realizing the government's vision for electronic service delivery. This role focusses on delivering and managing key elements of the common electronic infrastructure, including the "Secure Channel" and "e-platform," in support of Government On-Line (GOL).

Outcomes Achieved

GTIS' key results commitment as outlined in the 2000-01 RPP, is to deliver 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.

Common Electronic Infrastructure

GTIS planned results included a common electronic infrastructure (federated infrastructure) to enable government-wide electronic commerce and electronic service delivery. The following are some highlights of GTIS' major accomplishments during 2000-01:

▪ *Government On-Line (GOL):* To facilitate the implementation of GOL, GTIS has been working on the implementation of the Secure Channel, which will provide the electronic infrastructure necessary to facilitate electronic service delivery across government. This system will provide individual departments from across government with a secure, government-wide, common infrastructure, in order to provide integrated service delivery to Canadians and single-window access to government information, services and programs. A contract to develop the Secure Channel was tendered and senior government executives from various departments across government were involved in the evaluation process.

GTIS also worked closely with PWGSC's Communications Co-ordination Services (CCS) Business Line to revamp the Canada Site (see the CCS Report), based on research and analysis performed in the areas of clustering, branding and best practices. The Prime Minister "officially" launched the web site on February 2, 2001, providing Canadians with single-window access to government information and services. GTIS will continue supporting and enhancing the existing infrastructure.

GTIS is contributing to a new PWGSC initiative, the Electronic Supply Chain project, and was instrumental in developing the federal government's internal e-Purchasing application (see the Supply Operations Service Report), to support the requirements of PWGSC and other departments and agencies.

▪ *Public Key Infrastructure - Secure Application and Key Management Services (SAKMS):* SAKMS provides a Government of Canada Public Key Infrastructure service to enable secure e-commerce and electronic service delivery through the encryption of information, authentication of users, and digital signatures.

This service provides departments with a Certification Authority that allows them to engage in secure electronic transactions. Certificates are issued through departmental Local Registration Authorities (LRA), allowing them to manage their own use of the Public Key Infrastructure. In 2000-01, LRAs increased from 157 to 407; LRA training was provided by GTIS to client departments and regions; and 5375 certificates were issued for total of 8497 active certificates across 53 departments and agencies, enabling a broad range of departments to move to more secure electronic modes of delivering business.

▪ *Government Electronic Directory Services (GEDS):* GEDS functions as the Government of Canada's electronic white pages, providing a comprehensive directory of information on federal public servants (names, titles, positions, telephone and fax numbers, e-mail and office addresses). GEDS operates on a 7-day, 24-hour, 365-day basis. It directly supports the GOL initiative, by connecting Canadians and businesses to government, and by providing greater access to up-to-date directory information on public services in a paperless environment.

**GEDS
Hits vs. Cost Dynamics**
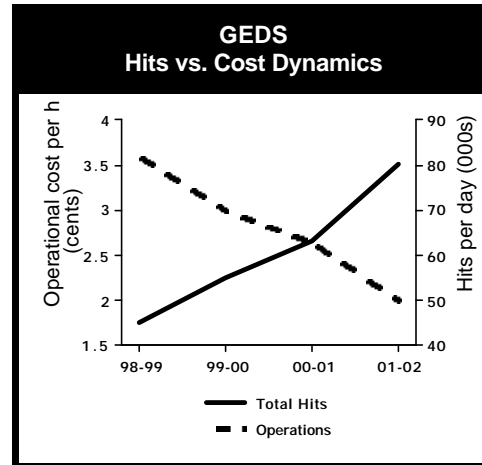
GEDS usage has continued to grow. Average hits per day have increased by 14.5% over 1999-00. Outside-government use (i.e., public access) accounted for 55 per cent of access, indicating its utility in connecting Canadians to government services and information.

▪ *Government Electronic Delivery Infrastructure Service (GEDIS):* GEDIS is a facility for electronically transforming data created in one computer environment so that it can be used in different, otherwise incompatible computer environments. This service is especially valuable now with GOL, as it can be used as the interface between many government applications and the Secure Channel. Transaction volume in 2000-01 was up by 43% over last year, indicating a significant increase in usage.

▪ *Data Centre and Data Processing Services:* The rapid growth in the use of electronic systems (IT systems) in support of government operations has resulted in many departments turning to the PWGSC GTIS Business Line for services such as web site or database hosting, mainframe operations, and facility management. GTIS now provides 30 other departments and agencies with IT services, on a totally optional, cost recovered basis, in accordance with over 200 service level agreements.

Mainframe computer capacity managed by GTIS increased by 26% in 2000-01. Capacity continues to grow on an annual basis, both in terms of information shared and the number and complexity of transactions performed. At the same time, high service levels have been maintained. The agreements' target availability commitment for this service is 98% (including all scheduled downtime for changes to the mainframe environment such as maintenance and system upgrades), which GTIS exceeded with 99.26% average availability in 2000-01. In fact, availability targets have been exceeded 7 years running, providing consistent, extremely reliable mainframe performance and support for government applications.

Cost-effective Management of Telecommunications Services

GTIS planned results included cost-effective management and enhancement of telecommunications services for government. The following are highlights:

- *Telecommunications Services:* GTIS delivers telecommunications services to other federal government departments to support them in delivering their programs. More specifically, GTIS acts as a broker for these services, achieving significant savings to government by obtaining grouped, multi-departmental services for common needs, such as data circuits, and long distance and local telecommunications services supporting federal departments. Over the past four years, GTIS' brokering initiatives have achieved a cumulative annual savings to departments of $71.7 million. In 2000-01, additional savings of $8.7 million were generated through competitive procurement. These savings remain with the client departments and are thus available for service enhancements or other internal investment.

  Departments that directly acquire their own networks and circuits have been able to take advantage of the new, lower prices now established through GTIS' procurement leadership, and professional advice in areas such as systems design and competitive procurement are now also available to departments deciding to acquire their own networks.

- *Bandwidth Services:* GTIS provides a range of electronic transmission ("bandwidth") services including fibre optic, frame-relay and digital services. Capacity demand for bandwidth from GTIS' client departments continued to increase during this reporting year as a result of growth in high-speed applications and the growing number of remote-access users.

  Through our procurement activities, GTIS acquired and managed bandwidth capacity, which grew by 35% in 2000-01, while costs decreased by 47%, from $19 per single digital line in 1999-00 to $10 in 2000-01.

Bandwidth Services
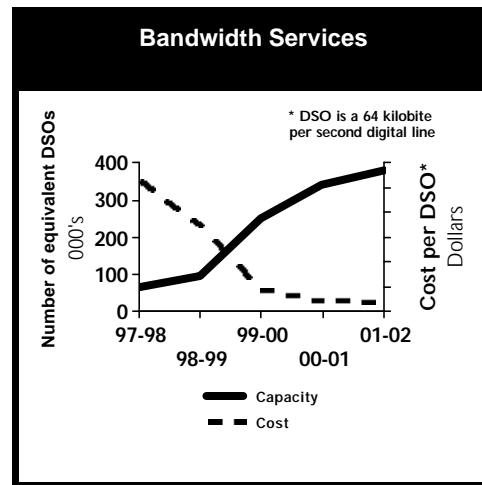
- *Government Enterprise Network Management Services (GENMS):* The Government Enterprise Network Management Services provides a total customized wide-area network management service for departments (including PWGSC). It includes network management, equipment maintenance, network monitoring and design, firewall management and analysis. GENMS now provides firewall and intrusion detection services to 7 departments with 17 firewalls. Using the number of devices managed (hubs, switches, routers) as an indicator of growth, the target for 2000-01 was exceeded by 20%, primarily as a result of network expansions by existing clients.

- *Service Integration Partnership:* GTIS and PWGSC's Real Property Services Business Line have successfully developed a business partnership with the goal of providing turn-key network and office automation services to mutual clients. This initiative is in keeping with PWGSC's commitment to address the requirement for greater electronic capacity in our buildings. The partnership represents a combined service that delivers a completely outfitted and fully integrated work environment to clients, including office space, desktop equipment and applications. It also eliminates the need for clients to deal with several different sources to meet their needs for office space and is consistent with PWGSC's goal to deliver higher value, integrated services to clients.

  In order for RPS to deliver on their real estate objectives of providing "smart" accommodations to government departments to allow for briefcase moves and one-stop shopping, GTIS has been working with them to deliver the foundation required to deliver the voice, data and video services through a managed structured cable plant. The Jean Edmonds Towers in Ottawa has been the model for the delivery of a National Cable Plant Management service by RPS and GTIS.

  An agency reporting to the Minister of Finance has already engaged GTIS and RPS' partnership services. RPS is providing the real estate services and retrofitting the office space, while GTIS is providing the IM/IT services required. These include: cable plant management, servers, 40 workstations, desktop applications, government network access, e-mail and Internet access, firewall/mail virus detection service, network management, help desk service, secure remote access, call centre connectivity between departments, telephone services, uninterrupted power supply and backup equipment.

Focusing on our People

Recruiting and retaining qualified IM/IT employees is a major challenge for GTIS, which, if not met, would impact on the Business Line's ability to provide IM/IT support services to both ongoing PWGSC programs and new Government On-Line (GOL) initiatives. Computer Systems technical resources account for about two-thirds or 65% of GTIS' workforce. Factors such as the ever-changing IM/IT and Internet/web-enabled environment, the demographic reality of an aging workforce and impending retirement, the "supply vs. demand" dynamic and competition for IM/IT professionals in the public and private sectors, and ensuring a representative workforce, have motivated GTIS to address the issue of human resources renewal.

To retain employees and create an attractive work environment, GTIS has improved opportunities for career enhancement through training, special assignments and participation in development programs. The number of employees trained increased from 71.7% in 1999-00 to 81.1% 2000-01, which is comparatively higher than in the private sector. There was also a 10% increase in the number of employees that submitted learning plans over previous years, from 82.5% in 1999-00 to 92.7% 2000-01.

Like all government organizations, GTIS is faced with the longer-term issue of impending retirement. The potential cumulative loss of executives is 43.6% by 2006. Currently, the average age of the Computer Systems technical resources that would potentially feed into the executive categories is slightly older than the average age in the public service. In response to this, recruitment efforts resulted in an increase of 58 new hires for this reporting year.

Targets to ensure a representative workforce, which are based on labour force availability, were met and sometimes exceeded. The four target groups were: women, visible minorities, Aboriginal people, and people with disabilities. Employment equity efforts in the past year included: establishing recruitment targets for visible minorities; participation in seminars/events and the Employment Equity Job fair; and diversity awareness training.

Services provided through the GTIS Business Line are optional and costs are recovered from client departments and agencies.

Government Telecommunications and Informatics Services 2000-2001			
			(in millions of dollars)
	Planned Spending	*Total Authorities*	**Actual**
▪ **Government Telecommunications and Informatics Services Revolving Fund**			
Gross Expenditures	132.5	132.5	**116.3**
Less: Respendable Revenues	132.5	132.5	**125.1**
BUSINESS LINE TOTAL	--	0.0	**(8.8)**

Totals may not add up due to rounding.

Consulting and Audit Canada

Description

- Provides, on an optional and fee-for-service basis, consulting and audit services to federal government departments and agencies across Canada and upon request, to foreign governments and international organizations

- Helps clients provide better service to the public by improving public sector management, operations and administration while meeting the priorities and needs of government

- Focuses on excellence in client service, sharing of public sector expertise, and areas of particular relevance to the federal government

- Adapts services to meet the needs of public service managers and the priorities of government

- Provides services in partnership with the private sector via subcontracting.

Performance Context

The performance context for Consulting and Audit Canada (CAC) has both national and international aspects. Domestically, changes in public sector management - specifically the evolving role of government and the emphasis on collaborative arrangements, horizontal policy design and integrated service delivery - are factors that affect CAC's planning context. 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 which is well equipped to assist departments and agencies in dealing with the factors noted above 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.

Outcomes Achieved

Relevance to Government

In the 2000-01 RPP, we committed to providing relevant services to government departments and agencies through our involvement with public policy issues and a high level of repeat business.

During 2000-01, our professionals provided management tools and approaches that helped departments to be more effective, efficient, client responsive and accountable in their delivery of services to Canadians. A few sample projects included:

- The Government Classification System, Integrated analysis of Sustainable Development Strategies, Audits of Registered Charities and Disaster Assistance, Strategy for Aligning Shared Systems and Government On-Line, Support for Indian and Northern Affairs Canada in the transfer of responsibility for providing education to First Nations students to Indian Bands, and support to Treasury Board Secretariat in creating a Compendium for Service Standards Development.

We also achieved a 92% rate of repeat business against our commitment of 85% or better.

Knowledge Sharing

In the 2000-01 RPP, we committed to sharing knowledge with our employees, the Public Service and the private sector by developing technological solutions and communication processes and by conducting 50 to 60% of our business with small and medium-size firms (SMEs).

During 2000-01, we enhanced our internal business system to facilitate the sharing of client and project-related information with our employees. Similar information will soon be shared with departments and agencies through our Extranet site. Our project managers also partnered 68% of our business with SMEs to complement our in-house capabilities in order to meet client demands and to transfer knowledge to private sector firms.

Service Delivery

In the 2000-01 RPP, we committed to delivering high quality and professional assurance, accounting, audit and consulting services to be demonstrated by a client satisfaction rate and repeat business of 85% or better. We have a client survey process for gathering, reporting and assessing client feedback on the quality, relevance and timeliness of our performance. These indicators enable us to analyse our performance, learn from the results of our analyses and make any necessary improvements. During the year, departments and agencies rated the services provided by our professionals:

- 94% of clients surveyed rated services as excellent or very good
- 92% of clients surveyed indicated that they would use CAC services again.

Financial Self-sufficiency

In the 2000-01 RPP, our management team committed to achieving financial self-sufficiency by generating a positive cash contribution and profit.

For the year ended, our employees generated through their projects and work:

- A cash contribution of $3.1 million
- A net profit of $3.4 million.

Organizational Health

In the 2000-01 RPP, we committed to rejuvenate our workforce and to become a model employer by responding to changing trends in organizational health, public service survey and an internal survey of our workforce, as well as by planning recruitment and orientation sessions, by developing mentoring and learning plans and an improved incentive program.

Over the past year, our management team and employees made or completed the following improvements and activities:

- Indices related to organizational health such as grievances, departures and sick leave all demonstrated improvement in these areas

- Action plans were developed and activities carried out for issues identified by the public service survey

- Recruitment plans were developed and actioned, resulting in 38 new recruits representing 12% of the workforce

- Three orientation sessions were held for new employees

- Mentoring and learning plans were established for 80% of employees while 89% of employees received training, which represented an approximate doubling of the number of training days and dollars invested over the previous year, and

- Four employee recognition ceremonies were held and our Rewards and Recognition Program was enhanced.

Focusing on Our People

Over the past year, our management team has worked in partnership with our employees to improve the overall work environment by:

- Improving communications through increased employee participation

- Establishing an employee advisory committee on official languages

- Organizing business lines to align client demands with employees' skills, and

- Enhancing our internal business system to facilitate the sharing of client and project-related information with our employees.

Consulting and Audit Canada 2000-2001			
			(in millions of dollars)
	Planned Spending	*Total Authorities*	**Actual**
▪ **Consulting and Audit Canada Revolving Fund**			
Gross Expenditures	71.0	71.0	**110.1**
Less: Respendable Revenues	72.1	72.1	**113.1**
BUSINESS LINE TOTAL	(1.1)	(1.1)	**(3.1)**

Totals may not add up due to rounding.

Translation Bureau

Description

The Bureau is a policy instrument and a key enabler in helping government clients meet the intent and objectives of the Official Languages Policy by:

- Providing translation, interpretation and terminology services and products to the Parliament of Canada, the Judiciary and the federal departments and agencies in both official languages, and in other languages, as required

- Upon request, providing these services to other governments in Canada and international organizations

- Standardizing terminology within the federal government, and

- Balancing the costs of operating the Bureau from a combined income resulting from cost recovery from clients and appropriation.

Performance Context

The performance context of the Translation Bureau is dominated by the imperatives arising from the Bureau's role in helping the government meet the policy intent and objectives of its Official Languages Policy. As such, the Bureau is positioning its service delivery approaches, organizational arrangements, institutional alliances and strategic investments to:

- Increase its relevancy and contribution in respect to its Official Languages role

- Ensure the supply of language professionals to deliver linguistic services to Parliament and the government, and

- Be an enabler to the government's GOL/electronic services delivery agenda.

Outcomes Achieved

The following accomplishments are aligned with the commitments outlined in the Translation Bureau's section of the RPP:

Cost-effective and quality translation and interpretation services

- As part of a general move to shift service delivery to an increasingly electronic model, work began on the development of the Integrated Information System (IIS), which is aimed at optimizing the organization's business processes and enabling electronic service delivery to its client communities. This system will also position the Bureau to be more proactive in responding to constantly evolving client and organizational needs across 50 points of service in Canada.

- In an effort to more precisely serve the specific needs of the Bureau's clients, a Localization and Multi-media Service was launched to provide techno-linguistic support to clients developing new systems or utilizing Web sites to conduct business.

- The level of satisfaction of our clients with Bureau services is critical to the continued viability of the Bureau, particularly as a Special Operating Agency on full cost recovery. As such, a new Client Satisfaction program has been developed and will become fully operational in 2001-02, starting with a comprehensive client survey.

- On the international front, the Bureau played a key role by bridging the language gap in the context of multilateral discussions around business and trade issues affecting Canada, namely:

  - A group of 48 Bureau people were attached to Team Canada in February 2001. As in previous trips, the Bureau distinguished itself with its professionalism and prompt service throughout the mission in China.

  - When the negotiations leading to the Free Trade Area of the Americas (FTAA) began, it became clear that a reference work was needed to ensure uniformity in linguistic usage among participating Hispanophone countries. To fill this need, the Bureau created the *FTAA Glossary*, a trilingual reference work that allowed better communications between participants to the FTAA discussions.

  - Bureau people accompanied the Prime Minister at the meetings of the Group of Eight (G-8) and Asia-Pacific Economic Cooperation (APEC) Forum and offered translation and interpretation services during preparatory meetings for the Summit of the Americas and during the International Conference on War Affected Children, in Winnipeg.

- On the domestic front, the Bureau played a key role in supporting the government in communicating with Canadians in the language of their choice (also supports Multiculturalism Policy):

  - By providing translation services for the 2001 Census material in more than 60 languages, the Bureau enabled Statistics Canada to reach all Canadians.

  - The Bureau provided essential interpretation services at the following events
    - Literacy 2000,
    - National Rural Conference, and
    - A cross-Canada series of Consultations on Racial Discrimination.

Standardized, accessible official languages terminology to the federal public services

- Marketing and outreach form essential elements of the Bureau's strategy. To that end, four new language products were added to TERMIUM® on the Internet in an effort to keep pace with Bureau clients' ever changing needs. They complement a new interface and a "virtual tour" in three languages (English, French and Spanish) that further promote TERMIUM® on the Internet both in Canada and abroad

- In an effort to increase the extent and diversity of tools available to federal government clients, 15,000 Spanish records were completed and added to the TERMIUM® database

- The utilization of the tools by Bureau clients increased notably, as evidenced by the fact that TERMIUM® Plus on the Extranet experienced a steady growth reaching over 9 million hits for the month of March 2001

- Partnerships were established with the Bank of Canada, l'Institut Joseph Dubuc - Centre de ressource et de traduction de la common law en français (Manitoba) and the Colegio de México to collect over 12,000 new terminological records. An agreement was also arrived at with the National Law Centre to add the content of their lexicons to TERMIUM®'s database.

Higher staff recruitment and retention

- In response to the heightened increase in demand and the high rate of attrition among translators, interpreters and terminologists, the Translation Bureau has continued to work actively through its Partnership Program with Canadian Universities to improve and to increase the employability of young language professionals.

- With globalization and Government On-Line, the translation industry is going through a transformation which links the translation and informatics disciplines, i.e. creating a new techno-linguistic competency. In line with this global trend, the Bureau is working actively to establish university level qualifications, making Canada the third country to offer this university accreditation.

- While difficult in a competitive environment with scarce language professionals, the Bureau has proved highly successful in recruiting and retaining translators, interpreters and terminologists from external sources. Additionally, our University Partnership Program resulted in the participation of about 100 students per year from 10 different universities in training opportunities within the Bureau.

Continue to meet financial objectives

- The Translation Bureau achieved break-even position, financially, in 1999-00 and in 2000-01 accumulated a modest surplus

- The demand for translation and interpretation services from Parliament and departments continues to grow as members strive to communicate more effectively across the country. Increased globalization and strengthened multiculturalism policy in Canada in the face of changing demographics of the Canadian population are also creating increased demand for translation and interpretation services in languages other than English and French (Spanish, Portuguese etc.). In addition, the demand for more specialized services such as localization and multi media services has grown significantly over the last two years. Consequently, revenues should continue to increase in future years.

- With a constantly growing demand, innovative technological tools aimed specifically at enhancing translators' productivity are critical to the Bureau's service delivery. The Central Archiving System, a unique tool, enables the translator to search and identify similar texts to the ones being translated. This tool has already proved to be indispensable during the Summit of the Americas where both quick turnaround and quality were essential to the delivery of key documents in both official languages.

Focusing on Our People

A key imperative for the Bureau's current efforts derives from continued growth in the diversity of channels used by government clients in delivering programed services and communicating with Canadians. As a result, this increased preoccupation by client organizations with the on-line/electronic business channel, spearheaded by the Government On-Line (GOL) agenda, has heightened expectations that, in turn, their service providers, including translators and interpreters, be highly knowledgeable of, and proficient in the electronic service delivery channel. Therefore, the Bureau is being seriously challenged to quickly adapt its traditional service delivery approaches by managing the changes in skill sets of its personnel to enable its clients to deliver services and products to Canadians in both official languages, as well as other languages, as required via a growing and diversifying range of service delivery channels.

A new "paperless" site for Bureau employees was launched in keeping with the priorities of the federal government's Sustainable Development Strategy, Greening Government and Green Citizenship initiatives. Designed as an interactive communications vehicle for all Bureau employees, this site offers fast and convenient access to up-to-date information on the Bureau's organization, policies, directives, award programs, etc., as well as direct links to related PWGSC sites.

Translation Bureau 2000-2001			
			(in millions of dollars)
	Planned Spending	*Total Authorities*	**Actual**
Operating Vote			
Gross Expenditures	41.5	42.8	**41.5**
Less: Respendable Revenues	--	--	**--**
Net Expenditures	41.5	42.8	**41.5**
Translation Bureau Revolving Fund			
Gross Expenditures	122.3	122.3	**149.4**
Less: Respendable Revenues	118.9	118.9	**156.9**
Net Resources (Provided) Used	3.4	3.4	**(7.4)**
BUSINESS LINE TOTAL	44.9	46.2	**34.1**

Totals may not add up due to rounding.

Communications Coordination Services[1]

Description

In support of the Government of Canada's communications objectives, our organization:

- Provides Canadians with multi-channel access to Government of Canada information and services through the Canada Site, 1 800 O-Canada, Canadian Government Publishing, the Depository Services Program and the *Canada Gazette*

- Provides effective communications services that support client departments and central agencies such as procurement, management of Government of Canada advertising, project management and electronic media monitoring services

- Supports Government of Canada visibility and presence.

Performance Context

The Government of Canada has made a commitment to become "the most connected country in the world", and plans are underway to make key government information and services available on-line by 2004. New electronic technologies are key enablers in helping government meet this challenge. However, keeping in touch with citizens is also a vital part of this transition to electronic service delivery. To ensure that Canadians continue to have access to all government services, government must maintain and improve traditional lines of communication.

More than ever, the role of communication in good government and the onset of various electronic media have created a need for expert communication co-ordination services. These services are key to the coordination of governnment-wide communications initiatives, the delivery of government messages and the provision of public access to electronic services. To ensure that communications remain relevant, responsive and cost-effective, government must continue to develop linkages across the various departmental communications activities. This will further ensure that government messages are consistent and communicated with one clear voice.

Outcomes Achieved

Access to Government of Canada Information and Support for Government Communications Initiatives

In 2000-01, we continued to respond to the sharp increases in calls, e-mails, Internet hits and page requests for 1-800 O-Canada and the Canada Site (canada.gc.ca). The end results are increased citizen awareness and

> ***Performance Fact***
> - An 88 year old caller to 1 800 O-Canada talking about an information officer: "I wanted you to know that he was very nice and did not make me feel like a fool; he was very understanding and patient. He should get a pat on the back and a hug but I can't make it there today".

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[1] The Communications services provided by Communications Coordination Services were consolidated with those of the Canada Information Office to form a new organization, Communication Canada, on September 1, 2001.

interaction with government, easier access for citizens to government information, and increased government visibility. Both access points are being continually promoted through newspaper, magazine and television ads.

- *1 800 O-Canada:* Final figures for 2000-01 indicate that calls coming into 1-800 O-Canada have reached a record high. Call length has also grown by 18%, from 163 to 192 seconds, indicating an increase in information relayed to callers at first point of contact. In co-operation with other departments and agencies, we have continued to expand and improve the database to include links to Web

  > ***Performance Facts***
  > ◆ Almost 1.3 million calls were made to 1-800 O-Canada, up 39% over 1999-00
  > ◆ 468.2 million hits were made on the Canada Site, up 97% over 1999-00
  > ◆ 30,390 e-mails were received from Canada Site users, up 150% over 1999-00

  sites, in-person centres, program experts and publications. In the event that the information is not contained in the database, further research is done and calls are returned within one business day.

- *Canada Site:* We redesigned the Canada Site Portal: the main point of entry to Government of Canada programs and services for Canadians. It features three new gateways to information: Canadians, Canadian Business and Non-Canadians. The launch on February 2, 2001 was an important first step in the Government On-Line (GOL) Initiative. Leading the development of the "Canadians"

  > ***Performance Fact***
  > ◆ Canada was ranked first among 22 countries in the second global e-government study by Accenture. Canada improved its fourth place ranking in the previous year, in part, by launching a redesign Canada Site Portal as a one-stop shop for federal government services and information.

  gateway, we worked with our various Government of Canada partners to achieve a "family" look and feel, and facilitate ease of access for all users. We are proud to report that the redesigned Site is fully accessible to persons with disabilities.

The Portal continues to adapt to the changing needs of Canadians and Government of Canada organizations. A toll-free user support line is now available and an on-line survey was added to monitor client satisfaction and to determine future enhancements to help users to access information in a more efficient and timely manner.

The site is committed to staying up-to-date with changing technological requirements, while remaining accessible with even the most basic technology. It aims to provide accessibility, choice and inclusiveness.

- *Canada Gazette*: On April 17, 2000, we launched an alternative format in ASCII
(American Standard Code for
Information Interchange) of the *Canada Gazette* to give Canadians with
disabilities easier access and allow
them to provide input to federal
legislation.

  Performance Facts
  - 3.4 million hits were made to the Canada Gazette Web site in 2000-2001, up 300% over 1999-00
  - 2 million pages were downloaded by Canada Gazette users in 2000-01, up 500% over 1999-00

  In total, 2.8 million Canadians cannot access print media for psychological,
  physiological and neurological reasons. VoicePrint, a division of The National
  Broadcast Reading Service Inc., announced the launch of the alternative format radio
  broadcast. A press release in large print with a Braille overlay announcing the service
  was sent to organizations representing Canadians with disabilities, the media and
  interested persons across Canada.

- *Depository Services Program (DSP):* As of March 31, 2001, 9,947 full-text
publications were available for
downloading on the DSP Web site.
As a result of the Depository Services
partnership with the National
Research Council Research Press, all
Canadians now have on-line access to
14 scholarly journals.

  Performance Facts
  - The Depository Services Web site had approximately 18 million hits in 2000-01, up 125% over 1999-00
  - Web site provides a repository of 22,000 content files, up 38% over 1999-00

- *Publiservice - Government of
Canada Extranet:* Through the
effective management of Publiservice,
the Government of Canada's primary
Extranet, we significantly contributed
to the department's efforts to reduce
paper usage by posting job
opportunities and making job application forms readily available on-line to all
Government of Canada employees.

  Performance Facts
  - Daily average of 500,000 hits to Publiservice for 2000-01
  - 21.2 M pages of information were requested by Publiservice users in 2000-01

  In 2000-01, 22 new departments and agencies began using Publiservice exclusively for
  posting of employment opportunities and appointments. In addition to being an
  invaluable job search tool, the site facilitates the public service staffing process, saves
  time, and cuts costs through automation and a reduction in paper consumption.

- *Canadian Government Publishing:* We initiated the e-Bookstore project as a means
to improve public access to
government documents and products
by using leading-edge technology to
provide on-line publications, printing,
electronic commerce capabilities and
improved overall reporting and
delivery of services.

  Performance Facts
  - Hits to the Canadian Government Publishing Web site up 213% over 1999-00
  - Pages requested from the Canadian Government Publishing Web site up 63% over 1999-00

Effective communications coordination services

Our people played a key role in the renewal of the Government Communications Policy since many of the key directions of the policy are the branch's responsibilities, i.e. advertising, contracting for communications services, Canada Site and 1 800 O-Canada. We drafted the majority of the procedures (12 out of 14) to be annexed to the new policy in fiscal year 2001-02.

We also led an interdepartmental working group to develop guidelines for Engaging Citizens Online. These guidelines are part of the Federal Policy on Citizen Engagement and Consultation which is currently being developed by Treasury Board Secretariat.

Communications project management

- We promoted Government of Canada information and publications at 24 fairs and exhibits held across the country

- A television ad was produced on the redesigned Canada Site, as part of the GOL agenda, in collaboration with Canada Information Office and Treasury Board Secretariat

- Our redesign of the Canada Site splash page resulted in an effective Government of Canada look which was used in the branding of other important projects, such as the Speech from the Throne and icons on the Clerk of the Privy Council's Annual Report

- With the office of the Privy Council and the Canada Information Office, we coordinated the federal government's multi-million dollar advertising campaign on health funding, informing Canadians of the new federal-provincial health agreement

- A diversity of 291 sporting, cultural and community events were sponsored across Canada.

Value-added Procurement services to clients

- Despite a shortage of employees, the demand for contracting communications services increased mainly due to the printing needs of the Census and the reprint of passports

- The Electronic Media Monitoring Program was implemented in 8 additional departments; it is now used by over 55 departments, agencies and corporations. Benefits include reductions in the number of traditional paper clippings as well as in photocopying and distribution costs for the departments involved.

Focusing on our People

Central to realizing our priorities is maintaining a versatile and highly skilled workforce to sustain PWGSC's momentum in this millennium. As a result, our branch is made up of a motivated team of highly experienced knowledge workers with substantial job diversity, solid bilingual capacity and strong awareness of broad government issues. By relying on

our best resource - our own employees - Communications Coordination Services has increased its ability to respond to its clients needs.

Through various strategic and learning tools and events, such as our Knowledge Management Strategy, our updated Strategic Human Resource Plan and our staff conferences, we have supported a client-focused direction and promoted an information sharing culture. We believe that innovations in career management planning such as learning plans, combined with our knowledge of communications best practices, help to ensure that our clients continue to receive the best advice and services. We recognize that it is through our employees' knowledge and skills that we will deliver excellence and innovation in our communications services and products to the Government of Canada and Canadians in the new economy.

Communications Coordination Services 2000-2001			
			(in millions of dollars)
	Planned Spending	*Total Authorities*	**Actual**
■ **Operating Vote**			
Gross Expenditures	74.7	84.2	**80.1**
Less: Respendable Revenues	1.1	4.2	**4.2**
Net Expenditures	73.6	80.0	**76.0**
■ **Optional Services Revolving Fund**			
Gross Expenditures	14.1	14.1	**13.4**
Less: Respendable Revenues	13.4	13.4	**12.1**
Net Resources (Provided) Used	0.7	0.7	**1.4**
BUSINESS LINE TOTAL	74.3	80.7	**77.3**

Totals may not add up due to rounding.

Operational Support

Description

- Provides support to the offices of the Minister and the Deputy Minister

- Provides IM/IT services to PWGSC's Business Lines and operations, and Information Technology Security for the department's business lines, operations and e-Platform and IM/IT common services

- Provides corporate services on a national basis related to finance, communications, audit and review, the ethics development office, human resources, material management, security, contract claims resolution, corporate policy and planning, portfolio management, the corporate secretary function and legal services.

Outcomes Achieved

Delivery of Ongoing IM/IT Services

- ***Central and Common Services Application:*** Using the latest software development tools and techniques, combined with expertise in IT project management, the Government Telecommunications and Informatics (GTIS) Branch works with PWGSC's business lines to develop new computer applications and to maintain existing applications, from minor enhancements to major overhauls. GTIS operates and maintains approximately 300 major active applications across Canada, including those supporting government-wide mission critical systems for the Receiver General and Public Service Compensation, and those necessary to ensure delivery of central and common services to federal departments and agencies. Service excellence is assured by adherence to the recommendations of Treasury Board's Enhanced Management Framework for IT project management, risk management and quality management processes.

- ***Information Technology Security (ITS)***: As threats to departmental and government IT environments continue to grow, GTIS continues to respond through monitoring IT security on two fronts: departmental use of the Internet, and frequency of two specific threats, viruses and hoaxes.

  PWGSC has formed an Information Protection Centre within GTIS, which is responsible for co-ordinating the protection, reaction and response against computer network attacks. This centre will focus on activities such as internal network monitoring, scanning for unauthorized access points, vulnerability analysis and implementing increasingly sophisticated software for virus detection.

- *Office Systems:* GTIS provides workstation support to PWGSC employees via the Office Systems Service Desk. During 2000-01, a new remote control software tool was implemented, allowing problems to be resolved without having to dispatch an agent to the workstation. As a result, 75%-80% of client calls are now being resolved without dispatching an agent, leading to savings of time and money. A recent client survey across PWGSC showed that employees were highly satisfied overall with the service provided (overall satisfaction = 90%).

Problems Resolved at point of call

Remotely Resolved
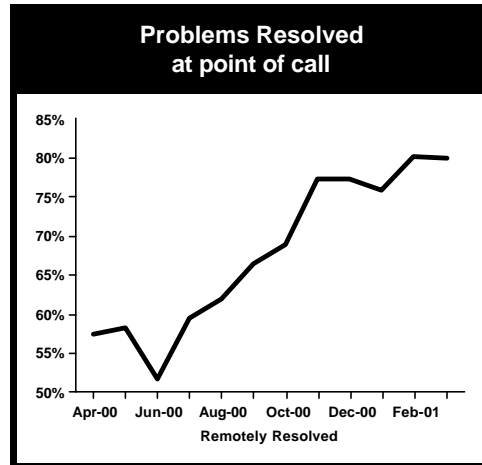
- *Information Management (IM) Services*: In the area of IM, GTIS provides services such as documents management, directory and forms management, library services, and mail to PWGSC. In order to improve these services, GTIS continually re-engineers existing services by taking advantage of proven technologies to optimize efficiency and effectiveness and to support GOL. Accomplishments in 2000-01 include:

  - A comprehensive listing of PWGSC forms, for viewing and downloading in PDF format, is now available on the Publiservice intranet site for access by other interested departments
  - Over 8.5 million pieces of inbound and outbound mail were handled; and
  - A total of 2,556 new items were added to the Biblioweb database. Biblioweb allows users to access many department library collections and full-text documents electronically, as well as to request and renew materials on-line.

Government On-Line (GOL)

The initial planning to transform PWGSC systems to meet the objectives of GOL was completed during 2000-01. A more detailed report on PWGSCs GOL initiatives is given in Section III in this report.

Supportive Human Resources Strategies

- *Human Resources Strategy that Supports Knowledge-based Services***:** Corporate Management has established a Human Resources Management Framework that supports PWGSC's business directions.

  The department has extended the capacity for demographic profiling and provides comprehensive information so that managers may make informed human resources planning decisions to meet their business directions.

  PWGSC sustained its minimum training investment for all employees and has documented an increase in time and dollars invested in employee learning at all levels of the organization.

- ***Renewal Program for Middle Managers:*** PWGSC focussed its efforts on developing a variety of communications and learning vehicles including a Managers' Corner website, a Management Orientation Course and a web-enabled Manager Learning Map.

- ***Performance Monitoring System for Human Resources Services:*** State of the workforce indicators have been identified and implemented so that we may continuously monitor and improve our people management to meet business needs. These performance indicators have been integrated into the *Bilan Social*, a departmental human resources management report.

- ***Universal Classification Standard (UCS) Conversion***: PWGSC is conversion-ready for all occupational groups. To maintain our state of readiness, we continue to support departmental business lines that are reviewing their organizational structure to respond to their clients needs.

  As specific support to the implementation of UCS, 225 departmental employees have been trained in informal conflict resolution and the community of practice is being supported.

Employer of choice

- ***Diverse and Representative Work Force:*** PWGSC continued its efforts to achieve excellence in building a representative workforce, which reflects the rich diversity of Canada's multicultural society.

  PWGSC continued to renew its workforce through trainee/apprenticeship programs. These entry level recruitment and development programs are used to attract talent to the department and have resulted in a more representative workforce.

- ***Supportive Work Environment:*** Working with the unions, PWGSC has approached alternative dispute resolution by developing a conflict-management system, which is currently going through an approval process with management and unions. As part of this model, learning strategies for managers and employees have been developed.

- ***Employee and Organization Assistance Program:*** This departmental program has enhanced its services by developing and implementing a model for describing the factors needed to promote wellness on an individual and organizational basis.

- ***Official Language Leadership:*** In addition to continuing our efforts with the executive community in bilingual regions, PWGSC is supporting language training for executives in unilingual regions as part of their career development.

In addition to the outcomes above, reported against commitments made in the 2000-01 Report on Plans and Priorities, the achievement below is considered significant.

Ensuring Public Trust

PWGSC is committed to fostering a dialogue on ethics with its employees as one of the bases of providing good service to its clients and Canadians. One of the tools to support this dialogue is the award winning Ethics Web site, where employees can consult a decision-making guide when faced with ethical dilemmas. In addition, at a Round Table in Private and Public Sector Ethics co-sponsored with the Conference Board, this dialogue was extended to the department's external stakeholders.

Operational Support 2000-2001			
			(in millions of dollars)
	Planning Spending	*Total Authorities*	**Actual**
IM/IT - DEPARTMENTAL OPERATIONS SERVICE LINE			
▪ **Operating Vote**			
Gross Expenditures	197.9	243.3	**240.0**
Less: Respendable Revenues	67.3	77.6	**77.5**
Net Expenditures	130.6	165.8	**162.4**
CORPORATE MANAGEMENT SERVICE LINE			
▪ **Operating Vote**			
Gross Expenditures	149.0	154.9	**138.9**
Less: Respendable Revenues	32.4	42.1	**42.1**
Net Expenditures	116.7	112.8	**96.8**
BUSINESS LINE TOTAL	247.2	278.6	**259.2**

Totals may not add up due to rounding.

Crown Corporations Program

Old Port of Montreal Corporation Inc.

Description

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

Outcomes Achieved

The Old Port of Montreal Corporation Inc. develops and maintains the Old Port of Montreal site in Montreal by putting into place infrastructure, equipment and services. It operates an IMAX® theater and an outdoor skating rink, and offers year-round activities for visitors including the Interactive Science Centre which opened in May 2000. Payments to the Corporation assist it in meeting its objectives. Independent sources of revenue include theatre admissions, parking, food services and sponsorships.

Queens Quay West Land Corporation

Description

▪ The payments issued provide funding to the Queens Quay West Land Corporation which in turn provides an operating subsidy to Harbourfront Centre.

Outcomes Achieved

The Queens Quay West Land Corporation functions as a realty management and disposal company for the Harbourfront precinct in Toronto and provides an operating subsidy to Harbourfront Centre. Payments to the Corporation provide funding to honour commitments made by the federal government. Most of the original 100-acre site has been conveyed to the City of Toronto.

Crown Corporations Program 2000-2001			
			(in millions of dollars)
BUSINESS LINE	Planned Spending	*Total Authorities*	**Actual**
OLD PORT OF MONTREAL CORPORATION INC.			
▪ **Payments to the Old Port of Montreal Corporation Inc.**	--	12.7	**12.6**
QUEENS QUAY WEST LAND CORPORATION			
▪ **Payments to the Queens Quay West Land Corporation**	3.0	3.0	**3.0**
PROGRAM TOTAL	3.0	15.7	**15.6**

Totals may not add up due to rounding.

Annex A — Consolidated Reporting

Government On-Line

The PWGSC 2000-01 Report on Plans and Priorities committed PWGSC, in co-operation with the Treasury Board Secretariat (TBS) and other departments, to developing the design and architecture of the Government of Canada's Secure Channel (to enable on-line service delivery), and conduct operational pilots to test the concept.

Over the past year, PWGSC has been working to support on-line service delivery, both at the government-wide level and for its own programs and services. PWGSC is playing a key role in a number of major on-line initiatives:

- The establishment or modernization of departmental on-line services in support of Government On-Line (GOL);

- The development and operation of electronic infrastructure services on behalf of the federal community, including the creation of a Secure Channel, to facilitate public on-line access to government services

- The upgrading and relaunch of the federal Internet access portal (the Canada Site), and

- The establishment of a new system to facilitate on-line electronic procurement by federal public servants, of goods and services required internally.

Government On-Line: The process of enabling the on-line delivery of government programs and services is being implemented in phases or 'Tiers':

- The Tier One objective was to make information on key federal government programs and services available electronically to the public by December 31, 2000

- Tier Two is intended to provide Canadians with secure electronic access to key government services by the end of 2004

- Tier Three will extend these objectives to service delivery arrangements with external partners, including provinces, territories, municipalities, and businesses.

To coordinate the efforts of PWGSC and ensure that it successfully meets its GOL objectives, a GOL Program Office was established. This office supports departmental GOL governance committees; identifies and tracks the horizontal issues of the department; and provides common services such as risk management and reporting to Treasury Board Secretariat (TBS).

PWGSC completed the development of its Internet and internal information sites to meet its Tier One requirements ahead of schedule.

To meet its Tier Two objectives, PWGSC has developed a set of GOL initiatives aimed at supporting government objectives and improving the services of each PWGSC business line. All of these projects are being designed to provide easy access to government information and services, improve service to PWGSC's broad range of clients, and enhance the efficiency of government operations.

Secure Channel: The Strategic IM/IT Infrastructure Initiative (SII), the technology component of the GOL initiative, is enhancing the government's common electronic infrastructure to support GOL. Under the SII, a Secure Channel for electronic service delivery to Canadians, businesses and other users of government services is being built. It is designed to facilitate on-line access to government programs and services. PWGSC has been designated as a key delivery agent of the Secure Channel and other core elements of the SII on behalf of government, and is working closely with the Treasury Board Secretariat. While individual federal government departments are free to establish their own internal electronic infrastructures, they are also responsible for ensuring integration with government-wide common infrastructure and services, in order to enable integrated service delivery to Canadians and avoid duplication in infrastructure investments.

A Request for Proposals (RFP) process for awarding the Secure Channel contract was successfully completed, with the participation of other government departments to ensure that it meets client requirements.

Canada Portal: A redesign of the Government of Canada's primary portal/web site, the *Canada Site*, was completed, providing "single-window" access to government information and services. The Prime Minister officially launched the web site on February 2, 2001. The first edition of the *Canadians Gateway,* a sub site of the Canada site offering services and programs for Canadians, was released ahead of schedule, thus helping to foster efforts toward interdepartmental clustering of on-line services. The resulting citizen focused service and information presentation are instrumental in demonstrating the potential of on-line service delivery and was one of the early deliverables of the GOL program.

Electronic Procurement: The Electronic Supply Chain will put a much larger portion of the government's procurement process on-line. It will cover the complete procurement, purchasing and payment life cycle, and involve both the federal government and its external suppliers. This initiative is expected to provide and facilitate faster, more efficient services at reduced costs in the longer term. In 2000-01, the Electronic Supply Chain initiative successfully implemented release 1.0 of its e-Procurement model, focused largely on internal use within departments, to facilitate purchasing of administrative supplies and services.

Procurement and Contracting

Public Works and Government Services Canada, via the Supply Operations Service (SOS), provides quality common services for acquiring goods and services on behalf of the departments and agencies of the Government of Canada. The services provided by SOS are unique and encompass a wide array of activities which let customer departments devote themselves to the business of delivering services directly to Canadians.

In 2000-01, SOS awarded over 60,000 contractual documents (up 10,000 from the previous year) worth $10.9 billion. Of these, 591 contracts valued at $102.2M were awarded to Aboriginal firms.

Competition
% of Competitive Contracting

Based on $ Value

SOS is intensely proud of its framework of procurement procedures and policies that both foster the cost-effective and efficient delivery of contracting services to government, and meet the legislative obligations related to national and international trade agreements. Its activities are carried out in compliance with clear principles. Integrity is the single, most important quality of PWGSC procurement which forms the foundation for five principles that guide all contracting activities:
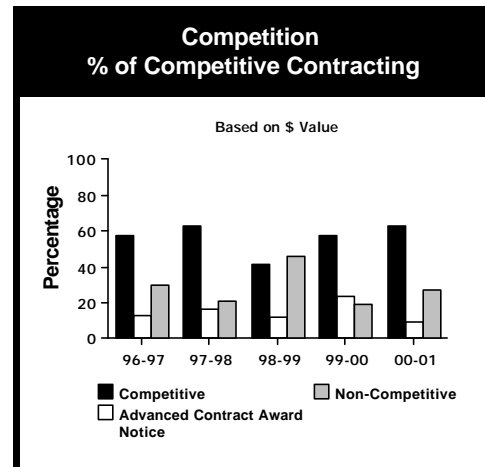
- *accountability* -- PWGSC is accountable for the integrity of the entire procurement process

- *client service* -- every effort is made to satisfy the operational requirements of clients, while obtaining best value in each procurement

- *competition* -- contracts are awarded through an open, competitive process, with specific exceptions permitted by the Government Contracts Regulations

- *equal access and treatment* -- all suppliers are afforded equal access to procurement opportunities, and are subject to the same conditions

- *national objectives* -- PWGSC implements socio-economic objectives, within the limits imposed by national and international trade agreements.

In 2000-01, several audit reports and related action plans were completed on procurement-related activities. These can be reviewed at the following website: **http://www.pwgsc.gc.ca/aeb/text/inter-e.html**

Materiel Management

The Departmental Asset Management Policy was developed and promulgated in 2000-01. The departmental-level asset management system was also successfully implemented. The asset management system, which was put into production on April 1, 2001, fully supports the government's Financial Information Strategy. Associated with the implementation of the new system were the business procedures and processes required to support capital asset management in the Department.

PWGSC has assessed and conducted a physical inventory of all capital assets in 2000-01 and is conducting a physical inventory of all controllable assets below the $10,000 capital asset threshold in 2001-02. The assessments and inventories are conducted via a physical inventory process with confirmation stages after entry into the asset management system. The level of confidence is extremely high due to the physical nature of the inventory and the involvement of the financial community in the confirmation of data. Life-cycle costs of all capital assets (including mission-critical ones) are addressed. PWGSC conducted a valuation exercise for all capital assets and then analyzed the amortization periods for life-cycle costs and replenishment analysis.

Sustainable Development

During the past year, PWGSC has made steady progress against the environmental objectives and targets published in the 1999-2000 Report on Plans and Priorities, and previous commitments made in our Sustainable Development Strategy of 1997.

Key commitments focussed on the development of a departmental environmental management system (EMS); the implementation of a pollution-prevention approach to government operations; the practice of green citizenship; and assisting our client departments to green their operations and make environmentally responsible purchases.

The department has also expanded the scope of its strategy to include measures in support of the Federal House in Order Initiative (FHIO) – the government's commitment to reduce greenhouse gas emissions in its own operations under the Kyoto Protocol.

Over the reporting period, the documentation of the department's EMS was substantially completed, although work continues towards its full implementation. In addition, important elements were added to the EMS, such as a framework for semi-annual monitoring of the implementation of the PWGSC Sustainable Development Strategy on the part of the department's top management. Good progress was also made regarding the specific operational areas referred to above. The following are a few examples:

- A PWGSC greenhouse gas emission reduction strategy and three-year action plan was developed

- Average landfilled waste per employee in 2000-01 was 54kg.- well below our target of 95kg

- The percentage of boxes of paper with recycled content supplied by the Material Management Division to the department increased from 17% in 1999/00 to 99% in 2000-01

- Green clauses have now been incorporated into over 51% of the sections of the National Master Specifications

- In 2000-01, some 271 employees received green procurement training

- PWGSC has developed a Green Procurement Network with a Publiservice website to facilitate green procurement practices within the government community.

Also, during financial year 2000-01 an updated PWGSC Sustainable Development Strategy was developed, and tabled in Parliament on February 14, 2001. The goals of the new strategy are to "green":

- PWGSC operations as a custodian and provider of facilities and common-use office space to federal departments

- the services PWGSC provides to federal departments and agencies as a common service agent, and

- The department's internal operations.

The new strategy emphasizes the development and implementation of specific, measurable, and time-bound targets, each with performance measures and action plans.

Further details concerning departmental sustainable development performance is set out in the PWGSC Sustainable Development Performance Report for financial year 2000-01, which can be found on the Publications web page of the PWGSC internet site, at www.pwgsc.gc.ca/text/generic/sub_infocentre_publications-e.html#p

Fuel Storage Tanks

As required under the *Canadian Environmental Protection Act* (CEPA), Part IV, Registration of Storage Tank Systems for Petroleum Products and Allied Petroleum Products on Federal Lands Regulations, this report provides the information set out in Schedule II of the aforementioned regulation, updated to December 31, 2000. As at December 31, 2000, the status of fuel storage tanks on federal lands under the custodianship of PWGSC was:

For Aboveground Storage Tanks: 14 are registered, 12 comply with the Technical Guidelines and 2 do not comply. These two tanks will be scheduled to achieve upgrading or decommissioning by December, 2001.

For Underground Storage Tanks (USTs): 64 are registered (plus 4 concrete tanks); 44 are in compliance with the Technical Guidelines; 20 do not comply. The 4 concrete tanks fall outside the scope of the Technical Guidelines; however, they are in good condition and are closely monitored.

PWGSC received formal approval from Environment Canada regarding its Action Plan for managing 9 of the 20 non-compliant UST's until such time as the tanks are declared surplus or their ownership is transferred.

8 of the 20 non-compliant USTs are scheduled to be upgraded before December, 2001. The action plan and implementation schedule are in place.

The non-compliance of the 3 remaining UST's in question will be confirmed and they will be scheduled to achieve upgrading or decommissioning no later than December, 2001.

PWGSC will introduce a monitoring and follow-up system to ensure that all of its registered storage tanks are brought into and maintained in conformity with the Storage Tank Technical Guidelines.

Annex B - Financial Performance

Financial Performance Overview

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

	(in millions of dollars)
PLANNED SPENDING	**$2,054.6**
Acquisition of new Buildings	98.8
Collective Bargaining	10.4
Additional Operating Requirements	7.5
TOTAL AUTHORITIES	**$2,171.3**
Operating Budget Lapse	(25.2)
Separately Controlled Budget Lapse	(43.9)
Capital Lapse	(7.8)
Net Differences in Statutory Authorities - Revolving Funds	(1.2)
ACTUAL SPENDING	**$2,093.2**

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

There are two permanent separately controlled budgets within PWGSC: the banking fees within the Receiver General business line, and the accommodation budget within Real Property Services. The federal accommodation lapse is mainly associated with higher than anticipated third party and expansion control framework revenues.

Financial Table 1: Authorities for 2000-2001

(in millions of dollars)

Vote	Program	2000-2001 Planned Spending	2000-2001 Total Authorities	2000-2001 Actual
	Government Services			
1	Operating expenditures	1,664.3	*1,635.3*	**1,566.2**
5	Capital expenditures	344.0	*468.1*	**460.3**
(S)	Minister of Public Works and Government Services - Salary and motor car allowance	0.1	*0.1*	**0.1**
(S)	Contributions to employee benefits plan	59.3	*66.5*	**66.5**
(S)	Real Property Services Revolving Fund	--	*--*	**(1.3)**
(S)	Real Property Disposition Revolving Fund (Note 1)	(18.9)	*(18.9)*	**0.3**
(S)	Optional Services Revolving Fund	0.6	*0.6*	**3.8**
(S)	Government Telecommunications and Informatics Services Revolving Fund	--	*--*	**(8.8)**
(S)	Consulting and Audit Canada Revolving Fund	(1.1)	*(1.1)*	**(3.1)**
(S)	Translation Bureau Revolving Fund	3.4	*3.4*	**(7.4)**
(S)	Grants to municipalities and other taxing authorities	--	*0.9*	**0.9**
(S)	Refunds of amounts credited to revenues in previous years	--	*0.1*	**0.1**
(S)	Spending of proceeds from disposal of surplus Crown assets	--	*0.7*	**0.3**
	Government Services Total	2,051.6	*2,155.6*	**2,077.6**
	Crown Corporations			
11	Payments to Old Port of Montreal Corporation Inc.	--	*12.7*	**12.6**
10	Payments to Queens Quay West Land Corporation	3.0	*3.0*	**3.0**
	Crown Corporations Total	3.0	*15.7*	**15.6**
	DEPARTMENT TOTAL	2,054.6	*2,171.3*	**2,093.2**

Totals may not add up due to rounding.
(S) = Statutory

Note 1: 2000-2001 Actuals reflect the remittance of $15.5M in net revenues to the Consolidated Revenue Fund prior to year end.

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

(in millions of dollars)

PROGRAM Business Line *Service Line*	FTE's	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
GOVERNMENT SERVICES							
Real Property Services							
Federal Accommodation and Holdings	2,435	1,398.7	303.8	--	1,702.5	248.2	1,454.3
	2,435	**1,357.0**	**460.3**	**2.1**	**1,819.4**	**346.8**	**1,472.6**
Services							
- Real Property Services Revolving Fund	1,183	570.2	--	--	570.2	570.2	--
	1,239	**703.2**	**--**	**--**	**703.2**	**704.6**	**(1.3)**
- Real Property Disposition Revolving Fund^{Note1)}	--	3.6	--	--	3.6	22.5	(18.9)
	--	**1.8**	**--**	**--**	**1.8**	**1.5**	**0.3**
Total Real Property Services	3,618	1,972.5	303.8	--	2,276.3	840.9	1,435.4
	3,674	**2,062.0**	**460.3**	**2.1**	**2,524.4**	**1,052.9**	**1,471.5**
Supply Operations Services							
- Vote	1,617	126.3	--	--	126.3	20.7	105.6
	1,692	**150.8**	**--**	**--**	**150.8**	**35.0**	**115.8**
- Optional Services Revolving Fund	90	78.0	--	--	78.0	78.2	(0.1)
	90	**88.1**	**--**	**--**	**88.1**	**85.7**	**2.4**
Total Supply Operations Service	1,707	204.3	--	--	204.3	98.9	105.4
	1,782	**238.9**	**--**	**--**	**238.9**	**120.7**	**118.2**
Receiver General	627	119.0	--	--	119.0	20.3	98.7
	542	**130.4**	**--**	**--**	**130.4**	**30.1**	**100.3**
Public Service Compensation	779	49.0	--	--	49.0	2.3	46.7
	824	**64.2**	**--**	**--**	**64.2**	**35.3**	**28.9**
Government Telecommunications and Informatics Services	199	132.5	--	--	132.5	132.5	--
	177	**116.3**	**--**	**--**	**116.3**	**125.1**	**(8.8)**
Consulting and Audit Canada	357	71.0	--	--	71.0	72.1	(1.1)
	357	**110.1**	**--**	**--**	**110.1**	**113.1**	**(3.1)**
Translation Bureau							
- Vote	--	41.5	--	--	41.5	--	41.5
	--	**41.5**	**--**	**--**	**41.5**	**--**	**41.5**
- Translation Bureau Revolving Fund	1,250	122.3	--	--	122.3	118.9	3.4
	1,250	**149.4**	**--**	**--**	**149.4**	**156.9**	**(7.4)**
Total Translation Bureau	1,250	163.8	--	--	163.8	118.9	44.9
	1,250	**191.0**	**--**	**--**	**191.0**	**156.9**	**34.1**
Communications Coordination Services							
- Vote	81	74.7	--	--	74.7	1.1	73.6
	111	**80.1**	**--**	**--**	**80.1**	**4.2**	**76.0**
- Optional Services Revolving Fund	67	14.1	--	--	14.1	13.4	0.7
	67	**13.4**	**--**	**--**	**13.4**	**12.1**	**1.4**
Total Communications Coordination Services	148	88.9	--	--	88.9	14.6	74.3
	178	**93.6**	**--**	**--**	**93.6**	**16.2**	**77.3**

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

PROGRAM Business Line *Service Line*	FTE's	Operating	Capital	Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenues	Total Net Expenditures
Operational Support							
IM/IT - Departmental Operations	1,324	197.9	--	--	197.9	67.3	130.6
	1,328	**240.0**	**--**	**--**	**240.0**	**77.5**	**162.4**
Corporate Management	1,391	149.0	--	--	149.0	32.4	116.7
	1,518	**138.9**	**--**	**--**	**138.9**	**42.1**	**96.8**
Total Operational Support	2,715	346.9	--	--	346.9	99.7	247.2
	2,846	**378.9**	**--**	**--**	**378.9**	**119.6**	**259.2**
TOTAL GOVERNMENT SERVICES	11,400	3,148.0	303.8	--	3,451.8	1,400.2	2,051.6
	11,630	**3,385.2**	**460.3**	**2.1**	**3,847.5**	**1,770.0**	**2,077.6**
CROWN CORPORATIONS							
Old Port of Montreal Corporation Inc.	--	--	--	--	--	--	--
	--	**12.6**	**--**	**--**	**12.6**	**--**	**12.6**
Queens Quay West Land Corporation	--	3.0	--	--	3.0	--	3.0
	--	**3.0**	**--**	**--**	**3.0**	**--**	**3.0**
TOTAL CROWN CORPORATIONS	--	3.0	--	--	3.0	--	3.0
	--	**15.6**	**--**	**--**	**15.6**	**--**	**15.6**
TOTAL DEPARTMENT	11,400	3,151.0	303.8	--	3,454.8	1,400.2	2,054.6
	11,400	*3,279.5*	*468.1*	*2.6*	*3,750.1*	*1,578.8*	*2,171.3*
	11,630	**3,400.8**	**460.3**	**2.1**	**3,863.2**	**1,770.0**	**2,093.2**
Elimination of Intra-Departmental Transactions	**--**	**(183.7)**	**--**	**--**	**(183.7)**	**(183.7)**	**--**
	11,630	**3,217.2**	**460.3**	**2.1**	**3,679.5**	**1,586.3**	**2,093.2**
Other Revenues and Expenditures							
Non-respendable revenues							27.6
							27.6
							111.9
Cost of Services Provided by Other Departments							24.9
							24.9
							34.5
NET COST OF THE PROGRAM							2,051.9
							2,168.6
							2,015.8

Totals may not add up due to rounding.

Regular characters denote the planned spending.

Numbers in italics denote Total Authorities for 2000-2001.

Bold numbers denote actual expenditures/revenues in 2000-2001.

Note 1: 2000-2001 Actuals reflect the remittance of $15.5M in net revenues to the Consolidated Revenue Fund prior to year end.

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

(in millions of dollars)

PROGRAM			2000-2001		
Business Line	Actual	Actual	Planned	*Total*	
Service Line	1998-99	1999-00	Spending	*Authorities*	**Actual**
GOVERNMENT SERVICES					
Real Property Services					
Federal Accommodation and Holdings Services	1,352.4	1,183.5	1,454.3	*1,520.3*	**1,472.6**
Real Property Services Revolving Fund	31.8	--	--	--	**(1.3)**
Real Property Disposition Revolving Fund [Note 1]	(23.8)	(17.5)	(18.9)	*(18.9)*	**0.3**
	1,360.4	1,166.0	1,435.4	*1,501.4*	**1,471.5**
Supply Operations Service					
Vote	111.6	136.7	105.6	*115.4*	**115.8**
Optional Services Revolving Fund	0.1	(3.5)	(0.1)	*(0.1)*	**2.4**
	111.7	133.2	105.4	*115.3*	**118.2**
Receiver General	98.2	93.5	98.7	*104.8*	**100.3**
Public Service Compensation	53.9	57.8	46.7	*29.7*	**28.9**
Government Telecommunications and Informatics Services (GTIS)					
GTIS Revolving Fund	6.6	(2.1)	--	--	**(8.8)**
Consulting and Audit Canada (CAC)					
CAC Revolving Fund	(2.7)	(3.5)	(1.1)	*(1.1)*	**(3.1)**
Translation Bureau					
Vote	41.1	40.3	41.5	*42.8*	**41.5**
Translation Bureau Revolving Fund	2.6	(7.2)	3.4	*3.4*	**(7.4)**
	43.7	33.1	44.9	*46.2*	**34.1**
Communication Coordination Services					
Vote	71.9	77.2	73.6	*80.0*	**76.0**
Optional Services Revolving Fund	6.5	1.7	0.7	*0.7*	**1.4**
	78.4	79.0	74.3	*80.7*	**77.3**
Operational Support					
IM/IT - Departmental Operations	178.2	176.3	130.6	*165.8*	**162.4**
Corporate Management	84.2	93.4	116.7	*112.8*	**96.8**
	262.4	269.7	247.2	*278.6*	**259.2**
GOVERNMENT SERVICES TOTAL	2,012.6	1,826.7	2,051.6	*2,155.6*	**2,077.6**
CROWN CORPORATIONS					
Old Port of Montreal Corporation Inc.	14.2	24.3	--	*12.7*	**12.6**
Queens Quay West Land Corporation	3.5	3.0	3.0	*3.0*	**3.0**
CROWN CORPORATIONS TOTAL	17.7	27.3	3.0	*15.7*	**15.6**
DEPARTMENT TOTAL	2,030.3	1,854.0	2,054.6	*2,171.3*	**2,093.2**

Totals may not add up due to rounding

Note 1: 2000-2001 Actuals reflect the remittance of $15.5M in net revenues to the Consolidated Revenue Fund prior to year end

				(in millions of dollars)	
PROGRAM			**2000-2001**		
Business Line	Actual	Actual	Planned	*Total*	
Service Line	1998-99	1999-00	Revenues	*Authorities*	**Actual**
GOVERNMENT SERVICES					
Respendable Revenues					
Real Property Services					
Federal Accommodation and Holdings					
Rentals and Concessions	310.3	323.6	248.2	*346.8*	**346.8**
Services					
Real Property Services Revolving Fund Recoveries of Disbursements on Behalf of Clients	488.9	495.8	460.7	*460.7*	**571.5**
Fee Revenues from Real Property Related Common Services	102.6	120.0	109.5	*109.5*	**133.1**
	591.5	615.8	570.2	*570.2*	**704.6**
Real Property Disposition Revolving Fund Sale of Real Properties [Note 1]	27.8	21.6	22.5	*22.5*	**1.5**
	619.3	637.5	592.7	*592.7*	**706.1**
	929.6	961.1	840.9	*939.5*	**1,052.9**
Supply Operations Services					
Vote					
Major Crown Projects	12.2	14.2	12.3	*15.9*	**15.9**
Acquisitions	9.3	10.7	4.0	*13.0*	**13.0**
Canadian General Standards Board	--	2.6	2.5	*2.3*	**2.3**
Others	3.9	3.0	1.9	*3.9*	**3.9**
	25.4	30.6	20.7	*35.0*	**35.0**
Optional Services Revolving Fund					
Traffic	43.9	42.1	52.8	*46.8*	**40.7**
Crown Assets Distribution	5.7	12.0	8.7	*8.7*	**4.8**
Locally Shared Support Services	7.2	6.5	7.0	*7.0*	**6.5**
Software Brokerage/Benchmarking	9.4	2.0	2.7	*2.7*	**9.6**
Vaccine	--	9.9	7.0	*13.0*	**24.2**
	66.3	72.4	78.2	*78.2*	**85.7**
	91.7	103.0	98.9	*113.2*	**120.7**
Receiver General					
Payments Services	26.6	22.0	20.3	*28.9*	**28.9**
Pension Fund	--	--	--	*1.2*	**1.2**
	26.6	22.0	20.3	*30.1*	**30.1**
Public Service Compensation					
Compensation Services	2.2	3.4	2.3	*4.6*	**4.6**
Personnel Application	0.3	0.3	--	*0.2*	**0.2**
Pension Fund	--	--	--	*30.5*	**30.5**
	2.5	3.7	2.3	*35.3*	**35.3**

Financial Table 4: Revenue (Cont'd)

PROGRAM			2000-2001		
Business Line	Actual	Actual	Planned	*Total*	
Service Line	1998-99	1999-00	Revenues	*Authorities*	**Actual**
Government Telecommunications and Informatics Services					
Telecommunication Revenue	165.0	144.4	132.5	*132.5*	**125.1**
Informatics and Others	0.7	--	--	*--*	**--**
	165.7	144.4	132.5	*132.5*	**125.1**
Consulting and Audit Canada					
Consulting and Audit Services	100.0	113.4	72.1	*72.1*	**113.1**
Translation Bureau					
Revolving Fund					
Translation Services	123.8	141.0	116.1	*116.1*	**153.2**
Interpretation Services	1.8	2.8	2.1	*2.1*	**3.0**
Terminology Services	0.3	1.0	0.7	*0.7*	**0.6**
	125.9	144.7	118.9	*118.9*	**156.9**
Communications Coordination Services					
Vote					
Strategic Communications	--	0.8	1.0	*0.8*	**0.8**
Depository Services Program	0.1	0.2	0.1	*0.1*	**0.1**
Customer Services and Industry Relations	--	4.3	--	*0.3*	**0.3**
Information Delivery Services	--	2.0	--	*2.9*	**2.9**
Internal Recoveries and Others	--	3.7	--	*--*	**--**
	0.1	10.9	1.1	*4.2*	**4.2**
Optional Services Revolving Fund					
Customer Services and Industry Relations	4.2	--	--	*--*	**--**
Canadian Government Publishing	7.4	6.0	7.2	*7.2*	**6.9**
Canada Gazette	2.4	2.4	3.3	*3.3*	**2.1**
Information Delivery Services	3.8	--	--	*--*	**--**
Procurement Services	2.7	2.8	2.9	*2.9*	**3.1**
	20.5	11.1	13.4	*13.4*	**12.1**
	20.6	21.9	14.6	*17.6*	**16.2**
Operational Support					
IM/IT Services	26.5	77.3	67.3	*77.5*	**77.5**
Ministerial Regional Offices	2.0	2.4	2.4	*2.1*	**2.1**
Internal Recoveries and Others	46.9	36.5	30.0	*39.9*	**39.9**
	48.9	38.9	32.4	*42.1*	**42.1**
	75.4	116.2	99.7	*119.6*	**119.6**
Total Respendable Revenues	1,538.1	1,630.5	1,400.2	*1,578.7*	**1,770.0**

Financial Table 4: Revenue (Cont'd)

PROGRAM	Actual 1998-99	Actual 1999-00	2000-2001 Planned Revenues	2000-2001 Total Authorities	2000-2001 Actual
Non-Respendable Revenues					
Rental and Concessions	--	--	--	--	**0.8**
Docks	3.4	3.6	4.1	*4.1*	**5.1**
Refund of Previous Year's Expenditures	2.0	5.6	--	--	**10.1**
Adjustment to Payables at Year End	8.2	19.1	--	--	**24.2**
Good and Services Tax	8.5	4.9	10.8	*10.8*	**--**
Canada Post Corporation:					
- Interests	3.9	--	--	--	
- Dividends	12.0	12.6	--	--	**18.9**
- Return on Investment	200.0	--	--	--	**--**
Canada Lands Company Dividends	46.8	26.7	--	--	**(0.2)**
Proceeds from Disposal of Surplus Crown Assets	0.6	0.3	--	--	**0.4**
Benefits and Overhead Reimbursed	14.1	17.1	--	--	**23.1**
Miscellaneous Non-tax Revenues:					
- Donations to the Crown	1.2	0.3	--	--	**0.1**
- Seized Properties	14.4	17.5	--	--	**10.2**
- Others	2.0	0.3	12.7	*12.7*	**19.3**
Total Non-Respendable Revenues	317.1	108.0	27.6	*27.6*	**111.9**
Department Total	1,855.2	1,738.5	1,427.8	*1,606.3*	**1,881.9**

Totals may not add up due to rounding.

Note 1: 2000-2001 Actuals reflect the remittance of $15.5M in net revenues to the Consolidated Revenue Fund prior to year end.

Note: There are no revenues in the Crown Corporations Program

.Financial Table 5: Statutory Payments by Business Line

				(in millions of dollars)	
				2000-2001	
PROGRAM	Actual	Actual	Planned	*Total*	
Business Line	1998-99	1999-00	Spending	*Authorities*	**Actual**
GOVERNMENT SERVICES					
Real Property Services	105.6	6.2	2.2	*4.3*	**3.8**
Supply Operations Service	--	17.3	15.6	*18.8*	**18.6**
Receiver General	--	5.0	5.3	*4.9*	**4.9**
Public Service Compensation	--	6.9	6.0	*7.1*	**7.1**
Translation Bureau	--	--	0.7	*0.0*	**--**
Communications Coordination Services	--	1.0	1.6	*1.1*	**1.1**
Operational Support	59.2	30.8	28.0	*32.0*	**32.1**
Total Statutory Payments	164.8	67.4	59.3	*68.2*	**67.8**

Totals may not add up due to rounding.

Note: Includes contributions to employee benefits plan (CEBP), Minister's salary and car allowance, spending of proceeds from the disposals of surplus Crown assets, refunds of amounts credited to revenues in previous years, Northumberland Strait crossing subsidy payment and Grants to municipalities and other taxing authorities.

Financial Table 6: Transfer Payments by Business Line

				(in millions of dollars)	
				2000-2001	
PROGRAM	Actual	Actual	Planned	*Total*	
Business Line	1998-99	1999-00	Spending	*Authorities*	**Actual**
GOVERNMENT SERVICES					
Real Property Services					
GRANTS					
Grants in kind to the Royal Society of Canada	--	--	0.2	*0.2*	**0.2**
Grants to Municipalities and Other Taxing Authorities	59.7	3.4	--	*0.9*	**0.9**
	59.7	3.4	0.2	*1.1*	**1.1**
CONTRIBUTIONS					
Perley Bridge Divestiture	--	1.7	--		**--**
Hudson Bay Port Company	--	2.2	1.5	*1.5*	**1.0**
Marine Remedial Works	0.8	--	--	--	**--**
Corporation of the City of Welland, Ontario	3.2	--	--	--	**--**
	4.0	3.9	1.5	*1.5*	**1.0**
OTHER TRANSFER PAYMENTS					
Strait Crossing Finance Inc.	45.6	--	--	--	**--**
Total Transfer Payments	109.3	7.4	1.7	*2.6*	**2.1**

Totals may not add up due to rounding.

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

Financial Table 7: Resource Requirements by Organization and Business Line for 2000-2001

(in millions of dollars)

PROGRAM / Business Line	Offices of The Minister and Deputy Minister	Real Property Services	Supply Operations Service	Government Operational Service	Government Telecommunications and Informatics Services	Consulting and Audit Canada	Corporate Implementation Group	Translation Bureau	Human Resources	Audit and Review	Communications	Ethics Development Office	Communications Coordination Services	Legal Services	Total
GOVERNMENT SERVICES															
Real Property Services	--	1.435.4	--	--	--	--	--	--	--	--	--	--	--	--	1.435.4
	--	**1,471.5**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**1,471.5**
Supply Operations Service	--	--	105.4	--	--	--	--	--	--	--	--	--	--	--	105.4
	--	**--**	**118.2**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**118.2**
Receiver General	--	--	--	98.7	--	--	--	--	--	--	--	--	--	--	98.7
	--	**--**	**--**	**100.3**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**100.3**
Public Service Compensation	--	--	--	46.7	--	--	--	--	--	--	--	--	--	--	46.7
	--	**--**	**--**	**28.9**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**28.9**
Government Telecommunications and Informatics Services	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
	--	**--**	**--**	**--**	**(8.8)**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**(8.8)**
Consulting and Audit Canada	--	--	--	--	--	(1.1)	--	--	--	--	--	--	--	--	(1.1)
	--	**--**	**--**	**--**	**--**	**(3.1)**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**(3.1)**
Translation Bureau	--	--	--	--	--	--	--	44.9	--	--	--			--	44.9
	--	**--**	**--**	**--**	**--**	**--**	**--**	**34.1**	**--**	**--**	**--**			**--**	**34.1**
Communication Coordination Services	--	--	--	--	--	--	--	--	--	--	--	--	74.3	--	74.3
	--	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**77.3**	**--**	**77.3**
Operational Support	3.2	22.3	1.6	28.0	128.4	--	2.1	--	16.1	7.1	37.2	--	--	1.1	247.2
	3.3	**26.2**	**1.5**	**25.7**	**158.1**	**--**	**1.5**	**--**	**29.0**	**6.0**	**6.3**	**0.4**	**--**	**1.1**	**259.2**
TOTAL GOVERNMENT SERVICES	3.2	1,457.6	107.0	173.3	128.4	(1.1)	2.1	44.9	16.1	7.1	37.2	--	74.3	1.1	2,051.6
	3.3	**1,497.7**	**119.6**	**154.9**	**149.2**	**(3.1)**	**1.5**	**34.1**	**29.0**	**6.0**	**6.3**	**0.4**	**77.3**	**1.1**	**2,077.6**
CROWN CORPORATIONS															
Old Port of Montreal Corporation Inc.	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--
	--	**--**	**--**	**--**	**--**	**--**	**12.6**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**12.6**
Queens Quay West Land Corporation	--	--	--	--	--	--	3.0	--	--	--	--	--	--	--	3.0
	--	**--**	**--**	**--**	**--**	**--**	**3.0**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**3.0**
TOTAL CROWN CORPORATIONS	--	--	--	--	--	--	3.0	--	--	--	--	--	--	--	3.0
	--	**--**	**--**	**--**	**--**	**--**	**15.6**	**--**	**--**	**--**	**--**	**--**	**--**	**--**	**15.6**
TOTAL DEPARTMENT	3.2	1,457.6	107.0	173.3	128.4	(1.1)	5.1	44.9	16.1	7.1	37.2	--	74.3	1.1	2,054.6
	3.3	**1,497.7**	**119.6**	**154.9**	**149.2**	**(3.1)**	**17.1**	**34.1**	**29.0**	**6.0**	**6.3**	**0.4**	**77.3**	**1.1**	**2,093.2**

Totals may not add up due to rounding.

Regular characters denote the planned spending.

Bold numbers denote actual expenditures/revenues in 2000-2001

Financial Table 8: Capital Projects by Business Line

(in thousands of dollars)

Business Line	Current Estimated Total Costs	Actual 1998-99	Actual 1999-00	2000-01 Planned Spending	Actual
Real Property Services					
NEW BRUNSWICK					
St. George - GOCB - Construction	3,409	17	27	*2,539*	**27**
NEWFOUNDLAND					
Argentia - Environmental remediation	71,780	10,524	12,121	*16,000*	**13,222**
QUEBEC					
Ville St-Laurent - 3155 Cote de Liesse - Renovation	21,347	1,062	6,682	*8,000*	**7,794**
Montreal - Complexe Guy Favreau - Dalle / Membrane	7,720	1,648	1,910	*2,483*	**2,295**
Montreal - 305 René Lévesque - Renovation	21,015	300	362	*10,450*	**3,628**
Montreal - 400 Youville - Renovation	2,973	178	1,069	*3,218*	**1,726**
NATIONAL CAPITAL REGION (QUEBEC)					
Hull - Laurier Taché Garage - Renovation	43,707	949	9,296	*5,639*	**5,451**
Hull - Centre Bisson - Windows and masonry rehabilitation	3,393	152	119	*1,573*	**1,308**
Hull - Portage Complex & Place du Centre - New security system	3,720	378	260	*1,237*	**1,200**
NATIONAL CAPITAL REGION (ONTARIO)					
Ottawa - M.G. Pearkes Building - Renovation	12,416	4,165	2,390	*3,100*	**1,849**
Ottawa - West Memorial - Renovation	79,400	811	125	*9,000*	**--**
Ottawa - Standard Lab - Renovation	9,690	967	5,900	*2,349*	**2,815**
Ottawa - Sir John Carling - Renovation/ Addition	136,600	350		*4,100*	**--**
Ottawa - CBC Building - Acquisition & Renovation	12,069	4,140	5,713	*149*	**578**
Ottawa - Building 16 - Renovation	7,737	5,591	1,018	*170*	**50**
Ottawa - New Federal Court - New Construction	77,800	--	--	*1,440*	**--**
Ottawa - St-Andrews Tower - Base Building Upgrade	2,392		1,243	*1,149*	**--**
Ottawa - L.B. Pearson bldg. - Installation of generator	2,152	233	108	*1,229*	**1,650**
NUNAVUT					
Iqualuit - GOCB - Construction	11,570	1,159	7,890	*1,260*	**1,600**
PARLIAMENTARY PRECINCT					
Ottawa - Library of Parliament (LOP) - Renovation	78,015	3,320	3,828	*19,292*	**9,709**
Ottawa - Site Reconstruction	1,700	700	455	*500*	**247**
Ottawa - Wellington Street Wall - Masonry and Iron Work	5,000	151	379	*304*	**54**
Ottawa - West Block - Furniture / Fixture / Equipment	30,003	11	1	*300*	**--**
Ottawa - West Block - Renovation	88,200	1,674	31	*300*	**7**

Financial Table 8: Capital Projects by Business Line (Cont'd)

(in thousands of dollars)

Business Line	Current Estimated Total Costs	Actual 1998-99	Actual 1999-00	2000-2001 Planned Spending	Actual
Real Property Services					
PARLIAMENTARY PRECINCT (Cont'd)					
Ottawa - Parliamentary Hill Ground - Vaux Wall Repair	5,992	1,388	1,054	--	**128**
Ottawa - Wellington Building- HVAC Renovation	633	174	36	*2,350*	**5**
Ottawa - PPD Long term plan	3,047	626	1,425	*1,191*	**830**
Ottawa - Justice Building - Renovation	18,443	11,050	2,650	*7,661*	**2,900**
Ottawa - Campus wide - BCC	25,210	3,469	4,115	*10,425*	**7,263**
BRITISH COLUMBIA					
Northwest Highway - Reconstruction	479,600	17,234	13,260	*13,000*	**13,952**
Surrey - Tax. Data Centre - Renovation	18,450	--	186	*3,000*	**91**
Vancouver - Sinclair Centre - Morton's of Chicago	3,045	264	163	*1,500*	**1,737**
Vancouver - 401 Burrard - Purchase	69,281		12,693	*309*	**410**
Total Capital Projects Spending	1,357,509	72,685	96,509	*135,217*	**82,526**

Totals may not add up due to rounding.

Notes: (1) This table includes Major Capital Projects with estimated total project costs in excess of $1 million.

(2) GOCB stands for "Government of Canada Building"

Financial Table 9: Loans, Investments and Advances

(in millions of dollars)

PROGRAM	As at March 31		
	1999	**2000**	**2001**
GOVERNMENT SERVICES			
Royal Canadian Mint	40.0	40.0	**40.0**
Seized Property Working Capital Account	2.9	2.9	**3.4**
Total Program	42.9	42.9	**43.4**
CROWN CORPORATIONS			
Queens Quay West Land Corporation	45.8	45.8	**45.8**
Total Program	45.8	45.8	**45.8**
OTHER			
Miscellaneous accountable imprest and standing advances (1)	15.8	18.5	**17.1**
Total Loans, Investments and Advances (2)	104.5	107.2	**106.3**

Totals may not add up due to rounding.

Notes: (1) The miscellaneous accountable imprest and standing advances represent the amounts recoverable from all federal departments and agencies by the Receiver General. The total amount authorized to be outstanding at anytime is $22 million.

(2) Further details on the above loans, investments and advances can be found in Volume 1 of the Public Accounts.

Financial Table 10: Real Property Services Revolving Fund

Statement of Operations *(in millions of dollars)*

	Actual 1998-99	Actual 1999-00	2000-2001		
			Planned Spending	*Total Authorities*	**Actual**
Revenue	106.2	120.0	109.5	*109.5*	**133.1**
Expenses	129.7	122.2	109.5	*109.5*	**132.6**
Surplus (Deficit)	(23.5)	(2.2)	--	--	**0.5**

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

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

(in millions of dollars)

	Actual 1998-99	Actual 1999-00	2000-2001		
			Planned Spending	*Total Authorities*	**Actual**
Operating Activities:					
(Surplus) Deficit	23.5	2.2	--	--	**(0.5)**
Less items not requiring use of funds:					
Amortization	5.1	0.3		--	**--**
Provision for employee termination benefits	2.8	0.1		--	**1.3**
Sub-total	15.6	1.8	--	--	**(1.8)**
Working capital change	8.8	(2.0)			**3.3**
Net financial resources (provided) used in operating activities	24.3	(0.2)	--	--	**1.5**
Investing Activities:					
Capital assets:					
Net Acquisitions	7.0	0.2	--	--	**--**
Disposals / Adjustments	0.4	--	--	--	**(2.8)**
Net financial resources (provided by) used in investing activities	7.4	0.2	--	--	**(2.8)**
Authority (provided) used during the year	31.8	0.0	--	--	**(1.3)**
Write-off of employee departure program costs	(64.4)	--	--	--	**--**
Transfer of liabilities (net of assets)	--	18.8	--	--	**--**
Net authority (provided by) used at the start of year	112.8	80.2	80.2	*80.2*	**99.0**
Net authority (provided by) used at the end of year	80.2	99.0	80.2	*80.2*	**97.7**
Authority Limit	450.0	450.0	450.0	*450.0*	**450.0**
Unused authority carried forward	369.8	351.0	369.8	*369.8*	**352.3**

Totals may not add up due to rounding.

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

Financial Table 11: Real Property Disposition Revolving Fund

Statement of Operations   *(in millions of dollars)*

	Actual 1998-99	Actual 1999-00	2000-2001		
			Planned Spending	*Total Authorities*	**Actual**
Revenue	24.8	23.4	22.5	*22.5*	**21.5**
Expenses	3.8	3.5	3.6	*3.6*	**6.0**
Surplus (Deficit)	21.0	19.9	18.9	*18.9*	**15.5**

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

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

                 (in millions of dollars)

	Actual 1998-99	Actual 1999-00	2000-2001		
			Planned Spending	*Total Authorities*	**Actual**
Operating Activities:					
(Surplus) Deficit	(21.0)	(19.9)	(18.9)	*(18.9)*	**(15.5)**
Less items not requiring use of funds:					
Amortization	--	--	--	--	**--**
Working capital change	(2.8)	2.4		--	**0.3**
Payment to the Consolidated Revenue Fund [Note 1]	--	--	--	--	**15.5**
Authority (provided) used during the year	(23.8)	(17.5)	(18.9)	*(18.9)*	**0.3**
Payment to the Consolidated Revenue Fund	21.0	19.9	18.9	*18.9*	**--**
Net authority (provided by) used at the start of year	(1.4)	(4.3)	(4.3)	*(4.3)*	**(1.9)**
Net authority (provided by) used at the end of year	(4.3)	(1.9)	(4.3)	*(4.3)*	**(1.7)**
Authority Limit	5.0	5.0	5.0	*5.0*	**5.0**
Unused authority carried forward	9.3	6.9	9.3	*9.3*	**6.7**

Totals may not add up due to rounding.

Note 1: 2000-2001 Actuals reflect the remittance of $15.5M in net revenues to the Consolidated Revenue Fund prior to year end

Financial

Table 12: Optional Services Revolving Fund

Statement of Operations   *(in millions of dollars)*

	Actual 1998-99	Actual 1999-00	2000-2001 Planned Spending	2000-2001 *Total Authorities*	**Actual**
Revenue	80.3	83.0	91.6	*91.6*	**99.5**
Expenses	85.0	81.6	93.0	*93.0*	**102.0**
Surplus (Deficit)	(4.7)	1.4	(1.4)	*(1.4)*	**(2.5)**

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

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

    (in millions of dollars)

	Actual 1998-99	Actual 1999-00	2000-2001 Planned Spending	2000-2001 *Total Authorities*	**Actual**
Operating Activities:					
(Surplus) Deficit	4.7	(1.4)	1.4	*1.4*	**2.5**
Less items not requiring use of funds:					
Amortization	0.1	0.1	0.7	*0.7*	**0.1**
Loss on disposal of capital assets	--	--	--	*--*	**0.2**
Provision for employee termination benefits	--	--	0.3	*0.3*	**0.1**
Sub-total	4.6	(1.5)	0.4	*0.4*	**2.1**
Working capital change	2.3	(0.5)		*--*	**1.7**
Payments on and change in other assets and liabilities	0.2	0.1	--	*--*	**--**
Net financial resources (provided) used in operating activities	7.1	(1.9)	0.4	*0.4*	**3.8**
Investing Activities:					
Capital assets:					
Net Acquisitions	--	0.1	0.2	*0.2*	**--**
Net financial resources (provided by) used in investing activities	--	0.1	0.2	*0.2*	**--**
Financing Activities:					
Net liabilities assumed	(0.5)	--	--	*--*	**--**
Net financial resources (provided by) used in financing activities	(0.5)	--	--	*--*	**--**
Authority (provided) used during the year	6.6	(1.8)	0.6	*0.6*	**3.8**
Authority to increase drawdown (Note 1)	--	--	--	*2.6*	**--**
Write-off of employee departure program costs	(2.7)	--	--	*--*	**--**
Net liabilities transferred from CCG	0.5	--	--	*--*	**--**
Net authority (provided by) used at the start of year	12.6	17.0	17.6	*17.6*	**15.2**
Net authority (provided by) used at the end of year	17.0	15.2	18.2	*20.8*	**19.0**
Authority Limit	200.0	200.0	200.0	*200.0*	**200.0**
Unused authority carried forward	183.0	184.8	181.8	*179.2*	**181.0**

Totals may not add up due to rounding.

Note 1: Treasury Board approved an increase in the annual draw down authority by $2.6M for fiscal year 2000-01 (TB decision # 829019).

Financial Table 13: Government Telecommunications and Informatics Services Revolving Fund

Statement of Operations *(in millions of dollars)*

	Actual 1998-99	Actual 1999-00	2000-2001		
			Planned Spending	*Total Authorities*	**Actual**
Revenue	164.1	143.5	132.5	*132.5*	**124.4**
Expenses	174.5	143.7	132.5	*132.5*	**118.1**
Surplus (Deficit)	(10.4)	(0.2)	--	*--*	**6.3**

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

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

(in millions of dollars)

	Actual 1998-99	Actual 1999-00	2000-2001		
			Planned Spending	*Total Authorities*	**Actual**
Operating Activities:					
(Surplus) Deficit	10.4	0.2	--	--	**(6.3)**
Less items not requiring use of funds:				--	
Amortization of capital assets	0.5	0.7	0.7	*0.7*	**0.3**
Gain on disposal of capital assets	--	--		--	**(0.1)**
Sub-total	9.9	(0.5)	(0.7)	*(0.7)*	**(6.5)**
Working capital change	(3.4)	(0.3)	--	--	**(2.4)**
Payments on and change in other assets and liabilities	(0.9)	(0.2)	--	--	
Net financial resources used in operating activities	5.6	(1.0)	(0.7)	*(0.7)*	**(8.8)**
Investing Activities:					
Capital assets:					
Net Acquisitions	1.1	0.1	0.7	*0.7*	**0.1**
Disposals/Adjustments	(0.1)	(1.2)	--	--	
Net financial resources used in investing activities	1.0	(1.1)	0.7	*0.7*	**0.1**
Authority (provided) used during the year	6.6	(2.1)	0.0	*--*	**(8.8)**
Write-off of employee departure program costs	(7.6)		--	--	**--**
Return of accumulated surplus to the CRF		20.0	--	--	**--**
Transfer of net assets to GTIS vote	(12.0)	--	--	--	**--**
Transfer of net assets to OSRF	(0.5)	--	--	--	**--**
Net authority (provided by) used at the start of year	(9.1)	(22.6)	(2.6)	*(2.6)*	**(4.7)**
Net authority (provided by) used at the end of year	(22.6)	(4.7)	(2.6)	*(2.6)*	**(13.6)**
Authority Limit	64.0	45.0	45.0	*45.0*	**45.0**
Unused authority carried forward	86.6	49.7	47.6	*47.6*	**58.6**

Totals may not add up due to rounding.

Financial Table 14: Consulting and Audit Canada Revolving Fund

Statement of Operations *(in millions of dollars)*

| | Actual 1998-99 | Actual 1999-00 | 2000-2001 | | |
			Planned Spending	Total Authorities	Actual
Revenue	100.0	113.7	72.1	*72.1*	**112.8**
Expenses	97.5	110.8	71.9	*71.9*	**109.5**
Surplus (Deficit)	2.5	2.9	0.2	*0.2*	**3.4**

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

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

(in millions of dollars)

| | Actual 1998-99 | Actual 1999-00 | 2000-2001 | | |
			Planned Spending	Total Authorities	Actual
Operating Activities:					
(Surplus) Deficit	(2.5)	(2.9)	(0.2)	*(0.2)*	**(3.4)**
Less items not requiring use of funds:					
Amortization	0.1	0.1	0.9	*0.9*	**0.0**
Provision for employee termination benefits	0.5	0.3	0.3	*0.3*	**0.5**
Sub-total	(3.1)	(3.3)	(1.4)	*(1.4)*	**(3.9)**
Working capital change	0.3	(0.2)	(0.2)	*(0.2)*	**0.7**
Net financial resources (provided) used in operating activities	(2.8)	(3.5)	(1.6)	*(1.6)*	**(3.1)**
Investing Activities:					
Capital assets:					
Net Acquisitions	0.1	--	0.5	*0.5*	**0.0**
Net financial resources (provided by) used in investing activities	0.1	--	0.5	*0.5*	**0.0**
Authority (provided) used during the year	(2.7)	(3.5)	(1.1)	*(1.1)*	**(3.1)**
Reimbursement of employee termination benefit	(0.4)	(0.2)	--	*(0.2)*	**(0.2)**
Other transactions carried forward	(4.9)	--	--	--	**--**
Write-off of employee departure program costs	(2.2)	--	--	--	**--**
Net authority (provided by) used at the start of year	17.8	7.7	6.5	*6.5*	**4.0**
Net authority (provided by) used at the end of year	7.6	4.0	5.4	*5.2*	**0.7**
Authority Limit	25.1	25.1	25.1	*25.1*	**25.1**
Unused authority carried forward	17.5	21.1	19.7	*19.9*	**24.4**

Totals may not add up due to rounding.

Financial Table 15: Translation Bureau Revolving Fund

Statement of Operations *(in millions of dollars)*

| | Actual 1998-99 | Actual 1999-00 | 2000-2001 | | |
			Planned Spending	*Total Authorities*	**Actual**
Revenue	126.4	144.5	118.9	*118.9*	**157.2**
Expenses	130.3	140.2	122.3	*122.3*	**152.1**
Surplus (Deficit)	(3.9)	4.3	(3.4)	*(3.4)*	**5.1**

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

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

(in millions of dollars)

| | Actual 1998-99 | Actual 1999-00 | 2000-2001 | | |
			Planned Spending	*Total Authorities*	**Actual**
Operating Activities:					
(Surplus) Deficit	3.9	(4.3)	3.4	*3.4*	**(5.1)**
Less items not requiring use of funds:					
Amortization	0.2	0.1	1.0	*1.0*	**0.1**
Provision for employee termination benefits	1.7	2.0	1.1	*1.1*	**1.8**
Sub-total	2.0	(6.4)	1.3	*1.3*	**(6.9)**
Working capital change	0.3	(0.9)	(0.1)	*(0.1)*	**(0.8)**
Payments on and change in other assets and liabilities	--	--	1.0	*1.0*	**--**
Net financial resources (provided) used in operating activities	2.4	(7.3)	2.2	*2.2*	**(7.7)**
Investing Activities:					
Capital assets:					
Net Acquisitions	0.2	0.1	1.2	*1.2*	**0.3**
Net financial resources (provided by) used in investing activities	0.2	0.1	1.2	*1.2*	**0.3**
Authority (provided) used during the year	2.6	(7.2)	3.4	*3.4*	**(7.4)**
Authority to delete operating losses	(3.3)	--	(2.0)	*(2.0)*	--
Write-off of employee departure program costs	(3.0)	--	--	--	--
Reimbursement of employee termination benefit	(1.0)	(0.3)	--	*(0.4)*	**(0.4)**
Net authority (provided by) used at the start of year	1.2	(3.5)	(2.2)	*(2.2)*	**(11.0)**
Net authority (provided by) used at the end of year	(3.5)	(11.0)	(0.8)	*(1.2)*	**(18.8)**
Authority Limit	75.0	75.0	75.0	*75.0*	**75.0**
Unused authority carried forward	78.5	86.0	75.8	*76.2*	**93.8**

Totals may not add up due to rounding.

Financial Table 16: Defence Production Revolving Fund

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

Financial Table 17: Contingent Liabilities
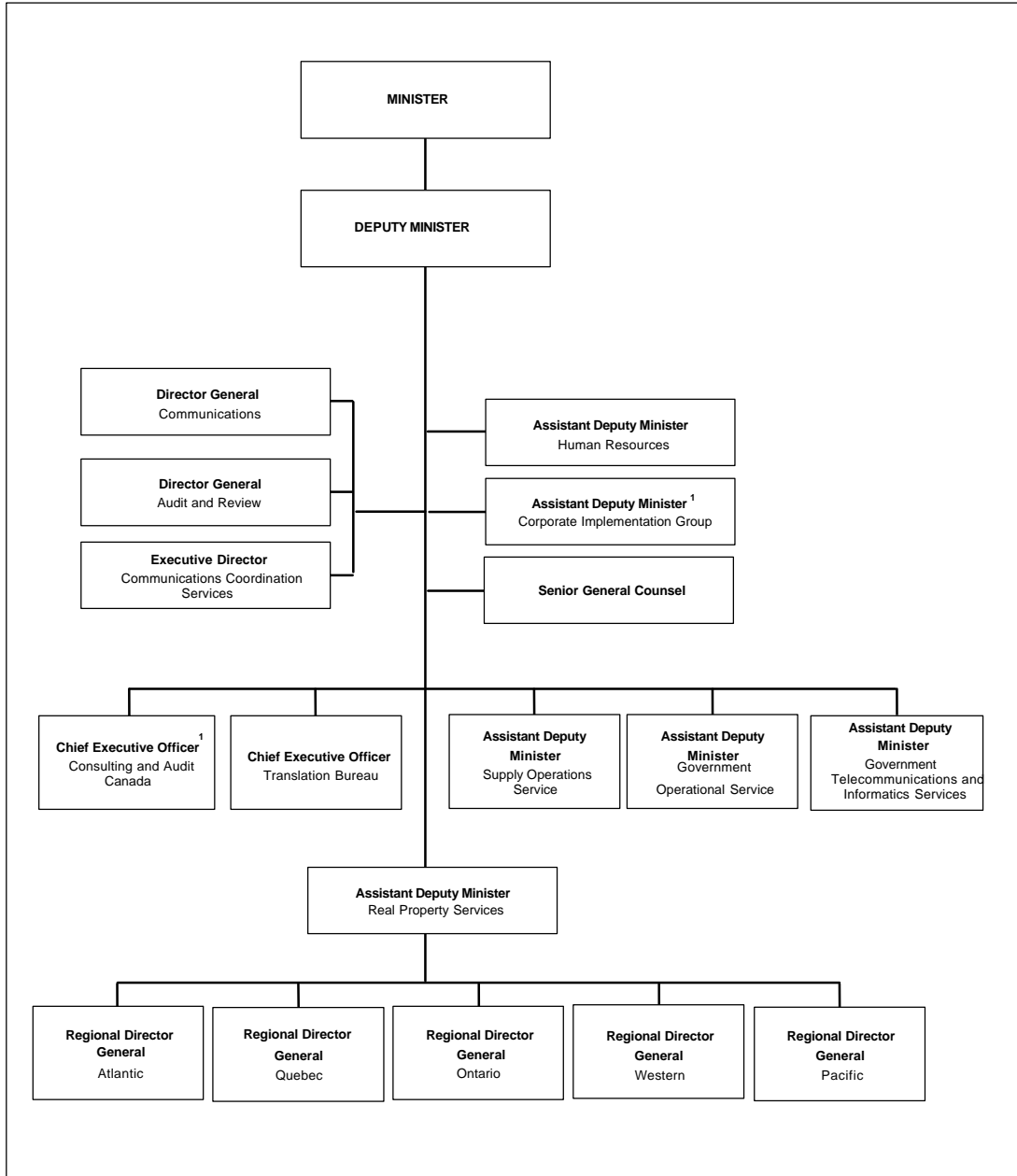
(in millions of dollars)

	As of March 31		
	1999	**2000**	**2001**
Total Claims Outstanding	627.3	*241.0*	**265.2**

Notes:
1. Theses contingent amounts arise from approximately 100 cases of pending litigation related to contract disputes, damages to property or personal injuries.

2. While these cases are in various stages of litigation, it is not the policy of the Department to comment on their expected outcomes. They must, however, be recognized as potential liabilities against the Crown and are therefore presented for information purposes only.

Annex C — Other Information

PWGSC Organization Chart

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                              ┌─────────────────┐
                              │    MINISTER     │
                              └────────┬────────┘
                                       │
                              ┌────────┴────────┐
                              │ DEPUTY MINISTER │
                              └────────┬────────┘
                                       │
┌──────────────────────────┐          │     ┌────────────────────────────────┐
│     Director General      │          ├─────│   Assistant Deputy Minister    │
│      Communications       │          │     │        Human Resources         │
└──────────────────────────┘          │     └────────────────────────────────┘
┌──────────────────────────┐          │     ┌────────────────────────────────┐
│     Director General      │          ├─────│  Assistant Deputy Minister [1] │
│      Audit and Review     │          │     │ Corporate Implementation Group │
└──────────────────────────┘          │     └────────────────────────────────┘
┌──────────────────────────┐          │     ┌────────────────────────────────┐
│     Executive Director    │          ├─────│      Senior General Counsel    │
│ Communications Coordination│         │     └────────────────────────────────┘
│         Services          │          │
└──────────────────────────┘          │
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Chief Executive Officer [1]	Chief Executive Officer	Assistant Deputy Minister	Assistant Deputy Minister	Assistant Deputy Minister
Consulting and Audit Canada	Translation Bureau	Supply Operations Service	Government Operational Service	Government Telecommunications and Informatics Services

Assistant Deputy Minister
Real Property Services

Regional Director General	Regional Director General	Regional Director General	Regional Director General	Regional Director General
Atlantic	Quebec	Ontario	Western	Pacific

Note: [1] Incumbent occupies both positions.

Legislation Administered and Associated Regulations

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

Anti-Personnel Mines Convention Implementation Act

Bridges Act

Canadian Arsenals Limited Divestiture Authorization Act

Defence Production Act

Dry Docks Subsidies Act

Expropriation Act

Federal District Commission Act

Garnishment, Attachment and Pension Diversion Act

Government Property Traffic Act

Kingsmere Park Act

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

Ottawa River Act

Pension Benefits Division Act

Public Works and Government Services Act

Publication of Statutes Act

Seized Property Management Act

Surplus Crown Assets Act

Translation Bureau Act

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Internet Sites:

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http://www.canada.gc.ca

Intranet Site:

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