



Public Works and Government Services Canada

2002-2003
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

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

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

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

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

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- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

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

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*Public Works and
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Canada*

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Services gouvernementaux
Canada*

2002-2003 Estimates

Report on Plans and Priorities

The Honourable Don Boudria, P.C.
Minister of Public Works and Government Services
Receiver General for Canada

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Section I - Minister's Message



The Honourable Don Boudria

I am pleased to present Public Works and Government Services Canada's Report on Plans and Priorities for 2002-2003.

The report demonstrates my department's continuing support for the Government's priorities, outlined in the Speech from the Throne of January 30, 2001, and the security preparedness agenda outlined in the Budget speech of December 10 of the same year.

Every day, in every region, Public Works and Government Services Canada (PWGSC) plays a role in virtually every major federal government initiative, whether it involves a new building or structure, an expanded program of Government, a major Crown procurement, or responding to emergencies. PWGSC, the Government's centre for

solutions, helps federal organizations do what they do best – serve Canadians.

We will continue to help our government build a world-leading economy driven by innovation, ideas, talent and the commitment to excellence. Our Government On-Line initiative, for example, will improve services to Canadians and provide better value for taxpayers' dollars. We will help create a more inclusive society through our commitment to achieving a workforce that is representative of Canadians. We will also promote a healthy environment through our Sustainable Development Strategy. And our initiative to promote international cooperation will help to enhance Canada's presence in the world.

Finally, in light of the current international situation, we must do more for the safety and security of Canada. I am therefore asking my department to do its utmost, within the realm of its mandate, to identify how best we can address the security of our country.

I am proud of my department and its employees who, through their skills, energy and commitment to Canada, make their contribution to our country every day. We must continue to recruit the best and the brightest. We must continue to communicate our objectives clearly and simply. And we must continue to grow in strength through our increasingly diverse workforce, so that PWGSC remains a relevant, dynamic organization on the move, contributing to the quality of life of Canadians.

The Honourable Don Boudria, P.C.
Minister of Public Works and Government Services
Receiver General for Canada

Management Representation Statement

I submit, for tabling in Parliament, the 2002-2003 Report on Plans and Priorities (RPP) for Public Works and Government Services Canada.

To the best of my knowledge, the information contained in this document:

- accurately portrays the organization's plans and priorities;
- is consistent with the reporting principles contained in the *Guidelines for Preparing a Report on Plans and Priorities*;
- is comprehensive and accurate; and
- is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the Report on Plans and Priorities' production.

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

Janice Cochrane
Deputy Minister

February, 2002

Section II - Departmental Overview

Raison d'être

PWGSC is a service organization that supports the programs of more than one hundred federal departments and agencies in delivering services to Canadians. We provide a wide range of services that assist client departments and agencies in achieving their objectives, delivering the best value for government, within the context of public policy, and with due regard for the values of prudence, probity and transparency.

Strategic Priorities

PWGSC provides services in an environment characterized by increased expectations of Canadians, an ongoing emphasis on cost-effectiveness, integrated management processes and workforce capacity, and a continued thrust towards new technologies. We continue to champion a human resource framework that exemplifies public sector values and links to client needs. Within this environment, the department has set the following strategic priorities for the planning period:

- to continue improving its contribution to Government and to Canadians;
- to improve its services by focussing on more integrated and seamless services, tailored to meet our clients' needs;
- to promote and facilitate electronic government;
- to become an organization of choice, building a workforce that is representative, flexible and responsive to the needs of clients;
- to ensure "best value for dollar" in its operations.

These priorities are reviewed regularly as part of our ongoing process of evaluation and renewal. This includes active dialogue with employees and other stakeholders on our future direction. Our capacity to deliver must continually focus on the client and the needs of Canadians.

Program and Business Line Structure

PWGSC manages its major activities within the Government Services Program.

Government Services Program (GSP)

The Government Services Program is organized into eight business lines as follows:

- Real Property Services
- Supply Operations Service
- Receiver General

- Public Service Compensation
- Telecommunications and Informatics Common Services
- Consulting and Audit Canada
- Translation Bureau
- Operational Support

PWGSC maintains offices and offers services throughout Canada, in the United States, and overseas. Within Canada, PWGSC delivers its services through five regions: Atlantic, Quebec, Ontario, Western, and Pacific.

All business lines focus on providing services to client departments and agencies, with the exception of the Operational Support business line which provides coordination and corporate services to the department. The business lines are funded through Net Voting and Revolving Funds.

The department uses different organizational approaches to achieve its goal and the objectives of its business lines. For example, we use the *special operating agency* delivery model to provide the Consulting and Audit Canada, and the Translation Bureau business lines with increased operating freedom. This freedom is balanced by a departmental planning framework that emphasizes the establishment and approval of annual business plans.

Crown Corporations Program

PWGSC's Crown Corporations Program authorizes and issues payments to Queens Quay West Land Corporation consistent with its corporate plan as approved by the Governor-in-Council. In January 2002, ministerial responsibility for the Old Port of Montreal Corporation Inc. was transferred to the Minister of State, Deputy Prime Minister and Minister of Infrastructure and Crown Corporations, and is no longer a business line within the Crown Corporations Program at PWGSC.

- Queens Quay West Land Corporation

PWGSC Operating Environment

Setting the context: Challenges and Risks

PWGSC delivers a broad range of services both to client departments and agencies and directly to Canadians in an environment that evolves continually and rapidly. Our role in government must also continue to evolve. We must deliver services in a manner that is seamless, holistic and integrative. Our goal is to be seen as the best service provider for the Government in Canada and the world.

PWGSC places the highest priority on reflecting the best ethics and values of the public service in all that it does. The sensitive nature of our operations requires that they be carried out with complete integrity. The department is acutely aware that the confidence of Canadians is something PWGSC must earn every day.

We are challenged to manage risks at strategic and operational levels to deliver our day-to-day services and achieve our mandate. Through risk management we identify issues that present significant potential challenges and risks for the department as a whole. This provides us with a context for business planning and the setting of priorities for the planning period.

The following are factors in the PWGSC operating environment that pose significant challenges and risks for the planning period 2002-2003 and beyond:

- Managing an increasing demand for seamless integrated service
- Enhancing and sustaining workforce capacity
- Implementing Government On-Line and electronic service delivery
- Ensuring security and emergency preparedness

These challenges and risks, and the priorities that are being considered to address them, will guide our operations as set out in this plan. The remainder of this section explores these implications in more detail and sets out the directions we will pursue over the upcoming planning period.

PWGSC will continue to meet client needs while facing a number of challenges as the needs of government departments and agencies, and of Canadians evolve.

Demands and expectations with respect to service are increasing. Citizens expect seamless, one-stop, accessible service. To meet these growing demands our client departments and agencies are increasingly depending on PWGSC to support them in providing faster, more responsive services, and a more innovative, customized approach to the design and delivery of their services. They expect PWGSC to be a business partner, as attached to their objectives as they are. To do this, we must engage our clients early as key players in the planning process.

Concurrently, we need to ensure the integrity of our programs and demonstrate that we are offering the best possible services while handling public monies judiciously. We must continue to build on the successful partnerships already developed with our stakeholders and various levels of government, and pursue cost efficiencies in administering our programs. Our organization must take full advantage of new

technologies to enhance the electronic delivery of our services and seek new opportunities for integrating our offerings. Through on-going consultation with our staff, clients and Canadians, and through our international program, we will ensure that we offer “best-in-class” services tailored to the required needs.

The department’s continuing challenge is to enhance and sustain a knowledgeable, representative and innovative workforce that continues to meet the needs of our clients.

Our performance depends on our people. We must mobilize leaders to respond to the service and workplace challenges of the future. We must target recruitment and employee development to achieve a representative workforce and retain expertise. We must develop change management strategies that enable people to work as a community towards common goals. At the same time, the human resource management framework of the federal public service is undergoing significant change. Internal and external partnerships must be established in order to put a modernized human resource management framework into operation quickly and smoothly.

Our Government On-Line commitments and electronic service delivery to Canadians continue to have a major impact on PWGSC.

Information management and technology are critical to PWGSC’s ability to deliver services directly to Canadians, meet critical government-wide operational requirements, and provide services to all federal departments and agencies. Due to the broad impact of PWGSC’s programs and systems, it is critical that our information systems be reliable, cost-effective and secure. Our employees must have the technical skills required to deliver information technology systems and services necessary for government operations and for meeting our commitments for Government On-Line. Our systems must provide for the effective management of tremendous amounts of government information and function within a highly secure environment.

Over the upcoming planning period we must ensure a high level of systems security, maintain efficient and reliable operations of aging systems while moving forward with PWGSC’s Government On-Line commitments, ensure that PWGSC’s information assets are well-managed, and attract and retain skilled workers.

PWGSC faces the challenge of dealing with increased security and emergency preparedness requirements. A number of business lines have identified priority areas that will be addressed over 2002-2003 and beyond.

The events of September 11, 2001, are having and will continue to have a significant impact on the priorities of the Government of Canada. As a result, Canadians expect the government to safeguard its infrastructure so fundamental to our Canadian way of life. PWGSC is custodian of much of that federal infrastructure, for example, payments to Canadians, government buildings and service centres.

PWGSC provides leadership in ensuring the security of Canadian government buildings and structures and the people in them. We must conduct threat and risk assessments which include the location and security of functions such as air and mail handling facilities.

PWGSC is faced with procurement requests from numerous departments and agencies who have undertaken significant, usually fast-track, initiatives to ensure that the federal government, and all Canadians, can live and work in peace and security. Meeting the procurement needs of those departments and agencies in a timely manner has placed considerable stress on our resources, and is expected to continue to do so.

With respect to the systems that enable all federal government payments to Canadians, there are significant pressures for change, and little or no 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 and the ever-present risk of fraud in an electronic environment. As well, continuity of operations is becoming more important, especially with the requirement to carry out payment functions during and following a disaster.

In light of the importance of security impacts on the department's activities, there is a need for strategies that will ensure that all aspects of safety, health, security and emergency preparedness are fully addressed across the organization. The department has created a new sector to respond to this need, enhance coordination with central agencies and national organizations, and create improved linkages internationally.

In summary, while the challenges and risks we face are significant, the opportunities and the solutions we have identified to address them are sound. The details on how PWGSC will address these challenges can be found in Section III of this document, Plans and Priorities.

Section III - Plans and Priorities

This section sets out the planning details for each of our business lines. It presents, for each business line, the objective, planning context, planned results, related activities, resources and performance measures. All result statements have been approved by the Treasury Board in the context of the department's Planning, Reporting, and Accountability Structure. The key activities shown for each business line are the main initiatives that will allow PWGSC to reach its planned outcomes over the planning period.

Government Services Program

Real Property Services

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

Objective

To provide our clients with a full range of real property services, as well as strategic and expert advice, that supports the Government of Canada in the delivery of programs for Canadians.

Description

- Provides productive work environments for about 187,000 federal employees in approximately 100 departments and agencies, and manages an inventory of 6 million square metres of space in some 2,500 locations throughout Canada.
- Provides real property leadership and stewardship as the custodian of federal office and common-use facilities, 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 engineering, real estate, 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 and the Real Property Disposition Revolving Fund which facilitates the disposal of properties surplus to government requirements.

Planning Context

In recent years, the demand from federal organizations for office accommodation has grown significantly. New initiatives regarding public safety, the environment, the First Nations and aboriginal communities, and urban infrastructure have strained our resources. In addition to the provision of accommodation to support new initiatives, Real Property Services (RPS) is challenged to provide integrated and innovative accommodation solutions (such as physical space and voice/data communications infrastructure) which support the government's commitment to provide a workplace of choice.

Internally, RPS must strengthen its capacity by developing and implementing comprehensive human resources, financial management, and information management/information technology (IM/IT) strategies that are aligned with our business strategy. With almost half of RPS employees becoming eligible for retirement over the next ten years we are emphasizing recruitment, retention, and professional development to ensure our future. We are also committed to maximizing the use of our private sector partners for the delivery of services in response to client requirements. Our vision of the future is to provide our clients with seamless, responsive and integrated solutions.

RPS must find the optimal balance in the timely and affordable service delivery that is demanded by our clients and in the prudence, probity and transparent business practices that Canadians expect from a public sector organization. By providing innovative solutions and combining new service delivery models, technology, partnerships, and integrated planning, we will realize our goal of being a "best in class" service organization.

Priorities have been set in the following areas:

Enhancing our value to clients: RPS will implement a robust framework to ensure that projects will be delivered with increasingly high standards of quality, on time and on budget. We will offer seamless, integrated services -- including expert advice -- from an expanded list of service offerings.

Expanded public policy role: Initiatives where real property issues are addressed, such as urban affairs, sustainable development, environmental remediation, and heritage are a few of the issue areas where we will make a substantial contribution in the development of federal public policy and program design.

Stewardship of Federal Real Property: We will implement a progressive and prudent asset and investment framework, implement an accommodation strategy in response to client demands in the National Capital area, and safeguard national treasures such as the Parliamentary Precinct.

Enhanced Service Delivery Capacity through Partnerships: RPS will strengthen existing internal and external service delivery partnerships and will forge new partnerships, where appropriate, to ensure that services are delivered in the most effective, efficient, economical and timely manner.

Building Internal Capacity: We will enhance our existing capacity to deliver a broad-range of real property services, and will augment our ability to respond to emerging priorities specifically in the areas of policy development, strategic advice, and cost estimating. The RPS Human Resource Strategy will address elements such as attraction, retention, engendering a representative workforce, and issues raised in employee surveys and will be a key component of the RPS integrated management framework (strategic, financial, human resources, IM/IT, and operational).

The following chart contains the activities that will allow us to meet our commitments over the planning period.

Key Commitments

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
Effective and efficient accommodation and related services that deliver safe, healthy, productive and environmentally sound workplaces for the Government of Canada	<p>Providing safe, secure, affordable and environmentally sustainable real property solutions and workplaces by:</p> <ul style="list-style-type: none"> - Utilizing real property management frameworks - Providing property and facilities management services - Conforming with health, safety, and security codes and standards <p>Responsible stewardship through maintaining the value of our assets on behalf of Canadians</p>	Funded within budget	<p>Accommodation usage: Ensuring that costs per rentable m², costs per full time equivalent (FTE) and rentable m²/FTE compare favourably to external benchmarks</p> <p>Vacancy rates: Maintaining national rates at or below 4% and/or compare favourably to external benchmarks</p> <p>Capital reinvestment: Ensuring the actual recapitalization rate is equal to the funded recapitalization rate (3.4% for 2001/02)</p> <p>Progress against sustainable development objectives (SDS): Ensuring that no less than 90% of our current SDS objectives are reached over the planning period</p>
Strategic and expert real property advice and value-added services required by client departments and agencies to deliver programs and services to Canadians	<p>Deliver "best in class" services on time and on budget to agreed levels of scope and quality by:</p> <ul style="list-style-type: none"> - Providing project delivery - Ensuring quality assurance - Managing contracts - Implementing operational and project-level risk management 	Funded within budget	<p>Project efficiency: Improving the current % of major projects completed on time and on budget by 10% over the planning period</p>

SECTION III - PLANS AND PRIORITIES

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
A high level of client satisfaction with those service delivery aspects important to our clients	<p>A high level of client satisfaction will be established by:</p> <ul style="list-style-type: none"> - Developing client profiles and strategies - Signing Memorandums of Understanding and management agreements - Implementing client and tenant satisfaction assessments 	Funded within budget	<p>Client satisfaction results: Improving current levels of overall client satisfaction by 10% over the planning period</p> <p>Tenant satisfaction results: Establishing a baseline for measuring levels of satisfaction with property management services for all PWGSC managed buildings and improving upon the baselines by 10% over the planning period</p>
Contribute to government policy and program priorities and initiatives	<p>Provide a proactive contribution to program priorities and initiatives: e.g.</p> <ul style="list-style-type: none"> - Good neighbour policy - Homelessness - Sustainable development - Modern Comptrollership - Government On-Line - Greening of government operations - National Historic Places Initiative <p>Contributing to the development and implementation of real property public policy</p>	Funded within budget	<p>Recognition: Being recognized for our positive, proactive contribution to government policy and program priorities</p>
Effective management of the capital, operations, and maintenance budgets and revolving funds	<p>Ensure effective planning, management and reporting of financial resources through:</p> <ul style="list-style-type: none"> - The budget and expenditure management of funds appropriated from the Federal Accommodations and Holdings Service Line (FAHSL) <ul style="list-style-type: none"> - Annual Reference Level Update (ARLU) - Budget allocation - In-year funding adjustments - Managing the Real Property Services and Disposition Revolving Funds 	Funded within budget	<p>Budget Management: Ensuring that revolving funds meet performance targets approved in ARLU submissions</p> <p>FAHSL- Ensuring operating and capital year-end actuals are within 2% of budget in accordance with approved practices</p>

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
A skilled, knowledgeable, productive and motivated workforce	Develop a human resources strategy that will ensure the maintenance of a competent, productive, motivated, sustainable, supportive and representative workforce	Funded within budget	Human Resources Plan: Attaining a minimum of 90% achievement of targets in the approved RPS HR Plan (capacity, recruitment, employment equity, official languages)

Planned Spending

Real Property Services				
<i>(in millions of dollars)</i>				
	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
FEDERAL ACCOMMODATION AND HOLDINGS SERVICE LINE				
▪ Operating, Capital and Statutory Votes				
Gross Expenditures	1,869.4	1,971.6	1,884.7	1,791.6
Less: Respendable revenue	314.2	259.6	258.0	258.0
FEDERAL ACCOMMODATION AND HOLDINGS TOTAL	1,555.2	1,712.0	1,626.7	1,533.6
SERVICES SERVICE LINE				
▪ Real Property Services Revolving Fund				
Gross Expenditures	745.3	776.4	782.6	788.5
Less: Respendable revenue	745.3	776.4	782.6	788.5
Net Resources (Provided) Used	--	--	--	--
▪ Real Property Disposition Revolving Fund				
Gross Expenditures	3.8	3.8	3.8	3.8
Less: Respendable revenue	23.0	20.4	20.4	20.4
Net Resources (Provided) Used	(19.2)	(16.6)	(16.6)	(16.6)
SERVICES TOTAL	(19.2)	(16.6)	(16.6)	(16.6)
BUSINESS LINE TOTAL	1,536.0	1,695.4	1,610.0	1,516.9
FULL TIME EQUIVALENTS	4,442	4,530	4,522	4,524

Totals may not add up due to rounding.

Supply Operations Service

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

Objective

To provide government with expertise in procurement and related common services, as well as asset disposal services.

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 asset disposal services for client departments.

Planning Context

The planning 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. For the upcoming year, government procurement continues to become larger both in terms of the dollar value and complexity. New approaches to procurement, and an increase in major procurements related to security projects, are expected to contribute to the growing complexity of procurement and contracting.

In order to deal with the increased demand for our services, we are pushing forward with the development of electronic solutions. SOS is contributing significantly to the Government On-Line (GOL) initiative through the Electronic Supply Chain (ESC) project, which will provide an effective framework for procuring and purchasing goods and services for the Government of Canada. It will enable government employees to submit requisitions for goods and services electronically. It will permit suppliers to submit bids and invoices to the government electronically. In support of this initiative, SOS is implementing the e-purchasing application.

Various initiatives to streamline and improve the procurement process are being undertaken by departments. Implementing the related reforms will impact on our policies, processes and systems. We will continue to examine our service offerings and delivery strategies in order to continue providing value-added services to our clients.

PWGSC is undertaking with the Treasury Board Secretariat an initiative on modernization of travel. The Government Travel Modernization Project (GTMP) has been established to devise a government-wide travel solution.

PWGSC manages contracts for major Crown projects. Currently some twenty-five major Crown projects are in various stages of development.

For our human resources, we will emphasize: the continuing development of our employees; providing a satisfying and challenging work environment; and, maintaining and enhancing the professional capacity to provide value-added services to client departments. We must ensure our employees' continuing ability to balance our clients' desire for expeditious service with the integrity of the contracting process. Professional development of our staff at all levels will address technical knowledge, values and ethics, and awareness and understanding of the environment in which our work is conducted. Learning events and assignment opportunities will integrate these elements. We will also strive to sustain a supportive environment in which best practices are shared, communication is open and recognition and appreciation are expressed.

Increasing business volumes and the demographics of our population have created a requirement to increase external recruitment efforts. External recruitment into the Intern Officer Program is a major contributor to our future workforce. Some strategic high-level external recruitment will also likely be required to sustain our service delivery capacity. Every effort is being made to ensure that these recruitment initiatives result in a fully representative workforce.

Promotional and developmental opportunities will also be available for our existing staff. A branch internal resourcing and external recruitment plan is in development, to ensure an approach which will address the capacity gaps we anticipate, as well as our employment equity and official languages commitments. Positions will be filled based on clearly-defined standards of competence.

The following chart contains the activities that will allow us to meet our commitments over the planning period.

Key Commitments

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
Cost-effective delivery of procurement and related services	Identify and effectively respond to procurement requirements which are essential to Canada's national security interests	Funded within budget	
	Continue the procurement process associated with the Maritime Helicopter Project (the Basic Helicopter and the Mission Systems and its integration)	Cost recovery funded by the Department of National Defence	Implement the approved procurement strategy and release the RFP for the basic helicopter during fiscal year 2002-03
	Continue evolving the Electronic Supply Chain (ESC) Project including: <ul style="list-style-type: none"> - ESC Enhancement Phase to increase content of e-purchasing and explore secure channel integration. - ESC provision of the initial Government of Canada Marketplace (GoCMP) - ESC Replacement and Upgrade Phase to establish an end-to-end electronic supply chain service to satisfy the requirements of clients and suppliers 	Estimated \$32M PWGSC costs and an additional \$20M of other government departments' costs. (Not yet entirely funded)	Target business volumes using the e-purchasing service are as follows: Value of orders = \$22M Value of electronic requisitions = \$110M Value of other related transactions = \$8M 15 client departments using the service with at least 1 active site (active sites/users 300) NOTE: ESC is not actively marketing the use of this pathfinder service For the GoCMP: Gain TB approval and funding for Phase 3 of the ESC Issue a Request for Proposal (RFP), contract and implement for the GoCMP
	Develop and implement effective risk management approaches to all types of procurement activities	Funded within budget	Deliver risk management training in 100% of organization Implement anticipated new government policy on limitation of liability Develop new risk management - related performance measures for the Service

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
	Continued emphasis on responding effectively to internal and external audit reports on procurement activities and to decisions of the Canadian International Trade Tribunal (CITT). Deliver an effective branch-level quality assurance and review function	Funded within budget	Implement appropriate action plans within 6 months in response to audit findings 50% of CITT findings in favour of PWGSC Establish and meet clear performance measures for the risk management and strategic review functions
	Take strong leadership role in the Treasury Board Secretariat led interdepartmental Procurement Reform Initiative (PRI), and participate actively in the key committees and working groups	Funded within budget to the extent known at this time	Number of recommendations accepted and implemented
Increased transparency and access for suppliers wishing to do business with the government	Continue to make the Supplier Registration Information Service (SRI) data available, through electronic interfaces, to other government departments' systems, as well as to systems internal to PWGSC	While expected to be funded from ongoing budget, supplementary funding of up to \$650,000 may be required	Increase number of new SRI users within PWGSC and other departments
	Promote the Intranet-based portion of the SRI database as a sourcing tool that, where feasible, eliminates the need for individual departments to maintain their own vendor databases	Funded within budget	Increase number of departments that replace their department-specific vendor databases with the Intranet-based portion of the SRI database

SECTION III - PLANS AND PRIORITIES

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
	Expand data on the contract history site by having other government departments and agencies populate the Contract Statistics on the Internet (CSI) database with their respective contracting information	Funded within budget	Increase the number of departments that populate CSI with their organization specific contracting information
Effective delivery of specialized services including traffic management	A major contract for Government Travel Modernization Project (GTMP) is expected by late fall 2002	Funded within budget	Award contract for the GTMP by December 2002. As of contract award, pilot new Electronic Travel in 10 departments for one year. Fully implement by April 1, 2005
Maintain and enhance our professional capacity through employee development and recruitment	Continue development and implementation of the approved Supply Operations Service Branch Human Resources Plan and the related series of action items	Funded within budget	<p>The Terms of Reference for an enhanced Intern Officer program approved by the DM for the 2002 recruitment campaign</p> <p>Participate in the development and implementation of an accredited Materiel and Supply Management Development Program</p> <p>Develop a Branch recruitment and resourcing strategy which integrates external recruitment, internal opportunities, official languages goals and employment equity commitments</p> <p>Progress on the above to be monitored quarterly</p>

Planned Spending

Supply Operations Service				
<i>(in millions of dollars)</i>				
	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
<ul style="list-style-type: none"> ▪ Operating and Statutory Votes 				
Gross Expenditures	168.9	142.0	141.9	141.9
Less: Respendable revenue	42.7	27.4	27.4	27.4
Net Expenditures	126.2	114.6	114.5	114.5
<ul style="list-style-type: none"> ▪ Optional Services Revolving Fund 				
Gross Expenditures	119.8	116.2	119.0	119.0
Less: Respendable revenue	115.6	116.3	119.1	119.1
Net Resources (Provided) Used	4.2	(0.1)	(0.1)	(0.1)
BUSINESS LINE TOTAL	130.4	114.5	114.4	114.4
FULL TIME EQUIVALENTS	1,786	1,700	1,700	1,700

Totals may not add up due to rounding.

Receiver General

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

Objective

To manage the operations of the federal treasury, including issuing Receiver General payments for major government programs; to prepare the Public Accounts and to produce the government's monthly financial statements.

Description

- Manages the operations of the federal treasury and supports the provision of funds to Canadians, including issuing Receiver General (RG) payments for major government programs.
- Administers receipt, transfer, holding, disbursement, reconciliation and monitoring of public money.
- Maintains the Accounts of Canada, prepares the Public Accounts and produces the government's monthly financial statements.

Planning Context

Operating in a complex, technology-driven and highly integrated environment, RG relies heavily on electronic systems to interact with departments and agencies and with financial institutions. RG plays a vital role in achieving government objectives by establishing a revenue and payment infrastructure which serves Canadians, and by introducing efficiencies that lead to better service for Canadians and lower administration costs for government. Our expertise also facilitates the introduction of new services to support Government On-Line initiatives.

The RG business line operates in a rapidly changing environment. While there are significant pressures for change, there is little tolerance for error, and 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 and to protect against fraud. As well, continuity of operations is essential, especially for payment operations in the event of a disaster.

Government-wide initiatives will increase the demand for more on-line services, as the growing government involvement in global programs has enlarged demand for more extensive services outside Canada. In response, RG is working closely with departments to provide on-line services that meet their needs.

We will continue to work closely with other federal departments and with provincial governments to increase the efficiency and service levels of revenue collection and payment issue, through such initiatives as joint federal/provincial/territorial payments and electronic revenue collection. As well, we are establishing more options for people making payments to the government, with particular emphasis on electronic services.

We are also expanding our horizons outward as we assess ourselves against other countries and jurisdictions around the world. Although we are among the best in the world, we are undertaking specific initiatives as we strive to be "best in class". To facilitate web-based credit card payments to the government for goods and services, a Receiver General "Buy Button" will be implemented. Subsequently, we intend to add other payment methods, such as personal computer (PC) banking, pre-authorized debits, and debit cards when these services become available on-line.

We continue to exploit new technology, promoting efficiency, productivity and environmentally friendly processes. Departmental Intranet access to the Standard Payment System is expanding to allow departments to more easily respond to public enquiries.

The business line will retain a workforce with the skills and knowledge required to enhance RG service delivery, and that is representative of Canadian diversity, by participating in the government-wide Financial Officer Recruitment and Development Program (FORD) and the Administrative Services External Recruitment Program.

We will continue to work with Treasury Board Secretariat towards the full implementation of the Financial Information Strategy (FIS) accounting policies.

The following chart contains the activities we will undertake over the planning period to meet our commitments.

Key Commitments

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
Effective management of federal treasury operations and issuance of Receiver General payments for government programs	Enhance electronic revenue collection and payment services for Canadians living abroad and others doing business with Canada	\$2.0M	Expanded access to direct deposit outside Canada, starting in mid-2002. Acceptance of Canadian and U.S. credit card payments outside Canada, starting in mid-2002
	Improve on-line access to revenue collection and payment services for the public and government departments	\$2.0M	Enhancements to the Receiver General "Buy Button" service in April 2003 Expansion of Intranet access to the Standard Payment System for

SECTION III - PLANS AND PRIORITIES

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
			departments, starting in April 2002 Plan for debit transactions on the Internet by late 2002
	Develop the new Government Banking System to support treasury operations	\$1.7M	Implementation of the new system for April 2003
Effective maintenance of the Accounts of Canada, the preparation of the Public Accounts and the production of the government's monthly financial statements, with due attention to timeliness, accuracy, security and client satisfaction	Prepare the Annual Public Accounts	Funded within budget	Meet the schedule established by the Department of Finance and Treasury Board 100% of the time
	Produce the Monthly Statement of Financial Operations (MSFO)	Funded within budget	Meet or surpass deadlines established by Department of Finance 100% of the time
	Participate in the Financial Officer Recruitment & Development Program (FORD) to ensure a knowledgeable, representative workforce	Funded within budget	80% of recruits to be visible minorities

Planned Spending

Receiver General				
<i>(in millions of dollars)</i>				
	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Operating and Statutory Votes				
Gross Expenditures	120.7	118.2	118.2	118.2
Less: Respendable revenue	20.4	19.5	19.5	19.5
BUSINESS LINE TOTAL	100.2	98.7	98.7	98.7
FULL TIME EQUIVALENTS	432	463	463	463

Totals may not add up due to rounding.

Public Service Compensation

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

Objective

To provide payroll, benefits and pension plan administration services for departments.

Description

- Administers payroll, pension and health/disability insurance processes for public service employees and pensioners, and
- Provides pension services to the Department of National Defence and the Royal Canadian Mounted Police (RCMP) pension plan members.

Planning Context

The primary mandate for Public Service Compensation (PSC) is to provide cost-effective, accurate, and timely common services, including payments and account processing, in the areas of payroll, benefits and pension plan administration. To continue to carry out this mandate effectively and efficiently with an increased client relationship focus, PSC must make a commitment to innovation. PSC must provide modern services to employees and client departments to enable the Public Service to be recognized as an employer of choice by Canadians.

The PSC business line faces challenges of aging technology and increased client expectations. These expectations have increased, in part, because of Government Public Service Reform and On-Line Initiatives. There is a greater emphasis on providing more varied and modern services to employees. This evolution will continue as the Public Service demographics continue to change over the next few years and the PSC must meet new and more complex demands of a modern workplace of choice.

To address these challenges the business line will be examining several options. Its strategic direction is to ensure delivery of modern compensation services for public service employees and pensioners. As such, the following planned results will be achieved through a number of key activities including a human resources recruitment and retention program that will produce a knowledgeable, motivated, and diverse workforce.

Key Commitments

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
Effective management of payroll benefits and pension systems, including: <ul style="list-style-type: none"> ▪ Reliability of systems ▪ Accuracy ▪ Timeliness of response/payment ▪ Client satisfaction 	Improve Compensation Services through continued automation of business processes and provision of self-service to employees	Funded within budget	Enhanced Pension Calculator: targeted for completion by first quarter 2002-03 Web access to Employee Benefit Statement: targeted for completion by third quarter 2002-03 Web access to pay stub information and initiation of employee optional deductions: targeted for completion by first quarter of 2003-04
	Processing payments, in the right amounts and on time, while ensuring accurate remittance and collection of taxes, contributions and other deductions	Funded within budget	100% processing of payroll runs without technical disruptions that affect timely payments and database updates 100% accurate collection and remittance of deductions according to established time frames for various organizations
	Timely implementation of legislative requirements, collective agreements provisions and other major policy changes	Funded within budget	Legislative, policy and collective agreement provisions implemented within established time frames; generally 90 days
	Conduct client survey and interviews to ensure client requirements are considered in initiatives Increase efforts to better accommodate clients through creative solutions, flexible	Funded within budget	Client survey conducted in mid 2002-03 on overall satisfaction with Compensation services; surveys and interviews to obtain client input on future direction of Compensation services scheduled for early in 2002-03 Develop electronic interface between the centralized pay system

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
▪ Cost efficiency	approach and streamlining of the current pay system interface process with departmental human resources systems		and selected departmental human resources system(s) by the fourth quarter of 2003-04
	Monitor closely progress and cost of initiatives and system maintenance	Funded within budget	Initiatives and system maintenance delivered on time and within approved project budgets and annual maintenance schedule and budget
▪ Recruitment, development and retention of personnel	Recruit and develop new Compensation staff through post-secondary recruitment and development of programs targeted to attract university graduates	Funded within budget	Recruitment and development of an additional 8 new employees, continuation of the development of the 8 hired in 2001-02 (total of 16 over 2 years)
	Take care of our existing employees by implementing a human resources strategy that will ensure that all employees' work descriptions are accurate and properly classified		Current and accurate classification of all Compensation work descriptions completed by June, 2002
▪ Performance against established standards	Monitor business line performance against established standards on a monthly basis	Funded within budget	Publish monthly performance measurement reports by middle of following month

Planned Spending

Public Service Compensation				
<i>(in millions of dollars)</i>				
	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
▪ Operating and Statutory Votes				
Gross Expenditures	74.1	51.5	47.3	47.3
Less: Respendable revenue	44.8	24.3	23.7	23.7
BUSINESS LINE TOTAL	29.3	27.2	23.6	23.6
FULL TIME EQUIVALENTS	885	806	798	798

Totals may not add up due to rounding.

Telecommunications and Informatics Common Services

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

Objective

To provide electronic government infrastructure and on-line access to government information and services by connecting people and technology, in order to support government operations and enable the renewal of government programs and 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 such as the development of common strategic infrastructure and community renewal.
- Offers the following types of services 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

Planning Context

Information technology remains an important driver of change, enabling organizations to transform business processes as they exploit opportunities to increase market reach, reduce operational costs and reap the benefits of better information and knowledge management. Moreover, Canadians' expectations continue to grow as they increasingly experience efficient electronic services that are secure, reliable, quick, convenient and more efficient than conventional service delivery. Citizens and businesses now expect the same high level of technology-enabled service from government as they experience elsewhere.

While the application of Information Technology to transform business may be slowed by the current economic downturn, a tighter fiscal environment in Government will likely focus departmental efforts on achieving operational savings through technology solutions. This pressure will, in turn, increase interest on the part of departments in using PWGSC's common electronic services and expertise in areas such as telecommunications, data centres, and web-site development, enabling client departments to focus more effectively on their core activities.

At the same time, the growing use of Information Technology, especially the Internet, to deliver services electronically has led to increased exposure to computer viruses, hacking and other security threats. The events of September 11 have only reinforced the need for government departments to counter such threats through constant vigilance, a challenge PWGSC must continue to meet through a variety of technological, operational, and strategic initiatives.

The government remains committed to its long-term Government On-Line (GOL) initiative aimed at providing around-the-clock access to government information and services through a variety of secure and reliable electronic service channels. In support of GOL and electronic government more broadly, we have assumed a major role in managing and delivering key elements of the government's electronic infrastructure. This includes the Secure Channel, which will provide access to government programs and services for citizens, businesses, government departments and employees.

To meet the challenge of electronic government, we must manage three interrelated issues:

- Business processes must be transformed to accommodate new business models that take advantage of emerging electronic service delivery methods.
- People are the cornerstone of any business. Skilled technical and administrative resources must be attracted and retained, and learning, educational and training opportunities for employees must support a continuous-learning regime.
- Existing systems must be modified to ensure security and the protection of privacy within an electronic service delivery environment.

Key risks include:

- Delivering and managing the common electronic infrastructure for government, which is a cornerstone of the Government of Canada's vision for electronic government.
- Ensuring that government human resources have the technical skills necessary to develop, deliver and manage the systems and services necessary to support the government's vision for electronic government, including electronic service delivery to Canadians and more efficient electronic administrative systems.
- Managing funding pressures within an environment of scarce resources.

The following chart contains the activities we will undertake over the planning period to meet our commitments.

Key Commitments

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
IM/IT infrastructure services that enable access to government programs, services, information, and secure transactions	Managing the Secure Channel to ensure privacy, confidentiality and security for Canadians in their dealings with government	\$16.2M *	Growth in number of users of Government Pathfinder applications/services accessed via the Secure Channel Target: 5 additional Pathfinder applications
	Developing Public Key Infrastructure (PKI) that enables Canadians to establish and protect their identity in conducting private transactions with government, and supports government operations	\$1.9M *	Diffusion of PKI certificates into government operations Target: 12,000 certificates
	Developing electronic government directories, including an <i>Electronic Directory of Programs and Services</i> of all departments/agencies permitting Canadians to locate government information and services	\$0.1M *	Maintained or increased usage levels of Government of Canada electronic directories by Canadians, businesses and public servants, and implementation of an Electronic Directory of Programs and Services (EDPS) on the Publiservice component of the Canada Site by end of fiscal year 02/03 (subject to TB funding)
	Providing university-accredited IM/IT courses to government workers to equip them to deliver the E-Government Vision	\$1.3M	Number of public servants enrolled in IM/IT courses and number of departments served Target: 900 students, 30 departments
Not yet fully funded			

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
<p>Innovative telecommunications services developed for and provided to federal departments and agencies that facilitate efficient and effective delivery of their programs</p>	<p>Rationalize telecommunications services portfolio through alignment with evolving technologies, supply alternatives and client requirements</p> <p>Recover full costs of services provided and manage a break-even position</p>	<p>\$104.2M</p>	<p>Forecast: 5 major RFPs issued to competitively procure new and innovative technical solutions to meet departmental needs, thus enabling their program delivery to Canadians</p> <p>Retention of existing customer base within an optional service environment Target: 95% repeat business of current base</p> <p>Achievement of break-even financial position for telecommunications revolving fund as measure of sound business management</p>
<p>Use by other government departments of PWGSC's IM/IT infrastructure and services to support their program and service delivery, thus maximizing the value of PWGSC's investments and expertise for government</p>	<p>Management of computer and network infrastructure for other departments in supporting their service delivery to Canadians, in areas such as departmental operations, GOL systems, the Canada Site, Publiservice, and critical government administrative applications</p>	<p>\$28.5M</p>	<p>Service quality: responsiveness, capacity, accuracy, integrity and security Target: 98% mainframe availability including scheduled downtime</p> <p>Service value: cost effectiveness, ability to respond quickly to unique business needs, and integration within the government operational framework</p> <p>Clients served and business volumes</p> <p>Service quality: responsiveness, capacity, accuracy, integrity and security</p>

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
Skilled, knowledgeable, productive and motivated workforce	Continue development of a human resources framework to ensure a competent, productive, motivated, sustainable, and representative workforce	Funded within budget	Number of new recruits; Retention of existing employees Employee renewal through learning plans and training investment Representative workforce: target 1 in 5 new hires to be a visible minority

Planned Spending

Telecommunications and Informatics Common Services				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
▪ Operating and Statutory Votes				
Gross Expenditures	110.1	48.0	33.2	33.2
Less: Respendable revenue	32.7	28.5	28.5	28.5
Net Expenditures	77.4	19.5	4.8	4.8
▪ Telecommunications and Informatics Common Services Revolving Fund				
Gross Expenditures	109.3	104.2	104.5	104.5
Less: Respendable revenue	109.3	104.2	104.5	104.5
Net Resources (Provided) Used	--	--	--	--
BUSINESS LINE TOTAL	77.4	19.5	4.8	4.8
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	225	258	179	179

Consulting and Audit Canada

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

Objective

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

Description

- Provides, on an optional and fee-for-service basis, consulting and audit services to 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.

Planning Context

The planning context for Consulting and Audit Canada (CAC) has both national and international aspects. Domestically, CAC has responded to the recent focus on economic and security concerns. Our consultants and auditors who have an extensive knowledge of government operations and priorities are well situated to help departments and agencies better serve the public and deliver their programs by assisting them with assurance, audit and consulting services, plans and projects.

Abroad, countries are reforming and restructuring their public sectors and recently our government has committed to furthering international assistance. 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.

The challenges facing CAC will be to adapt to evolving client needs and departmental priorities, to maintain the relevance of our services, and to continue to evolve meaningful relationships with the private sector while continually building a responsive and flexible workforce. This will be achieved by focusing on and working closely with government and departmental priorities, by continuing to partner with the private sector and through human resources management and accountability. In dealing with these challenges, CAC has a well-articulated risk management strategy.

The following chart contains the activities we will undertake over the planning period to meet our commitments.

Key Commitments

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
Relevant services responding to the changing needs of public sector clients and issues facing government	Maintain involvement with public policy issues, where appropriate, and maintain a high level of repeat business	Funded within budget	Growth in business Repeat business of 80% or higher Client Satisfaction of 85% or higher New/Expanded product lines
Sharing and dissemination of knowledge and expertise	Conduct a significant amount of business in partnerships with small and medium-sized enterprises (SMEs). Transfer and share knowledge through participation in horizontal projects and effective use of the corporate memory system and extranet	Funded within budget	Partner 50 to 60% of business with SMEs Number of horizontal projects % of projects posted to Corporate Memory system
High quality and professional services	Monitor client satisfaction level through survey Develop new products and services as required by client departments and reflect the evolving priorities of government	Funded within budget	Client satisfaction of 85% or higher New products and services developed
Treasury Board targets for Revolving Funds are met	Generate a positive cash contribution over the period 2002-2003 to 2004-2005 Achieve Net Profit	Funded within budget	Positive cash contribution Net profit

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
Rejuvenation of the workforce	Professional Development program Mentoring program succession planning Timely replacement of staff as they retire/leave CAC	Funded within budget	Number of appointments to level Number of employees mentored Ratio of new hires to departures

Planned Spending

Consulting and Audit Canada				
<i>(in millions of dollars)</i>				
	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
▪ Consulting and Audit Canada Revolving Fund				
Gross Expenditures	95.4	97.9	98.4	98.4
Less: Respendable revenue	96.7	99.0	99.5	99.5
BUSINESS LINE TOTAL	(1.3)	(1.1)	(1.1)	(1.1)
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	387	400	400	400

Translation Bureau

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

Objective

To provide translation, interpretation and terminology services and products, in order to support the Government of Canada in its efforts to provide services to, and to communicate with, Canadians in the official language of their choice. The Bureau contributes to public policy and helps the government meet the intent and objectives of its Official Languages Policy.

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

Planning Context

Translation Bureau (TB) works as a common services agency policy instrument of official languages and an agent of the public and government interest nationally and internationally. As such, the Bureau must:

- Maintain strategic and operational alignment with governmental and departmental priorities;
- Enhance the quality, efficiency and relevance of its products and services;
- Increase its relevancy and contribution in respect of its official languages policy enabler role;
- Protect the security of supply of language services to Parliament, the Judiciary and the federal government;
- Be an important enabler to the Government On-Line agenda; and

- Be an enabler for international cooperation and actions designed to strengthen Canada's position in international markets and forums.

The government's demand for translation services has been growing steadily. Developing and maintaining our Web sites in various languages is a significant challenge. Also, Canada's involvement in international activities is dependent on the availability of professional translators and interpreters.

We must constantly align our skill sets and service offerings, and adapt our service delivery approaches to the changing needs of our clients. In fact, on-line communication and multimedia products are creating a whole new approach to translation, one that demands an exceptionally high level of technology competency in addition to linguistic and conceptual agility. It is anticipated that technological literacy will soon become an important competency for employment in the translation industry.

Moreover, as currency and speed are inherent characteristics of on-line communications, government departments and agencies as well as Parliament have increased their expectations for faster turnaround and quality services from language professionals.

Furthermore, we are experiencing a serious shortage of qualified translators, interpreters and terminologists. This is a direct result of the combined effect of a number of concurrent factors such as the increased demand in global and domestic translation services, the high level of attrition in the industry due to an aging population, the lower than expected output from Canadian translation schools, and the generally weak and fragmented translation industry.

If left unattended, one of the consequences of this situation may be to displace the provision of an increasing proportion of language services to offshore sources. Already, centres in the United States and Western Europe have succeeded in capturing the lion's share of a fast growing high-technology-related translation market, with products and services built around the concept of "localization". This new field of multimedia translation enables products and services to be translated in multiple languages simultaneously and adapted culturally and linguistically for a particular local market. While Canada should be uniquely well positioned to take the lead in localization -- a field characterized by the high quality of jobs created and high financial margin -- it has not done so because of systemic weaknesses in the domestic translation industry structure. The Translation Bureau will continue to work with stakeholders in government and the private sector to reinforce Canada's leadership in linguistic standards, services and expertise, and to support Canadian industry in becoming a major force in the emerging field of language engineering.

Faced with these significant challenges, the Bureau has developed a sound risk-based approach in order to effectively address these pressures. Translation Bureau's directions and priorities for next year are aimed at investing in client services continuous improvement, forward looking management of its human resources and enhancing its technological systems' tools and work environment necessary to ensure its success.

The following chart contains the key activities we will undertake over the planning period to meet our commitments.

Key Commitments

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
Quality and cost effective services and products	<p>Client Services Improvement Strategy</p> <ul style="list-style-type: none"> - Client Satisfaction and Loyalty Assessment Program <p>Infrastructure Investment Strategy</p> <ul style="list-style-type: none"> - Integrated Information System - Localization and Multi-Media Service - TERMIUM V - Translation Memory - Techno-linguistic tools - Work environment modernization process - Activity-based costing study <p>Succession Planning Strategy</p> <ul style="list-style-type: none"> - Collaboration and partnership with universities - Recruitment and reskilling of language professionals - Promotion of language and interpretation professionals domestically and internationally - Follow-up to the multipartite Survey of the Canadian translation industry 	Funded within budget	<p>3% increase in Business Volume</p> <p>Risk-based approach to managing revenue to expenditure ratio</p> <p>Maintain 80% rating in client satisfaction</p> <p>Positive cash contribution (net profit)</p>
Standardized, accessible terminology	Continue to enrich TERMIUM by expanding content in the two official languages and Spanish	Funded within budget	Number of Hits on-line increased by 5%

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
	Continue to play a leadership role in standardization by chairing the Federal Terminology Council		
	Continue to make terminology products accessible through the Extranet and Internet		
	Enhance our expertise and presence on the international scene		

Planned Spending

Translation Bureau				
<i>(in millions of dollars)</i>				
	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
▪ Operating and Statutory Votes				
Gross Expenditures	45.9	42.9	42.6	42.5
Less: Respendable revenue	--	--	--	--
Net Expenditures	45.9	42.9	42.6	42.5
▪ Translation Bureau Revolving Fund				
Gross Expenditures	172.9	176.2	181.9	185.0
Less: Respendable revenue	170.1	172.2	178.6	185.0
Net Resources (Provided) Used	2.8	4.0	3.3	--
BUSINESS LINE TOTAL	48.7	46.9	45.9	42.5
<small>Totals may not add up due to rounding.</small>				
FULL TIME EQUIVALENTS	1,448	1,566	1,681	1,681

Operational Support

Objective

To provide departmental support services, including information and technology management, policy advice, communications, security, financial, administration, human resources and other services needed to support the achievement of program objectives, in an effective and cost-efficient manner.

Description

- Provides support to the offices of the Minister, the Deputy Minister, and the Associate Deputy Minister.
- Provides IM/IT services to PWGSC's business lines for common services and internal operations, including Information Technology Security.
- Provides corporate services on a national basis related to finance, corporate policy and planning, communications, audit and ethics, human resources, material management, security, health and safety, emergency preparedness, contract claims resolution, executive secretariat function and legal services.

Planning Context

PWGSC is committed to enhancing its contribution to government and to Canadians. To achieve this end, the department's services must be supported operationally in an environment demanding flexible and responsive service. Furthermore, departmental operational support services must be linked to government-wide initiatives such as the modernization of human resources management, modern comptrollership, financial information strategy, audit and evaluation policy revisions, and communication policy restructuring. Underlying internal operational support requirements has been the urgency to put into place appropriate security and emergency preparedness in order to meet our clients' as well as our department's internal strategic and operational needs.

Within the overall PWGSC planning environment, the essential challenge for PWGSC's Operational Support business line is to continuously review the department's internal service delivery and governance structures, planning and reporting systems, financial systems and costing frameworks, human resource management framework and systems, and internal IM/IT infrastructure and systems.

The following provides further details on priority areas for the planning period.

Corporate Policy, Planning, Finance and Audit

PWGSC is committed to supporting key initiatives in the areas of management improvement and ensuring the highest quality policy and planning advice to the Minister and senior management of the department. We are fully committed in the area of sustainable development. Strategic partnerships continue to be pursued as the department seeks innovative ways to improve service delivery.

We are also undertaking an assessment of our comptrollership practices to strengthen integrated management practices and will continue to be a leader in the ethics and values program. We are also implementing a corporate integrated risk management framework along with an integrated performance management framework.

Safety, Health, Security and Emergency Preparedness

In response to the events of September 11, a new sector was created to strengthen the department's assessment and coordinated action in all matters relating to security, health and safety, and emergency preparedness. In addition to its corporate functions, the sector will coordinate, with other branches, the following activities and provide strategic oversight throughout the department:

- increasing security measures for buildings and occupants where PWGSC is custodian of the asset (protective security, enhanced access control, emergency evacuations, etc.) and increasing PWGSC's Internal Security Program;
- strengthening the Business Continuity Planning Program and emergency arrangements;
- providing additional security for telecommunications and network services and protection of government-wide critical systems;
- contracting for specialized equipment for other government departments including procurement in support of any foreign deployment of Canadian troops, associated weapons systems and ammunition, and detection equipment for airports;
- increasing spending on the industrial security program due to stringent security requirements; and
- increasing emphasis on Controlled Goods Registration Program and forensic accounting services.

Information Technology

In responding to the challenge of electronic government initiatives, PWGSC is taking a leadership role, particularly in the area of secure communications and systems related to banking and electronic funds transfer and electronic supply chain. In order to meet the government-wide challenge for electronic government, internal IM/IT financial support is critical for GOL, IM/IT rust-out, knowledge and information management services, and migration to new systems and infrastructure. Essentially, internal systems must meet

PWGSC staff needs as well as be compatible with common service systems in order to respond to client needs.

Organization of Choice

Our capacity to move toward integrated service delivery will depend on informed leadership, knowledgeable staff and the availability of information and enabling technology. In the years ahead, a competitive labour market, electronic government, human resource management reform across the public service, and a potentially significant loss in corporate knowledge due to retirements, will demand a flexible human resource management approach. In order to best support client organizations and meet our strategic goals, PWGSC must continue to champion a human resource management framework that exemplifies public sector values and clearly links human resource strategies with business plans and needs. Having a highly motivated, skilled, and diverse workforce will strengthen the organization, help us achieve our goals and meet the needs of Canadians.

Our executive cadre and middle managers are critical to realizing our vision of seamless service delivery, and we need to foster a sense of leadership based on community, more than hierarchy. Our capacity to deliver integrated services must start with information sharing and move towards teaming of resources, with a continuous focus on the client and with a common understanding of how our services interconnect to meet the needs of Canadians. Shared access to human resource information and tools will be essential to meeting our service goals and retaining our employees. To attract and retain talented people, we must differentiate ourselves from other employers by promoting a sense of purpose and the opportunities PWGSC offers for challenging work and for delivering value to citizens.

The following chart contains the activities that will allow Operational Support to meet its commitments over the planning period.

Key Commitments

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
Quality and timely advice and support to the Minister, Deputy Minister, and Associate Deputy Minister on departmental issues	Improve policy capacity Streamline processes to improve efficiency	Funded within budget	Timely, accurate policy support for Minister and Deputy Minister Development of integrated corporate policy function Creation of a system for tracking major proposals and initiatives
Effective information management and information technology, and corporate management services that	Management of 250 applications and systems including data centres and office infrastructure to support government	\$198.3M	Quality of service defined in service level agreements, measured against targets in areas of responsiveness,

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
are cost-effective and meet the operational requirements of business lines	operations for payments, banking and cash management, financial accounting and reporting, real property, and supply operations		capacity, accuracy, integrity, security and client satisfaction Target: 98% mainframe availability including scheduled downtime Target: 75% of problems reported to service desk resolved on first call Target: At least 99.95% accuracy rate for print operations Progress against Treasury Board-approved and funded Program Integrity plan
	Advance information management through an electronic document and records management system for information integrity	\$6.0M	Progress against Treasury Board-approved PWGSC Information Management initiative; Target: Migrate 4,000 employees to new system
	Implement an Information Protection Centre (7/24 systems threat, intrusion detection and vulnerability analysis, ensuring integrity of PWGSC's systems)	\$1.4M	Response times to averting/resolving systems threats Target: Avert 100% of systems intrusion threats
	Direct the GOL Office overseeing the transformation of PWGSC's services	\$1.6M	Progress against PWGSC GOL Plan, continuous risk management of key projects, and reporting on Treasury Board-funded initiatives
Enhanced security and safety of departmental assets, activities and employees	Establish roles and responsibilities for the new Security, Health, Safety and Emergency Preparedness sector Coordinate security and safety response to threat of terrorism Implement strategic security briefings Develop new processes to enable rapid assessment, strategies, or comprehensive	Not yet totally funded	

SECTION III - PLANS AND PRIORITIES

Planned Results	Related Activities	Resources 2002-2003	Performance Measures
	response to emergencies and disasters		
Develop an International and Intergovernmental Cooperation Program	Establish a PWGSC International and Intergovernmental Program and develop associated business plan	Funded within budget	
A human resource management framework that espouses public sector values and fosters an inclusive work environment supportive of learning and leadership development while effectively managing change and relationships	<p>Ready and mobilize leaders, develop and sustain the middle management community to respond to the service delivery and other workplace challenges of the future</p> <p>Enhance PWGSC's capacity to develop integrated human resource management strategies and plans, to attract and retain expertise, and to achieve a representative workforce</p> <p>Develop organization designs and change management strategies that facilitate integrated service delivery, enabled by people working as a community joined by common purpose and service goals</p> <p>Develop partnerships that facilitate a responsive human resource management framework and that enhance the department's capacity to deliver human resource information and services electronically</p>	Funded within budget	<p>Strategic executive staffing plan is developed and bilingual capacity of EX feeder groups is increased</p> <p>Percentage of middle managers with learning plans and participating in learning activities</p> <p>Degree to which representation, recruitment and promotion goals for designated groups are met</p> <p>Coordinated recruitment and development plans are established for targeted professions and the degree to which recruitment goals are met</p> <p>Results of limited periodic surveys to assess progress on service delivery integration and on the Department's capacity to manage conflict</p> <p>Strategic partnerships in place for targeted outcomes of the human resource modernization initiative, and for electronic information and service delivery initiatives</p>

Planned Spending

Operational Support				
	Forecast Spending	Planned Spending	Planned Spending	Planned Spending
	2001-20 02	2002-20 03	2003-2004	2004-2005
IM/IT - DEPARTMENTAL OPERATIONS SERVICE LINE				
▪ Operating and Statutory Votes				
Gross Expenditures	242.6	207.3	186.8	184.6
Less: Respondable revenue	71.5	64.2	64.2	64.2
IM/IT - DEPARTMENTAL OPERATIONS TOTAL	171.1	143.1	122.6	120.4
CORPORATE MANAGEMENT SERVICE LINE				
▪ Operating and Statutory Votes				
Gross Expenditures	140.1	113.6	112.1	130.5
Less: Respondable revenue	39.7	32.2	32.1	32.1
CORPORATE MANAGEMENT TOTAL	100.4	81.3	80.0	98.4
BUSINESS LINE TOTAL	271.5	224.5	202.6	218.8
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	2,815	2,731	2,731	2,731

Crown Corporations Program

Queens Quay West Land Corporation

Objective

To make payments to the Queens Quay West Land Corporation, a realty management and disposal company for the Harbourfront precinct in Toronto.

Description

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

Planned Spending

Crown Corporations				
<i>(in millions of dollars)</i>				
	Forecast Spending			
	g	Planned Spending	Planned Spending	Planned Spending
	2001-20 02	2002-2003	2003-2004	2004-2005
QUEENS QUAY WEST LAND CORPORATION BUSINESS LINE				
▪ Payments to the Queens Quay West Land Corporation	4.0	4.0	4.0	4.0
PROGRAM TOTAL ^(Note 1)	4.0	4.0	4.0	4.0

Note 1:

The 2001-2002 Forecast Spending excludes an amount of \$11.3M for the payment to the Old Port of Montreal Corporation (OPMC) Inc. which reported under PWGSC until January 15, 2002. On this date, the responsibility of the OPMC was transferred to the Office of Infrastructure and Crown Corporations of Canada.

Section IV - Joint Initiatives

Sustainable Development Strategy

<http://www.pwgsc.gc.ca/sd-env/text/sds-2000-toc-e.html>

The PWGSC Sustainable Development Strategy 2000 (SDS) was tabled in Parliament in February 2001.

The SDS contains departmental commitments relating to three goals:

- Greening PWGSC operations as a custodian and provider of facilities and common-use office space to federal departments;
- Greening PWGSC services to federal departments and agencies as a common service agent; and
- Greening PWGSC's internal operations.

Objectives and targets relating to the goals are to be implemented from fiscal year 2001/2002 to fiscal year 2003/2004. For the most part, the targets identified in the SDS remain priorities for the department as originally written. However, in the case of the following four targets, monitoring has indicated that the original targets require revision

Original Target	New Target	Reason for Modification
By March 31, 2002, achieve full implementation of the National Asbestos Management Plan at all asbestos-containing Crown-owned PWGSC facilities	By March 31, 2003, achieve full implementation of the National Asbestos Management Plan at all asbestos-containing Crown-owned PWGSC facilities	The Asbestos Management Plan requires additional time to achieve full implementation in all asbestos-containing Crown-owned PWGSC facilities
By March 31, 2002, complete assessment of all PWGSC sites for contamination, including determination of the extent of contamination	By March 31, 2003, complete assessment of all PWGSC sites for contamination, including determination of the extent of contamination	Those sites with the greatest likelihood of contamination have been assessed. However, a discrepancy in the inventory of real property sites reported for PWGSC has expanded the number of sites to be considered in this initiative. The remaining sites are expected to pose a low risk of contamination, but still must be assessed
By March 31, 2002, provide green procurement training to all PWGSC personnel with internal purchasing responsibility	By October 31, 2003, provide green procurement training to all PWGSC personnel with internal purchasing responsibility	The large number of employees who require this training has meant that the target date must be extended. The requirement for the training has been included in the departmental Proposed Learning Priorities for 2002-2003

Original Target	New Target	Reason for Modification
By March 31, 2004, achieve and maintain a 60% diversion rate of office solid waste from landfill and incineration in all Crown-owned RPS facilities - i.e., 60% by weight of all office solid waste is to be recycled (reflects Sustainable Development in Government Operations target)	By March 31, 2004, achieve and maintain an average of 60% diversion rate of office solid waste from landfill and incineration in Crown-owned RPS facilities - i.e., 60% by weight of all office solid waste is to be recycled (reflects SDGO target)	The commitment to divert 60% of all solid waste from all Crown-owned RPS facilities must be revised to reflect that nationally, municipal solid waste programs do not all have recycling capabilities, making diversion from landfill difficult. Therefore, the target has been changed to reflect an intended performance standard to maintain an overall average diversion rate of 60% nationally

Implementation and monitoring for all the commitments included in the PWGSC SDS 2000 will continue throughout the coming fiscal year and beyond.

Government On-Line

Government On-Line (GOL) is the expression of the Government of Canada's vision to connect Canadians with government, with each other, and with the world. For PWGSC, GOL means both serving Canadians directly and helping other federal departments and agencies make this vision a reality.

Drawing on our technology experience, we are creating the solutions our clients need for on-line service delivery and e-commerce services for GOL. We are committed to:

- Enhancing the delivery of our services to the public and other government departments and agencies;
- Providing secure on-line access to client department data held by PWGSC;
- Increasing the efficiency of the federal public service; and
- Evolving the government's IM/IT strategic infrastructure.

PWGSC has identified 7 key services and approximately 30 initiatives to advance the GOL agenda. Delivery of these initiatives is dependent upon their funding. Partial funding has been allocated to PWGSC for the Strategic Infrastructure Initiative and the two projects identified below. PWGSC also provides technical support for Communication Canada's Government of Canada Portal which is the focal point of the federal government's presence on the World Wide Web.

▪ **Strategic Infrastructure Initiative (SII)**

The SII designs and delivers the common information technology underpinnings for GOL. PWGSC and Treasury Board Secretariat (TBS) are working together to develop the architecture supporting the SII. The Secure Channel Project (enabling secure electronic service delivery to Canadians, businesses and other users) is completing its initial development phase and will be operational in May 2002 with the launch of Canada Customs and Revenue Agency's Change of Address application. government departments will utilize the network component of the Secure Channel for internal traffic, as they migrate from the existing Government Enterprise Network service. Subsequent enhancements will enable more departments to deliver their applications on-line through this common infrastructure - thus enhancing integrated service delivery to Canadians.

▪ **Electronic Directory of Programs and Services**

The Electronic Directory of Programs and Services project is managed jointly by TBS and PWGSC. The principal objective of the initiative is to create an electronic directory containing government programs and services contacts in support of the GOL. The major deliverables include:

- Web-based citizen access portal, offering search capability;
- Data repository, a multi-level data bank of program and service contacts;
- Data input tool, providing an update capability for all government departments; and
- Data extract tool, for use in publishing other directory information.

▪ **Electronic Supply Chain Pathfinder Project**

The Electronic Supply Chain (ESC) Project is managed by the Electronic Supply Chain Sector of the Supply Operations Service business line. ESC addresses the complete procurement, purchasing and payment life cycle involving the federal government and its external suppliers, using e-business processes and enabling technologies. This initiative is expected to identify and provide 'core' procurement solutions for the Canadian government community and avoid the costs of individual departments operating similar systems. In addition, it is expected to facilitate more efficient services at reduced costs.

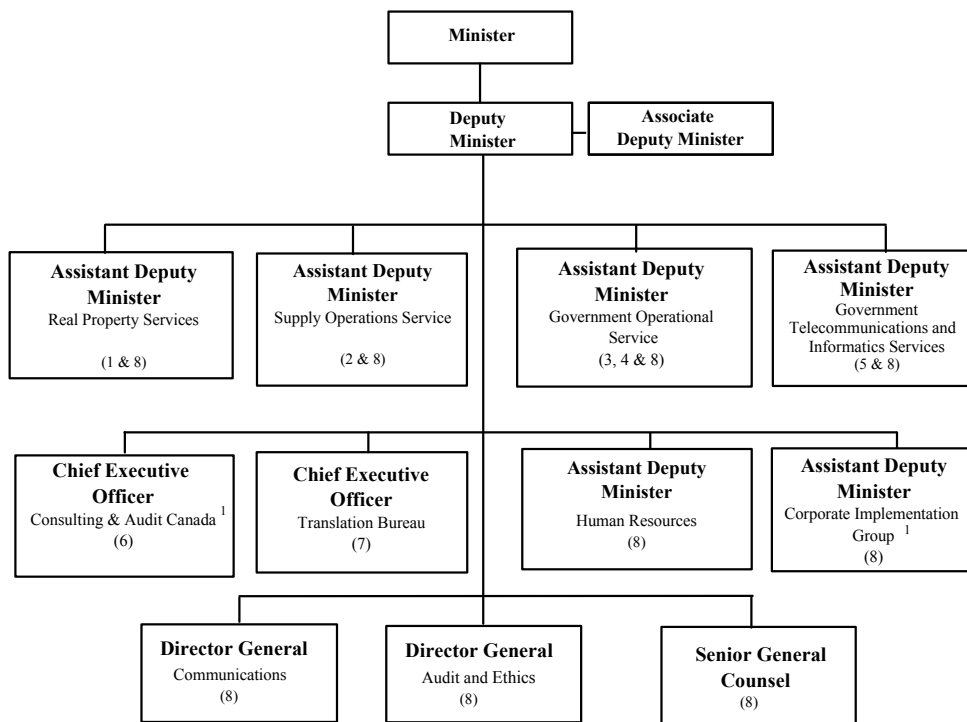
Collective Initiative	Goal of the Initiative	List of Partners	Money Allocated by Partners	Planned Results
Strategic Infrastructure Initiative	Delivery of a Secure Channel for electronic service delivery to Canadians, businesses, and other users of	Treasury Board Secretariat and other federal government departments	2002/2003 - \$120M 2003/2004 - \$140M 2004/2005 - \$140M	Deliver a Secure Channel in operational status effective May 2002, supporting the Canada Customs and Revenue Agency change of address application.

Collective Initiative	Goal of the Initiative	List of Partners	Money Allocated by Partners	Planned Results
<p>Year of implementation: 2002</p> <p>Year results will be reported: on-going to 2005</p>	<p>government services</p>			<p>Provide for the ongoing improvement of service delivery infrastructure that will enhance the ability of the Government of Canada to renew programs and services in response to the changing needs of the Canadian public</p>
<p>Electronic Directory of Programs and Services (EDPS)</p> <p>Year of implementation: TBD</p> <p>Year results will be reported: TBD</p>	<p>To provide citizens and businesses with online access to federal, provincial, territorial, municipal EDPS data</p>	<p>Treasury Board Secretariat</p>	<p>TBD</p>	<p>Delivery dependent on funding allocation resulting from the December 10, 2001 Budget announcement for GOL funding of \$150 million per year for four years</p>
<p>Electronic Supply Chain Pathfinder Project</p> <p>Year of implementation: TBD</p> <p>Year results will be reported: TBD</p>	<p>To develop a complete electronic procurement, purchasing and payment life cycle</p>	<p>Other government departments to be determined</p>	<p>TBD</p>	<p>Delivery dependent on funding allocation resulting from the December 10, 2001 Budget announcement for GOL funding of \$150 million per year for four years</p>

Section V - Organization

Departmental Structure

GOVERNMENT SERVICES PROGRAM Organization and Business Lines



Business Lines	\$ millions ²	FTEs
1. Real Property Services	1,695.4	4,530
2. Supply Operations Service	114.5	1,700
3. Receiver General	98.7	463
4. Public Service Compensation	27.2	806
5. Telecommunications and Informatics Common Services	19.5	258
6. Consulting and Audit Canada	(1.1)	400
7. Translation Bureau	46.9	1,566
8. Operational Support	224.5	2,731
TOTAL	2,225.5	12,454

Totals may not add up due to rounding.

Notes:

- Positions held by the same incumbent.
- These amounts represent net business line planned spending for 2002-2003 and include revolving fund results. See section III for more information on the business volumes.

Financial Spending Plan

Departmental Planned Spending				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
GOVERNMENT SERVICES PROGRAM <small>(Note 1)</small>				
Gross Program Spending:				
Main Estimates	3,541.2	3,858.9	3,758.6	3,738.8
Adjustments to Planned Spending	476.9	110.6	98.4	50.1
	4,018.1	3,969.5	3,857.0	3,788.9
Responsible Revenue:				
Main Estimates	1,644.4	1,744.0	1,758.0	1,770.2
Adjustments to Planned Spending	181.5	--	--	--
	1,825.9	1,744.0	1,758.0	1,770.2
Net Program Planned Spending	2,192.2	2,225.5	2,099.0	2,018.7
CROWN CORPORATIONS PROGRAM <small>(Note 2)</small>				
Program Spending:				
Main Estimates	4.0	4.0	4.0	4.0
Adjustments to Planned Spending	--	--	--	--
Program Planned Spending	4.0	4.0	4.0	4.0
PWGSC NET PLANNED SPENDING	2,196.2	2,229.5	2,103.0	2,022.7
Less: Non-Responsible Revenue	26.9	25.1	25.0	25.0
Plus: Cost of Services Received Without Charge	35.6	33.6	33.6	33.9
NET COST OF DEPARTMENT	2,205.0	2,237.9	2,111.7	2,031.6
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	12,420	12,454	12,474	12,476

Note 1:

- Includes intradepartmental revenues and expenditures of: \$185.2M for 2001-2002, \$172.7M for 2002-2003 ; \$172.9M for 2003-2004 and \$173.2M for 2004-2005 for a nil bottom line impact.
- The 2001-2002 Forecast Spending excludes a net amount of \$86.9 for Communications Coordination Services (CCS). CCS will be reported under Communication Canada effective April 1, 2002.

Note 2:

- The 2001-2002 Forecast Spending excludes an amount of \$11.3M for the payment to the Old Port of Montreal Corporation (OPMC) which reported under PWGSC until January 15, 2002. On this date, the responsibility of the OPMC was transferred to the Office of Infrastructure and Crown Corporations of Canada.

Section VI - Financial Information

Financial Table 1: Capital Spending by Business Line

(millions of dollars)

<u>PROGRAM</u> <u>Business Line</u>	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
<u>GOVERNMENT SERVICES</u>				
Real Property Services	313.2	428.8	365.9	312.3

Financial Table 2: Major Capital Project Spending by Business Line

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

(millions of dollars)

PROGRAM Business Line	REGION	Current	Forecast	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005	Future Year Spending Requirements
		Estimated Total Cost	Spending to March 31, 2002				
GOVERNMENT SERVICES							
Real Property Services							
NEWFOUNDLAND							
Argentia - Environmental remediation (S-EPA-TB)		63.2	56.0	6.8	0.2	0.2	--
NEW BRUNSWICK							
St. George - GOCB - Construction (S-EPA-DA)		4.2	0.5	3.7	0.0	--	--
Bathurst - Nicholas Denys - Building upgrade (S-EPA-DA)		6.8	1.6	3.5	1.7	--	--
QUEBEC							
Ville St-Laurent - 3155 Côte de Liesse - Renovation (S-EPA-TB)		21.3	18.5	2.3	0.5	0.1	--
Montreal - 305 René Lévesque - Renovation (S-EPA-TB)		21.0	17.5	3.5	--	--	--
Rigaud - Collège des Douanes - Renovation (S-EPA-DA)		7.8	5.9	1.9	--	--	--
Ville St-Laurent - John Grierson - Renovation (I-PPA-DA)		4.9	0.3	3.6	1.0	--	--
Montreal - 740 Bélair - Construction (I-PPA-TB)		31.9	1.2	8.6	21.2	1.0	--
Montreal - 200 René-Lévesque - Renovation (I-PPA-DA)		5.7	0.3	1.6	3.8	--	--
Montreal - Vieux -Port - Wall restoration of the wharf (S-EPA-DA)		2.3	1.2	1.1	--	--	--
ONTARIO							
St-Catharines - GOCB - Renovations (S-EPA-DA)		6.0	4.6	1.5	--	--	--
Toronto - GOCB Joseph Shepard - Base building/HVAC (I-PPA-DA)		3.5	0.6	1.5	1.4	--	--
Toronto - GOCB - Arthur Meighan - Base building /INAC fit up (I-PPA-DA)		2.7	1.1	1.6	--	--	--
Burlington - Burlington bridge - Re-investment program (S-EPA-DA)		2.6	1.2	1.4	--	--	--
Scarborough - GOCB 200 - Town Centre - HVAC modifications (S-EPA-DA)		3.5	0.7	2.8	0.0	--	--
NATIONAL CAPITAL REGION (QUEBEC)							
Hull - Laurier Taché Garage - Renovation (I-PPA-TB)		57.4	23.0	7.5	12.6	11.7	2.6
NATIONAL CAPITAL REGION (ONTARIO)							
Ottawa - Sir John Carling - Renovation/Addition (I-PPA-TB) ⁽¹⁾		57.8	0.8	1.8	--	--	55.3
Ottawa - New Federal Court - New Construction (I-PPA-TB) ⁽¹⁾		77.8	3.4	--	--	--	74.4
Ottawa - Ottawa City Hall - Purchase and fit-up (S-EPA-TB)		81.2	72.6	8.6	--	--	--
Ottawa - Tunney's Pasture - Renovation of the laboratory (I-PPA-DA)		2.0	0.4	1.6	--	--	--
Ottawa - Lester B. Pearson - Federal Building Initiative (SI-EPA-DA)		5.3	4.3	0.3	0.7	--	--
Ottawa - West Memorial - Renovation (I-PPA-TB) ⁽¹⁾		79.4	3.1	--	--	--	76.3

Financial Table 2: Major Capital Project Spending by Business Line (Cont'd)

(millions of dollars)

PROGRAM Business Line	REGION	Current	Forecast	Planned Spending	Planned Spending	Planned Spending	Future Year Spending Requirements
		Estimated Total Cost	Spending to March 31, 2,002				
PARLIAMENTARY PRECINCT ⁽²⁾							
Ottawa - Library of Parliament (LOP) - Renovation (S-EPA-TB)		78.6	31.8	18.0	20.0	8.8	-
Ottawa - Campus wide - BCC (S-EPA-TB)		25.1	21.5	3.6	--	--	-
Ottawa - Bank Street Building - New building (I-PPA-TB)		197.9	1.5	9.0	17.3	41.2	1
Ottawa - Wellington Bldg. - Renovation (I-PPA-TB)		125.8	0.1	6.0	6.8	28.7	2
Ottawa - La Promenade - Renovation (I-PPA-TB)		52.1	0.8	6.0	17.5	27.8	8
WESTERN							
Winnipeg - 269 Main Street - Multiple project (S-EPA-DA)		5.2	2.8	2.5	--	--	1
Yellowknife - GOCB - New GOCB (I-PPA-TB)		18.0	3.0	6.8	6.0	2.2	2
Regina - New GOCB - New Construction (I-PPA-TB)		28.6	4.0	10.0	14.6	--	8
BRITISH COLUMBIA							
Northwest Highway - Reconstruction (S-EPA-TB)		606.7	442.7	26.0	23.0	23.0	1
Surrey - Tax. Data Centre - Renovation (I-PPA-TB)		18.5	1.3	9.0	8.2	--	9
Vancouver - 401 Burrard - Purchase (S-EPA-TB)		69.3	14.3	55.0	0.0	--	-
Vancouver - Downtown Vancouver - CCRA Downtown (I-PPA-TB)		18.1	2.0	16.2	--	--	-
SUMMARY							
Total spending on approved major capital projects listed above (Greater than \$1M)		1,792.3	744.2	233.2	156.5	144.6	5
Total spending on major capital projects to be approved not listed above				145.6			1
Total spending planned for minor capital projects (Less than \$1M)				50.0			
BUSINESS LINE TOTAL				428.8			

Totals may not add up due to rounding.

Notes:

1-The project scope, cost and timing for these previously reported projects is currently under review.

2- Parliamentary Precinct: Future years planned spending is subject to an approval on a year to year basis by the Minister.

Financial Table 3: Details on Transfer Payments by Business Line*(in millions of dollars)*

PROGRAM Business Line	Fore cast Spen ding 2001- 2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
<u>GOVERNMENT SERVICES</u>				
Real Property Services				
<i>Grants</i>				
Grant in Kind to the Royal Canadian Society	0.08	0.08	0.08	0.08
Grant to Parc Downsview Park	0.28	3.17	--	--
	0.35	3.25	0.08	0.08
<i>Contributions</i>				
Canadian Standards Association	0.01	0.01	0.01	0.01
Contributions to the Hudson Bay Port Company	0.20	--	--	--
Contributions to Argentic Management Authority	--	8.02	--	--
	0.21	8.03	0.01	0.01
<i>Other Transfer Payments</i>				
Payment of Grants to Municipalities and other taxing authorities	412.00	414.68	414.68	414.68
Recoveries from custodian departments	(412.00)	(414.68)	(414.68)	(414.68)
	--	--	--	--
BUSINESS LINE TOTAL	0.57	11.29	0.09	0.09

Totals may not add up due to rounding.

Financial Table 4: Sources of Responsible Revenue by Business Line
(millions of dollars)

PROGRAM Business Line <i>Service Line</i>	Forecast Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005
GOVERNMENT SERVICES <small>(Note 1)</small>				
Real Property Services				
<i>Federal Accommodation and Holdings</i>				
Rentals and Concessions	314.2	259.6	258.0	258.0
<i>Services</i>				
- Real Property Services Revolving Fund				
Recoveries of disbursement on behalf of clients	602.7	629.4	636.0	641.4
Fee revenues from real property related common services	142.5	147.0	146.6	147.1
	745.3	776.4	782.6	788.5
- Real Property Disposition Revolving Fund				
Sales of real properties	23.0	20.4	20.4	20.4
	768.3	796.8	803.0	808.9
Business Line Total	1,082.4	1,056.4	1,061.1	1,066.9
Supply Operations Service				
- Vote				
Major Crown Projects	14.4	13.7	13.7	13.7
Acquisition	20.5	8.2	8.2	8.2
Canadian General Standards Board	2.5	2.5	2.5	2.5
Seized Property Management	5.4	3.1	3.1	3.1
	42.7	27.4	27.4	27.4
- Optional Services Revolving Fund				
Traffic and Vaccine	96.9	97.7	100.4	100.4
Crown Assets Distribution	8.8	8.8	8.8	8.8
Locally Shared Support Services	7.2	7.2	7.2	7.2
Buy-for-lease Program	0.0	0.0	0.0	0.0
Software Brokerage / Benchmarking	2.7	2.7	2.7	2.7
	115.6	116.3	119.1	119.1
Business Line Total	158.3	143.7	146.5	146.5
Receiver General				
Receiver General Services	20.4	19.5	19.5	19.5
Public Service Compensation				
Compensation Services	44.8	24.3	23.7	23.7
Telecommunications and Informatics Common Services				
Vote	32.7	28.5	28.5	28.5
Revolving Fund	109.3	104.2	104.5	104.5
Business Line Total	142.0	132.7	133.0	133.0

Financial Table 4: Source of Respendable Revenue by Business Line (Cont'd)

(millions of dollars)

PROGRAM Business Line <i>Service Line</i>	Forecast Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005
Consulting and Audit Canada				
Consulting and Audit Services	96.7	99.0	99.5	99.5
Translation Bureau				
- Revolving Fund				
Translation Services	166.2	168.4	174.6	181.2
Interpretation Services	3.2	3.2	3.2	3.2
Terminology Services	0.7	0.6	0.8	0.6
Business Line Total	170.1	172.2	178.6	185.0
Operational Support				
<i>IM/IT - Departmental Operations</i>				
IM/IT - Services	71.5	64.2	64.2	64.2
<i>Corporate Management</i>				
Ministerial Regional Offices	2.5	2.6	2.6	2.6
Shared Services	2.5	0.0	0.0	0.0
Internal Recoveries and Others	34.7	29.6	29.5	29.5
	39.7	32.2	32.1	32.1
Business Line Total	111.1	96.4	96.3	96.3
RESPENDABLE REVENUE TOTAL	1,825.9	1,744.0	1,758.0	1,770.2

Totals may not add up due to rounding.

Note 1:

- ♦ The 2001-2002 Forecast Revenues excludes an amount of \$21.6M from Communications Coordination Services (CCS). CCS will be reported under Communication Canada effective April 1, 2002.

Financial Table 5: Source of Non-Respendable Revenue*(millions of dollars)*

	Forecast Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004	Planned Revenue 2004-2005
Dry Docks	5.1	5.1	5.1	5.1
Miscellaneous Non-tax Revenue	21.8	20.0	19.9	19.9
NON-RESPENDABLE REVENUE TOTAL	26.9	25.1	25.0	25.0

**Financial Table 6: Net Cost of Program(s) for the Estimates
Year 2002-2003***(millions of dollars)*

	Government Services	Crown Corporations	Total
Gross Planned Spending	3,969.5	4.0	3,973.5
<i>Plus: Costs of services received without charge</i>			
Contributions covering employers' share of insurance premiums and expenditures paid by Treasury Board Secretariat	24.2	0.0	24.2
Workers' compensation coverage provided by Human Resources Development Canada	2.9	0.0	2.9
Salary and associated costs of legal services provided by Justice Canada	6.4	0.0	6.4
COST OF PROGRAM(S)	4,003.0	4.0	4,007.0
<i>Less:</i>			
Respendable Revenue	1,744.0	0.0	1,744.0
Non-Respendable Revenue	25.1	0.0	25.1
NET COST OF PROGRAMS	2,233.9	4.0	2,237.9

Totals may not add up due to rounding.

Financial Table 7: Real Property Services Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Responsible Revenue	142.5	147.0	146.6	147.1
Expenses				
Operating:				
Salaries and employee benefits	92.6	95.4	95.0	95.5
Occupancy Costs	3.6	3.8	3.9	3.9
Corporate and Administrative Costs	17.8	18.4	18.3	18.3
Other Operating Costs	28.5	29.4	29.4	29.4
Expenses Total	142.5	147.0	146.6	147.1
Surplus (Loss)	0.0	0.0	0.0	0.0

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

Statement of Cash Flows and Projected Use of Authority

(millions of dollars)

	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Operating Activities:				
(Surplus) Loss	0.0	0.0	0.0	0.0
Authority (provided) used during year	0.0	0.0	0.0	0.0
Net authority (provided) used at the start of year	97.7			
Write-off of authority used	(97.7)			
Net authority (provided) used at the end of year	0.0	0.0	0.0	0.0
Authority limit	450.0	150.0	150.0	150.0
Reduction in authority limit	(300.0)			
Revised authority limit	150.0	150.0	150.0	150.0
Unused authority carried forward	150.0	150.0	150.0	150.0

Totals may not add up due to rounding.

Note:

- 1 - Recoverable disbursements on behalf of clients are not included in responsible revenue and expenses (2001-2002: \$602.7M; 2002-2003: \$629.4M; 2003-2004: \$636.0M and 2004-2005: \$641.4M)
- 2 - Effective March 31, 2002, the authority limit of the revolving fund is reduced from \$450M to \$150M.
- 3 - The accumulated authority used as of March 31, 2002 was approved for write-off up to \$97.7M.

Financial Table 8: Real Property Disposition Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Responsible Revenue	23.0	20.4	20.4	20.4
Expenses	3.8	3.8	3.8	3.8
Surplus (Loss)	19.2	16.6	16.6	16.6

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

Statement of Cash Flows and Projected Use of Authority

(millions of dollars)

	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Operating Activities:				
(Surplus) Loss	(19.2)	(16.6)	(16.6)	(16.6)
Authority (provided) used during year	(19.2)	(16.6)	(16.6)	(16.6)
Net authority (provided) used at the start of year	(1.6)	(1.6)	(1.6)	(1.6)
Payments to the Consolidated Revenue Fund	19.2	16.7	16.7	16.7
Net authority (provided) used at the end of year	(1.6)	(1.5)	(1.5)	(1.5)
Authority limit	5.0	5.0	5.0	5.0
Unused authority carried forward	6.6	6.5	6.5	6.5

Totals may not add up due to rounding.

Financial Table 9: Optional Services Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Responsible Revenue	115.6	116.3	119.1	119.1
Expenses				
Operating:				
Salaries and employee benefits	4.5	5.9	4.6	4.6
Product Cost	100.7	99.5	101.1	101.1
Other Operating Costs	14.4	10.8	13.3	13.3
Interest	0.2	0.0	0.0	0.0
Expenses Total	119.8	116.2	119.0	119.0
Surplus (Loss)	(4.2)	0.1	0.1	0.1

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

Statement of Cash Flows and Projected Use of Authority

(millions of dollars)

	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Operating Activities:				
(Surplus) Loss	4.2	(0.1)	(0.1)	(0.1)
Authority (provided) used during year	4.2	(0.1)	(0.1)	(0.1)
Net authority (provided) used at the start of year	0.0	4.2	4.1	4.0
Net authority (provided) used at the end of year	4.2	4.1	4.0	3.9
Authority limit	200.0	35.0	35.0	35.0
Reduction in authority limit	(165.0)			
Revised authority limit	35.0	35.0	35.0	35.0
Unused authority carried forward	30.8	30.9	31.0	31.1

Totals may not add up due to rounding.

Notes:

1 - The forecast spending excludes amounts related to the activities previously carried out by Communications Coordination Services (CCS). CCS will be reported under Communication Canada effective April 1, 2002. The excluded amounts are: \$2M deficit for 2001-2002, net authority used at the start of the year of \$19.0M, and a write-off of authorities used up to \$22.7M.

2 - Effective March 31, 2001, the authority limit of the revolving fund is reduced from \$200M to \$35M.

Financial Table 10: Telecommunications and Informatics Common Services Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Responsible Revenue	109.3	104.2	104.5	104.5
Expenses				
Operating:				
Salaries and employee benefits	13.4	13.8	14.1	14.1
Product Cost	79.8	75.7	75.8	75.8
Amortization	0.1	0.1	0.1	0.1
Other Operating Costs	15.9	14.5	14.5	14.5
Interest	0.1	0.1	0.1	0.1
Expenses Total	109.3	104.2	104.5	104.5
Surplus (Loss)	0.0	0.0	0.0	0.0

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

Statement of Cash Flows and Projected Use of Authority

(millions of dollars)

	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Operating Activities:				
(Surplus) Loss	0.0	0.0	0.0	0.0
Less items not requiring use of funds:				
Amortization	0.1	0.1	0.1	0.1
Subtotal	(0.1)	(0.1)	(0.1)	(0.1)
Working capital change	(0.1)	(0.1)	(0.1)	(0.1)
Net financial resources (provided by) used in operating activities	(0.2)	(0.2)	(0.2)	(0.2)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.2	0.2	0.2	0.2
Net financial resources (provided by) used in investing activities	0.2	0.2	0.2	0.2
Authority (provided) used during year	0.0	0.0	0.0	0.0
Net authority (provided) used at the start of year	(13.6)	(13.6)	(13.6)	(13.6)
Net authority (provided) used at the end of year	(13.6)	(13.6)	(13.6)	(13.6)
Authority limit	45.0	20.0	20.0	20.0
Reduction in authority limit	(25.0)			
Revised authority limit	20.0	20.0	20.0	20.0
Unused authority carried forward	33.6	33.6	33.6	33.6

Totals may not add up due to rounding.

Note:

1 - Effective March 31, 2001, the authority limit of the revolving fund is reduced from \$45M to \$20M.

Financial Table 11: Consulting and Audit Canada Revolving Fund**Statement of Operations***(millions of dollars)*

	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Respendable Revenue	96.7	99.0	99.5	99.5
Expenses				
Operating:				
Salaries and employee benefits	29.2	32.5	32.5	32.5
Product Cost	57.5	57.4	58.0	58.0
Amortization	0.1	0.1	0.1	0.1
Other Operating Costs	8.9	8.2	8.1	8.1
Interest	0.2	0.2	0.2	0.2
Expenses Total	95.9	98.4	98.9	98.9
Surplus (Loss)	0.8	0.6	0.6	0.6

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

Statement of Cash Flows and Projected Use of Authority*(millions of dollars)*

	Forecast Spending 2001-2 002	Planned Spending 2002-2 003	Planned Spending 2003-2004	Planned Spending 2004-2005
Operating Activities:				
(Surplus) Loss	(0.8)	(0.6)	(0.6)	(0.6)
Less items not requiring use of funds:				
Amortization	0.1	0.1	0.1	0.1
Provision for employee benefits	0.3	0.3	0.3	0.3
Subtotal	(1.2)	(1.0)	(1.0)	(1.0)
Working capital change	(0.2)	(0.2)	(0.2)	(0.2)
Net financial resources (provided by) used in operating activities	(1.4)	(1.2)	(1.2)	(1.2)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.1	0.1	0.1	0.1
Net financial resources (provided by) used in investing activities	0.1	0.1	0.1	0.1
Authority (provided) used during year	(1.3)	(1.1)	(1.1)	(1.1)
Net authority (provided) used at the start of year	0.7	(0.6)	(1.7)	(2.8)
Net authority (provided) used at the end of year	(0.6)	(1.7)	(2.8)	(3.9)
Authority Limit	25.1	20.0	20.0	20.0
Reduction in Authority Limit	(5.1)			
Revised Authority Limit	20.0	20.0	20.0	20.0
Unused authority carried forward	20.6	21.7	22.8	23.9

Totals may not add up due to rounding.

Note:

1 - Effective March 31, 2001, the authority limit of the revolving fund is reduced from \$25.1M to \$20M.

Financial Table 12: Translation Bureau Revolving Fund**Statement of Operations***(millions of dollars)*

	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Respendable Revenue	170.1	172.2	178.6	185.0
Expenses				
Operating:				
Salaries and employee benefits	107.3	110.3	116.1	119.1
Amortization	0.3	1.2	2.0	2.7
Other Operating Costs	61.9	62.7	63.4	65.2
Expenses Total	169.5	174.2	181.5	187.0
Surplus (Loss)	0.6	(2.0)	(2.9)	(2.0)

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

Statement of Cash Flows and Projected Use of Authority*(millions of dollars)*

	Forecast Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Operating Activities:				
(Surplus) Loss	(0.6)	2.0	2.9	2.0
Less items not requiring use of funds:				
Amortization	0.3	1.2	2.0	2.7
Provision for employee benefits plan	0.5	0.6	0.6	1.5
Subtotal	(1.4)	0.2	0.3	(2.2)
Working capital change	(0.7)	(0.8)	(0.8)	0.0
Net financial resources used in operating activities	(2.1)	(0.6)	(0.5)	(2.2)
Investing Activities:				
Capital assets:				
Net Acquisitions	4.9	4.6	3.8	2.2
Net financial resources used in investing activities	4.9	4.6	3.8	2.2
Authority (provided) used during year	2.8	4.0	3.3	0.0
Net authority (provided) used at the start of year	(18.8)	(16.0)	(12.0)	(8.7)
Net authority (provided) used at the end of year	(16.0)	(12.0)	(8.7)	(8.7)
Authority limit	75.0	10.0	10.0	10.0
Reduction in authority limit	(65.0)			
Revised authority limit	10.0	10.0	10.0	10.0
Unused authority carried forward	26.0	22.0	18.7	18.7

Totals may not add up due to rounding.

Note:

1 - Effective March 31, 2001, the authority limit of the revolving fund is reduced from \$75M to \$10M.

Financial Table 13: Defence Production Revolving Fund

Note:

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

Financial Table 14: Loans, Investments and Advances (Non-Budgetary)

(millions of dollars)

	Forecast 2001-2002	Planned 2002-2003	Planned 2003-2004	Planned 2004-2005
<u>GOVERNMENT SERVICES</u>				
Seized Property Working Capital Account	4.5	4.5	4.5	4.5
<u>CROWN CORPORATIONS</u>				
Queens Quay West Land Corporation	45.8	31.3	31.3	20.3
PROGRAMS TOTAL	50.3	35.8	35.8	24.8

Section VII - Other Information

For further information

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

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

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

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

<http://www.pwgsc.gc.ca/sd-env/text/sds-2000-Toc-e.html>