



Public Works and Government Services Canada

2001-2002
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

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

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

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

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

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

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

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Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

2001-2002 Estimates

A Report on Plans and Priorities

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

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

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Section I - Minister's Message



The agenda for the Government of Canada centres on building a stronger, even more inclusive Canada and securing a higher quality of life for all Canadians. It also recognizes that economic and social success must be pursued together.

My Department, Public Works and Government Services Canada (PWGSC), will play an important role in fulfilling this agenda. In its capacity of service agency of the government, PWGSC provides support to federal departments and agencies in doing what they do best: delivering services to the Canadian public. To this end, my Department consults continuously with our clients, our partners and our staff to determine what we can do to make the best contribution to government-wide objectives. It is in this context that I am pleased to present my Department's *Report on Plans and Priorities*.

The thrust of the Report is that PWGSC is fully committed to helping the government meet the new challenges that face all Canadians, businesses and government organizations alike, especially with regard to technology, the environment and service to citizens. Over the next three years, our five corporate directions of enhancing our contribution to government, improving client service, promoting and facilitating electronic government, pursuing efficiency and savings, and building a representative, flexible and responsive workforce, will focus on meeting these challenges.

Technology, in particular E-Government, is a driving force in how we operate and deliver our services. We manage the government's electronic portal to citizens through the Canada Site, the government's main Web site for the public. PWGSC will provide the secure electronic structure that will allow citizens and industry to do business with government. We will also be building an electronic supply chain to support efficient procurement of goods and services. As such, the Department's role will be no less significant than it was back in 1841, when it began helping Canadians connect to each other through constructing roads, bridges, and public buildings.

Sustainable development will continue to grow in importance as environmental pressures drive international agreements and government action. Our commitment in this area is clear: to operate in a more environmentally sustainable manner, as the provider of facilities, common-use office space and common services to federal departments and agencies.

PWGSC is emerging as a knowledge-based organization, an expert advisor, and a strategic enabler. We already have a good track record in the integrated delivery of government services through the strategic use of information technology. Our future will depend on the knowledge and expertise of our people, our ability to make effective use of technology, and the rigor with which we maintain the public trust in all our operations.

I am confident that as we continue into the twenty-first century, the plans and priorities outlined in this Report will enable PWGSC to play a significant part in helping the government provide a high level of service to all Canadians.

Management Representation Statement

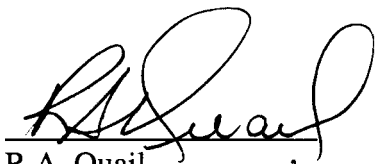
I submit, for tabling in Parliament, the 2001-2002 *Report on Plans and Priorities* (RPP) for Public Works and Government Services Canada.

To the best of my knowledge the information:

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

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



R.A. Quail
Deputy Minister

February, 2001

Section II - Departmental Overview

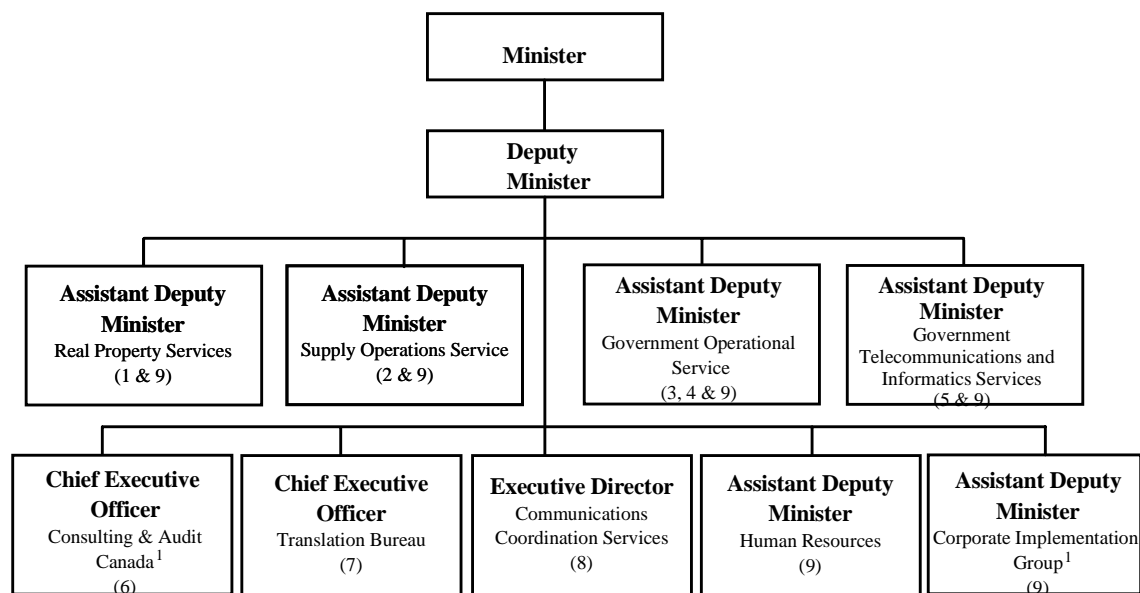
2.1 Mandate, Roles and Responsibilities

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

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

2.2 Departmental Structure

GOVERNMENT SERVICES PROGRAM Organization and Business Lines



Business Lines	\$ millions ²	FTEs
1. Real Property Services	1,538.7	3,615
2. Supply Operations Service	108.2	1,700
3. Receiver General	98.4	618
4. Public Service Compensation	27.9	856
5. Government Telecommunications and Informatics Services	16.9	190
6. Consulting and Audit Canada	(1.1)	357
7. Translation Bureau	42.3	1,251
8. Communications Coordination Services	75.6	172
9. Operational Support ³	184.2	2,733
TOTAL	2,091.1	11,492

Notes:

- Positions occupied by the same incumbent.
- These amounts represent net Business Line planned spending for 2001-2002 and include revolving fund results.
- The Operational Support Business Line also includes the Director General, Audit and Review, the Director General, Communications, and the Senior General Counsel, who all report to the Deputy Minister.

2.3 Departmental Objective

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

2.4 Planning Context

In pursuing its objective over the next three years, PWGSC will be required to respond to significant change, particularly in the areas of technology, environmental issues, partnership and innovation, ethics, modern comptrollership, and human resource management. The Department intends to meet its objective through the five following strategic directions:

To enhance its contribution to government by:

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

To improve its services by:

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

To seek savings and pursue efficiency in all its operations by:

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

To promote and facilitate electronic government by:

- offering improved access to the Government of Canada through such measures as the Canada Site;

- enabling secure, reliable and integrated service delivery to Canadians by managing key components of the government's electronic and communications infrastructure on behalf of all departments; and
- continuing to provide access to the government of Canada by improving traditional technology routes and call centres.

To become an organization of choice, building a workforce that is representative, flexible and responsive to its renewal needs by:

- pursuing a human resources strategy that espouses public sector values;
- providing an inclusive and representative work environment while effectively managing change and relationships;
- creating an environment supportive of learning and the retention of expertise;
- developing leaders capable of addressing the workplace challenges of the future; and
- participating in government-wide initiatives to modernize the human resource management framework of the public service.

For the planning period, PWGSC will pursue the above-mentioned directions in light of the following challenges:

- **E-Government**

The Government's commitment to making its information and services available electronically to Canadians by 2004 will have a major influence on the Department's operations over the reporting period. In addition, PWGSC will play a key role in providing the technology and government-wide components that support the Government On-Line (GOL) initiative. This role has three elements:

- building a secure channel to provide the public with access to government;
- creating a Canada Portal (Canada Site) to permit public access; and
- enabling electronic procurement to be implemented extensively.

- **Sustainable Development**

PWGSC's second Sustainable Development Strategy (SDS), tabled in the House of Commons in February 2001, includes the following objectives:

- reducing emissions of greenhouse gases to meet climate change commitments;
- reducing the production of waste;
- saving energy and paper;
- developing tools to help government employees travelling on official business to choose environmentally responsible hotels; and
- cleaning up contaminated sites.

- **Demand for Office Accommodation**

Economic growth in major Canadian urban centres has created increased demands for government services, and has put pressure on the availability of office accommodation in those urban centres, particularly in the National Capital Area. As this demand has coincided with a significant growth in the private sector economy, vacancy rates for accommodation have reached very low levels. This situation presents challenges for PWGSC, as the Department responsible for providing office space to other departments and agencies.

- **Maintaining Public Trust**

PWGSC places the highest priority on reflecting the best traditions and values of the public service in all that it does. The sensitive nature of its operations - such as contracting, real estate transactions and various Receiver General functions - require 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.

To assist in meeting the expectations of Canadians, the Department has launched an *Ethics Program* which aims at promoting ethical awareness in decision making, action and leadership. The Department promulgates its *Statement of Ethical Values*, to educate and train employees in ethical matters, and to establish the departmental Ethics Program. The Ethics Development Office develops strategies and recommendations on ethics-related policies, and acts as a resource to PWGSC employees and organizations seeking advice and guidance with respect to ethics.

- **Building an Organization of Choice**

This is a challenge faced not only by PWGSC but by the public service as a whole. Changing demographics, a competitive labour market and electronic government demand a flexible approach to managing human resources. To offset an anticipated loss of “corporate knowledge”, brought about by significant retirements, there will be a great need to recruit knowledge workers with complex skills and competencies. Moreover, the public service will need to better reflect society at large through a more representative workforce. PWGSC, therefore, must find ways to attract, recruit and retain employees while doing those things necessary to create a fair, inclusive and supportive work and learning environment.

Implementing the Universal Classification Standard (UCS), which recognizes that the nature of work has evolved, is one step in modernizing the human resource management framework. The UCS presents the Department with the challenge of supporting managers and addressing employee concerns throughout the implementation process.

2.5 Financial Spending Plan

Departmental Planned Spending				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
GOVERNMENT SERVICES PROGRAM <small>(Note 1)</small>				
Gross Program Spending:				
Main Estimates	3,392.3	3,631.4	3,635.0	3,590.4
Adjustments to Planned Spending	334.4	118.7	96.4	133.8
	<u>3,726.7</u>	<u>3,750.1</u>	<u>3,731.4</u>	<u>3,724.2</u>
Responsible Revenue:				
Main Estimates	1,400.2	1,659.1	1,667.3	1,695.4
Adjustments to Planned Spending	171.1	--	--	--
	<u>1,571.3</u>	<u>1,659.1</u>	<u>1,667.3</u>	<u>1,695.4</u>
Net Program Planned Spending	<u>2,155.4</u>	<u>2,091.1</u>	<u>2,064.1</u>	<u>2,028.8</u>
CROWN CORPORATIONS PROGRAM				
Program Spending:				
Main Estimates	3.0	4.0	4.0	4.0
Adjustments to Planned Spending	12.7	--	--	--
Program Planned Spending	<u>15.7</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>
PWGSC NET PLANNED SPENDING	<u>2,171.1</u>	<u>2,095.1</u>	<u>2,068.1</u>	<u>2,032.8</u>
Less: Non-Responsible Revenue	30.5	30.6	30.1	30.0
Plus: Cost of Services Received Without Charge	27.0	32.2	32.2	32.4
NET COST OF DEPARTMENT	<u>2,167.6</u>	<u>2,096.7</u>	<u>2,070.2</u>	<u>2,035.2</u>
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	11,579	11,548	11,475	11,457

Note:

1. Includes intradepartmental revenues and expenditures of: \$174.0M for 2000-2001, \$169.8M for 2001-2002 ; \$172.8M for 2002-2003 and \$175.4M for 2003-2004 for a nil bottom line impact.

Section III - Plans, Results, Activities and Resources

This Section sets out the planning details by Program and Business Lines in which objectives, descriptions, planning contexts, key results commitments, planned results and related activities are indicated for each of the nine Business Lines of PWGSC's Government Services Program. All objectives and description statements are those approved by the Treasury Board in the context of the Department's *Planning, Reporting, and Accountability Structure*.

The strategies and key activities shown for each Business Line identify its major initiatives over the planning period.

Key Results Commitments

The Departmental Key Result Commitment is to provide Canadians with the best value for taxpayers' dollars in common and central services for the Government of Canada, with due regard for the important values of prudence, probity and transparency.

The Department's activities are managed within the Government Services Program, which is organized into nine major Business Lines: Real Property Services; Supply Operations Service; Receiver General; Public Service Compensation; Government Telecommunications and Informatics Services; Consulting and Audit Canada; Translation Bureau; Communications Coordination Services, and Operational Support. The Key Results Commitments for each Business Line are provided in the following pages.

Details by Program and Business Line

Government Services Program

Real Property Services

Objective

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

Description

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

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

RPS Planning Context

The planning context for RPS over the period poses tremendous challenges and opportunities.

- **Infrastructure and the Economy**

The government is facing rising service expectations to meet the need for a modern infrastructure to support evolving client needs and the machinery of government. Meeting these expectations will improve the government's ability to fulfill its obligations, position itself as a workplace of choice, maintain our assets condition and value, and increase the nation's capacity to improve productivity and participate in the new economy.

- **Making the Most of Resources and Technology**

Current policy divides real property responsibilities among custodial departments. PWGSC is responsible for office accommodation and general purpose buildings, and other departments are responsible for their own special-purpose buildings. In the private sector, the trend is toward consolidation – creating large, integrated real property organizations. Such organizations are better able to make optimal use of scarce talent and resources, and deliver a high level of service to a wide, geographically dispersed client base.

Today, technology is entwined with infrastructure. Productive, modern, “smart” workplaces can contribute significantly to the public service’s goal of becoming an exceptional employer that attracts the brightest and the best. Such workplaces are also a key plank in the government’s initiative to be recognized as the most electronically connected to its citizens by 2004.

Within the current federal real property regime, government departments must deal with many different service providers to obtain space, furniture, equipment, cabling, security, information technology and other requirements of a complete facility fit-up. In the private sector, clients can have a single point of service for all these requirements. PWGSC’s clients are requesting these levels of service and a single point-of-service approach that is common in the private sector.

- **Flexibilities and Authorities**

Rules, regulations and contracting policies - beyond those required to ensure prudence, probity and economy - can make it very difficult to fast-track projects, even when there is an urgent need to do so. Flexibilities and authorities given to

Alternative Service Delivery (ASD) agencies, such as the Canada Customs and Revenue Agency, can place common service organizations at a disadvantage in being the supplier of choice for these agencies.

▪ **An Agenda for Renewal**

In order to respond to client choice and to meet the above challenges, RPS has crafted “An Agenda for Renewal”. This agenda outlines how government could transform its real property resources into a powerful tool for national advancement.

As part of the ongoing improvement and assessment of services delivery, RPS has proposed a number of revisions to the *Planning, Reporting and Accountability Structure*. Of note, is the increase of the number of public servants to whom we provide a productive work environment, which is up from 160,000 to 179,000 persons.

Real Property Services Commitments

Key Results Commitment				
Support the Government of Canada in program delivery through the effective life-cycle management of office and other real property assets through the provision of expert advice and a full range of real property services.				
Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
▪ Increased client satisfaction and partnerships.	<ul style="list-style-type: none"> ▪ Strengthen partnerships with clients through making them more aware of RPS expertise. ▪ Strengthen partnerships with the private sector. ▪ Pursue opportunities for collaboration with other levels of government. ▪ Expand the framework for measuring client satisfaction. 	TBD	TBD	TBD
▪ A revitalized workforce.	<ul style="list-style-type: none"> ▪ Recruit, develop and retain a skilled, experienced, productive and motivated workforce that reflects the makeup of the Canadian population. ▪ Develop competency-based learning to better support training, learning and career development opportunities. ▪ Assess workload implications of current and future demands. 	TBD	TBD	TBD

SECTION III - PLANS, RESULTS, ACTIVITIES AND RESOURCES

Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
<ul style="list-style-type: none"> ▪ Value for clients and government through the real property program and services. 	<ul style="list-style-type: none"> ▪ Address the evolving needs of clients while optimizing government investment through effective long-term asset planning. 	TBD	TBD	TBD
	<ul style="list-style-type: none"> ▪ Develop a long-term plan and vision for the restoration of Parliament Hill. 	\$100 K	\$100 K	\$100 K
	<ul style="list-style-type: none"> ▪ Provide flexible, innovative workplaces of the future which integrate technology and infrastructure as a means of attracting and retaining good people. 	TBD	TBD	TBD
	<ul style="list-style-type: none"> ▪ Integrate the achievement of sustainable development goals into all aspects of RPS business. 	\$50 million	\$50 million	\$50 million
	<ul style="list-style-type: none"> ▪ Continue to co-champion the sustainable government operations initiative. 	\$50 K	\$50 K	\$50 K
	<ul style="list-style-type: none"> ▪ Improved financial performance in line with value for money for taxpayers. 	<ul style="list-style-type: none"> ▪ Optimize return on investment for all space managed by RPS, based on life cycle costing. 	TBD	TBD
	<ul style="list-style-type: none"> ▪ Achieve annual targets on the RPS Services and the Disposals Revolving Funds. 	\$200 K	\$200 K	\$200 K
	<ul style="list-style-type: none"> ▪ Achieve contribution margin targets for RPS service delivery. 	TBD	TBD	TBD

Planned Spending

Real Property Services				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
FEDERAL ACCOMMODATION AND HOLDINGS SERVICE LINE				
▪ Operating, Capital and Statutory Votes				
Gross Expenditures	1,832.8	1,814.8	1,794.2	1,760.7
Less: Respendable revenue	287.6	256.8	256.0	255.9
FEDERAL ACCOMMODATION AND HOLDINGS TOTAL	1,545.2	1,558.0	1,538.3	1,504.8
SERVICES SERVICE LINE				
▪ Real Property Services Revolving Fund				
Gross Expenditures	579.9	752.6	746.2	759.6
Less: Respendable revenue	579.9	752.6	746.2	759.6
Net Resources (Provided) Used	--	--	--	--
▪ Real Property Disposition Revolving Fund				
Gross Expenditures	3.6	3.8	3.8	3.8
Less: Respendable revenue	22.5	23.0	23.0	23.0
Net Resources (Provided) Used	(18.9)	(19.2)	(19.2)	(19.2)
SERVICES TOTAL	(18.9)	(19.2)	(19.2)	(19.2)
BUSINESS LINE TOTAL	1,526.4	1,538.7	1,519.0	1,485.6
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	3,674	3,615	3,615	3,615

Supply Operations Service

Objective

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

Description

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

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

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

Supply Operations Service Planning Context

The planning context for the Supply Operations Service (SOS) over the period continues to be defined by technology, employee expectations, and the fact that SOS processes are under scrutiny to ensure their integrity.

- **Government On-Line (GOL) and the Electronic Supply Chain (ESC):** The federal government is committed to making Canada a centre of excellence for electronic commerce, and putting government and communities on-line. These commitments include a range of innovative and citizen-centred electronic service delivery initiatives that will be introduced by federal departments and agencies. SOS will contribute significantly to the GOL initiative by leading the ESC project. This project encompasses the people, processes, technologies and other elements required to provide an effective and efficient framework for procuring and purchasing goods and services for the Government of Canada. This project will enable government employees to make informed decisions, submit requisitions for goods and services, and place orders electronically. It will permit suppliers to electronically submit bids and invoices to the government, and receive orders and payments. Essentially, the ESC project will result in an automated process from end-to-end for both suppliers and government employees.

- **Scrutiny of Processes:** Suppliers are increasingly using redress mechanisms such as the Canadian International Trade Tribunal (CITT). As well, processes are continuously being scrutinized by Parliament, the Auditor General, the media and other interested parties. All of this points to the need to ensure the integrity of PWGSC's contracting and other supply-related processes. Maintaining integrity in SOS operations will continue to be a key operational theme in view of the government's commitment to pursuing an open and transparent approach to purchasing and contracting.

- **Business Volume:** Other departments are planning to increase their major procurements. Line managers, after consultation with their clients, have forecast an increase of 56% in business volume over the next three years. Expanding trade agreements and the scrutiny of procurement processes as mentioned above are adding to the complexity of the contracting process. In addition, individual departmental procurements are becoming much larger in terms of dollar value, either through bundling similar contracts or by grouping long-term life-cycle system support into specific systems-support contracts. Although the number of low-dollar-value transactions is expected to decline, this will not offset the greater pressure resulting from the increased workload and the growing complexity of procurement and contracting.

- **Employees:** In SOS, 25 % of procurement staff will be eligible for retirement within 5 years, and 51 % will be eligible within 10 years. External recruitment at the entrance level has been increased. At the same time intensive mentoring and training programs are being instituted to accelerate internal recruitment development. Retention of existing employees is also being aggressively pursued by implementing

plans that focus on employees, by placing emphasis on career management and streamlining management processes. These efforts will be complemented by better staff recognition, positive employee feedback and increasing information sharing by management.

- **Reform:** Procurement Reform is changing the way procurement is to be conducted in the federal government. The primary goal of the Procurement Reform initiative is to modernize procurement so that departments are better able to serve the public. The full procurement life cycle and related policies are being examined. Many initiatives are being carried out under three main headings: Strengthening the Policy Framework, Renewing Human Resources and Modernizing the Procurement/Acquisition Process. Implementing the many improvements that are being planned for these areas will require extensive changes to policies, processes and systems. It will also entail just-in-time learning programs.
- **Asset Disposal:** SOS has reviewed strategic options for the Crown Asset Distribution activity. Adjustments will be made over the coming year to reflect the use of a contracted-out disposal process where it is feasible and cost effective.

Supply Operations Service Commitments

Key Results Commitment				
Supply Operations services that support federal government departments through expertise in procurement and related common services and disposal services.				
Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
<ul style="list-style-type: none"> ▪ Efficient and effective end-to-end electronic procurement and purchasing for goods and services. 	<ul style="list-style-type: none"> ▪ Implement the Electronic Supply Chain (ESC) Project including: <ul style="list-style-type: none"> • ESC Enhancement Phase to increase content in the end-to-end electronic supply chain; • ESC Replacement Phase to establish an end-to-end electronic supply chain service to satisfy the requirements of clients and suppliers. 	\$16.1 million	TBD	TBD
		TBD	TBD	TBD
<ul style="list-style-type: none"> ▪ Increased access for clients to consulting services, support and solutions for their GOL initiatives. 	<ul style="list-style-type: none"> ▪ Creation and operation of a Government On-Line Procurement Office. 	\$1.6 million	TBD	TBD
<ul style="list-style-type: none"> ▪ Efficient low-dollar value procurement. 	<ul style="list-style-type: none"> ▪ Continue to promote the take-up by other departments of increased (from \$5K to \$25K) authority to contract for goods. 	Funded through ongoing SOS operations.		

Planned Spending

Supply Operations Service				
<i>(in millions of dollars)</i>				
	Forecast Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04
<ul style="list-style-type: none"> ▪ Operating and Statutory Votes 				
Gross Expenditures	138.6	129.8	128.7	128.7
Less: Respendable revenue	25.1	21.4	21.4	21.4
Net Expenditures	113.4	108.3	107.2	107.2
<ul style="list-style-type: none"> ▪ Optional Services Revolving Fund 				
Gross Expenditures	70.6	78.3	78.3	78.3
Less: Respendable revenue	70.7	78.4	78.4	78.4
Net Resources (Provided) Used	(0.1)	(0.1)	(0.1)	(0.1)
BUSINESS LINE TOTAL	113.3	108.2	107.1	107.1
FULL TIME EQUIVALENTS	1,712	1,700	1,700	1,700

Totals may not add up due to rounding.

Receiver General

Objective

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

Description

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

Receiver General Planning Context

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

This involvement in electronic systems and processing has enabled the Receiver General to play a vital role in promoting electronic commerce in government by establishing a revenue and payment infrastructure which supports departments and agencies in serving Canadians. This expertise also enables Canadians to see efficiencies which are evidenced by decreasing administration costs in government.

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

Receiver General Commitments

Key Results Commitment				
Effective Receiver General operation of the federal treasury and maintenance of the Accounts of Canada.				
Planned Results	Related Activities	Resources		
		2001-2002 ²	2002-2003	2003-2004
<ul style="list-style-type: none"> ▪ Cost-effective maintenance of the Accounts of Canada, production of the government's financial statements. Full implementation of the Financial Information Strategy (FIS) in over 100 departments and agencies. 	<ul style="list-style-type: none"> ▪ Maintain the accounts and produce the financial statements. ▪ Assist departments and agencies to become FIS-compliant by 2001-2002. 	TBD	TBD	TBD
<ul style="list-style-type: none"> ▪ Safe, secure systems and infrastructure for making payments. 	<ul style="list-style-type: none"> ▪ Maintain the integrity of the Receiver General cheque through continually reviewing and strengthening security to offset the threat of fraud posed by improved scanning and copying techniques. ▪ Continue to use technology to restructure payment service delivery and expand direct deposit. 	\$30 K	\$30 K	\$30 K
		\$4.9 million	\$4.9 million	\$4.9 million
<ul style="list-style-type: none"> ▪ Harmonization of program delivery at the federal, provincial and territorial levels by assisting departments engaged in joint delivery arrangements. 	<ul style="list-style-type: none"> ▪ Assist Canada Customs and Revenue Agency by issuing payments for provinces and territories with identifiers on cheques reflecting funding arrangements. ▪ Assist Human Resources Development Canada by issuing payments for joint federal, provincial and territorial arrangements to seniors in provinces and territories. 	TBD	TBD	TBD
		TBD	TBD	TBD

Planned Spending

Receiver General				
			<i>(in millions of dollars)</i>	
	Forecast Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04
<ul style="list-style-type: none"> ▪ Operating and Statutory Votes 				
Gross Expenditures	132.0	119.6	119.6	119.6
Less: Respendable revenue	30.9	21.2	21.2	21.2
BUSINESS LINE TOTAL	101.1	98.4	98.4	98.4
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	532	618	615	615

Public Service Compensation

Objective

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

Description

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

Public Service Compensation Planning Context

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

- implementing a financial framework to support changes resulting from Pension Reform;
- ensuring a smooth transition to Financial Information Strategy arrangements;
- implementing collective bargaining and pay equity;
- preparing for implementation of the Universal Classification Standard; and
- participating in the renewal of the compensation function and personnel.

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

Technology will be an important factor over the planning period in maintaining service levels for compensation services. Current compensation systems are more than 20 years old. Accordingly, they will need to be upgraded in order to maintain service levels. The Government On-Line initiatives will entail modernizing the Compensation systems to permit a broad range of users to gain direct access to compensation information. Another

factor in the environment presenting a significant challenge is the complex compensation regime for public servants. Adding to this complexity is the new employer status of Alternative Service Delivery Agencies. New pension legislation will also result in more pressure for the Business Line.

Public Service Compensation Commitments

Key Results Commitment				
Compensation services to government departments, agencies and public servants.				
Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
<ul style="list-style-type: none"> ▪ Implementation of the compensation provisions of policies of the federal government. 	<ul style="list-style-type: none"> ▪ Facilitate Pension Reform by: <ul style="list-style-type: none"> • assisting Canada Post to finalize its departure from the Public Service Superannuation Act and establish its own pension plan and fund; and • initiating changes to the financial framework and systems to ensure integrity of data, appropriate accounting, remittance and improved service to members. 	\$801 K	-	-
		\$4.5 million	TBD	TBD
<ul style="list-style-type: none"> ▪ Implementation of the compensation provisions of legislation and collective agreements of the federal government. 	<ul style="list-style-type: none"> ▪ Process collective bargaining by: <ul style="list-style-type: none"> • initiating changes directed by new collective agreements (including possibly the conversion to the Universal Classification Standard); and • assisting departments with the added workload during implementation of collective agreements. 	TBD	TBD	TBD
<ul style="list-style-type: none"> ▪ Maintenance of same capacity of the Compensation Systems. 	<ul style="list-style-type: none"> ▪ Maintain Compensation Systems by: <ul style="list-style-type: none"> • ensuring the Compensation Systems continue to provide the same level of service, while upgrading technology. 	\$4.6 million	TBD	TBD

Planned Spending

Public Service Compensation				
			<i>(in millions of dollars)</i>	
	Forecast Spending 2000-2001	Planned Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04
▪ Operating and Statutory Votes				
Gross Expenditures	65.7	57.5	50.9	46.9
Less: Respondable revenue	35.8	29.6	24.2	23.6
BUSINESS LINE TOTAL	29.9	27.9	26.7	23.4
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	834	856	786	768

Government Telecommunications and Informatics Services

Objective

To enable on-line government (e-Government) by connecting people and technology and make a significant contribution to the renewal of government programs and services.

Description

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

GTIS offers the following types of services:

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

- Management Services, focusing on modernizing management and administrative practices to enhance GTIS efficiency.

GTIS Planning Context

New digital technology is transforming business processes by delivering increasing information technology capacity. At the same time, the cost of technology is falling, and the value of information is increasing, as organizations are able to use it more effectively. New technology is also increasing the expectations of consumers for secure, reliable, faster, easier and cheaper service delivery. Citizens and businesses now expect the same high level of technology-enabled service from government that they experience elsewhere. They expect service around the clock, through a variety of service channels, when, where and how they want it, and they expect it to be secure and reliable.

The government has embarked on a number of initiatives and commitments aimed at providing around-the-clock electronic access to government information and services for all Canadians.

Treasury Board has assigned GTIS a major role in realizing the government's vision for electronic service delivery. This role focuses on managing and delivering key elements of the Federated Infrastructure, including the "Secure Channel". The Channel will provide secure access to the government electronic applications for individuals, businesses, government departments and employees.

To meet the Government On-Line (GOL) challenge, PWGSC will have to deal with the three issues of Business Processes, Human Resources and Technology in parallel. Efforts during 2001-2002 will focus on developing new business processes, along with the necessary infrastructure, human resource strategies, and governance and accountability frameworks.

- **Business Processes:** Work methodologies must fit the new business models that take advantage of new electronic methods of delivering services. Since existing processes must be maintained to meet ongoing service commitments until new delivery mechanisms are in place, work environments will be very complex over the next several years.
- **People:** To implement the GOL initiative, skilled technical and administrative staff must be attracted and retained, despite a very competitive employment marketplace.
- **Technology:** The shift to new technology can occur only after the technology is in place. Existing systems will have to be modified or rebuilt to ensure security. They must be able to take full advantage of new and emerging technologies, and ensure

speed, reliability and accessibility. The secure E-Platform for government, which is fundamental to new business processes government-wide, represents a major critical technological challenge for GTIS and the Department.

Management of these three issues is key to the success of PWGSC's GOL initiatives. This must be done despite financial constraints. For example, funding pressures related to maintaining and renewing the Office Systems Infrastructure must be managed collectively over the long term. Moreover, the Program Integrity initiative, following on the government's Program Review, will enable PWGSC to ensure that its existing systems for government-wide mission-critical applications can continue to serve government departments and agencies within a GOL environment. Funding for new initiatives will be limited in the foreseeable future.

GTIS Commitments

Key Results Commitment				
Effective government telecommunications and informatics services that provide integrated information management/information technology (IM/IT) business solutions to enable electronic delivery of government services.				
Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
<ul style="list-style-type: none"> ▪ Transformation of PWGSC services to on-line delivery and support for other departments in the delivery of their services. 	<ul style="list-style-type: none"> ▪ Develop and implement three Government of Canada projects in partnership with PWGSC business lines, including: <ul style="list-style-type: none"> • the Canada Site Portal; • the Services for Canadians Gateway (providing services to Canadian citizens and their families); and • the Electronic Supply Chain. ▪ Establish and manage the Department's GOL program management office to oversee activities that ensure Canadians and other government departments have access to PWGSC's electronic services by 2004. 	TBD	TBD	TBD
		TBD	TBD	TBD
<ul style="list-style-type: none"> ▪ A sustainable electronic infrastructure that supports renewed government service delivery. 	<ul style="list-style-type: none"> ▪ Participate in the Strategic IM/IT Infrastructure Initiative by: <ul style="list-style-type: none"> • managing the delivery of the Secure Channel to support government electronic service delivery; and • developing infrastructure services such as electronic directories, and common messaging and public key infrastructure (PKI) services in support of improved government operations. 	TBD	TBD	TBD

SECTION III - PLANS, RESULTS, ACTIVITIES AND RESOURCES

Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
<ul style="list-style-type: none"> ▪ Cost-effective and improved telecommunications services for government. 	<ul style="list-style-type: none"> ▪ Rationalize the telecommunications services portfolio through alignment with evolving technologies, supply alternatives and client department requirements. ▪ Establish new Service Level Agreements with client departments aligned to their changing requirements. ▪ Strengthen relationships with telecommunications suppliers to take advantage of their capabilities and new service offerings. ▪ Implement the Telecommunications Sector's 3-Year Operational Plan for switching from a product-centred to a client-centred organizational structure. 	\$105.1 million	\$121.2 million	\$130.0 million
<ul style="list-style-type: none"> ▪ Efficient IM/IT services for other departments. 	<ul style="list-style-type: none"> ▪ Optimize the use of PWGSC's IM/IT infrastructure by providing IM/IT support services to other departments on a cost-recovery basis, including computing, network management, Web-hosting services, and educational and professional development services. 	\$20.1 million	\$20.1 million	\$20.1 million

Planned Spending

Government Telecommunications and Informatics Services				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04
▪ Operating and Statutory Votes <small>(Note 1)</small>				
Gross Expenditures	44.9	37.0	32.5	32.5
Less: Respendable revenue	20.1	20.1	20.1	20.1
Net Expenditures	24.8	16.9	12.4	12.4
▪ Government Telecommunications and Informatics Services Revolving Fund				
Gross Expenditures	120.0	105.1	121.2	130.0
Less: Respendable revenue	120.0	105.1	121.2	130.0
Net Resources (Provided) Used	--	--	--	--
BUSINESS LINE TOTAL	24.8	16.9	12.4	12.4
FULL TIME EQUIVALENTS	177	190	185	185

Totals may not add up due to rounding.

Note 1: Effective April 1, 2001 Government wide Government On-line (GOL) initiatives and other governments departments (OGD) IM/IT services have been transferred from the IM/IT Departmental Operations service line to the GTIS business line. 2000-2001 forecast spending has been restated to reflect this transfer. This forecast includes a net funding of \$15M for GOL.

Consulting and Audit Canada

Objective

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

Description

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

Consulting and Audit Canada Planning Context

More than 3000 companies and individuals registered with CAC have single-window access to consulting and audit opportunities domestically in over 75 departments and agencies as well as internationally. Fifty to seventy percent of CAC projects are carried out in partnership with the private sector. Sharing information with private sector individuals allows them to use this experience to market to other levels of government. In this context, rather than competing with the private sector, CAC facilitates public-private sector relationships. Over the reporting period, it is therefore both CAC's challenge and its opportunity to continue to evolve these meaningful relationships with the private sector in order to effectively meet public sector consulting and auditing needs.

CAC's annual business volume has recently increased due to the Shared System Support Centre (SSSC). This CAC-managed program enables departments to develop and share common systems across government, thus reducing the cost of these systems.

While delivering its services, CAC must deal with pressures common to other providers, such as the absorption of salary increases and other costs while maintaining comparable rates. It also faces the challenge of an aging workforce, and is looking at innovative ways to attract and retain employees. To manage the situation, CAC will over the next three years institute a best practices approach for recruitment and retention.

Consulting and Audit Services Commitments

Key Results Commitment				
Consulting and audit services that improve public sector operations and management.				
Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
<ul style="list-style-type: none"> Services that contribute to the improvement of public sector management and operations in Canada and abroad. 	<ul style="list-style-type: none"> Maintain involvement with public policy issues, where appropriate, and maintain a high level of repeat business. 	All activities funded through budget		
<ul style="list-style-type: none"> Sharing of knowledge and expertise. 	<ul style="list-style-type: none"> Conduct between 50 to 60% of CAC business in partnerships with small and medium-sized enterprises (SMEs). Transfer and share knowledge and expertise through CAC assignments, publications and conferences, and through participation in horizontal projects. 	All activities funded through budget		
<ul style="list-style-type: none"> High quality, professional assurance, accounting, audit and consulting services. 	<ul style="list-style-type: none"> Monitor client satisfaction level through survey. Maintain client satisfaction at 85% or higher and repeat business at 85% or higher. Develop new products and services as required by client departments and to reflect the evolving priorities of government. 	All activities funded through budget		
<ul style="list-style-type: none"> Treasury Board targets for Revolving Funds are met. 	<ul style="list-style-type: none"> Generate a positive cash flow over the period 2001-2002 to 2003-2004. Achieve Net Profit. 	All activities funded through budget		

SECTION III - PLANS, RESULTS, ACTIVITIES AND RESOURCES

Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
<ul style="list-style-type: none"> ▪ A rejuvenated workforce. 	<ul style="list-style-type: none"> ▪ Institute a best practices approach for recruitment and emphasize retention of existing staff through activities such as professional and career development programs, reward and recognition programs, promotion of a more flexible work environment, etc. ▪ Institute orientation sessions for new employees. 	All activities funded through budget		

Planned Spending

Consulting and Audit Canada				
<i>(in millions of dollars)</i>				
	Forecast Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04
<ul style="list-style-type: none"> ▪ Consulting and Audit Canada Revolving Fund 				
Gross Expenditures	89.1	92.9	93.9	94.9
Less: Respendable revenue	91.1	94.0	95.0	96.0
BUSINESS LINE TOTAL	(2.0)	(1.1)	(1.1)	(1.1)
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	357	357	357	357

Translation Bureau

Objective

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

Description

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

Translation Bureau Planning Context

The demand for the Bureau's services is growing and becoming increasingly complex, and it must find innovative ways to continue providing modern, efficient and cost-effective services.

Technology also brings new challenges including the government's commitment to electronic connectivity. Given this commitment, the Bureau must organize its operations to address the unique translation needs associated with the proliferation of Web sites throughout government.

Demand for translation and interpretation services from Parliament and departments will continue to grow as members strive to communicate more effectively with their constituents and Canadians across the country. Requirements for conference interpretation services and translation will also grow due to globalization and the role

played by Canada on the world scene. The Translation Bureau also anticipates an increase in workload as a result of a court decision concerning the translation of administrative tribunal decisions.

To ensure a secure supply of qualified translators, interpreters and terminologists in future years, the Bureau will continue working with universities to increase the number of young people enrolled in translation and interpretation training. It will also introduce new technological tools to assist language professionals in their work and increase overall efficiency within the Bureau.

Translation Bureau Commitments

Key Results Commitment				
Translation, interpretation and terminology services that help Parliament and the Government of Canada function in both official languages, and in other languages as required.				
Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
<ul style="list-style-type: none"> ▪ Cost effective and quality services, in support of the government's statutory obligations regarding official languages. 	<ul style="list-style-type: none"> ▪ Develop and implement smart and intuitive technologies. ▪ Monitor client satisfaction levels through surveys. ▪ Inform clients of new services and options that are available. 	\$2 million	\$2 million	\$1.5 million
		\$30 K	\$30 K	\$30 K
		\$70 K	\$70 K	\$30 K
<ul style="list-style-type: none"> ▪ Standard, accessible official languages terminology. 	<ul style="list-style-type: none"> ▪ Develop new linguistic products and services, such as "localization" for Web sites . ▪ Enrich TERMIUM ® by expanding content in the two official languages and Spanish. ▪ Make terminology products accessible through the Extranet and Internet. 	\$950 K	\$1 million	\$1.05 million
<ul style="list-style-type: none"> ▪ A secure supply of qualified translators and interpreters to meet the demand. 	<ul style="list-style-type: none"> ▪ Increase collaboration and partnerships with universities. ▪ Continue ongoing recruitment. ▪ Promote the translation profession. ▪ Invest in translation technology. 	\$600 K	\$750 K	\$900 K
		\$410 K	\$500 K	\$570 K
		\$750 K	\$600 K	\$250 K
		Funded through Translation Bureau Budget		

SECTION III - PLANS, RESULTS, ACTIVITIES AND RESOURCES

Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
<ul style="list-style-type: none"> Financial objectives met. 	<ul style="list-style-type: none"> Increase productivity. Extend incentives where feasible. Rationalize overhead costs. Explore new business opportunities. 	Funded through Translation Bureau budget		

Planned Spending

Translation Bureau				
<i>(in millions of dollars)</i>				
	Forecast Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04
<ul style="list-style-type: none"> Operating and Statutory Votes 				
Gross Expenditures	43.3	42.3	42.0	41.9
Less: Respendable revenue	--	--	--	--
Net Expenditures	43.3	42.3	42.0	41.9
<ul style="list-style-type: none"> Translation Bureau Revolving Fund 				
Gross Expenditures	153.9	158.9	162.8	168.5
Less: Respendable revenue	160.4	158.9	162.8	168.5
Net Resources (Provided) Used	(6.5)	--	--	--
BUSINESS LINE TOTAL	36.8	42.3	42.0	41.9
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	1,250	1,251	1,251	1,251

Communications Coordination Services

Objective

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

Description

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

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

Communications Coordination Services Planning Context

The Government of Canada has made a commitment to become "the most connected country in the world", and plans are underway to make key government information and services available on-line by 2004. New electronic technologies play an important role in ensuring that Canadians will be able to access all government services on-line, when and where they choose. However, government must consider the extent to which the public has ready access to these technologies and continue to maintain and improve traditional lines of communication.

New technologies will pose new challenges to government and government communicators alike in providing improved services that are secure, accessible, affordable, responsive and transparent. Finding and maintaining a highly skilled workforce, fiscal restraint and budgetary pressures will continue to be factors affecting the government's ability to meet these challenges.

More than ever, the role of communication in good government and the onset of various electronic media have created a need for expert communication coordination services. These services are important in helping departments to both meet the needs of citizens, and develop services such as media monitoring and guidelines for fairs, exhibitions and public events that meet the needs of government departments and agencies. To ensure that communications remain relevant, responsive and cost-effective, government must continue to develop linkages across the various departmental communications activities. This will further ensure that government messages are consistent and communicated with one clear voice.

Communications Coordination Services will adjust its objective and description statements to emphasize support to the Government of Canada's communications objectives and changes in Business Line services, notably the transfer of public opinion research to the Canada Information Office.

Communications Coordination Services Commitments

Key Results Commitment				
Communications services that provide the public with easy access to Government of Canada information and services, and that support the communications activities of government departments and agencies.				
Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
<ul style="list-style-type: none"> ▪ Canadians have ready access to government information that is relevant and meets their needs. 	<ul style="list-style-type: none"> ▪ Lead the development, operation and improvement of systems for delivering information to the public by: <ul style="list-style-type: none"> • providing citizens with a choice of access points (e.g., Canada Site, 1 800 O-Canada); • organizing government information according to people's need rather than by departmental structures; • offering an on-line survey feature to allow users to make suggestions and provide feedback to the Canada Site; • upgrading the Canada Site search engine to help Canadians access government services more quickly and easily; • providing on-line access to frequently requested government forms in a format that will allow the public to download and print them on their personal printers; • providing current and reliable information to Canadians on 	\$22.8 million	\$22.8 million	\$22.8 million

SECTION III - PLANS, RESULTS, ACTIVITIES AND RESOURCES

Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
	<p>departments' and agencies' services by continuously updating a database of government services and programs;</p> <ul style="list-style-type: none"> • improving public access to government documents and products by providing on-line publications, printing and electronic commerce possibilities; and • continuing to support the Service Canada initiative by providing access through the Canada Site Portal and 1 800 O-Canada. 			
<ul style="list-style-type: none"> ▪ Communications coordination services that are responsive to clients' program requirements, and which assist client departments in contributing to the government's communication efforts. 	<ul style="list-style-type: none"> ▪ Help departments and agencies to communicate government messages to Canadians with one clear voice by: <ul style="list-style-type: none"> • supporting the development of the government's communication policy and guidelines; • collecting, identifying and sharing existing and new communications knowledge and advising departments in this capacity; • providing shared communications services to other departments (e.g., media monitoring); • providing expertise and advice in managing communications projects and procurement services to support government objectives; and • developing tools to improve complex communications procurement. 	\$9 million	\$9 million	\$9 million
<ul style="list-style-type: none"> ▪ Canadians are aware of the role the Government of Canada is playing in their lives and communities. 	<ul style="list-style-type: none"> ▪ Increase federal visibility and presence by: <ul style="list-style-type: none"> • ensuring that the "Canada" word mark and Government of Canada promotional items are displayed at sporting and cultural events, festivals and community initiatives; and • using Government of Canada advertising to make the government more visible and present to Canadians. 	\$41.6 million	\$41.6 million	\$41.6 million

Planned Spending

Communications Coordination Services				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2000-2001	Planned Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04
▪ Operating and Statutory Votes				
Gross Expenditures	92.6	76.0	76.0	76.0
Less: Respendable revenue	13.2	1.1	1.1	1.1
Net Expenditures	79.5	74.9	74.9	74.9
▪ Optional Services Revolving Fund				
Gross Expenditures	13.4	14.2	14.2	14.2
Less: Respendable revenue	12.7	13.5	13.5	13.5
Net Resources (Provided) Used	0.7	0.7	0.7	0.7
BUSINESS LINE TOTAL	80.1	75.6	75.6	75.6
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	178	172	172	172

Operational Support

Objective

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

Description

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

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

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

Operational Support Commitments

Key Results Commitment				
Information Management/Information Technology (IM/IT) support services that position PWGSC as a "model user" of information technology in performing essential administrative functions on behalf of the Government of Canada				
Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
<ul style="list-style-type: none"> ▪ Ongoing IM/IT service commitments in support of PWGSC central and common service applications are met. 	<ul style="list-style-type: none"> ▪ Operation and maintenance of 350 major active applications across Canada, including those supporting Government-Wide Mission Critical Systems for Receiver General and Public Service Compensation, and those necessary to ensure delivery of central and common services to federal departments and agencies. ▪ Continuous improvements to computer applications in terms of productivity, quality and service levels. ▪ Operation of the PWGSC IM/IT infrastructure including data centre, mainframe computer and network and office workstation infrastructure. 	160.8 million	159.2 million	159.2 million

Key Results Commitment				
To support efforts to build a workforce that is representative, responsive and flexible to the renewal needs of PWGSC.				
Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
<ul style="list-style-type: none"> ▪ A human resources strategy that espouses public sector values. 	<ul style="list-style-type: none"> ▪ Continue to implement action plans to respond to Public Service Survey results. ▪ Develop award related to good people management practices. 	Funded through internal funding arrangements.		
<ul style="list-style-type: none"> ▪ An inclusive and representative work environment with effectively managed changes and relationships. 	<ul style="list-style-type: none"> ▪ Support recruitment of designated groups underrepresented in PWGSC's workforce. ▪ Plan and implement recruitment and development strategies for key groups facing skills shortages. 	Funded through internal funding arrangements and Program Integrity submission.		

SECTION III - PLANS, RESULTS, ACTIVITIES AND RESOURCES

Planned Results	Related Activities	Resources		
		2001-2002	2002-2003	2003-2004
<ul style="list-style-type: none"> ▪ An environment that supports learning and the retention of expertise. 	<ul style="list-style-type: none"> ▪ Implement a competency-based Web-enabled learning plan process. ▪ Continue to support Minimum Training Investment. ▪ Support departmental communities of practice paralleling public service functional communities. ▪ Implement learning activities targeting corporate learning priorities (diversity, risk management, values and ethics). ▪ Provide services to employees which support them in managing their careers and balancing work and family. 	Funded through internal funding arrangements.		
<ul style="list-style-type: none"> ▪ Leaders capable of addressing the workplace challenges of the future. 	<ul style="list-style-type: none"> ▪ Implement competency-based Web-enabled learning map. ▪ Implement orientation program, community support framework and pilot coaching program. ▪ Continue to participate in Management Trainee and Career Assignment Programs. 	Funded through Program Integrity submission.		
<ul style="list-style-type: none"> ▪ Modernized human resource management framework. 	<ul style="list-style-type: none"> ▪ Implement the Universal Classification Standard. ▪ Implement an Informal Conflict Resolution process. ▪ Partner with other government departments to develop an approach for delivering human resource services electronically. 	Funded through internal funding arrangements, and GOL and Shared System Initiatives.		

Planned Spending

Operational Support				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04
IM/IT - DEPARTMENTAL OPERATIONS SERVICE LINE				
▪ Operating and Statutory Votes				
Gross Expenditures	198.6	160.8	159.3	159.3
Less: Respendable revenue	62.3	50.0	50.0	50.0
IM/IT - DEPARTMENTAL OPERATIONS TOTAL	136.3	110.8	109.3	109.3
CORPORATE MANAGEMENT SERVICE LINE				
▪ Operating and Statutory Votes				
Gross Expenditures	147.7	106.6	107.8	109.2
Less: Respendable revenue	39.1	33.2	33.1	33.0
CORPORATE MANAGEMENT TOTAL	108.6	73.4	74.7	76.3
BUSINESS LINE TOTAL	244.9	184.2	183.9	185.5
Totals may not add up due to rounding.				
FULL TIME EQUIVALENTS	2,848	2,733	2,729	2,729

Crown Corporations Program

Old Port of Montreal Corporation Inc.

Objective

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

Description

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

Queens Quay West Land Corporation

Objective

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

Description

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

Planned Spending

Crown Corporations				
			<i>(in millions of dollars)</i>	
	Forecast Spending 2000-01	Planned Spending 2001-02	Planned Spending 2002-03	Planned Spending 2003-04
OLD PORT OF MONTREAL CORPORATION INC. BUSINESS LINE				
▪ Payments to the Old Port of Montreal Corporation Inc.	12.7	--	--	--
QUEENS QUAY WEST LAND CORPORATION BUSINESS LINE				
▪ Payments to the Queens Quay West Land Corporation	3.0	4.0	4.0	4.0
PROGRAM TOTAL	15.7	4.0	4.0	4.0

Totals may not add up due to rounding.

Section IV - Joint Initiatives

4.1 Sustainable Development Strategy (SDS)

In its 2000-2001 *Report on Plans and Priorities*, PWGSC reported that it was revising its SDS in compliance with the *Auditor General Act*, and that it would use the opportunity to address the observations the Commissioner of the Environment and Sustainable Development made in regard to PWGSC's original SDS.

Given the Department's largely operational orientation, its initial SDS was planned around themes drawn principally from *Directions on Greening Government Operations*, issued by Environment Canada in 1995. It included a green citizenship component and a commitment to implement an Environment Management System (EMS). In the Department's view, the priority it has placed on greening government operations, as reflected in its original goals and objectives, has proven to be sound.

In updating its strategy, the Department has significantly improved the process by holding formal consultations with clients and stakeholders. The consultations confirmed the value of co-operation in identifying sustainable development issues and approaches. The co-operative approach has also underlined the fact that consultations will have to be ongoing if PWGSC's objectives for the next three years are to meet with success.

The specific PWGSC commitments have been set out under three goals related to the greening of: *operations* as a custodian and provider of facilities; *services* to federal departments and agencies; and *internal operations*. For each goal, a number of objectives have been identified. Each objective is supported by specific targets, for which an action plan and performance measures are identified.

The long-term vision for Sustainable Development in Government Operations is the integration of the principles of sustainable development into all operational decision making. PWGSC's Sustainable Development Strategy 2000 can be found on <http://www.pwgsc.gc.ca/comm/sds/>.

4.2 Government On-Line Program

Public Works and Government Services Canada (PWGSC) has identified and submitted to the Treasury Board Secretariat (TBS) a set of proposed Government On-Line (GOL) initiatives aimed at supporting government objectives and improving the services of each PWGSC business line. All of these projects are being designed to provide easy access to government information and services, improved service to PWGSC's broad range of clients, and enhanced efficiency of government operations. Clear funding mechanisms must be established for most initiatives; however, work is well underway on the GOL initiatives that have been approved by TBS.

■ Government of Canada Portal

The Government of Canada (GOC) Primary Portal (or Canada Site) is the focal point of the Federal Government's presence on the World Wide Web. This redesigned portal, one of the government's primary public access points, forms a major part of the central shared infrastructure for the GOL initiative. It will be a key component for the government's strategic plans as it provides the public face for GOL, as well as single-window access to government information and services for Canadians, businesses and other users of government services. The other primary access points are the 1 800 O-Canada Government Enquiry Centre and in-person services, such as the Service Canada access centres. The goal is that all three primary public access points function together to provide choice of access and the best service to the public. Together, these public access points ("the front offices") are complemented by Publiservice (the "back office" GOC Extranet portal for public service employees).

■ Service for Canadians Gateway

The Service for Canadians Gateway is a second-level portal which operates under the broader main-entry Canada Site Portal. This sub-portal offers easy access to subjects of interest and to "life events", and has been designed and built to reflect a strong Internet presence for Canada, and to provide an innovative approach to making information useful and easy to find. Information is clustered by subject of interest, based on user patterns on the Canada Site, feedback received through the Site's on-line feature, and from focus group sessions with citizens to determine precisely which information is searched for most often. The Service for Canadians Gateway is uniquely positioned to advance the government's top priorities, which include improved service to citizens, increased federal presence and visibility, and a tangible commitment towards public access to government services and programs. This integrated service proposal offers full coverage of all government organizations, a balance across different dimensions of society (for example, youth, seniors, and Aboriginals), and subject areas which are of interest to citizens (for example, health, jobs, and the environment).

There are two other Gateways, Canadian Business (championed by Industry Canada) and Non-Canadians (championed by the Department of Foreign Affairs and International Trade) that work in tandem to provide a focused entry into the clusters of information. The goal is that all three gateways function together to provide consistency in features and functionality.

- **Electronic Supply Chain Pathfinder Project**

The Electronic Supply Chain (ESC) addresses the complete procurement, purchasing and payment life cycle involving the federal government and external suppliers, using e-business processes and enabling technologies. For the purposes of this initiative, the ESC extends to the interfaces required to enable appropriate payment processing and contract management functions, by interacting with current legacy business systems (for example, departmental financial systems and the Receiver General). This initiative is expected to identify and provide collective procurement solutions for the Canadian government community, thus avoiding the costs of individual departments attempting similar challenges. In addition, it is expected to facilitate faster, more efficient services at reduced costs in the longer term.

- **Strategic IM/IT Infrastructure Initiative**

TBS and PWGSC have jointly launched the Strategic IM/IT Infrastructure Initiative (SII) in co-operation with federal departments. The initiative is intended to develop and manage the GOC electronic infrastructure. Both PWGSC and TBS are working together to define and develop the “federated architecture” supporting this government-wide approach. Under the SII, a secure channel for electronic service delivery to Canadians, businesses and other users of government services is being established to carry programs and services of all federal departments. PWGSC has been designated by TBS as a key delivery agent of the secure channel and other core elements of the SII on behalf of government. While individual federal government departments are free to establish their own internal electronic infrastructures, they are also responsible for ensuring integration with government-wide common infrastructure and services in order to permit integrated service delivery to Canadians.

SECTION IV - JOINT INITIATIVES

Collective Initiative	Key Result Commitments	List of Partners	Money Allocated
Canada Site - Government of Canada Portal	To provide a primary single window access to government information and services.	Other government departments.	TBD
Services for Canadians Gateway	To provide easy access to Government of Canada information and services aimed at Canadian citizens.	Human Resources Development Canada, Veterans Affairs Canada, Industry Canada.	TBD
Electronic Supply Chain Pathfinder Project	To develop a complete electronic procurement, purchasing and payment life cycle.	Other government departments to be determined.	TBD
Strategic IM/IT Infrastructure Initiative	Delivery of a secure channel for electronic service delivery to Canadians, businesses and other users of government services.	Treasury Board Secretariat and other government departments.	TBD

Section V - Financial Information

Financial Table 5.1: Capital Spending by Business Line

(millions of dollars)

<u>PROGRAM</u>	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Business Line				
<u>GOVERNMENT SERVICES</u>				
Real Property Services	468.1	381.4	406.2	378.6

Financial Table 5.2: Major Capital Expenditures 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		Current	Forecast	Planned	Planned	Planned	Future Year
Business Line	REGION	Estimated	Spending to	Spending	Spending	Spending	Spending
		Total Cost	March 31,	2001-2002	2002-2003	2003-2004	Requirements
			2001				
GOVERNMENT SERVICES							
Real Property Services							
NEWFOUNDLAND							
Argentia - Environmental remediation (S-EPA-TB)		71.8	50.2	12.4	9.2	--	--
NEW BRUNSWICK							
St. George - GOCB - Construction (S-EPA-DA)		2.9	0.6	2.3	--	--	--
Bathurst - Nicholas Denys - Building upgrade (I-PPA-DA)		6.8	0.8	3.4	2.6	--	--
Campbellton - Deck Replacement - Structural upgrade (S-EPA-TB)		9.5	5.8	3.5	0.2	--	--
PRINCE EDWARD ISLAND							
Charlottetown - GOCB - Construction (I-PPA-TB)		35.4	3.4	0.6	0.8	11.6	18.8
QUEBEC							
Ville St-Laurent - 3155 Côte de Liesse - Renovation (S-EPA-TB)		21.3	16.5	3.6	0.5	0.8	--
Montreal - Complexe Guy-Favreau - Dalle/Membrane (S-EPA-DA)		7.7	6.0	1.7	--	--	--
Montreal - 305 René-Lévesque - Renovation (S-EPA-TB)		20.9	15.9	2.5	2.4	--	--
Rigaud - Collège des Douanes - Renovation (S-EPA-TB)		9.8	0.3	7.5	2.0	--	--
ONTARIO							
St-Catharines - GOCB - Renovations (S-EPA-DA)		6.0	0.3	4.3	1.5	--	--
NATIONAL CAPITAL REGION (QUEBEC)							
Hull - Laurier Taché Garage - Renovation (I-PPA-TB)		48.3	19.4	2.1	7.1	9.4	10.4
Hull - Centre Bisson - Windows and masonry rehabilitation (S-EPA-DA)		2.5	1.0	1.4	--	--	--
Hull - Portage Complex & Place du Centre - New security system (I-PPA-DA)		3.7	1.7	2.0	--	--	--
Hull - Portage IV - Replacement of the fire alarm system (S-EPA-DA)		4.6	1.4	3.2	--	--	--
NATIONAL CAPITAL REGION (ONTARIO)							
Ottawa - West Memorial - Renovation (I-PPA-TB)		79.4	3.1	--	--	8.6	67.7
Ottawa - Standard Lab - Renovation (S-EPA-DA)		9.0	2.5	6.5	--	--	--
Ottawa - Sir John Carling - Renovation/Addition (I-PPA-TB)		136.6	1.7	--	--	--	134.9
Ottawa - New Federal Court - New Construction (I-PPA-TB)		77.8	2.9	1.4	14.0	28.0	31.5
Ottawa - Lester B. Pearson - Federal Building Initiative (S-EPA-DA)		7.1	1.8	2.5	--	2.8	--
Ottawa - Ottawa City Hall - Purchase (S-EPA-TB)		81.2	36.1	40.6	4.5	--	--

Financial Table 5.2: Major Capital Project Expenditures by Business Line (Cont'd)*(millions of dollars)*

PROGRAM		Current	Forecast	Planned	Planned	Planned	Future Year
Business Line	REGION	Estimated	Spending to	Spending	Spending	Spending	Spending
		Total Cost	March 31,	2001-2002	2002-2003	2003-2004	Requirements
NUNAVUT							
	Iqaluit - GOCB - Construction (S-EPA-DA)	11.6	10.7	0.9	--	--	--
PARLIAMENTARY PRECINCT (Note 1)							
	Ottawa - Library of Parliament (LOP) - Renovation (S-EPA-TB)	78.0	22.3	19.5	16.3	19.9	--
	Ottawa - West Block - Building Components & Connectivity (BCC) (I-PPA-TB)	30.0	0.2	0.3	1.0	1.0	27.6
	Ottawa - West Block - Renovation (S-EPA-TB)	88.2	8.5	1.0	2.0	11.0	65.7
	Ottawa - Parliamentary Hill Ground - Vaux Wall Repairs (S-EPA-DA)	4.8	2.7	1.5	0.6	--	--
	Ottawa - Campus Wide - BCC (S-EPA-TB)	25.2	17.5	7.5	0.2	--	--
	Ottawa - Wellington St. Wall - Masonry & Iron Work (S-EPA-DA)	5.0	4.8	0.2	--	--	--
BRITISH COLUMBIA							
	Northwest Highway - Reconstruction (S-EPA-TB)	479.6	427.6	13.0	13.0	13.0	13.0
	Surrey - Tax Data Centre - Renovation (I-PPA-DA)	18.5	0.6	11.8	5.9	0.2	--
	Vancouver - 401 Burrard - Purchase (S-EPA-TB)	69.3	13.1	1.1	55.0	--	--
SUMMARY							
	Total spending on approved major capital projects listed above (Greater than \$1M)	1,452.6	679.7	158.2	138.8	106.3	369.6
	Total spending on major capital projects to be approved not listed above			173.2			
	Total spending planned for minor capital projects (Less than \$1M)			50.0			
BUSINESS LINE TOTAL				381.4			

Totals may not add up due to rounding.

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

Financial Table 5.3: Details on Transfer Payments by Business Line*(in millions of dollars)*

PROGRAM Business Line	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
GOVERNMENT SERVICES				
Real Property Services				
<i>Grants and Contributions</i>				
Canadian Standards Association	0.0	0.0	0.0	0.0
Grant in Kind to the Royal Society of Canada	0.2	0.1	0.1	0.1
Contributions to the Hudson Bay Port Company	1.5	0.2	--	--
	1.7	0.3	0.1	0.1
<i>Other Transfer Payments</i>				
Payment of Grants to Municipalities and other taxing authorities	412.0	412.0	412.0	412.0
Recoveries from custodian departments	(412.0)	(412.0)	(412.0)	(412.0)
	--	--	--	--
BUSINESS LINE TOTAL	1.7	0.3	0.1	0.1

Totals may not add up due to rounding.

Financial Table 5.4: Sources of Respendable Revenue by Business Line

(millions of dollars)

PROGRAM Business Line <i>Service Line</i>	Forecast Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004
GOVERNMENT SERVICES				
Real Property Services				
<i>Federal Accommodation and Holdings</i>				
Rentals and Concessions	287.6	256.8	256.0	255.9
<i>Services</i>				
- Real Property Services Revolving Fund				
Recoveries of disbursement on behalf of clients	460.7	625.7	619.2	632.8
Fee revenues from real property related common services	119.2	126.9	127.0	126.8
	579.9	752.6	746.2	759.6
- Real Property Disposition Revolving Fund				
Sales of real properties	22.5	23.0	23.0	23.0
	602.4	775.6	769.2	782.6
Business Line Total	890.0	1,032.5	1,025.2	1,038.5
Supply Operations Service				
- Vote				
Major Crown Projects	8.9	8.7	8.7	8.7
Acquisition	10.9	7.2	7.2	7.2
Canadian General Standards Board	2.3	2.5	2.5	2.5
Seized Property Management	3.0	3.0	3.0	3.0
	25.1	21.4	21.4	21.4
- Optional Services Revolving Fund				
Traffic and Vaccine	52.8	52.8	52.8	52.8
Crown Assets Distribution	8.2	8.7	8.7	8.7
Locally Shared Support Services	7.0	7.2	7.2	7.2
Buy-for-lease Program	0.0	7.0	7.0	7.0
Software Brokerage / Benchmarking	2.7	2.7	2.7	2.7
	70.7	78.4	78.4	78.4
Business Line Total	95.8	99.8	99.8	99.8
Receiver General				
Receiver General Services	30.9	21.2	21.2	21.2
Public Service Compensation				
Compensation Services	35.8	29.6	24.2	23.6
Government Telecommunications and Informatics Services				
- Telecommunications Revenue				
Vote	20.1	20.1	20.1	20.1
Revolving Fund	120.0	105.1	121.2	130.0
Business Line Total	140.1	125.2	141.3	150.1

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

(millions of dollars)

PROGRAM Business Line <i>Service Line</i>	Forecast Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004
Consulting and Audit Canada				
Consulting and Audit Services	91.1	94.0	95.0	96.0
Translation Bureau				
- Revolving Fund				
Translation Services	156.6	155.1	159.3	164.7
Interpretation Services	3.2	3.2	3.2	3.2
Terminology Services	0.6	0.6	0.3	0.6
Business Line Total	160.4	158.9	162.8	168.5
Communications Coordination Services				
- Vote				
Strategic Communications	0.5	1.0	1.0	1.0
Promotional Items	0.8	0.1	0.1	0.1
Depository Services Program	0.1			
Customer Services and Industry Relations	8.2			
Citizen Information Programs and Services	2.6			
Canadian Government Publishing	1.0			
	13.2	1.1	1.1	1.1
- Optional Services Revolving Fund				
Government Publishing Services	6.8	7.6	7.6	7.6
<i>Canada Gazette</i>	3.0	3.1	3.1	3.1
Procurement Services	2.9	2.8	2.8	2.8
	12.7	13.5	13.5	13.5
Business Line Total	25.9	14.6	14.6	14.6
Operational Support				
<i>IM/IT - Departmental Operations</i>				
IM/IT - Services	59.9	47.6	47.6	47.6
Internal Recoveries and Others	2.4	2.4	2.4	2.4
	62.3	50.0	50.0	50.0
<i>Corporate Management</i>				
Ministerial Regional Offices	2.4	2.5	2.4	2.4
Internal Recoveries and Others	36.7	30.7	30.7	30.7
	39.1	33.2	33.1	33.1
Business Line Total	101.4	83.2	83.1	83.1
RESPENDABLE REVENUE TOTAL	1,571.3	1,659.1	1,667.3	1,695.4

Totals may not add up due to rounding.

Financial Table 5.5: Source of Non-Respendable Revenue*(millions of dollars)*

	Forecast Revenue 2000-2001	Planned Revenue 2001-2002	Planned Revenue 2002-2003	Planned Revenue 2003-2004
Dry Docks	4.8	4.8	4.8	4.8
Goods and Services Tax	6.7	6.7	6.7	6.7
Miscellaneous Non-tax Revenue	19.0	19.1	18.6	18.4
NON-RESPENDABLE REVENUE TOTAL	30.5	30.6	30.1	30.0

**Financial Table 5.6: Net Cost of Program(s) for the Estimates
Year 2001-2002**

	Government Services	Crown Corporations	Total
Gross Planned Spending	3,750.1	4.0	3,754.1
<i>Plus: Costs of services received without charge</i>			
Contributions covering employers' share of insurance premiums and expenditures paid by Treasury Board Secretariat	23.4	0.0	23.4
Workman's 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	5.9	0.0	5.9
COST OF PROGRAM(S)	3,782.3	4.0	3,786.3
<i>Less:</i>			
Respendable Revenue	1,659.1	0.0	1,659.1
Non-Respendable Revenue	30.6	0.0	30.6
NET COST OF PROGRAMS	2,092.6	4.0	2,096.6

Totals may not add up due to rounding.

Financial Table 5.7: Real Property Services Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Responsible Revenue	119.2	126.9	127.0	126.8
Expenses	119.6	127.3	127.4	127.2
Surplus (Loss)	(0.4)	(0.4)	(0.4)	(0.4)

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

Statement of Cash Flows and Projected Use of Authority

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Operating Activities:				
(Surplus) Loss	0.4	0.4	0.4	0.4
Less items not requiring use of funds:				
Amortization	0.4	0.4	0.4	0.4
Sub-total	0.0	0.0	0.0	0.0
Working capital change	--	--	--	--
Authority (provided) used during year	0.0	0.0	0.0	0.0
Net authority used at the start of year	99.1	99.1	99.1	99.1
Net authority used at the end of year	99.1	99.1	99.1	99.1
Authority limit	450.0	450.0	450.0	450.0
Unused authority carried forward	350.9	350.9	350.9	350.9

Totals may not add up due to rounding.

Note:

Recoverable disbursements on behalf of clients are not included in responsible revenue and expenses (2000-2001: \$460.7M; 2001-2002: \$625.7M; 2002-2003: \$619.2 and 2003-2004: \$632.8M).

Financial Table 5.8: Real Property Disposition Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Respendable Revenue	22.5	23.0	23.0	23.0
Expenses	3.6	3.8	3.8	3.8
Surplus (Loss)	18.9	19.2	19.2	19.2

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

Statement of Cash Flows and Projected Use of Authority

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Operating Activities:				
(Surplus) Loss	(18.9)	(19.2)	(19.2)	(19.2)
Less items not requiring use of funds:				
Amortization	--	--	--	--
Sub-total	(18.9)	(19.2)	(19.2)	(19.2)
Working capital change	--	--	--	--
Authority provided used during year	(18.9)	(19.2)	(19.2)	(19.2)
Net authority provided at the start of year	(2.0)	(2.0)	(2.0)	(2.0)
Payments to the Consolidated Revenue Fund	18.9	19.2	19.2	19.2
Net authority provided at the end of year	(2.0)	(2.0)	(2.0)	(2.0)
Authority limit	5.0	5.0	5.0	5.0
Unused authority carried forward	7.0	7.0	7.0	7.0

Totals may not add up due to rounding.

Financial Table 5.9: Optional Services Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Respendable Revenue	83.4	91.9	91.9	91.9
Expenses				
Operating:				
Salaries and employee benefits	8.5	8.7	8.7	8.7
Product Cost	54.7	63.4	63.4	63.4
Amortization	0.1	0.3	0.3	0.3
Other Operating Costs	20.1	20.1	20.1	20.1
Interest	0.8	0.8	0.8	0.8
Expenses Total	84.2	93.3	93.3	93.3
Surplus (Loss)	(0.8)	(1.4)	(1.4)	(1.4)

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

Statement of Cash Flows and Projected Use of Authority

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Operating Activities:				
(Surplus) Loss	0.8	1.4	1.4	1.4
Less items not requiring use of funds:				
Amortization	0.1	0.7	0.7	0.7
Provision for employee termination benefits	0.2	0.3	0.3	0.3
Subtotal	0.5	0.4	0.4	0.4
Working capital change	--	--	--	--
Net financial resources used in operating activities	0.5	0.4	0.4	0.4
Investing Activities:				
Capital assets:				
Net Acquisitions	0.1	0.2	0.2	0.2
Net financial resources used in investing activities	0.1	0.2	0.2	0.2
Authority used during year	0.6	0.6	0.6	0.6
Net authority used at the start of year	15.2	15.8	16.4	17.0
Net authority used at the end of year	15.8	16.4	17.0	17.6
Authority limit	200.0	200.0	200.0	200.0
Unused authority carried forward	184.2	183.6	183.0	182.4

Totals may not add up due to rounding.

Financial Table 5.10: Government Telecommunications and Informatics Services Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Responsible Revenue	120.0	105.1	121.2	130.0
Expenses				
Operating:				
Salaries and employee benefits	12.4	11.7	11.1	11.1
Product Cost	101.3	84.5	102.9	111.8
Amortization	0.3	0.2	0.1	0.1
Other Operating Costs	6.3	8.8	7.1	6.8
Interest	0.2	0.2	0.2	0.2
Expenses Total	120.5	105.4	121.4	130.0
Surplus (Loss)	(0.5)	(0.3)	(0.2)	--

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

Statement of Cash Flows and Projected Use of Authority

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Operating Activities:				
(Surplus) Loss	0.5	0.3	0.2	--
Less items not requiring use of funds:				
Amortization	0.3	0.2	0.1	0.1
Provision for employee benefits	0.4	0.3	0.3	0.3
Subtotal	(0.2)	(0.2)	(0.2)	(0.4)
Working capital change	--	--	--	--
Net financial resources provided by operating activities	(0.2)	(0.2)	(0.2)	(0.4)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.2	0.2	0.2	0.4
Net financial resources used investing activities	0.2	0.2	0.2	0.4
Authority (provided) used during year	0.0	0.0	0.0	--
Net authority provided at the start of year	(4.7)	(4.7)	(4.7)	(4.7)
Net authority provided at the end of year	(4.7)	(4.7)	(4.7)	(4.7)
Authority limit	45.0	45.0	45.0	45.0
Unused authority carried forward	49.7	49.7	49.7	49.7

Totals may not add up due to rounding.

Financial Table 5.11: Consulting and Audit Canada Revolving Fund**Statement of Operations***(millions of dollars)*

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Responsible Revenue	91.1	94.0	95.0	96.0
Expenses				
Operating:				
Salaries and employee benefits	26.0	28.3	29.1	29.8
Product Cost	56.1	57.2	57.4	57.9
Amortization	0.1	0.1	0.1	0.1
Other Operating Costs	7.5	7.5	7.5	7.3
Interest	0.3	0.3	0.3	0.3
Expenses Total	90.0	93.4	94.4	95.4
Surplus (Loss)	1.1	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

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Operating Activities:				
(Surplus) Loss	(1.1)	(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	(1.5)	(1.0)	(1.0)	(1.0)
Working capital change	(0.6)	(0.2)	(0.2)	(0.2)
Net financial resources provided by operating activities	(2.1)	(1.2)	(1.2)	(1.2)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.1	0.1	0.1	0.1
Net financial resources used in investing activities	0.1	0.1	0.1	0.1
Authority provided during year	(2.0)	(1.1)	(1.1)	(1.1)
Net authority used at the start of year	4.0	2.0	0.9	(0.2)
Net authority used at the end of year	2.0	0.9	(0.2)	(1.3)
Authority limit	25.1	25.1	25.1	25.1
Unused authority carried forward	23.1	24.2	25.3	26.4

Totals may not add up due to rounding.

Financial Table 5.12: Translation Bureau Revolving Fund

Statement of Operations

(millions of dollars)

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Responsible Revenue	160.4	158.9	162.8	168.5
Expenses				
Operating:				
Salaries and employee benefits	95.7	97.2	99.3	101.2
Amortization	0.2	0.2	0.2	0.2
Other Operating Costs	57.8	63.0	63.9	67.1
Expenses Total	153.7	160.4	163.4	168.5
Surplus (Loss)	6.7	(1.5)	(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

	Forecast Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003	Planned Spending 2003-2004
Operating Activities:				
(Surplus) Loss	(6.7)	1.5	0.6	--
Less items not requiring use of funds:				
Amortization	0.2	0.2	0.2	0.2
Provision for employee benefits plan	0.1	1.5	0.6	--
Subtotal	(7.0)	(0.2)	(0.2)	(0.2)
Working capital change	(0.1)	(0.1)	(0.1)	(0.1)
Net financial resources used in operating activities	(7.1)	(0.3)	(0.3)	(0.3)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.6	0.3	0.3	0.3
Net financial resources used in investing activities	0.6	0.3	0.3	0.3
Authority used during year	(6.5)	0.0	0.0	0.0
Net authority (provided) used at the start of year	(11.0)	(17.5)	(17.5)	(17.5)
Net authority (provided) used at the end of year	(17.5)	(17.5)	(17.5)	(17.5)
Authority limit	75.0	75.0	75.0	75.0
Unused authority carried forward	92.5	92.5	92.5	92.5

Totals may not add up due to rounding.

Financial Table 5.13: Defence Production Revolving Fund

Note:

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

**Financial Table 5.14: Loans, Investments and Advances
(Non-Budgetary)***(millions of dollars)*

	Forecast 2000-2001	Planned 2001-2002	Planned 2002-2003	Planned 2003-2004
<u>GOVERNMENT SERVICES</u>				
Seized Property Working Capital Account	1.0	1.0	1.0	1.0
<u>CROWN CORPORATIONS</u>				
Queens Quay West Land Corporation	45.8	27.8	27.8	17.8
PROGRAMS TOTAL	46.8	28.8	28.8	18.8

Section VI - Other Information

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