2004-2005 Estimates

Report on Plans and Priorities

The Honourable Scott Brison P.C.
Minister of Public Works and Government Services
Receiver General for Canada

Public Works and Government Services Canada

Travaux publics et Services gouvernementaux Canada

Canada

Table of Contents

Minister's Message

I am pleased to present this year's Report on Plans and Priorities (2004-2005) for Public Works and Government Services Canada (PWGSC), outlining the key priorities and challenges for the department over the next year.

Our government recently announced an ambitious agenda to deliver real progress on the issues that matter most to Canadians – issues such as better health care, a nationwide childcare and early childhood development program, a new deal for communities, environmental protection, and a new partnership with aboriginal Canadians. In addition, our government is committed to preserving our strong economy, delivering sound financial management and pursuing an independent and influential foreign policy.

As the country's largest provider of common services, my department has a key role to play in implementing this national agenda. For instance, by effectively and efficiently providing our many services, we provide the government with the vital infrastructure it needs at the best possible value for every dollar. In addition, we play a crucial role in helping the government ensure a clean and healthy environment for all Canadians through our many sustainable development initiatives.

As we move this agenda forward, we will continue to transform the way we do business to generate savings that can be directed to the government's other priority areas. This means, among other things, that we will manage our activities in a transparent and accountable way. It also means that we will operate using sound business management practices, and that we will work to earn the trust of Canadians by demonstrating a day-to-day respect for their hard-earned tax dollars.

Canadians are expecting more from their government, and PWGSC intends to play a vital role in meeting those raised expectations. We will measure our success against three key indicators: quality services, sound stewardship and sound management. When we achieve these objectives, I am fully confident that we will provide to Canadians a citizens' dividend - lasting social, economic and environmental benefits.

Management Representation Statement

I submit, for tabling in Parliament, the Report on Plans and Priorities: 2004-2005 to 2006-2007 for Public Works and Government Services Canada.

This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the Preparation of the 2004-2005 Report on Plans and Priorities* in that it:

- portrays the organization's plans and priorities accurately;

- provides planned spending information consistent with the directions provided in the Minister of Finance's Budget and by Treasury Board Secretariat;
- is comprehensive and accurate; and
- is based on sound underlying departmental information and management systems.

The reporting structure on which this document is based has been approved by Treasury Board Ministers and defines accountability for the results achieved with the resources and authorities provided.

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I. David Marshall
Deputy Minister of Public Works and Government Services

Our Raison d'être

Our Raison d'être is to ensure optimum value to government and to Canadians in the provision of modern, efficient, and effective common, central and shared services. PWGSC provides these services in a professional and performance driven manner, while safeguarding major government administrative expenditures through transparent and independent checks and balances. The Department has a key role in providing the common infrastructure and services needed for the delivery of the government's agenda and in enabling the government to respond to the evolving needs and expectations of Canadians.

Our Vision

Our vision is to become the Government of Canada's centre of excellence for the development and delivery of common, central and shared services, and, to become one of the most respected and well-managed departments in government.

We are committed to innovative, professional and results-oriented services, focused on creating a citizens' dividend to support government's responses to the evolving social, environmental, economic, and security priorities of Canadians. We are committed to reducing the cost of procurement of goods and services and of the management of real property, as well as reducing the time to provide our services. We are committed to developing open and collaborative relationships with our colleague departments, other levels of government, and Canadians.

We are committed to getting it right, getting the job done, and conducting our business with the highest standards of accountability, transparency, prudence and integrity.

Our Business

PWGSC has changed. We are transforming the way we do business, realigning our organization, and strategically positioning ourselves to maximize the transfer of dividends to government and to Canadians for other

priorities; social, environmental, health care… Our Citizens' Dividend.

> ### Business Highlights
> - accommodates almost 210,000 public servants across Canada and manages over six million square metres of space in some 1,900 locations;
> - purchases over $10 billion in goods and services on behalf of government and manages 60,000 contractual documents;
> - administers compensation for 292,000 government employees and 322,000 pensioners;
> - handles $1.3 trillion in Receiver General cash flows and makes 226 million payments annually; and
> - provides parliament and colleague departments and agencies with around $230 million in linguistic services, $131 million in telecommunications services, and $100 million in consulting and audit services.

PWGSC is the government's chief real property manager, purchasing agent and advisor, banker and accountant, and, provider of Government On-Line, information technology, translation, audit and consulting services. We also offer services directly to Canadians in the areas of communications and access to government programs and information, in addition to being government's payroll and pensions administrator. We add value to government and to Canadians in a number of ways, key among which are:

Public Confidence in Government Operations – In building public confidence and trust in the operations of government, we fully accept and support enhanced accountability, transparency and effective risk management in our areas of responsibility. PWGSC will further develop its Ethics Program, Integrity Action Plan, provide easily accessible information on our PWGSC Website, and ensure application of appropriate checks and balances on all of our services.

Savings and Cost-Effective Solutions – We save taxpayers dollars and provide cost-effective services by: applying government-wide economies of scale and expertise; acting as a

catalyst to bring multiple customer organizations and suppliers together to reduce duplication; promoting common standards; applying risk management frameworks for sound decision making; and, providing a check and balance on administrative expenditures across government. We do this in order to create savings, and to enable other departments and agencies to focus on their core mandates, thereby helping them directly support the government's agenda and better serve Canadians. We use alternative forms of service delivery and engage private sector sources where sound business cases are present. We further manage major projects of national importance such as the Parliamentary Precinct renovation, Electronic Secure Channel, environmental remediation (e.g., Sydney Tar Ponds), electronic tendering, the Canada website, and major military procurement.

Government-Wide Coordination – PWGSC helps develop and apply government-wide policy and solutions for savings and performance results such as joint procurement, colocation of accommodation, common information technology (IT) infrastructure and services, etc. We develop and enhance government-wide centres of excellence in translation, consulting, audit, IT, real property and acquisition. We are key to implementing many strategic, horizontal initiatives such as key elements of the urban and aboriginal agenda, as well as sustainable development. PWGSC has the government-wide lead in greening government operations. For this, PWGSC has developed a sustainable development action plan. We clean up contaminated sites, make federal buildings more energy efficient, implement conservation measures, and provide environmental audit and consulting services. Further coordination benefits will be generated by PWGSC's intergovernmental cooperation activities where we share knowledge of best practices with the provinces, territories, municipalities, and with foreign governments, as we seek out best solutions for government and Canadians.

Our Strategic Outcomes

PWGSC has identified three strategic outcomes in support of our vision; these are Quality Services, Sound Stewardship, and Sound Management:

Quality Services are at the core of PWGSC's strategic outcomes driving us to be providers and enablers of common, central and shared services to our colleague departments and agencies. Quality services require us not only to provide effective support to our customers, but also to secure savings and overall performance on a government-wide basis.

Sound Stewardship lies at the heart of PWGSC's role. We must ensure that we respond to government priorities while safeguarding those services and assets for which our department is responsible (such as real property, communications, procurement, IT infrastructure, consulting, audit, and translation services). We undertake the necessary planning to ensure that we have the resources, skills, organization and culture to discharge our responsibilities effectively.

Sound Management is the comprehensive approach to decision making for planning, organizing, directing and controlling our resources and services, within accepted government laws, policies and fiscal frameworks. Sound management requires clear accountabilities and governance, highest standards of ethical conduct, integrated management frameworks, and commitment to the overall strategic directions of the department and government. It enables us to mobilize our resources and capacity, achieve meaningful results and add value to government operations.

Our Accountabilities and Relationships

In order to achieve our Strategic Outcomes, PWGSC must have clear accountabilities and sound relationships with our stakeholders and partners. PWGSC is accountable to the Government of Canada through our Minister and Treasury Board, to Parliament, and ultimately to Canadian citizens, for obtaining

best value for money within our areas of responsibility. We are also accountable for ensuring that our operations are carried out with the highest degree of integrity. The department is accountable for implementing central agency policies and supporting Government policy objectives. Our colleague departments expect us to provide services that respond to their needs in a timely and effective manner so that they can better serve their ultimate customer, the Canadian citizen. In order to achieve the above, PWGSC must maintain and cultivate productive relationships with a number of key stakeholders. These are summarized in the chart below.

Key Stakeholders and Relationships
Parliament: PWGSC provides reports to Parliamentarians and to Parliamentary Committees in their oversight roles, particularly the Standing Committee on Public Accounts (SCOPA) and the Standing Committee on Government Operations and Estimates.
Treasury Board Secretariat (TBS): TBS establishes administrative policy, which is then implemented by PWGSC within our areas of responsibility. At the same time, PWGSC constitutes a valuable source of operational expertise and experience upon which TBS can draw in developing and refining government policies. PWGSC works closely with TBS on key initiatives including shared services, procurement reform, official languages, major projects, IT services and systems, real property management and sustainable development.
Federal Government Departments and Agencies: These are both customers for PWGSC's services and our colleagues, with a responsibility to work together – for example, by articulating their needs in a clear and timely manner – to realize benefits for the government as a whole.
Private Sector: We play a key role in ensuring that the private sector has easy and equitable access to government business opportunities. PWGSC makes extensive use of the private sector to deliver its services, working closely with professional associations in standards development and best practices sharing.
Intergovernmental Cooperation: The department collaborates with the provinces, territories and municipalities in areas such as joint purchasing, joint occupation and management of buildings, translation, and the exchange of best practices in key areas such as Public Accounts. With Foreign Governments and international organizations, PWGSC exchanges best practices with OECD countries and supports the enhancement of administrative capacity in developing nations.

Canadian Expectations

PWGSC, as with any significant organization, is faced with the need to respond to the key expectations of its stakeholders; Canadian citizens. Our strategic planning and management improvement efforts are based on these expectations. We do so while respecting the boundaries of our legislative and financial capacities and authorities, and the requirements of central agencies and colleague departments.

Canadian expectations push government departments to improve services, find new horizontal solutions, and develop appropriate government-wide policies. We do this with the clear understanding that the resulting improvement dividends can be reallocated to higher priorities of Canadians. Within this context, the expectations of Canadians, most important to PWGSC, include:

- highest standards of integrity, accountability and transparency;
- greater emphasis on funding for health care, child development, economic development, etc., resulting in less funding for administrative services;
- stronger government focus on results and quality services to Canadians;
- better communications and access to government services;
- greater efficiency, fiscal prudence and the elimination of waste; and,
- greater attention to environmental and urban sustainability.

Opportunities and Challenges

Stemming from Canadian expectations, the opportunities and challenges that drive PWGSC's plans and priorities for 2004-2005 are summarized as follows:

Sponsorship Program and Building Public Trust – As government's major provider of common, central and shared services, it is critical that PWGSC delivers its services with the highest level of integrity. However, problems with the government's Sponsorship Program have recently drawn criticism from the Auditor General and challenged our sound record for integrity. Subsequent scrutiny by Parliament, and the establishment of the Commission of Inquiry into the Sponsorship Program and Advertising Activities, will continue to put pressure on our department to maintain public trust in our operations.

Although decisive action has been taken to remedy the problems related to the Sponsorship Program (i.e., the program has been discontinued), restoring public confidence will take time and is our top priority. We have already moved to strengthen our accountability through a departmental reorganization in November 2003. In response to public demand, we must face the challenge of becoming more transparent and more accountable, ensuring that everything we do rests on a solid ethical foundation. We have already started down this road with the establishment of an Integrity Action Plan. The Plan is aimed at further strengthening our existing ethical practices by developing and communicating clear expectations, guidance and standards for ethical conduct to all our employees. Our reputation for integrity and for safeguarding the public trust is fundamental to our credibility and our future, and must be the bedrock of all we do.

Accountability – PWGSC is committed to applying Modern Comptrollership principles and implementing the government-wide Management Accountability Framework (MAF). MAF provides a comprehensive approach integrating 10 key elements of management responsibility into a single model which builds on earlier initiatives, such as Modern Comptrollership and Results for Canadians. Some key areas are: a Values and Ethics Code for the public service to promote integrity and ethical conduct; improved communications and accessibility through the GOL initiative; closer links between expenditures and results; heightened risk management with performance indicators; greater savings by tightening departmental spending; and greater focus on Sustainable Development Strategies.

Savings/Economic Dividend – Our mandate places us in a strong position to help government achieve savings for Canadians. In order to meet this important challenge, we must first improve the efficiency of our own operations. We will do so by reengineering our processes and making better use of technology. Second, we must exploit opportunities to realize economies of scale, for example through greater use of bulk purchasing, promotion of shared services and encouragement of an enterprise approach to key systems. Third, we must seek opportunities for greater leverage through alternative service delivery arrangements. Fourth, we must act as a check and balance on departmental expenditures by making sure that the goods and services we purchase represent the best value for the Canadian taxpayer. In sum, the challenge is not only to make our own administration more efficient, but also to achieve savings in the cost of goods and services that we purchase on behalf of customers by adopting a more government-wide perspective in the execution of our duties.

Machinery of Government Changes – Following the reorganization of the public service, announced on December 12, 2003, a number of operational functions have been transferred to PWGSC from the Treasury Board Secretariat (TBS). These include TBS' Information Management/Information Technology (IM/IT) responsibilities, including Government On-Line (GOL) and the Government Travel Modernization office. In addition, Communication Canada has been disbanded and a number of its functions have been transferred to PWGSC, under a new Branch, known as the Government Information Services Branch. While taking on these additional responsibilities presents a short-term challenge for our department, GOL and the communications functions also provide a major opportunity in supporting access to government services such as the Canada website and 1 800 O-Canada; facilitating public communications.

Government-Wide and Internal Performance Improvement Reviews – Both TBS and PWGSC recently conducted reviews of the Department's operations. In July 2003, we launched our own intensive and wide-ranging review of our mandate, accountabilities, organizational structure, management capacity and business operations. The TBS reviews were part of the five-year cycle of Expenditure and Management Reviews of all departments, launched following the December 2003 budget. Key areas being examined include the management of real property, the purchase of goods and services, the delivery of telecommunications and informatics services, as well as the management of financial, communications and human resources operations. TBS also carried out a series of horizontal reviews, some of which also involved PWGSC. TBS has recently launched a second wave of reviews.

While these reviews confirmed PWGSC's essential role as a provider of common, central and shared services, with an emphasis on the efficiency and effectiveness of government operations, they also identified a number of areas where there was room for improvement, including:

- stronger accountability in the use of taxpayer dollars;
- increased use of a government-wide perspective in program and service delivery;
- higher savings through enhanced operational efficiency and opportunities for greater economies of scale solutions;
- greater responsiveness to government priorities;
- better service to customers through improvements in planning, forecasting, customer relations, service standards and charging practices;
- improvement of key financial, management information and performance tracking systems; and
- stronger strategic management capacity in human resources to address the ongoing departmental and government-wide needs for knowledge and expertise.

In short, the reviews found that we have not fully capitalized on the potential of our mandate as a provider of common, central, and shared services. They also noted that, in order to realize our potential, we would have to strengthen our management capacity and adopt a more strategic and less process-driven culture.

Supporting the Government's Horizontal Agenda – Adopting a more government-wide perspective in our operations not only helps us to achieve savings, but also helps us to support the government's horizontal agenda. The environment and urban sustainability are two horizontal areas in which we already play an active role. We have also been an active player in the new deal for communities and are helping the government in its efforts to build stronger and healthier communities. Our challenge will be to find new ways of adding social and environmental value. In addition, promoting shared systems and services across government is a priority.

Improving Service – PWGSC faces the challenge of improving services to its customers, while at the same time adopting a more government-wide approach that will require us to exercise a more vigorous check and balance role. We can more effectively manage relations with our colleague departments and agencies by taking steps to better anticipate their needs using collaborative planning and demand forecasting. This, along with the opportunities afforded by information technology, should help us to reduce the response time for many of our services and to improve their quality. A further challenge will be to develop clear service standards and to establish agreements with our colleague departments and agencies that spell out our mutual responsibilities, including our check and balance role. Our recent reorganization laid the foundation for improved service by establishing a Service Integration Branch (SIB) to act as the principal interface between customer organizations and PWGSC and to help manage client relations more effectively.

Building and Maintaining Our Workforce – PWGSC has a large workforce with a mix of professional expertise and specialization. Ensuring that we have the right professional and technical skills will continue to be a priority, especially given the demographic challenges ahead coupled with the probable changes in the department's business agenda. Identifying current and future human resources needs will be key to the department's success in achieving its goals.

To maintain and replenish the workforce we need, the department's human resources management will reflect the government's strategy to modernize public service management. The *Public Service Modernization Act (PSMA)* is designed to promote more collaborative labour-management relations, to increase flexibility in staffing, to focus on learning and training for employees at all levels, and to clarify roles and strengthen accountability. In addition to the PSMA impacts, PWGSC will continue to develop innovative strategies and mechanisms to create a more representative workplace, strengthen a core learning agenda, and renew our official languages program.

Improving Government On-Line, IT and Real Property Infrastructure – A major challenge facing our department is the pressing need to modernize our key systems in areas such as pensions and pay. To help enhance our management capacity, we also need to develop improved management information, including financial management and performance tracking systems. We also face the need to recapitalize certain physical assets, such as Crown-owned buildings and central heating plants. We have already taken steps to replace some of our outdated systems. The Government of Canada Pension Modernization Project is a case in point. In addition to these priorities, the strategic importance of PWGSC's role in developing our GOL infrastructure is critical to keeping Canada number one in the world for e-government, particularly our secure channel for

advanced electronic transactions with Canadians.

Strengthening Management Capacity – A fundamental challenge will be to strengthen our management capacity and to promote a more strategically oriented culture that will enable us to respond to the opportunities and challenges ahead. This will include improved performance, risk and financial management. It will also include closer integration of strategic planning and priority setting with financial management, proactive internal communications and clear accountabilities. The MAF will help to guide our efforts in these areas. We have already started to address this challenge through our recent reorganization, which has enabled us to consolidate our expertise in core areas.

New Approaches to Risk and Performance Management – Management of risk and performance is a priority for PWGSC. We are taking action to improve the way we manage risk and monitor our performance. Our improved approach includes an early warning system to let us know if we are heading for trouble in any of our operations. We will be able to monitor our progress against clear guideposts and expectations and take timely steps to remedy any potential problems. Finally, we also need to continue benchmarking against similar services in provinces, industry and other countries in order to identify further opportunities for improvement.

Engaging Central Agency and Departmental Support – Our final challenge will be to engage the support of TBS and our colleague departments, which is essential if we are to reach our full potential as a provider of common, central and shared services. This includes ensuring that departments do not

replicate our services internally without taking into account full costs, and responsibility to act in the interests of the government as a whole.

In summary, public expectations, demographic pressures, findings of government reviews, requirements of customers, and the additional responsibilities allocated to PWGSC, together present our department with significant opportunities and challenges. Our department is poised to fully realize our potential and our responsibility as the Government of Canada's provider of common, central and shared services. We will do this by demonstrating integrity and accountability, saving taxpayer dollars, providing better service to our customers, promoting environmental sustainability, building the skills we need for the future, modernizing our systems, and strengthening our management capacity to adopt a more strategic culture to provide optimum value for Canadians.

It will clearly not be business as usual. PWGSC has an opportunity to lead the way in meeting public expectations for improved government operations. In partnership with our colleague departments we can achieve our ultimate goal of delivering greater social, economic and environmental benefits for Canadians.

This section sets out PWGSC's plan for 2004-2007 in response to the opportunities and challenges identified in Section II. The plan supports our vision of becoming recognized as the government's centre of excellence in the provision of common, central and shared services, and, as one of the best-managed departments in the government. While we have started to move in this direction, we recognize that a plan for action is required to fully respond to Canadians' expectations for more business-like services balanced with integrity and transparency.

PWGSC Corporate Priorities

In addition to maintaining the ongoing commitments to quality services for each of the PWGSC Business Lines for the planning period, our goal for 2004-2007 will be to transform the way we do business to meet Canadians' expectations.

To succeed in the transformation of PWGSC over the coming planning period, we have established five corporate priorities:

- Strengthening public confidence;
- Achieving savings and performance improvements;
- Increasing support for the government's strategic agenda;
- Delivering major projects of national importance; and
- Delivering on ongoing commitments for quality services.

Strengthening Public Confidence – To fully bring value to government and to Canadians, PWGSC must strengthen public confidence by improving our transparency and accountability and by demonstrating that we have the internal management tools to monitor our performance, ensure proper comptrollership, and enhance a culture based on sound values and ethics. Therefore, PWGSC plans to provide better information to Canadians and parliamentarians while continuing to improve our management tools and frameworks.

For example, the department commits to provide timely disclosure of records to the Commission of Inquiry into the Sponsorship Program and Advertising (the Gomery Inquiry). We will ensure improved accountability through implementation of PWGSC's Integrated Management Framework, including the integration of the Management Accountability Framework, and establishment of a strong Risk Management Framework.

Achieving Savings and Performance Improvements – PWGSC's role as a common, central and shared services provider places the department in a strong position to help government achieve savings and performance improvements.

For example, we can exploit opportunities to realize economies of scale such as making greater use of bulk purchasing. We can improve the efficiency of our processes by developing common standards, by enhancing financial services and financial management systems and by working with colleague departments to improve the forecasting of their need for office space. We can seek to leverage the capacity of the private sector by seeking alternative service delivery arrangements. PWGSC will seek to maximize savings and performance improvements while ensuring that we continue to play a check and balance role on government expenditures by making sure that the goods and services are required and that they represent the best value for the Canadian taxpayer.

Increasing Support for the Government's Strategic Agenda – Adopting a more government-wide perspective on our operations not only helps us to achieve savings, but also helps us to support the government's horizontal agenda.

For example, PWGSC will continue to lead in promoting the environmental sustainability of government operations, notably by cutting emissions of greenhouse gases from federally owned buildings by 39% between now and 2007. We will broaden our existing "Good

Neighbour" policy to ensure that the presence of federal buildings has a positive impact on Canadian cities. We will also fully support the ongoing horizontal reviews from Treasury Board by modernizing procurement of goods and services and by developing central and shared services for all government travel.

Delivering Major Projects of National Importance – PWGSC has the opportunity to demonstrate its capacity for managing and delivering complex and high-value projects of national importance.

Some of these projects include the provision of PWGSC contract management support for the acquisition of a new fleet of Maritime Helicopters. We will continue to plan and execute renovations to the Parliamentary Buildings to ensure the long-term preservation of Canada's heritage sites while providing a functional and safe work environment for Parliamentarians. PWGSC will also continue to build on Canada's number one world ranking for Government On-Line by making government more accessible to Canadians and delivering better service in a more responsive manner.

Delivering on Ongoing Commitments to Quality Services – PWGSC's plan to transform our business over the next three years will be implemented as we continue to deliver quality services to colleague departments and to Canadians. To help us improve our delivery of

services, we have created a new Service Integration Branch (SIB), which will be the principal window to and from our colleague departments and agencies. In addition to acting as our customers' advocate, SIB will protect the best interests of the government as a whole by searching out opportunities for savings and efficiencies by integrating services across Business Lines, across departments and across other levels of government. As demonstrated by the financial tables provided in this report, these ongoing commitments represent the bulk of our activities and resource allocations.

For example, PWGSC will continue to provide departments and agencies with productive and affordable work environments for 210,000 public servants. The department will also continue to purchase goods on behalf of departments for $10 billion and handle 1.3 trillion dollars in Receiver General cash flows.

PWGSC Plans
The following summary tables of PWGSC Plans for 2004-2005 reflect key initiatives found in the Business Line details in next section. The key initiatives of the plan are organized by the three strategic outcomes for PWGSC:

1. Quality Services;

2. Sound Stewardship;

3. Sound Management.

Quality Services
Ensuring quality services is at the core of PWGSC's role as a provider and enabler of common, central and shared services to our colleague departments and agencies. Quality services require us not only to provide effective support to our customers, but also to secure savings and overall performance on a government-wide basis.
Key Initiatives
- Implement a multi-initiative program for Acquisition Renewal during 2004-2007, to cut the cost of goods and services by 10%, cut the time to process procurements by 50%, and reduce the cost of purchasing by 10%;   - Develop a plan for a comprehensive alternative approach to real property by introducing a "whole of government" strategy addressing portfolio management, service management and service delivery;   - Develop a shared IT Services Strategy Plan;   - Design and Implement the initial phase of a major Electronic Supply Chain initiative, the Government of Canada Marketplace (GoCM) project, to provide an on-line marketplace to facilitate and simplify government purchasing of goods and services by the latter half of 2004-2005 (see Annex B for more details);   - Exchange best practices with the United States Government Services Administration;   - Provide acquisition and project management expertise for the purchase of a new fleet of Maritime Helicopters;   - Implement the Long Term Vision and Plan (LTVP) for renovation of the Parliamentary buildings;   - Achieve the Government On-Line service delivery goals by providing the Government of Canada's (GoC) most commonly used services on-line to Canadians by 2005, including electronic government infrastructure services that enable secure access to government programs, services, information and transactions; and   - Develop and implement a Customer Relationship Management Framework within PWGSC to ensure a customer driven approach to departmental business.

Sound Stewardship

Sound stewardship for PWGSC necessitates that we respond to government priorities while safeguarding those services and assets for which our department is responsible (e.g., related to real property, communications, procurement, IT infrastructure, consulting and audit, and translation). We ensure that we have the resources, skills, organization and culture to discharge our responsibilities effectively.

Key Initiatives

- Provide leadership role within the federal government in greening our internal operations and in assisting colleague departments in this area; e.g. PWGSC's commitment to reducing by 39% of the 1990 levels of emissions of greenhouse gases from federally owned holdings by 2007;
- Implement a remediation strategy for the Sydney Tar Ponds through the capture and removal of all toxic materials in the area;
- Support the Urban Agenda of the government by application of PWGSC's "Good Neighbour" policy to improve the positive impacts of the federal presence in Canadian cities; and
- Provide support for TBS Horizontal Reviews and initiatives including leading the Government-Wide Review of Procurement and delivery of government-wide rollout of the Shared Travel Service Initiative suite of services by April 2005.

Sound Management

Sound management is the comprehensive approach to decision making for planning, organizing, directing and controlling our resources and services, within accepted government laws, policies and fiscal frameworks. It requires clear accountabilities and governance, highest standards of ethical conduct, integrated management frameworks, and commitment to the overall strategic directions of the department and government. It enables us to mobilize our resources and capacity, achieve meaningful results and add value to government operations.

Key Initiatives

- Respond to requests from the Commission of Inquiry into the Sponsorship Program and Advertising (the Gomery Inquiry) by ensuring the disclosure of PWGSC records in a complete and timely fashion, for the duration of the proceedings;
- Develop a strategy for HR Modernization (Labour Relations, management practices under the Financial Administration Act, Staffing, Learning) by March 2005;
- Develop cost-effective information management and technology services to optimize performance and operational excellence for business lines;
- Complete the establishment of an ethical conduct framework on the basis of our Integrity Action Plan, including having Ethics Officers available to all regions and branches, by March 2005;
- Ensure improved accountability through implementation of PWGSC's Integrated Management Framework, including the Management Accountability Framework (MAF);
- Implement the Risk Management Strategy and Framework followed by complete risk-based audits of PWGSC, complemented by an effective audit follow-up; and
- Increase the visibility, accessibility and accountability of Canadian government institutions through the provision of Government Information Services, such as 1 800 O-Canada.

PWGSC Organization

Our organizational structure is exhibited in Figure 1. PWGSC was reorganized for this fiscal year in order to strengthen accountability, to consolidate our expertise in core areas, to foster a more strategic approach to service delivery, and to enable us to focus more on government-wide issues and benefits.

A key element of this reorganization was the establishment of the Service Integration Branch (SIB). We have added a new branch, Government Information Services, which consists of a range of services transferred from the former Communication Canada. In addition, as noted earlier, a number of operational functions were transferred to

PWGSC from the Treasury Board Secretariat (TBS). These include TBS' operational IM/IT responsibilities (particularly Government On-Line), and, the Government Travel Modernization Initiative. From the basis of its core service delivery branches, PWGSC delivers its services through offices located in the National Capital Area and across Canada, with regional operations based in Vancouver, Edmonton, Toronto, Montreal and Halifax.

PWGSC Financial Spending Plan

Figure 2 highlights our 2004-2005 Departmental Planned Spending by Vote and Business Line. Figure 3, Department Spending Plan, outlines our three year forecasted spending.

Figure 1

Public Works and Government Services Canada

Business Lines

The numbers in the above organizational chart correspond to the business lines listed below
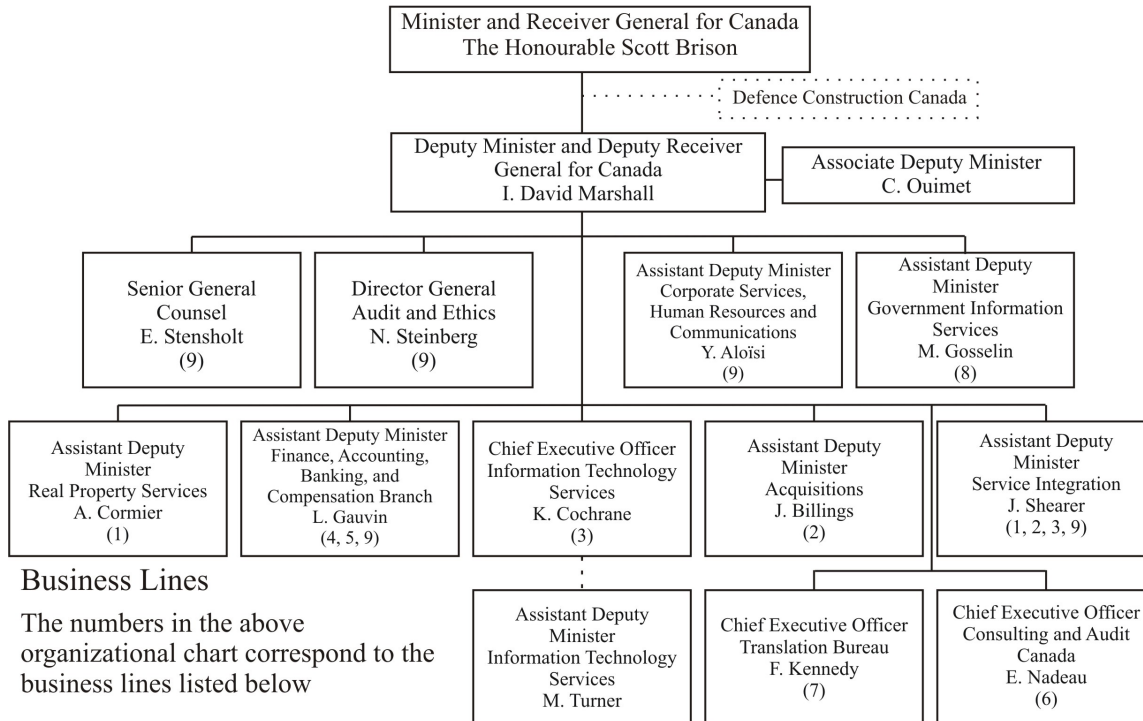
Figure 2 - 2004-2005 Departmental Planned Spending by Vote and Business Line

2004-2005 Departmental Gross Planned Spending by Vote and by Business Line *(in millions of dollars)*							
Business Line / Vote	Vote 1 Operating	Vote 5 Capital	Vote 10 Transfer Payments	Revolving Funds (Statutory)	Other Statutory (1)	Total	Full Time Equivalents (FTEs)
1. Real Property Services	1,797	473	6	841	3	**3,120**	5,016
2. Supply Operations Services	171	-	-	110	23	**304**	1,873
3. Telecommunications and Informatics Common Services	117	-	-	131	2	**250**	351
4. Receiver General	118	-	-	-	5	**123**	467
5. Public Service Compensation	50	-	-	-	10	**60**	800
6. Consulting and Audit Canada	-	-	-	99	-	**99**	400
7. Translation Bureau (2)	49	-	-	228	-	**277**	1,734
8. Government Information Services	91	-	2	-	-	**94**	401
9. Operational Support	298	-	-	-	38	**337**	2,689
Total Gross Spending for the Department	**2,692**	**473**	**8**	**1,410**	**81**	**4,664**	
Less: Respendable Revenue	**505**			**1,422**		**1,927**	
Total Net Spending for the Department	**2,187**	**473**	**8**	**(12)**	**81**	**2,737**	**13,731**
Totals may not add up due to rounding.							

The gross spending represents the business volume of PWGSC. Parliament annually approves the net spending authorities via the Main Estimates.

(1) Includes Contribution to Employee Benefits and Minister's car and salary allowance.

(2) The Bureau's revolving fund provides services to Parliament and collects the related revenues from its own operating vote. Accordingly, the revolving fund's gross expenditures and respendable revenue include $49 millions reported in the planning period under the operating vote's gross expenditures.

Figure 3 - PWGSC Financial Spending Plan

PWGSC GOVERNMENT SERVICES PROGRAM [1]				
				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Operating (including Separately Controlled Allotment), Capital, Grants and Contributions and Statutory Votes				
Main Estimates (gross)	4,128.6	**4,316.2**	4,266.6	4,215.3
Less: Respendable Revenue [2]	1,859.7	**1,905.2**	1,965.3	1,967.0
Total Main Estimates [3]	2,269.0	**2,411.0**	2,301.3	2,248.4
Adjustments:				
Accommodation	139.6	**17.7**	14.4	10.9
Government On-Line (GOL)	121.2	**52.4**	-	-
Transfer of Government Information Services (GIS) from Communication Canada (CC)	-	**72.5**	54.2	49.2
Capital	(58.2)	**168.0**	215.0	301.0
License for the Records, Document, Information Management System (RDIMS) for the Government of Canada	31.1	**8.0**	8.0	8.0
Transfer of Shared Travel Services Initiative (STSI) from Treasury Board Secretariat (TBS) [3]	8.2	**-**	-	-
Transfer of Chief Information Officer Branch (CIOB) for GOL Activities from TBS [3]	15.1	**-**	-	-
Operating Budget Carry Forward	23.9	**-**	-	-
Collective Bargaining	21.4	**-**	-	-
Transfer Payments	(5.7)	**-**	2.5	-
Statutory Adjustments	45.0	**1.6**	2.2	1.8
Other Adjustments	53.5	**6.0**	7.4	6.9
Total Adjustments	395.2	**326.1**	303.7	377.7
NET PLANNED SPENDING	2,664.2	**2,737.0**	2,605.0	2,626.1
Less: Non-Respendable Revenue	51.1	**23.1**	23.0	23.0
Plus: Cost of Services Received Without Charge	36.8	**39.0**	38.5	38.4
NET COST OF PROGRAM	2,649.9	**2,753.0**	2,620.4	2,641.5
Totals may not add up due to rounding.				
Full Time Equivalents (FTEs)	13,318	**13,731**	13,558	13,436

(1) Includes intradepartmental revenues and expenditures of $300 million for 2003-2004 and $224 million for 2004-2005 and future years for a nil bottom line impact.

(2) The respendable revenue amount excludes $330 million of current year adjustments.

(3) The transfers from Treasury Board Secretariat (TBS) of Chief Information Officer Branch (CIOB) for Government On-Line (GOL) Activities and Shared Travel Services Initiative (STSI) (effective December 12, 2003 for CIOB and January 9th, 2004 for STSI as per Orders in Council) are included in 2004-2005 Main Estimates and beyond. The amounts for STSI are: $31.5 million for 2004-2005; $1.2 million for 2005-2006 and $4.6 million for 2006-2007. The amounts for CIOB are: $14 million for 2004-2005; $2.8 million for 2005-2006 and $0.9 million for 2006-2007.

Real Property

Objective

To provide departments and agencies with office and common use accommodation, a full range of real property services and to contribute to policy priorities that support the Government of Canada in the delivery of programs for Canadians.

Business Line Overview

Our department is one of the biggest consumers and owners of office space in the country. Real Property Services is the custodian of a large inventory of federal office space and common-use facilities, which makes up a good part of the critical infrastructure that allows the Government of Canada to effectively serve its citizens.

Real Property Services provides real property leadership and stewardship and is responsible for providing other federal departments and agencies with affordable, productive work environments. It is also the steward to various engineered public works (such as bridges and dams), and national treasures such as the Parliamentary Precinct and other heritage assets across Canada.

It also provides strategic and expert advice as well as innovative professional and technical services in the areas of architecture and engineering, real estate, and, asset and facilities management to other federal departments and

> **Key Facts**
> - PWGSC provides work environments for almost 210,000 federal employees in 100 departments and agencies in about 1,900 locations across Canada.
> - PWGSC is custodian for $7 billion worth of federal real property.
> - We manage 6.7 million square meters of rentable space including:
>   - 3.5 million Crown-owned,
>   - 2.7 million leased,
>   - 0.5 million lease-purchased.
> - We administer annual payments in excess of $400 million under the Payments in Lieu of Taxes Program.

agencies for the acquisition, development, construction, management, operation, maintenance, repair and disposal of real property.

On behalf of the federal government, Real Property Services administers the Payments in Lieu of Taxes and the Real Property Disposition Revolving Fund, which facilitates the disposal of properties surplus to government requirements.

Real Property Services is the leader in the federal government's role in the remediation of contaminated sites, such as the Sydney Tar Ponds, Argentia, and the Giant Mine in Yellowknife. We also maintain a leadership role in sustainable development by supporting the urban agenda and helping to lead a coordinated approach to greening government.

REAL PROPERTY SERVICES				
				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
FEDERAL ACCOMMODATION AND HOLDINGS SERVICE LINE				
Operating (including Separately Controlled Allotment), Capital, Grants and Contributions and Statutory Votes				
Gross Expenditures	2,366.9	**2,279.3**	2,270.9	2,296.5
Less: Respendable Revenue	488.9	**275.3**	274.8	274.8
FEDERAL ACCOMMODATION AND HOLDINGS TOTAL	1,878.0	**2,004.0**	1,996.1	2,021.7
SERVICES SERVICE LINE				
Real Property Services Revolving Fund				
Gross Expenditures	863.0	**837.2**	871.8	866.5
Less: Respendable Revenue	863.0	**837.2**	871.8	866.5
Net Resources (Provided) Used	-	**-**	-	-
Real Property Disposition Revolving Fund				
Gross Expenditures	3.8	**3.3**	3.3	3.3
Less: Respendable Revenue	20.4	**15.1**	15.1	15.1
Net Resources (Provided) Used	(16.6)	**(11.9)**	(11.9)	(11.9)
SERVICES TOTAL	(16.6)	**(11.9)**	(11.9)	(11.9)
BUSINESS LINE TOTAL	1,861.4	**1,992.1**	1,984.2	2,009.8
Gross Expenditures for the Business Line	3,233.7	**3,119.7**	3,145.9	3,166.2
Less: Respendable Revenue for the Business Line	1,372.3	**1,127.6**	1,161.7	1,156.4
Net Expenditures for the Business Line	1,861.4	**1,992.1**	1,984.2	2,009.8
Totals may not add up due to rounding.				
Full Time Equivalents (FTEs)	4,926	**5,016**	5,027	5,027

The Business Line's total spending authority is derived from resources appropriated by Parliament to PWGSC (i.e., net expenditures for the Business Line) and from resources recovered mainly from other departments and agencies for services rendered (i.e.,total respendable revenue for the Business Line).

The latter represents approximately 40% of the Business Line's total spending authority, making the Business Line heavily revenue-dependent. Most of this revenue is derived from the Real Property Services Revolving Fund.

The increase in 2004-2005 net planned spending is due to earmarked funding tied to specific projects that may be reprofiled to future years if not approved in 2004-2005. The reduction of revenues in 2004-2005 Real Property Disposition Revolving Fund (RPDRF) is due to forecasting fewer large value assets for sale. Since RPDRF is not a mandatory service, a portion of large value sales are handled through promissory notes via the Canada Lands Corporation (outside RPDRF), along with an anticipated economic slow down in many sectors, should also result in fewer sales in RPDRF.

Plans and Challenges

Real Property Services is deeply engaged in an intensive review of how we deliver real property services. Changes resulting from this review will enable us to improve the delivery of our mandate as a provider of real property stewardship and services in an environment affected by various government reviews and the recommendations of the Auditor General (AG)

and the Standing Committee on Public Accounts (SCOPA), on office accommodation[1].

We will be examining a wide array of possible changes to the way we do business and will maximize the contribution we can make to the Government's agenda as a common service organization. This year a major emphasis will be on planning the renewal of real property management, followed by its implementation in

(1) The reviews of the AG and SCOPA identified key areas for improvement in the real property area. For further details of the resulting improvement initiatives please refer to Annex B – Horizontal and Major Initiatives.

the next three to five years. Through the Branch's renewal efforts, we expect to create an economic, environmental and social dividend for Canadian citizens. Specifically, we expect to achieve four key objectives:

1. Reduce the costs of real property for the government;

2. Define an effective real property regime in order to offer other government departments and agencies the best advice and solutions from a government-wide perspective;

3. Improve our operational performance by doing things on time, within scope, on budget and within government policies; and

4. Engage in environmental initiatives including the development of environmental standards and energy conservation.

In addition, we will continue to support the Government's policy agenda, by leading in the federal government's role in the remediation of the Sydney Tar Ponds and by supporting the Urban Agenda.

Key Commitments
- We will find ways to generate increased efficiencies, reduce the costs of operations and provide Canadians better value for their tax dollars.
- We will develop a proposal for an alternative approach to real property service delivery.
- We will improve in the areas of cost estimating, project planning and property management.
- We will demonstrate strong leadership in sustainable development.

In developing a comprehensive model for real property service delivery, we will be focusing aggressively on how best to address challenges in five key areas:

1 - Portfolio Management: Improving our abilities in long-term planning and assessing opportunities to optimize the portfolio will enable us to improve the delivery of our mandate. We will maintain our buildings at an acceptable level of repair, meeting all health and

safety requirements in the face of budgetary constraints. We will also look to optimize the portfolio of assets by using space more efficiently and consolidating needs of federal departments where beneficial.

2 - Service Delivery: RPS developed, in previous years, a client-focused culture that built successful relationships with customers. We must now ensure that we balance customer demands for customized accommodation solutions and quick turn-around times with

Key Risks
- Ability to shift service delivery culture.
- Sufficient resources to adequately re-capitalize the entire portfolio.
- Ability to accurately conduct accommodation planning and forecasting.
- Successful management and delivery of major projects.
- Capacity to deliver ongoing business volume and large change agenda.

government affordability and cost-efficiency. The other challenge will be to continue to deliver high quality services and maintain effective customer relations while implementing a major change agenda.

3 - Demand Management: Forecasting demand for accommodation is key to effective long-term strategic planning and optimizing the cost effectiveness of accommodation. It is inherently difficult at the micro level, as departments are constantly changing and cannot always define their future program requirements. At the macro level, we are taking steps to stabilize our understanding of the aggregate demand for space at a community level. For example, we are participating in studies on the consolidation of support activities (i.e., "back office") in common locations. We are also introducing generic space and fit-up standards across government, which will ensure a consistent and efficient approach to space.

4 - Management Practices: We will be clarifying our accountability structure, improving our

reporting tools and processes, and introducing a robust risk management process for projects. Improvement in these areas is critical in ensuring public confidence in our management of real property investments and services on behalf of Canadians.

5 - Workforce Capacity: Sound and innovative Human Resources (HR) and knowledge management strategies and plans must be in place to ensure that competencies and capacities are maintained into the future. The branch's aging demographic profile, the growing competition for knowledge workers, and the financial and operational limitations resulting from the current government-wide expenditure reviews all pose serious human resource challenges in the coming years. An HR strategy will be developed as a component of the real property renewal initiative.

Strategic Outcomes

Performance measures are a key tool in evaluating the success of a program. PWGSC is focusing on developing consistent performance indicators, linked to strategic outcomes and using them to demonstrate, through comparisons with external sources and trends over time, the results achieved from the use of public funds (see page 4 for definitions,).

Strategic Outcome #1 Quality Services

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Provide departments and agencies with productive and affordable work environments that enable them to deliver programs and services to Canadians along with responsible stewardship of assets and maintaining their value.	▪ Maintain and improve real property portfolio management performance indicators: ▪ Return on investment within defined targets (5-8%). ▪ Operating costs comparable to industry norms e.g. (BOMA). ▪ Actual re-capitalization rate is near or equal to funded re-capitalization rate. ▪ Maintain national vacancy rates at or below 4% and compare favourably to industry. ▪ Accommodation usage to ensure favourable comparisons or trends with external benchmarks. ▪ Base building and fit-up standards developed and applied by March 31, 2005.	1,747,858	1,722,736	1,697,162
Re-procurement of Alternative Form of Delivery contracts for property management and project delivery services.	▪ New Contracts start 1-April-2005.	FWB	FWB	FWB
Implement the Long Term Vision and Plan (LTVP) for Parliamentary Precinct.	▪ Revised Plan approved by March 2005. ▪ Memorandum of Understanding with stakeholders. ▪ Implement revised LTVP.	FWB	FWB	FWB

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Manage the government's investment and divestment of a diverse portfolio of federal facilities including housing and special properties; marine facilities, land transportation and surplus properties.	▪ Seek direction on Divestiture Initiatives by 2005.	FWB	FWB	FWB
Provide leadership role within the federal government in greening our internal operations and in assisting colleague departments in this area.	▪ Meet commitments as set out in PWGSC's most recent Sustainable Development Strategy.	23,100	23,100	23,100
Real Property Services Revolving Fund - Provide timely and cost effective real property services.	▪ Revenues meet expenses.	156	156	156
Improve our oversight expertise role in cost planning and management practices.	▪ Improve the number of projects delivered on time, budget and scope by 10% over the three-year planning period.	FWB	FWB	FWB
Facilitate disposal of properties surplus to the needs of government through the Real Property Disposition Revolving Fund.	▪ Professional and timely surplus property disposal services to government custodians. Maintain a sufficient level of credit to facilitate custodial disposals.	(11,888)	(11,888)	(11,888)
TOTAL		1,759,226	1,734,104	1,708,530

Strategic Outcome #2 Sound Stewardship

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Propose a comprehensive alternative approach to real property service delivery.	▪ New Service Delivery Model proposed by Dec 2004.	2,700	2,700	2,700
Modernize the investment framework emphasizing portfolio-based management.	▪ Approved Accommodation Strategies and related own to lease ratios.	1,200	1,200	1,200
Improve the forecasting of demand for office accommodation.	▪ Increase % of office inventory under Memorandum of Agreement by 5% each year over the planning period.	850	850	850
Improved management practices.	▪ RPS risk profile developed, integrated risk management framework revised and a revised governance model for construction projects implemented 2005.	884	884	884
	▪ Completed cost models for real property products and services by April 2005.	500	500	500
Produce high-quality performance reports.	▪ Departmental Performance Reports and Report on Plans and Priorities meet expectations of audiences.	400	400	400
TOTAL		6,534	6,534	6,534

FWB: Funded Within Budget.

Acquisitions

Objective

To provide Canadians and the federal government with value-added service that is relevant and timely in the management of acquisitions and related common services.

Business Line Overview

PWGSC delivers government-wide supply operations services and solutions to government departments and agencies in an efficient and effective manner, ensuring best value for Canadians.

In delivering supply operations services, the Acquisitions Branch (formerly called Supply Operations Services) is the primary service provider offering its customers a broad base of procurement solutions such as standing offers, supply arrangements and electronic marketplaces, the expanded use of which is being pursued under the umbrella of one of its special initiatives. It also plays an important role in greening government operations by assisting other colleague departments to identify and adopt green alternatives, encouraging them to buy green products and providing them with tools designed to help them meet their green procurement commitments.

In delivering these services, as a strategic partner with our customers, we:

- Help customers define their requirements;
- Find the best possible solution for sourcing customer needs; and
- Support customers by closely overseeing customer/supplier relationships after contract award to ensure strong accountability throughout the procurement process.

> **Key Facts**
> - PWGSC is Canada's largest public purchaser of goods and services.
> - Each year, we buy over $10 billion in goods and services and manage approximately 60,000 transactions.
> - Top commodities that are typically purchased include computers and software; information processing and telecommunications services; communications equipment, commercial goods, and construction related services.

We also manage all procurement related aspects of Major Crown Projects, and offer specialized services such as: marine inspection and technical services; management of seized property; travel management; standards for and certification of goods and services; registration of quality (ISO 9000) and environmental (ISO 14001) management services; and surplus asset disposal services.

Plans and Challenges

We are repositioning the Acquisitions Branch, through an aggressive business transformation agenda, to provide increased value-added services to the Government and people of Canada. Our business transformation plan is expected to result in government savings at the end of three years and to further mature beyond the three-year planning horizon. We will put a renewed emphasis on results rather than process, and shift our focus from transactional management to a more strategic and holistic management approach. Our goal is to be widely recognized as an organization that upholds high ethical standards, manages the provision to government of top-quality and efficient procurement services, and exercises sound stewardship of taxpayers' dollars.

ACQUISITIONS				
				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
SUPPLY OPERATIONS SERVICES				
Operating and Statutory Votes				
Gross Expenditures	178.7	**194.0**	165.2	168.5
Less: Respendable Revenue	33.9	**30.0**	31.4	31.4
Net Expenditures	144.8	**164.0**	133.8	137.1
Optional Services Revolving Fund				
Gross Expenditures	119.0	**110.5**	110.5	110.5
Less: Respendable Revenue	119.1	**110.5**	110.5	110.5
Net Resources (Provided) Used	(0.1)	**-**	-	-
BUSINESS LINE TOTAL	144.7	**164.0**	133.8	137.1
Gross Expenditures for the Business Line	297.7	**304.5**	275.7	279.0
Less: Respendable Revenue for the Business Line	153.0	**140.5**	141.9	141.9
Net Expenditures for the Business Line	144.7	**164.0**	133.8	137.1
Totals may not add up due to rounding.				
Full Time Equivalents (FTEs)	1,877	**1,873**	1,845	1,837
The Business Line's total spending authority is derived from resources appropriated by Parliament to PWGSC (i.e., net expenditures for the Business Line) and from resources recovered mainly from other departments and agencies for services rendered (i.e.,total respendable revenue for the Business Line). The latter represents approximately 46% of the Business Line's total spending authority, meaning that almost half of the Business Line's spending authority comes from fee-for-service arrangements. The transfer from Treasury Board Secretariat (TBS) of Shared Travel Services Initiative (STSI), effective January 9th 2004 as per Order in Council, is included above and is the main reason for the Net Expenditures variations over the years. The amounts included are: $8.2 million for 2003-2004; $31.5 million for 2004-2005; $1.2 million for 2005-2006 and $4.6 million for 2006-2007.				

Quality Services

The Acquisitions Branch is focused on delivering Quality Services by providing better procurement solutions at lower costs. At the heart of our plan are several co-dependent initiatives and key priorities, targeted at saving hundreds of millions of taxpayer dollars over the next several years. These initiatives and priorities are best described along three major streams.

Acquisition Renewal – During 2004-2007, we are committed to implementing a multi-initiative program that will:

- cut the cost of goods and services by 10%;
- cut the time to process procurements by 50%; and
- reduce the cost of purchasing by 10%.

To improve procurement management, we will: reinforce contract management practices to strengthen accountability and control after

contract award; undertake commodity reviews and a review of the commodity management framework to improve efficiencies; develop standardized service menus as well as a comprehensive costing/charging framework for services to our customers, especially the Department of National Defence, our largest customer, which will result in simple and unambiguous charging regimes; and adopt standard contract templates and simplified processes for high volume/low dollar purchases.

E-Procurement – We will continue to leverage information technology and promote electronic procurement as a convenient and economical way of doing business. The Electronic Supply Chain (ESC) provides an effective and efficient framework for the electronic procurement and purchasing of goods and services. A major ESC initiative is the Government of Canada Marketplace (GoCM) project designed to provide an on-line marketplace to facilitate and simplify government purchasing of goods and

services while maintaining high levels of transparency and accountability. Key to our development strategy is the launch of the GoCM service with four lead departments during 2004-2005, beyond which the service will be made available to all departments and agencies. More details on the GoCM project can be found in Annex B.

In conjunction with the GoCM development, we are reviewing our methods of supply for certain commodity groups. In this fiscal year, we expect to complete a review of the method of supply of ten commodity groups, the results of which will be integrated into the online marketplace to facilitate the purchase of these goods and services and maintain transparency and accountability. The GoCM, combined with the methods of supply reviews, will also be instrumental in achieving our 10%, 50%, 10% reduction targets associated with procurement costs and time.

Government-Wide Review of Procurement – Acquisition Renewal and E-Procurement are moving forward aggressively within the current legal, policy and management framework for federal procurement. At the same time, we are making a major contribution to a comprehensive review and modernization of that framework. In December 2003, the Government announced the launch of a Procurement Review under the direction of PWGSC. A multi-disciplinary Review Task Force has been established, largely including employees from the Acquisitions Branch but also members from National Defence, the Treasury Board Secretariat and Justice.

The Task Force is examining the government-wide process of acquisition, including goods, services and construction projects. Based on that review and analysis, recommendations will be made on how best to carry out federal procurement. The recommendations are expected to be made to the Government by December 2004, after which Acquisitions Branch will assist in implementing approved

recommendations. This initiative is described in more detail in Annex B.

Sound Stewardship

We recognize the importance of sound stewardship and to this end, we are playing an important role in achieving the government's sustainable development goals. We have also initiated several human resources renewal initiatives to preserve our existing talent base and grow our knowledge and skills to meet future challenges.

Greening Federal Procurement – Our strategy will enable the government to become a leader in environmentally responsible procurement, to reduce the environmental footprint related to its purchasing, and to use its considerable buying power to advance the market for green goods and services. We continue to pursue our Greening Federal Procurement initiatives through green procurement officer training programs, outreach sessions to all government departments, and the expansion of product profiles offered on the Green Procurement Network.

Human Resources Capacity and Renewal – Our human resources capacity is showing strain with, among other challenges, high staff turnover, an aging population, shortage of key skill sets, and the need to acquire skills to meet the business line's transformation from managing transactions to providing procurement project management services. We will address these challenges by providing professional development opportunities and strategic recruitment to meet specific organizational needs, reviewing classification levels in order to create generic job descriptions common to various positions, and by re-introducing the officer development program.

To ensure success for the benefit of our customers, Canadians and parliamentarians, we assess and mitigate risk as part of our ongoing management practices. Due to the scope of our business transformation and the nature of our various initiatives, we have determined the

major risks to the best of our ability to deliver as planned.

In mitigating risks, some of our activities include: continuous communication of corporate objectives through the executive community to all staff; focusing our limited resources on reform initiatives with the greatest positive impact on all stakeholders; reviewing current information technology and information management systems to develop a long term strategy to ensure future systems adaptability; promoting the ethics program, and developing checks and balances processes for vendor performance; re-examining staffing resources to plan for evolving priorities; increasing training

and development as needed; instilling a continuous learning environment; and utilizing on the job training practices.

> **Key Risks**
> - Multiple priorities and the complex nature of some projects.
> - Adequacy of information technology and information management systems.
> - Potential of ethical lapses.
> - Budgetary constraints as well as fewer experienced and skilled resources.

Strategic Outcomes

Strategic Outcome #1 Quality Services

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	**2005/06**	**2006/07**
Contract management practices reviewed and changes implemented to strengthen accountability.	▪ Work plan developed. **Target:** March 2005. ▪ Performance measurement metrics established. **Target:** March 2005.	780	780	780
Three in-depth Commodity Reviews to develop more efficient procurement methods.	▪ Reviews completed. **Target:** March 2005.	430	30	TBD
		* Note: The associated resources for 2 of the 3 reviews are included in the GoCM estimates.		
Development of Commodity Management Framework to help deliver lower cost and best value services to customers.	▪ Framework completed. **Target:** October 2004.	*Note: Included in the Government-Wide Review of Procurement Planned Resources.		
Performance measurement metrics are being established to address Key Performance Indicators (includes 10-50-10 targets).	▪ Critical Success Factors established. **Target:** September 2004. ▪ Data sources developed. **Target:** November 2004. ▪ Proposed Performance Measures developed. **Target:** December 2004. ▪ On-line implementation **Target:** March 2005.	TBD	TBD	TBD
Development of standardized service menus, fee schedules and charging framework for DND.	▪ DND menus and schedules completed. **Target:** End of 2004/2005. ▪ Rate structures approved by TBS. **Target:** September 2004.	610	TBD	TBD

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Improved service delivery with the adoption of standard contract templates. Processes for high volume / low dollar value purchases simplified.	▪ Templates drafted and reviewed. **Target:** Second quarter of 2004/2005. ▪ Comments from industry associations. **Target:** Fourth quarter of 2004/2005.	150	TBD	TBD
Government of Canada Marketplace (GoCM) developed to supply an E-Procurement supply environment.	▪ Effective Project Approval. **Target:** Fall 2004. ▪ Operational in four lead departments. **Target:** March 2005. ▪ Ten methods of supply reviews completed. **Target:** November 2004. ▪ Integration of reviews' results. **Target:** March 2005.	6,805 * Note: Planned spending for 05-06 and 06-07 is not yet known; it will depend on GoCM Economic Model and Business Cases, which are currently being developed. This info will be included in the EPA Submission in Fall 2004.		
Government-Wide Review of Procurement and implementation of future government decisions.	▪ Interim Report. **Target:** July 2004. ▪ Stakeholder consultations. **Target:** Fall 2004. ▪ Final Report. **Target:** December 2004. ▪ Implementation by Acquisitions Branch. **Target:** TBD.	1,800	TBD	TBD
TOTAL		10,575	810	780

Strategic Outcome #2 Sound Stewardship

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Government-wide leadership provided in greening Federal procurement. Federal Government move towards more sustainable procurement.	■ Acquisitions Branch supply officers receiving green procurement training. **Target:** 100% by March 31, 2006. ■ Customer departments offered outreach sessions annually. **Target:** At least 30 outreach sessions provided by March 31, 2007. ■ Profiles of green goods and services available on the Green Procurement Network. **Target:** Increase from 90 to 150 by March 31, 2007. ■ Departments offered green procurement course. **Target:** 100% by March 31, 2007.	215	TBD	TBD
Human Resources Renewal.	■ Personal learning plans completed. **Target:** 90% complete by August 2004. ■ Classification reviews completed. **Target:** PG01 to PG04 levels by March 2005. **Target:** PG05 and PG06 by March 2007. ■ Re-introduction of the officer development program. **Target:** by December 2004. ■ Development and implementation of a strategic HR recruitment activities, in cooperation with the Sectors and Corporate Services. **Target:** March 2005.	430	TBD	TBD
TOTAL		645		

TBD: To Be Determined.

Telecommunications and Informatics Common Services

Objective

To provide electronic infrastructure and professional services, upon request, to all departments and agencies in the areas of network and computer services, telecommunications, and application development. To provide leadership in supporting government-wide initiatives such as the Secure Channel, IM/IT community renewal and Government On-Line.

Business Line Overview

The Telecommunications and Informatics Common Services (TICS) business line responds to the increasing demands of government and Canadians for reliable, fast, secure and convenient information technology services. We provide a wide range of optional services to departments and agencies in the areas of informatics and telecommunications services; professional training and development services in information and communications technologies; and electronic access to government information and services for Canadians 24 hours a day, 7 days a week. We provide, broker, develop and/or manage voice and data networks, computers, servers, communications services, applications, project management, and e-government Knowledge Centre services to federal departments, agencies and crown corporations.

Key Facts
- We provide the electronic infrastructure, including the Government of Canada Secure Channel and secure services, connecting over 120 departments, agencies and crown corporations and enabling electronic service delivery.
- We host the Canada Site, available to the public – 24 hours a day, 7 days a week.
- We manage the Government Electronic Directory Service (GEDS) Master Electronic Directory for all public service employees (125,000 hits per day, 64% of which are from the GEDS public site).

We are responsible for the overall management of the Government On-Line (GOL) initiative. We oversee and provide strategic leadership to departments and agencies in implementing the GOL initiative and we support the design and service delivery of electronic government (e-government) programs and infrastructure. We develop strategies and innovative solutions for the cost-effective management of the government's telecommunications and informatics requirements. We also conduct research and technology evaluation to assess opportunities for the introduction of new and innovative products and services, the application of new technologies and the use of alternative forms of delivery and partnering.

TELECOMMUNICATIONS AND INFORMATICS COMMON SERVICES				
				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Operating and Statutory Votes				
Gross Expenditures	218.5	**119.0**	47.2	45.3
Less: Respendable Revenue	50.5	**30.5**	30.5	30.5
Net Expenditures	168.0	**88.5**	16.7	14.8
Telecommunications and Informatics Common Services Revolving Fund				
Gross Expenditures	113.6	**131.0**	147.1	147.1
Less: Respendable Revenue	113.6	**131.0**	147.1	147.1
Net Resources (Provided) Used	-	**-**	-	-
BUSINESS LINE TOTAL	168.0	**88.5**	16.7	14.8
Gross Expenditures for the Business Line	332.1	**250.0**	194.3	192.4
Less: Respendable Revenue for the Business Line	164.1	**161.5**	177.6	177.6
Net Expenditures for the Business Line	168.0	**88.5**	16.7	14.8
Totals may not add up due to rounding.				
Full Time Equivalents (FTEs)	388	**351**	296	283

The Business Line's total spending authority is derived from resources appropriated by Parliament to PWGSC (i.e., net expenditures for the Business Line) and from resources recovered from other departments and agencies for services rendered (i.e.,total respendable revenue for the Business Line).

The significant decrease in the vote's net expenditures, as of 2004-2005, is mainly related to projects for Government On-Line (GOL) and Records, Document and Information Management System (RDIMS). Funding for GOL projects is approved on an annual basis. The transfer from Treasury Board Secretariat/Chief Information Officer Branch (TBS/CIOB) for Government On-Line (GOL) activities, effective December 12, 2003 as per Order in Council, is included above. The amounts included are: $15.1 million for 2003-2004; $14.1 million for 2004-2005; $2.8 million for 2005-2006 and $0.9 million for 2006-2007.

Plans and Challenges

Change management resulting from the implementation of recommendations from external and internal reviews and restructuring will be a major management focus for the planning period.

One of the main strategic outcomes will be to launch a business initiative to evolve into an excellent provider of shared IT services in response to the decision of the government to transform and modernize itself by moving to a common service delivery approach, fully enabled by a common and shared information technology (IT) services environment. To this end, this business line is considering a number of business models to effectively and efficiently deliver its services to the Government of Canada. This will help integrate and standardize services across government and encourage the development of initiatives aimed at providing value-added and cost-effective whole-of-government management opportunities. In implementing the shared services concept, departments will focus on their core business activities and Canadians will benefit from efficiencies gained due to reduced costs and improved functionality.

Another important outcome of these reviews is the overall management of the GOL initiative transferred from Treasury Board Secretariat/Chief Information Officer Branch (TBS/CIOB). TICS will now be setting overall targets for the GOL agenda, while delivering specific initiatives such as Secure Channel, Gateways and Clusters, and providing strategic leadership and guidance to departments and agencies to shape their plans to meet the 2005 government-wide objectives aimed at providing more effective, efficient and accessible

government programs and services to Canadians.

The sustainability and further development of long-term strategic solutions for GOL initiatives are, however, contingent on additional government funding. Some funding for GOL has been reserved for developing applications to run on the infrastructure. No funding source has been identified for 2005-2006. For more details on Government-on-Line and Secure Channel, see Annex B.

Major risks in the management of information technology resources include limitations in our financial capacity to meet rapidly increasing customer expectations and needs, quickly evolving information technology requirements, especially for greater connectivity, and rapidly growing security challenges. There is also a growing need to replace aging departmental infrastructure to avoid facing systems breakdown, non-delivery, loss of trust and client dissatisfaction in the next few years. As part of its transformation agenda, this business line will establish a long-term IT investment strategy for the Government of Canada aimed at managing these challenges.

With increasing customer demands, demographic shifts, new and complex technologies and a revised mandate targeting shared services, it will be an increasing challenge to attract, develop and retain employees with appropriate technical and professional skills. Many management and senior professionals are eligible for retirement during the next five years and we will face the challenge of establishing succession-planning initiatives.

Key Risks
- Investment funding and operational excellence challenges.
- Sustainability and potential growth of common electronic infrastructure, such as Secure Channel, Gateways and Clusters to meet the GOL objectives.
- Ability to achieve planned transformation to a shared services business model to rationalize and consolidate IT resources.
- Strengthened program management including a workforce strategy, policy, governance, communications and business management.

At the same time, PWGSC must support the government's commitment to create a fair, inclusive, bilingual, representative and supportive work environment that focusses on leadership, learning, change management, employment equity and improved union relations. We must also help to build a more cohesive community of information-management and technology professionals across the public service.

Strategic Outcomes

Strategic Outcome #1 Quality Services

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Trusted partner of departments and agencies, strong understanding of clients' needs and effective and timely business solutions.	▪ Develop account plans for major departments and agencies. **Target:** 4th quarter 2004-05.	1,900	1,900	1,900
Value-added and cost effective products and services with service strategies in place to meet GoC strategic directions.	▪ Value priced optimal business solutions, moving towards standardized service level agreements in place. Target: 4th quarter 2004-05. ▪ Needs of government departments in IT infrastructure and services. **Target:** Levels negotiated with government departments met. ▪ Break-even financial position for Telecommunications and Informatics Common Services Revolving Fund. ▪ New brokered services initiatives secured and strategic plan in place. **Target:** 4th quarter – 2004-05.	87,500	86,300	86,300
Achievement of Government on-Line Services including electronic government infrastructure services that enable access to government programs, services, information, and secure transactions.	▪ 2005 GOL service delivery goals met within Government of Canada (GoC). **Target:** 4th quarter – 2004-05. ▪ GOL Outreach Strategy developed. **Target:** 3rd quarter – 2004-05. ▪ Project plan to build an electronic integrated service delivery network. Report on results of pilot project. **Target:** 4th quarter – 2004-05. ▪ Sustainable business models for Secure Channel, Gateways and Clusters, Common Tools and Solutions. Measure progress against approved electronic infrastructure strategic project plans (For more details see Annex B). **Target:** 3rd quarter – 2004-05.	19,300	1,700	TBD
Develop a Shared Services Strategy, establish an Enterprise to deliver common and shared IT services to the GoC and identify and pursue consolidated IT acquisition opportunities.	▪ Develop a government-wide IT shared services strategy in partnership with Treasury Board Secretariat. **Target:** 3rd quarter 2004-05. ▪ IT planning framework strategies and processes to migrate to a shared services organization. **Target:** 4th quarter 2004-05. ▪ Establish tangible initiatives for consolidating IT purchasing and outsourcing. **Target:** 4th quarter – 2004-05.	2,500	2,500	2,500
TOTAL		111,200	92,400	90,700

Strategic Outcome #2 Sound Stewardship

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Promote and expand e-government Knowledge Centre's mandate. Resourcing strategy critical to the success of the new enterprise.	▪ Enrolment in IM/IT courses, seminars and E-learning. **Target:** 1,500 seats filled across 30 departments. ▪ Learning and development strategic plan. **Target:** 4th quarter – 2004-05. ▪ Workforce development plans. **Target:** 4th quarter – 2004-05.	19,400	18,200	18,200
TOTAL		19,400	18,200	18,200

TBD: To Be Determined.
FWB: Funded Within Budget.

Receiver General

Objective

To manage the operations of the federal treasury, including issuing payments and managing revenue collection for major government programs, to prepare the Public Accounts, and to produce the government's Monthly Statements of Financial Operations.

> **Key Facts**
> - We issue 226 million payments in almost 200 countries.
> - We handle $1.3 trillion in cash flows.
> - We issue payments on behalf of 7 provinces and 3 territories as part of joint initiatives with federal departments.

Business Line Overview

The Receiver General (RG) Business Line plays a vital operational role in ensuring the government's financial stability and public confidence through accurate and timely reporting of the government's financial activities and the issuance of payments to the majority of adult Canadians. We are responsible for maintaining the integrity of the Consolidated Revenue Fund and the financial information presented to Parliament and the public through the Public Accounts and the Monthly Statement of Financial Operations. We add value by delivering central government-wide services that eliminates duplication of effort and infrastructure, and by consolidating the management of the government's payments and revenue collection to achieve the most competitive rates for services available from Canada's financial industry.

Through our own initiatives and in partnership with other government departments and agencies, we contribute significantly to achieving government objectives in terms of client focus, responsible spending, and reporting results to Canadians. All federal departments and agencies require access to Receiver General services to complete their obligations to the public and Parliament, whether through payment issue, revenue collection or financial reporting. We are also a key operational arm of the Department of Finance and the Treasury Board Secretariat in the context of debt management and financial policy and controls.

RECEIVER GENERAL				
				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Operating (including Separately Controlled Allotment), and Statutory Votes				
Gross Expenditures	121.2	**123.1**	123.1	123.1
Less: Respendable Revenue	22.1	**18.0**	18.0	18.0
BUSINESS LINE TOTAL	99.1	**105.1**	105.1	105.1
Totals may not add up due to rounding.				
Full Time Equivalents (FTEs)	405	**467**	467	467

Approximately 85% of the Business Line's total spending authority, over the next three planning years, is derived from resources appropriated by Parliament to PWGSC (i.e., Business Line Total), while the remainder comes from resources recovered from other departments and agencies for services rendered (i.e., respendable revenue).

Plans and Challenges

The Receiver General's operational focus is on maintaining the integrity of the Consolidated Revenue Fund (CRF) and the Accounts of Canada (revenue collection, cash management operations, payment services, Public Accounts, Monthly Statement of Financial Operations, Central Accounts).

A Disaster Recovery Site is planned which will result in the ability to resume operations within 24 hours with minimal impact on the Canadian public, the government and departments and agencies in the event of a disaster. This site would allow for the continued processing of government payments and receipts as well as the production of the financial statements of the Government of Canada, in the event of a natural or man-made disaster that destroyed or seriously damaged the technical infrastructure supporting these essential functions. Without a disaster recovery site, the consequences of a disaster could include financial and emotional hardship for the public, loss of confidence in the government, and international concerns about Canada's liquidity and credit ratings. Following a Treasury Board submission for funding, it is expected that the site will be operational and funded by the end of fiscal year 2004-2005.

Key Risks
- System, facility or process failures.
- Funding Issues that limit or prevent us from achieving our plan.
- Criminal Activity (fraud).
- Human Resources Capacity.

In addition, the Receiver General has initiatives planned to respond to, influence and leverage required changes in the Canadian payments system, such as implementation of cheque imaging systems, online payments by consumers and companies, and electronic remittance processing. Included in these initiatives is a complete review and re-assessment of the security required to protect Receiver General cheques against attempted fraud.

We will also pursue opportunities for government-wide efficiencies such as methods to increase the use of electronic payments.

We will continue to maintain operations for the Common Departmental Financial System (CDFS), document imaging services and optional payment-related printing such as tax information statements and pay statements.

We will also support the Treasury Board Secretariat with respect to the implementation of the Expenditure Management Information System (EMIS), a core system used to support analysis and informed decision-making across government regarding expenditure management.

Making the most use of the information technology available to us, we will explore methods to modernize and improve reporting to the Public Accounts. Our goal is to improve the quality and availability of the Expenditure Management documents and to produce and distribute departmental and government-wide planning and performance information to Parliament and the Canadian public more efficiently and economically, which will serve to increase transparency and accountability.

Strategic Outcomes

Strategic Outcome #1 Quality Services

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Timely and accurate: Common Departmental Financial System processing.	▪ To meet or exceed levels of service and system performance objectives established in MOUs with clients: ▪ Response times; ▪ Access; ▪ Systems availability.	FWB	FWB	FWB
Payment related printing.	▪ % of items released according to schedule. **Target:** 95% of the time.	FWB	FWB	FWB
Document imaging services.	▪ Timely and accurate imaging and archiving of documents. **Target:** in accordance with Service Level Agreements with departments.	FWB	FWB	FWB
Response to decision from TBS in support of changes arising from Common Administrative Services (CAS) recommendations.	▪ Commence development of plan to implement changes.	FWB	FWB	FWB
TOTAL		780	780	780

Strategic Outcome #2 Sound Stewardship

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Preservation of the integrity of the Consolidated Revenue Fund and the accounts of Canada.	▪ Payments issued according to standard. **Target:** 99.9 %.	FWB	FWB	FWB
Effective execution of functions essential to the financial safety and security of the Canadian public.	▪ Daily authorization to the Bank of Canada for all outflows from the Consolidated Revenue Fund according to schedule **Target:** 95% of the time. ▪ Timely production of monthly statements. **Target:** within an annual average of 25 working days of month end. ▪ Timely production of public accounts. **Target:** as per defined schedule. ▪ Payment reconciliation-within 24 hours of receipt. **Target:** 95 % of the time. ▪ Reconciliation of deposits to the credit of the Receiver General. **Target:** within two business days 95% of the time.	FWB	FWB	FWB

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Establishment of a Disaster Recovery Site with the ability to resume operations with minimal impact on the financial safety and security of the public.	■ 2004-2005 – Disaster Recovery Site operational. **Target:** 2004-2005.	1,872.2	2,029.2	2,002.8
Implementation of cheque imaging to enhance the ability to reconcile cheques and provide more online payment options for Canadian public and government departments.	■ By 2006-2007, achieve the following results: ■ increased efficiency of payment reconciliation; ■ public access to commercially available online payment mechanisms for consumer and larger-value payments to government.	FWB	FWB	FWB
Reduced cost of payment issue through government-wide efficiencies (more uses of electronic payments, EI warrant printing).	■ Increase in electronic payments and yearly thereafter. **Target:** 2004-2005. ■ Decision on most cost-effective method for issuing EI warrants. **Target:** 2004-2005. ■ Implementation of any required changes. **Target:** 2006-2007.	FWB	FWB	FWB
Enhanced monthly reporting to TBS for EMIS subsequent to funding approval from TBS in 2004-2005.	■ Commencement of Central Financial Management and Reporting System (CFMRS) development. **Target:** 2004-2005. ■ Continue development of CFMRS production. **Target:** 2005-2006. ■ Timely database extract for TBS to meet increased information demands. **Target:** 2006-2007.	FWB	FWB	FWB
TOTAL		1,872.2	2,029.2	2,002.8

FWB: Funded Within Budget.

Public Service Compensation

Objective

To provide payroll, benefits and pension plan administration services for the public service of Canada.

Business Line Overview

The Public Service Compensation Business Line delivers efficient pay and benefits services to public service employees and members of the Royal Canadian Mounted Police; pension services to retired public servants, retired members of the Canadian Forces, the federal judiciary and Members of Parliament. We assist colleague departments and agencies to achieve their objectives through better and automated compensation services and stronger integration of our central pay system with their human resources systems.

> **Key Facts**
> - We are Canada's largest payroll and pension administration.
> - We service 292,000 pay accounts and 322,000 pension accounts.
> - We issue about 13 million pay and pension payments a year.

PUBLIC SERVICE COMPENSATION				
				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Operating and Statutory Votes				
Gross Expenditures	73.4	**60.0**	58.8	58.0
Less: Respendable Revenue	42.8	**30.8**	30.7	30.7
BUSINESS LINE TOTAL	30.6	**29.2**	28.2	27.3
Totals may not add up due to rounding.				
Full Time Equivalents (FTEs)	800	**800**	798	798

Approximately 49% of the Business Line's total spending authority, over the next three planning years, is derived from resources appropriated by Parliament to PWGSC (i.e., Business Line Total), with 51% obtained from the Public Service Superannuation Account and the Public Service Pension Fund.

Plans and Challenges

Our long history in making payments accurately and on time, and in implementing important initiatives, policies, and collective agreements on time and within budget contributes to our reputation as a strong steward of public resources. However, the context in which we have had to operate is challenging. Growth in the public service since 1997-1998 has resulted in a 21% increase in pay accounts without a concurrent increase in the resource base for managing those accounts. The increasing cost of technology is also impacting on the cost of compensation operations. While we are able to provide legislative and collective agreement changes, we are unable to make the investments needed to meet the increasing requirements of departments and agencies.

Public service growth and Government On-Line initiatives have produced increased customer expectations, especially for access to a wider range of services through technology and modern business processes. Significant progress has been made in the development of Web self service to employees. Pension benefit Web applications have been successfully implemented as evidenced by the over 90,000 hits per month these sites are receiving from employees. The Superannuation, Pension Transition and Client Services Web site receives over 100,000 hits per month from pensioners. As reported in PWGSC's 2002-2003 Departmental Performance Report, results of two recent surveys indicate a strong degree of satisfaction, both among employees with the pension Web initiatives and among colleague departments and agencies with our service performance,

although the latter indicated that there is room for improvement in providing advice to their pay and benefits personnel.

Challenges facing Public Service Compensation include:

Dated Systems and Aging Technology – Renewal of the compensation systems and business processes is required to maintain PWGSC's ability to deliver quality compensation administration and to enable greater flexibility and functionality in service delivery. Stability of the 30-year-old Regional Pay System has been weakened because of aging technology and years of changes and patches to reflect the numerous legislative and collective agreement requirements. Similar issues and limitations apply to the pension systems.

Two initiatives will serve to address these challenges:

- The Government of Canada Pension Modernization Project (refer to Annex B), will provide a modern pension administration infrastructure by replacing current systems with a commercial off-the-shelf system solution and transforming business processes.
- The Pay Modernization Project, to be submitted for approval to Treasury Board, will replace aging technology and implement best practices with respect to service delivery and business processes to meet increasingly complex needs.

In the meantime**,** we will ensure accurate and timely processing of compensation benefits and payments by making improvements that will extend the life span of the Regional Pay System.

Changing Environment – To ensure our direction is consistent with the government's shared systems and services agenda, we are actively participating in the Expenditure Management Review of Corporate Administrative Shared Services.

Retention and Renewal of Competent Staff – To run our business, we rely on staff with in-

depth knowledge and experience, many of whom are due to retire in the next three to five years. To address this challenge, we have implemented an apprenticeship program to recruit, train and mentor new and existing employees through a progressive career path. External recruitment will focus on visible minority candidates. The success of this renewal program is critical to ensure that competent compensation experts are available now and in the future.

Increased Customer Expectations – Our response to increased customer expectations is to work together to improve service delivery within collaborative relationships with colleague departments. For example, we are supporting a project with departments and agencies in the National Capital Area to offer reduced-rate transit passes to employees via payroll deduction as part of a green initiative to encourage the use of public transportation. We are also working with the Canada Revenue Agency (CRA) to construct a new pay system on their Finance/Human Resource infrastructure that will serve their unique requirements.

Legal/Compliance Risk – To maintain integrity in our day-to-day activities, we will regularly review our employees' compliance with the *Financial Administration Act.* We will promulgate the Public Service Values and Ethics Code by encouraging dialogue between managers and employees. We will ensure that all employees complete ethics awareness training sessions and make it mandatory for new staff to attend ethics training. In each case, the department's Integrity Action Plan will guide our approach.

Managing Risk – To support the departmental direction in managing risk, we are developing an integrated risk management framework (Fall 2004). This will aid us in identifying and mitigating specific risk factors, linking them to our business and strategic planning and decision-making processes.

Key Risks
- Potential failure of aged technology.
- Funding issues impacting on our capacity to meet stakeholders' need.
- Loss of experienced Human Resources.
- Changing environment.
- Legal/Compliance Risk.

Service Standards – Maintaining service standards is key to ensuring our customers are satisfied with the service we provide. Our commitment to pensioners is to issue an initial pension payment within 45 days of receiving their retirement documentation. Furthermore, we will strive to maintain a service level standard of 95% for processing pay and pension interventions in accordance with published timeframes for various types of transactions. To provide enhanced value to our customers, stakeholders, employees and pensioners, we are developing services on the Web with 24/7 access to information. Most of these Web applications are ready for operation and waiting for government-wide secure infrastructure, expected to be available to colleague departments and agencies by the Fall of 2004.

Strategic Outcomes

Strategic Outcome #1 Quality Services

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Pay Services Timely distribution of pay stub and cheque inserts to targeted audience.	▪ Communications distributed in accordance with sponsor's requirements.	102.1	TBD	TBD
Pension Services Timely and accurate pension services to the Canadian Forces.	▪ % of published service standards met. **Target:** 96% of initial payments in 30 days or less. ▪ Assessments of levels and importance of complaints.	2,369	TBD	TBD
TOTAL		2,471.1	TBD	TBD

Strategic Outcome #2 Sound Stewardship

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Pay Services Timely and accurate payroll and insurance services for public service employees. Process pay and pension interventions. Implement collective agreement provisions and other policy changes.	▪ Number of operational incidents. ▪ System response time of 0.5 seconds or less. ▪ Maintain the published service level standard 95% of the time. ▪ 100% of collective agreement provisions and other policy changes implemented within timeframe established – usually 90 days.	20,340	TBD	TBD
Employee self-service on the Web.	▪ Implement in Q4 – electronic pay stubs, voluntary deductions and pay calculations (dependent on PKI availability).	FWB	FWB	FWB

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
New pay delivery model to CRA.	▪ Approval of the Accountability Framework. **Target:** Q2 - 2004/05. ▪ System changes. **Target:** Q4 - 2005/06.	Costs recovered from CRA	Costs recovered from CRA	
Modernize pay systems and business processes.	▪ Completion of studies on additional options **Target:** Q1 - 2005/06. ▪ Approval from TB. **Target:** Q3 - 2005/06.	TBD	TBD	
Pension Services Effective management of client accounts for annuitants and contributors.	▪ Meet service standards within established timeframes.	24,639	25,206	24,941
Provision of policy and technical direction and support, including: ▪ Policy interpretation, ▪ Advice and training to departmental compensation advisors, ▪ Development and maintenance of computer systems, ▪ Secure and efficient systems processing.	▪ Meet service standards within established timeframes. ▪ Processing without operational incidents.	8,425.6	TBD	TBD
Ensure integrity of the process of accounting for and transferring pension contributions to the Pension Investment Board, and accounting for PWGSC administrative charges to the pension funds.	▪ Positive report from the Office of the Auditor General.	400	400	400
Centralize contributor pension administration in Shediac, New Brunswick, currently provided by colleague departments.	▪ Implement the administration of the *Pension Benefits Division Act*, the Pension Transfer Agreement and expand pre-retirement seminars. **Target:** 2004/05. ▪ Complete Strategic Implementation Plan, Business Case and TB Submission. **Target:** 2005/06.	2,177.9	828	-
Correction of pension service, salary and contributions data to enable more effective use of automated tool (pension systems and Web self-service).	▪ Completion of Phase 1 of Data Integrity Project. **Target:** 2006-07.	3,141	3,988	4,153

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Implement Web self-service for contributors and pensioners.	▪ Access through Web to employee benefits statements and enhanced pension calculator. ▪ Capacity for pensioners to exchange personal information on the Web. **Target:** 2005-06.	2,756.3	-	-
TOTAL		61,879.8	30,422	29,494

TBD: To Be Determined.
FWB: Funded Within Budget.

Consulting and Audit Canada

Objective

To make a leading contribution, through staff and services provided, to the improvement of public sector management and operations in Canada and abroad while balancing operating costs with the revenues received from charging customers for services. This is in direct support of the Quality Services departmental strategic outcome.

Business Line Overview

Consulting and Audit Canada (CAC) provides, on an optional and fee-for-services basis, consulting and audit services to federal government departments and agencies across Canada, and upon request, to foreign governments and international organizations.

These services help customers provide better service to the public by improving public sector management, operations and administration while meeting the priorities and needs of government.

Key Facts
- We provide, on an optional and fee-for-service basis, assurance, accounting and audit, consulting and international services.
- We support government departments and agencies in fostering effective and efficient public sector management.
- We provide access to government business to over 5,000 small and medium-sized enterprises (SMEs).

CAC services focus on excellence in client service, sharing of public sector expertise, and areas of particular relevance to the federal government.

CAC adapts services to meet the needs of public service managers and the priorities of government and, provides services in collaboration with the private sector via subcontracting.

CONSULTING AND AUDIT CANADA				
				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
CONSULTING AND AUDIT CANADA REVOLVING FUND				
Gross Expenditures	98.6	**98.9**	98.9	98.9
Less: Respendable Revenue	99.5	**100.0**	100.0	100.0
BUSINESS LINE TOTAL	(0.9)	**(1.1)**	(1.1)	(1.1)
Totals may not add up due to rounding.				
Full Time Equivalents (FTEs)	372	**400**	400	400

The majority of the Business Line's revenue is derived from services rendered to other departments and agencies. Of the respendable revenue of $100 million, approximately $12 million represents services provided to PWGSC by CAC. A projected surplus of $1.1 million represents the difference between the cost of the services provided and the revenues generated.

Plans and Challenges

CAC has established the following strategic objectives:

- Contribute to the improvement of public sector management and operations;
- Work with central agencies and other government organizations to support government priorities and needs;
- Facilitate public sector access, with an emphasis on small and medium sized enterprises, to consulting and audit business opportunities;
- Ensure the long-term sustainability of the Agency by being financially self-sufficient and maintaining a knowledgeable work force.

These strategic objectives will be achieved through the pursuit of the following strategies:

Provide the Highest Quality of Professional Services to Our Clients – CAC prides itself on the quality of its work. It is only through the provision of the highest quality of professional services that we can achieve our ultimate goal of improving public sector management and operations and ultimately ensure our long-term financial sustainability. To achieve this, CAC will over the course of 2004-2005 focus on:

- Updating external knowledge sharing strategy;
- Building an organization that is recognized for its strong ethical foundation and standards of professional conduct;
- Ensuring awareness of new emerging issues of Public Services agenda and continued relevance of services & products;
- Ensuring client satisfaction;
- Maintaining a critical mass of skilled resources in areas relevant to the PS agenda; and
- Leverage in-house consultants and auditors.

Develop New Business Opportunities and Relationships – CAC must monitor the evolution of its clients' needs and must adapt to these changes. By developing new business opportunities, CAC can better position itself to respond to these needs. To achieve this over the fiscal year, CAC will focus on:

- Targeting its marketing efforts at organizations that will contribute the most to CAC's mission;
- Initiating a new product or service development approach to address government objectives;
- Ensuring active engagement with SMEs and Public Services community;
- Developing a greater awareness of CAC capabilities and ease of access, across the Public Service; and,
- Ensuring close collaboration with PWGSC.

Modernize the Professional Environment by Making Better Use of Technologies and

Promoting Knowledge Sharing Among Professionals – Professional environment modernization can improve the organization's effectiveness. By fostering a climate that facilitates the exchange of information and knowledge sharing and that provides adequate technologies to all CAC employees, CAC can enhance its expected results. To achieve this, CAC will over the course of 2004-2005 focus on:

- Strengthening CAC's approach to Information Management;
- Ensuring security and reliability of systems;
- Creating an environment that promotes and encourages CAC employees to adhere to high standards of ethics and professional conduct; and,
- Promoting a workplace culture in which employees can effectively use both official languages.

Enhance the Skills and Competencies and Motivate the Workforce – CAC recognizes that its ability to continue to provide high-quality, relevant services in an efficient manner depends in no small measure on the vitality and well-being of its workforce. Therefore, over the course of 2004-2005, CAC will aim to maintain a skilled and motivated workforce by focusing on:

- Ensuring sound management of CAC's Human Resources; and,
- Enhancing CAC's Professional Development Program.

Promote Comptrollership Throughout the Organization and Ensure that CAC's Activities are Managed with Due Regard for Economy, Efficiency and the Achievement of its Financial Objective – To achieve this over the fiscal year, CAC will focus on:

- Ensuring that procurement processes are sound;
- Implementing the Management Accountability Framework (MAF);
- Ensuring sound management practices in planning and operations;

- Ensuring a rapid, strong response to recommendations arising from external audits;
- Building a regime of strong financial management;
- Tightly monitoring financial results and taking corrective measures where appropriate; and,
- Ensuring the completion of CAC's reorganization exercise.

The following are areas of significant risk for CAC. Our approach to managing the risks is also identified.

CAC must constantly manage the challenge of achieving its mission objective of contributing to the improvement of public sector management and operations and thus ensuring its long-term financial sustainability. To mitigate this risk, CAC will over the course of 2004-2005:

- Develop new business opportunities to ensure its services remain relevant to public sector managers;
- Continue to focus on providing the highest

Key Risks
- Inability to contribute to government's agenda (services do not remain relevant).
- Long-term financial sustainability not maintained.
- Inability to deliver on our mandate due to our difficulty to attract and retain highly competent professionals.
- Lose our credibility and public trust due to compromised CAC's business practices or not maintained financial information.

quality of services to departments, agencies and other organizations;
- Continue to enhance Client Satisfaction Survey process to better measure contribution;
- Implement the results of its Positioning and Pricing Study to better meet the evolving needs of its clients; and

- Increase its links with central agencies, namely TBS to ensure that CAC is on the leading edge of new government priorities and initiatives.

Another risk is related to the attraction and retention of highly competent professionals. The risk associated to this challenge will be mitigated over the course of 2004-2005 by:

- Recruiting based on future customer needs;
- Ensuring employee satisfaction through an environment of open communications;
- Providing support for training and professional development in the organisation;
- Making strategic investments in HR;
- Developing a CAC HR plan;
- Developing a professional development program for its auditors and continuing to promote the professional development program for its consultants;
- Ensuring succession planning; and
- Ensuring regular promotional opportunities.

The last risk is related to maintaining credibility and trust with regards to our business practices and maintenance of proper financial information. To this end the following risk mitigation strategies will continue to be used over the course of 2004-2005 by:

- Making prudent financial planning and budgeting;
- Tightly monitoring financial results and taking corrective measures where appropriate by developing a more accurate monthly forecasting process;
- Ensuring a rapid and strong response to recommendations arising from any external audits;
- Promoting modern comptrollership throughout the organization and ensuring that CAC's activities are managed with due regard for economy, efficiency and the achievement of its financial objectives; and,
- Developing a control panel in the agency's executive committee.

Strategic Outcomes

Strategic Outcome #1 Quality Services

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Contributing to the improvement of public sector management and operations.	▪ Client satisfaction.	FWB	FWB	FWB
High-quality and professional services	▪ Business volume sub-contracted to SMEs.	FWB	FWB	FWB
Cost-effective delivery of services.	▪ Net surplus.	FWB	FWB	FWB
Knowledgeable and sustainable workforce.	▪ Rejuvenation of the workforce. ▪ Government priorities support.	Considering CAC fee-for-service activities, all associated resources come from it own revenue. CAC is required to cover all its operating costs (including those ones). As a result, there is no direct charge imposed to taxpayers.		
TOTAL		FWB	FWB	FWB

FWB: Funded Within Budget.

Translation Bureau

Objective

To assist the Government of Canada in providing services to, and communicating with, Canadians in the official language of their choice and in more than 100 other languages, helping to implement the government's bilingualism and multiculturalism policies and programs. Also, to help maintain and develop the supply of language services that are essential to Canada's ability to function as a bilingual country, maintain international relations and prosper in export markets.

Business Line Overview

The Translation Bureau is a key enabler in helping the government carry out its official

> **Key Facts**
> - TB is the linguistic and terminology standardization authority of the federal public service.
> - Our terminological and linguistic data bank TERMIUM® contains more than 3.5 million terms and is consulted over 600 million times each year.
> - We provide access to government linguistic business to 2000 small and medium-size language firms.

languages commitment by providing translation, interpretation, terminology and techno-linguistic services to Parliament, the judiciary and federal departments and agencies, and by standardizing terminology within the federal government.

TRANSLATION BUREAU				
				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Operating and Statutory Votes				
Gross Expenditures	50.8	**49.0**	49.0	49.0
Less: Respendable Revenue	-	**-**	-	-
Net Expenditures	50.8	**49.0**	49.0	49.0
Translation Bureau Revolving Fund				
Gross Expenditures	231.9	**228.0**	236.4	243.4
Less: Respendable Revenue	189.2	**228.0**	236.4	243.4
Net Resources (Provided) Used	42.8	**-**	-	-
BUSINESS LINE TOTAL	93.6	**49.0**	49.0	49.0
Totals may not add up due to rounding.				
Full Time Equivalents (FTEs)	1,708	**1,734**	1,660	1,559

The Bureau's revolving fund provides services to Parliament and collects the related revenues from its own operating vote. Accordingly, the revolving fund's gross expenditures and respendable revenue include $49 million reported in the planning period under the operating vote's gross expenditures.

The majority of the Business Line's spending authority is derived from services rendered to other departments and agencies for an amount of $151 million in revenues. The difference between 2003-2004 Business Line Forecast Spending and 2004-2005 Planned Spending is mainly due to an authority to access $13.3 million mostly to fund the relocation of some Translation Bureau's offices to the Crémazie building (Gatineau) together with its related fit-up costs as well as an additional amount of $28.3 million to fund Translation Group's pay equity.

It adds value to the government's service delivery infrastructure by making sure that a critical mass of qualified language professionals, employees and suppliers, exists to ensure the government's smooth operation; helping it meet its official languages obligations and promoting the values of bilingualism and multiculturalism that make up the Canadian identity. The Translation Bureau also contributes to the stability and growth of the Canadian language industry by working with other federal partners and the industry to maintain Canada's status as a bilingual country and facilitate the exposure and penetration of Canadian businesses to the export market. The Translation Bureau also provides services in over 100 languages to support the government in its international relations.

The Bureau is a Special Operating Agency that manages its finances through a revolving fund. Approximately 74% of the Bureau's spending authority is derived from services rendered to other departments and agencies (i.e., respendable revenue) on a cost recovery basis. The balance of its revenues comes from parliamentary appropriation for the provision of terminology standardization and services to Parliament.

Plans and Challenges

The Translation Bureau will continue to maintain fiscal balance during the planning period, while making specific investments in its technology infrastructure, its management information system and technological tools for translators in order to improve the effectiveness and efficiency of operations.

Ensure Best-Value Service – Delivering on its legislated mandate is an ongoing priority for the Bureau. For the next three years, the Bureau will face new challenges as we expect fluctuations in demand to parallel the government's agenda and modernization initiatives, slower revenue growth and rapid diversification of client needs in a context of sustained financial pressures.

Aligning our costs with our revenue stream and achieving efficiencies while bringing more value to our clients through technology and customized solutions will be crucial. Securing our status as sole employer of translators (TR group) continues to be of the utmost importance, playing a leadership role and maintaining the critical mass of qualified professionals needed to support Parliament and government operations. Developing and managing professional and managerial capacity to meet client needs, especially in critical areas such as interpretation and services to Parliament, will be equally important.

A sound and ethical management foundation is required to enable us to fulfil our mandate and meet our key priorities and objectives. Over the next three years, the Bureau will implement integrated planning, management and reporting, strengthen its contract monitoring system, continue working with the department to implement the Ten-Point Integrity Action Plan and strengthen the culture of ethics and values through various initiatives. The Bureau will also reinforce its professional and management capacity through continuous learning and the establishment of a manager pre-qualification program.

Maintain Capacity to Effectively Deliver on the Bureau's Terminology Standardization Mandate – By standardizing terminology, the Translation Bureau contributes to consistent quality in communications within the public service and, more importantly, between the government and Canadians. To help preserve quality and effectiveness of government communications, the Bureau needs to maintain its capacity to effectively manage the terminology function within the government through tighter interdepartmental coordination of terminology activities. It also needs to innovate in order to bring more benefits to government and to Canadians.

By relying on its internal expertise, which is widely recognized among national and international language communities, and by reinforcing its partnership with other federal, provincial and territorial organizations through standardization committees, the Bureau intends to continue expanding the content of TERMIUM®, the Government of Canada's terminology databank, and to regularly update its other linguistic tools. It also intends to reinforce Canada's representation and leadership in terminology in international fora. The Bureau will innovate by launching a new version of TERMIUM® that will extend access to department-specific terminologies and further contribute to language consistency and quality in government's communications.

Leverage the Bureau's Unique Expertise – In its March 2003 Action Plan for Official Languages (http://www.pco-bcp.gc.ca/aia/default.asp?Language=E&page=actionplan), the

government emphasized the importance of the social and economic role played by language professionals and announced several initiatives to address the issue of the long-term viability of the Canadian translation industry. The security of supply in translation is at risk as the industry is highly fragmented and undercapitalized and as there is a serious gap between supply and demand owing to a decline in university enrolment and the aging population of language professionals.

Key Risks
- Ability to support and adapt to parliamentary modernization initiatives and increased demand for translation and interpretation services.
- Long-term financial sustainability.
- Erosion of business due to unlevel playing field & erosion of terminology mandate through duplication.
- Security of supply of translation services.

The Translation Bureau has been the main architect of the translation industry infrastructure needed to enable the government to function in both official languages. The Canadian translation industry is a critical partner of the Bureau in serving the needs of Parliament and federal organizations. As the Government of Canada moves forward on its social and economic agenda, it is essential to rebuild the capacity of the Canadian translation

industry and to ensure that it can support the government's internal needs as well as Canada's strategic priorities.

The Bureau will leverage its unique expertise to help ensure the security of translation supply, supporting the implementation of the Official Languages Action Plan and further helping the government's agenda. Partnering with the industry, the Bureau will work on three fronts: rebuilding the human resources capacity, helping restructure the industry and supporting the development of language technologies. The Bureau will initiate discussions with key industry partners to put in place a shared training infrastructure and offer professional development programs that will benefit all members of the industry. We will use our buying power to encourage the creation of larger, financially sustainable translation companies.

In addition, we will participate actively in the work of the new Language Technologies Research Centre (http://www.ltrc-crtl.ca/) by taking part in the development of new tools to facilitate knowledge management and information searches in both official languages on the Internet. Finally, we will continue to make a proactive contribution to formulating and implementing government policies and programs in areas where our experience and expertise will be both useful and relevant.

Strategic Outcomes

Strategic Outcome #1 Quality Services

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Best value service to Houses of Parliament, the judiciary and other government organization ensured.	▪ % of sessions of both Houses of Parliament and their committees covered. **Target:** 100% (ongoing). ▪ Number of conferences, missions and delegations (ongoing).	FWB	FWB	FWB
Financial viability of the Bureau preserved.	▪ Financial revenues and expenditures objectives met. **Target:** see financial table (ongoing).	FWB	FWB	FWB
Clients satisfied with services.	▪ Satisfaction rate of clients. **Target:** 85% (ongoing).	FWB	FWB	FWB
TOTAL		172,980	203,242	209,378

Strategic Outcome #2 Sound Stewardship

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Capacity of Parliament to function in both official languages maintained.	▪ La Relève Plan for parliamentary services implemented. **Target:** 2004. ▪ Accelerated development for interpreters. **Target:** Double # of graduates (2005). ▪ Response rate to interpretation demands from Parliament. **Target:** 100%.	FWB	FWB	FWB
Capacity maintained to effectively manage the translation function.	▪ Sole employer status approved by Treasury Board. **Target:** 2004. ▪ New integrated planning, management and reporting framework established. **Target:** 2005. ▪ Translation management advisory services in place. **Target:** 2005. ▪ Manager pre-qualification program in place. **Target:** 2006.	FWB	FWB	FWB
Contributed to consistent quality in communications within the public service and in communications issuing from government.	▪ Regular update of linguistic tools (ongoing). ▪ Number of hits on Translation Bureau's terminology sites (ongoing).	FWB	FWB	FWB
Reinforced Canada's representation and leadership in terminology in the international arena.	▪ Participation at national and federal terminology standardization committees and international fora (ongoing).	FWB	FWB	FWB

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Sound and ethical management foundation maintained.	■ Strengthened contract monitoring program. **Target:** 100% contracts monitored (2004). ■ Implement ethics program. **Target:** 2005.	FWB	FWB	FWB
Strengthened Canada's translation industry.	■ Volume of contracts worth $200,000 or more. **Target:** 20% of the total value of contracts by March 2005; 35% by March 2006; and 50% by March 2007. ■ Shared training and development programs in partnership with universities, the industry and professional associations. **Target:** partnerships negotiated with main universities and associations (2007).	FWB	FWB	FWB
TOTAL		32,350	33,159	33,988

FWB: Funded Within Budget.

Government Information Services

Objective

To provide Canadians with multichannel access to information on Government of Canada (GOC) programs and services and coordinating the Government of Canada's communications.

Business Line Overview

Established on April 1, 2004, as a result of changes announced by the Prime Minister on December 13, 2003, the Government Information Services Branch (GISB) is comprised of the programs and services transferred to Public Works and Government Services Canada (PWGSC) from the former Communication Canada. As part of the disbanding of Communication Canada, the programs listed below are being integrated with those of PWGSC. Long term funding plans and strategies are still being developed.

GISB is committed to enhancing core government communications activities and ensuring the delivery of high quality common services.

It offers Canadians, a world-class citizen-centred single-window access to the Government of Canada with communications services such as:

- The 1 800 O-Canada toll-free line; the Canada.gc.ca website; the Canada Gazette; the Exhibition Program; the Canadian Government Publishing and Depository Services and E-Bookstore; the Crown copyright and Government Services Marketing and Advertising.

> **Key Facts**
> - We play a key role as a central communications platform for government-wide communications.
> - Our access channels/E-services are still rated among the top worldwide and have been for several years in a row.
> - We respond to 1,263,000 enquiries* annually through the 1 800 O-Canada toll free line.
> - We respond to 53.2 million page* requests annually through the Canada.gc.ca and GOC Portals.
> - We respond to 15 million page* requests annually though the Publiservice.gc.ca website.
> - We provide a record of parliamentary proceedings in the Canada Gazette.
>
> * 2003-2004 figures

It offers federal colleague departments and agencies communications advice and coordination of support services with a view towards enhancing stewardship, such as:

- The coordination of advertising and public opinion research; electronic media monitoring licences; communications projects management;
- Access to government information at Publiservice.gc.ca/ an intranet network to assist public servants to better serve the Government of Canada and citizens; and to Commnet, an intranet network devoted to the information, the training needs and the professional interests of Government of Canada communicators.

GOVERNMENT INFORMATION SERVICES				
				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Operating, Grants and Contributions and Statutory Votes				
Gross Expenditures	-	**93.8**	75.5	70.5
Less: Respendable Revenue	-	**21.4**	21.4	21.4
BUSINESS LINE TOTAL	-	**72.5**	54.2	49.2
Totals may not add up due to rounding.				
Full Time Equivalents (FTEs)	-	**401**	375	375

Government Information Services business line was created effective April 1, 2004 and is formed of programs transferred from the former Communication Canada, confirmed through orders-in-council approved on February 16, 2004. The Business Line's total spending authority is derived from resources appropriated by Parliament to PWGSC (i.e., net expenditures for the Business Line) and from resources recovered from other departments and agencies and external to government for services rendered (i.e., total respendable revenue for the Business Line). The significant decrease in the gross expenditures, as of 2005-2006, is due to funding for Government of Canada Exhibitions Program and Government Services Marketing and Advertising which are approved for 2004-2005 only.

Plans and Challenges

GISB is committed to establishing a well-integrated organization within PWGSC.

GISB will ensure that it's programs continue to increase dividends to Canadians by promoting the sound management of public funds; by upholding integrity and promoting industry and government standards; by minimizing risk through the coherent management of its functions across the Government of Canada; by demonstrating sound stewardship and by offering value for money to Canadians.

Review and Integration of GISB Activities Within PWGSC – GISB's first short term priority is to successfully complete its program review and achieve integration within PWGSC.

Building Capacity and Sharing Expertise – As a mid and long term strategy, GISB intends to create government-wide communications efficiencies by building capacity, demonstrating sound stewardship and sharing expertise and best practices in numerous business areas such as marketing, advertising, public opinion research and exhibitions. To achieve these goals, GISB needs to:

- Determine client priorities for GISB expert advice and guidance on government communications and on information access and sharing;

Key Commitments

- We will ensure stewardship to respond to stakeholders' high expectations regarding integrity and value for money.
- We will tighten our internal practices to attain sound contract management and quality service to stakeholders.
- Within the review of our programs now underway, we will aim to achieve efficiencies and work to identify potential savings.
- We will provide pro-active advice to all departments and to the Privy Council Office on the Government's new action plan on advertising and public opinion research.

- Implement an external communications plan that includes a consultative component for clients; and
- Develop an HR Strategy to recruit/retain qualified employees.

Delivering Quality Services to Canadians and to the Government of Canada – GISB will review its programs and services with a view to increasing its efficiencies and identifying savings that can be reallocated to GISB priorities. However, acknowledging the funding required to meet present needs and estimated growth, GISB will find innovative ways to continue delivering services to Canadians such as access

channels/E-services, the Canada Gazette and the Exhibition Program.

It is GISB's intention to link program delivery to Canadians' demand for information and ensure SFT (Speech from the Throne) direction and results of program evaluations. GISB will conduct a review to determine a division of responsibilities and work with other PWGSC's branches, federal departments and central agencies to ensure that funding is appropriate to meet service standards and monitor performance as planned.

> **Key Risks**
> - Ability to maintain the highest level of quality services in order to meet our client expectations and to continue to be recognized as experts in our field.
> - Within projected timeframe, the capability to manage programs and services.
> - Securing sufficient resources to adequately deliver actual level of quantitative and qualitative services.
> - Capacity to initiate new projects with value added to Canadians.

Strategic Outcomes

Strategic Outcome #1 Quality Services

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	**2005/06**	**2006/07**
Maintain/increase core government quality communication activities.	▪ Performance measures and targets developed for all programs and services. **Target:** April 2006.	FWB	FWB	FWB
Increased and more efficient utilization of access channels/E-services.	▪ Canada website annual client-satisfaction survey level.	FWB	FWB	FWB
Canadians satisfied with access channels and the information they receive from the Government of Canada.	▪ 1 800 O-Canada and Canada website annual client-satisfaction survey and ongoing evaluations.	FWB	FWB	FWB
Review Communication programs and integration within PWGSC.	▪ Review of programs in consultation with clients and stakeholders. ▪ Develop an integration strategy for all areas of communication activities. ▪ Develop an HR strategy.	FWB	FWB	FWB
Institutions of the Government of Canada to be more visible, accessible and accountable to the public by increased visibility.	▪ Focus testing and focus group results. ▪ Baseline measures for awareness, comprehension and compliance by departments and agencies of policies and directives about marketing, advertising, public opinion research and exhibitions established.	FWB	FWB	FWB
Enhanced perception by Canadians about GoC coherence and value for money for exhibitions and advertising campaigns.	▪ Establish and develop performance targets in accordance with the AG's recommendations and implementation action plan. **Target:** April 2005. ▪ Conduct an internal gap analysis to assess knowledge and awareness of program policies, directives and procedures by other government departments.	FWB	FWB	FWB

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	**2005/06**	**2006/07**
Increased coordination of government-wide communications.	▪ In accordance with new advertising management framework, Government of Canada Communications Policy and Procedures and Auditor General report recommendations.	FWB	FWB	FWB
TOTAL		FWB	FWB	FWB

Strategic Outcome #2 Sound Stewardship

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	**2005/06**	**2006/07**
Sound stewardship and increased transparency and accountability in advertising and public opinion research related matters and all other programs.	▪ Develop Results-based Management and Accountability Framework, knowledge platforms and performance targets for all programs by April 2005.	FWB	FWB	-
TOTAL		FWB	FWB	FWB

FWB: Funded Within Budget.

Operational Support

Objective

To promote efficient and cost-effective program delivery through the provision of support services that include audit and ethics, information technology, policy and planning, communications, security, financial, administration, human resources, as well as other related services.

Business Line Overview

The Operational Support business line provides support services to the department's other business lines. These support services shape the environment and provide many of the tools that enable the department to respond to the evolving needs and expectations of Canadians.

We provide support to the Minister, Deputy Minister, Associate Deputy Minister, Assistant Deputy Ministers and Chief Executive Officers in their dealings with Cabinet, Parliament, central agencies, other levels of government and other organizations.

We manage PWGSC's Audit and Ethics functions to provide management information and independent advice on business performance and management control systems, and also provide a means of investigating and reporting allegations of wrongdoings as well as being the lead for the development of the departmental Ethics Program.

We set strategic priorities and develop tools for sound, integrated management practices to reinforce a culture shift toward a stronger corporate approach to strategic planning and management modernization.

We are committed to making a significant contribution toward ensuring that current and future generations of Canadians have the opportunity to live and thrive in healthy natural and built environments, a vibrant and just society, and a prosperous economy. We contribute to this vision by ensuring that the

Key Facts
- We support the management of departmental expenditures in excess of $4 billion dollars each year.
- We support the management of a workforce of over 13,000 people.
- We conduct close to 30 audits and evaluations a year.
- We print 60 million cheques and 60 million non-cashable items yearly.
- We manage 18,500 electronic mail accounts.

principles of sustainable development are reflected in all aspects of our internal operations.

We are the department's communicators. We inform Canadians about the role of PWGSC. We also have ongoing communication with Parliamentarians and the media so that the information needs of Canadians are met.

We ensure that we hire the right people when and where they are needed, provide learning and development opportunities for all employees and are committed to a work place where employees are valued and respected. We promote best practices in workforce recruitment, development and retention, and by delivering strategies and resources to support renewal and change.

We ensure that the workplace is safe and secure and that we are prepared to respond quickly to any emergency. Our commitment to the health and safety of our employees is unquestionable. We take care of our employees accommodation needs and provide many of the tools they need to do their jobs.

We are responsible for PWGSC's office automation infrastructure. We manage and are custodians of corporate information and provide telecommunication and information technology services to PWGSC employees.

We are the department's financial managers. We provide a range of financial services to branches and special operating agencies across the Department to enhance departmental

decision-making and to improve organizational performance and accountability through consistent and strategic use of financial and non-financial information.

Through these services, the Operational Support business line contributes to PWGSC's

commitment to good governance, program integrity, effective management control and accountability to ensure the highest standards of accountability, transparency, prudence and integrity.

OPERATIONAL SUPPORT				
				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
IM/IT - DEPARTMENTAL OPERATIONS SERVICE LINE				
Operating and Statutory Votes				
Gross Expenditures	223.8	**197.8**	195.5	195.5
Less: Respendable Revenue	86.6	**64.4**	64.4	64.4
IM/IT - DEPARTMENTAL OPERATIONS TOTAL	137.3	**133.4**	131.1	131.1
CORPORATE MANAGEMENT SERVICE LINE				
Operating and Statutory Votes				
Gross Expenditures	190.1	**138.8**	138.6	138.6
Less: Respendable Revenue	59.6	**34.6**	34.7	34.7
CORPORATE MANAGEMENT TOTAL	130.5	**104.2**	103.9	103.9
BUSINESS LINE TOTAL	267.7	**237.6**	235.0	235.0
Gross Expenditures for the Business Line	413.9	**336.6**	334.1	334.1
Less: Respendable Revenue for the Business Line	146.2	**99.0**	99.1	99.1
Net Expenditures for the Business Line	267.7	**237.6**	235.0	235.0
Totals may not add up due to rounding.				
Full Time Equivalents (FTEs)	2,842	**2,689**	2,690	2,690

The Business Line's total spending authority is derived from resources appropriated by Parliament to PWGSC (i.e., net expenditures for the Business Line) and from resources recovered mainly from within the Department (i.e.,total respendable revenue for the Business Line). The total planned spending for the Operational Support Business Line is projected to remain stable over the planning period. The 2003-2004 forecast spending includes the 2002-2003 Operating Budget Carry Forward of $24 million.

Plans and Challenges

PWGSC needs corporate services that add value and keeps costs to a minimum. To achieve these goals, we will provide leadership and develop the right tools to enhance our management capacity across the department. Our focus will be to: clarify accountabilities; integrate strategic planning, priority setting and financial management; foster a results-based orientation for management; replace critical skills that are being lost; and, move towards more pro-active internal and external communications.

The department is currently under intense pressure to demonstrate results. Operational Support has a major role to help PWGSC meet

its change agenda and its broader business objectives.

We are committed to:

- Support the transformation of PWGSC to deliver the government's agenda;
- Set strategic priorities and develop tools for sound, integrated management practices;
- Enhance human resources management and maintain strong labour relations;
- Build our department's credibility through enhanced communications with Canadians, central agencies and Parliamentarians; and
- Set service standards and report on service levels for Corporate Services.

Key Commitments
- We will strengthen the ethical underpinning through the implementation of the 10 point integrity plan.
- We will support the transformation of PWGSC to deliver the government's agenda.
- We will introduce steps to achieve excellence and best practices in the management of IM/IT resources to meet the Government of Canada objectives.
- We will implement the strategy for HR Modernization.
- We will implement a strengthened Corporate Marketing Program.
- We will implement the Risk Management Strategy and Framework by Fall 2004.

Focussing on our objectives while sustaining momentum, overcoming the natural resistance to change and remaining attentive to the priorities and needs of PWGSC branches will be a challenge to the Business Line.

We will continue to provide and enhance cost-effective, reliable and secure telecommunications and computing services to support the evolving technological requirements of PWGSC's business lines. We will face growing demands for IM/IT services to support e-government initiatives and we will continue to serve Canadians directly through the expansion of our GOL services. We will develop an IM/IT strategy to better align our IM/IT services with PWGSC's business requirements and set out priorities for IM/IT investment. PWGSC will undertake measures to upgrade its aging technology infrastructure in face of increasing demand and changing technology.

PWGSC is also renewing its Financial Management Strategy in support of its renewal and management strategy. The Financial Management Strategy will set the stage for work to be done in PWGSC over the next 18 months. It will create an environment which supports decision making through better and more accurate information. It will provide an improved framework and context for

departmental financial management and control, decreasing senior managers' exposure to risk. It will ensure that the department can quickly and efficiently respond to internal and external change. It will provide clear accountability for the management of resources and will ensure consistency in approach to financial management across the department. This is necessary in order to position PWGSC as a leader in the government's drive to increase accountability and transparency, improve efficiency, reduce costs and ultimately provide more value to Canadians.

The Financial Management Strategy is expected to ensure that PWGSC operates within current policies and mandates. It is designed to position the department to respond quickly and effectively to internal and external environmental changes. It will provide the department with clarification of the roles and

Key Risks
- Maintain the availability of key competencies to deliver our Audit and Ethics functions due to high demand for auditors, evaluators and fraud investigators.
- Ability to maintain leadership and momentum to support the transformation of the department to overcome the normal resistance to change.
- Funding pressure related to our office infrastructure and other IM/IT services due to rising demand and changing technology.
- Difficulties in stretching human resources further in light of new responsibilities (Government On-Line, Travel Modernization, etc.)
- Communicate effectively the transformation of the department for greater accountability and transparency.

responsibilities for financial accountability. It will help the branches strengthen their business-specific financial management and control processes. Finally, it will enable the Finance Sector to evolve to be the Center-of-Excellence in support of the PWGSC business lines.

Strategic Outcomes

Strategic Outcome # 3: Sound Management:

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Support for the transformation of PWGSC.	▪ Develop a Business Transformation Strategy including a Change Management Strategy and a Human Resource Plan. **Target:** Fall 2004. ▪ Produce Sustainable Development Strategy for PWGSC. **Target:** 2005-2006. ▪ Develop an Intergovernmental Cooperation Strategy to work with the provinces, territories, municipalities and other countries. **Target:** October 2004.	2,100	-	-
Strategic priorities set and tools developed for integrated management practices.	▪ Implement the Integrated Management Framework including: ▪ the Risk Management Strategy and Framework. Target: Fall 2004. ▪ executive dashboard. **Target:** March 2005. ▪ Introduce Program Activity Architecture (PAA), and Business Management Model. **Target:** March 2005	2,600	-	-
Enhanced human resources management / strong labour relations maintained.	▪ Develop strategy for HR Modernization (Staffing, Learning, Labour Relations). **Target:** March 2005.	3,300	-	-
Credibility built through enhanced communication with Canadians, central agencies and Parliamentarians.	▪ Develop strategy to improve relations with Parliamentarians through the annual plans and priorities and performance reports. **Target:** Fall 2004. ▪ Implement strengthened Corporate Marketing and Outreach Programs. **Target:** Fall 2004. ▪ Reconstruct Internet and Intranet Sites. **Target:** Fall 2005	1,800	-	-

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Service standards set and reported on for Corporate Services.	▪ Increase Access to Information Compliance to 90%. **Target:** Spring 2005. ▪ Develop service standards for accommodations, material management and records management. **Target:** Fall 2004. ▪ same for classification and compensation. **Target:** Spring 2005.	3,400	-	-
TOTAL		13,200	-	-

Audit and Ethics Leadership for strengthening the ethical underpinning of the department through the implementation of the Ten Point Integrity Action Plan.	▪ Initiate implementation of the Integrity Plan, including:
	  ▪ Action plan with detailed milestones in place. **Target:** June 2004.
	  ▪ Robust ethics infrastructure in place with Ethics Officers available to Regions and Branches. **Target:** March 2005.
		1,992	1,967	1,967

Develop and execute a comprehensive risk based Internal Audit Plan.	▪ Internal Audit Plan is risk based and completed audits will be tracked to ensure that our commitments are met. ▪ Developing a strategy for incorporating formal follow up audits of high risk areas. **Target:** June 2004.	2,237	2,240	2,240
TOTAL		4,229	4,207	4,207
Information Technology Establish PWGSC's Chief Information Officer (CIO) agenda and develop PWGSC's IM/IT Strategy.	▪ Develop PWGSC IM/IT Strategies and implementation plans for PWGSC IM/IT investment. **Target:** 4th quarter – 2004-05. ▪ Initiate activities to establish an IT communications and governance framework for all IM/IT investments with business requirements, establish standards and set priorities. **Target:** 2nd quarter – 2004-05. ▪ Proceed with initial steps to establish a PWGSC asset ownership and accountability framework. **Target:** 4th quarter – 2004-05. ▪ Undertake initial steps to develop a sustainable funding model for IT services. **Target:** 4th quarter – 2004-05.	2,400	2,400	2,400

Priorities / Results	Indicators / Targets	Associated Resources ($000)		
		2004/05	2005/06	2006/07
Cost-effective information management and technology services to optimize performance and operational excellence for business lines.	▪ Provide mainframe services to PWGSC. **Target:** Maintain 99.7% of availability, excluding software-testing activities. ▪ Manage major software applications supporting government-wide, mission-critical and business line priority systems. **Target:** Fulfill service agreements negotiated with PWGSC business line clients. ▪ Provide IT architecture and information technology security services to PWGSC operations. **Target:** IT Architecture. Develop ICT architecture and standards framework – 4th quarter 2004-05. **Target:** IT Security Services – Avert all major systems intrusions. ▪ Manage the GOL Office for PWGSC. **Target:** Report on progress against GOL plan, risk management of key projects, Treasury Board-funded initiatives.	FWB	FWB	FWB
TOTAL		2,400	2,400	2,400
Corporate Finance Better information for reviews and decision making.	▪ Complete A-base review. **Target:** March 2005.	1,000	-	-
Enhanced financial management framework (improved financial policies and systems including increased clarity of financial roles and accountabilities, and better availability and use of financial information).	▪ Complete development of framework. **Target:** March 2005. ▪ Increase financial management capacity of department through hiring training and realignment of staff (ongoing).	1,400	-	-
TOTAL		2,500	-	-

TBD: To Be Determined.
FWB: Funded Within Budget.

Annex A - Financial Summary Tables

1.

Capital Spending by Business Line				
				(in millions of dollars)
BUSINESS LINE	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
REAL PROPERTY SERVICES	312.1	**472.8**	501.7	558.9
Totals may not add up due to rounding.				

2.

Details on Project Spending*							
							(in millions of dollars)
BUSINESS LINE Projects Region		Current Estimated Total Cost	Forecast Spending to March 31, 2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007	Future Year Spending Requirements
REAL PROPERTY SERVICES							
Office Accommodation Projects							
Nova Scotia							
Halifax - New Royal Canadian Mounted Police Government of Canada Building - Construction (I-PPA)		57.6	3.5	**2.3**	12.3	16.5	23.0
Dartmouth - New Government of Canada Building, Bedford Institute of Oceanography - Construction (I-PPA)		78.9	1.9	**2.7**	25.0	35.8	13.6
Prince Edward Island							
Charlottetown - Proposed Government of Canada Building - Construction (S-EPA)		44.9	6.9	**20.5**	17.0	0.5	-
Quebec							
Montreal - 740 Bélair - Construction (S-EPA) (1)		44.5	11.0	**17.7**	15.8	-	-
National Capital Region (Quebec)							
Gatineau - Laurier Taché Garage - Renovation (S-EPA)		61.5	22.1	**13.4**	13.7	12.3	-
National Capital Region (Ontario)							
Ottawa - Federal Judicial Building - New Construction (I-PPA)		151.0	10.7	**16.0**	55.8	56.2	12.3
Ottawa - Skyline Campus - Renovation and Federal Occupancy (I-PPA)		28.5	2.1	**6.4**	11.5	8.5	-
Parliamentary Precinct							
Ottawa - Bank Street Building - New Building (I-PPA-MCP) (2)		197.9	9.7	**8.0**	43.1	51.3	85.9
Ottawa - Library of Parliament (LOP) - Conservation, Rehabilitation and Upgrade (S-EPA-MCP)		109.3	76.5	**30.3**	2.5	-	-
Ottawa - Wellington Bldg - Renovation (I-PPA-MCP) (2)		150.1	15.2	**13.0**	14.4	22.2	85.3
Ottawa - Site Infrastructure - New Construction (I-PPA-TB) (2)		82.5	1.0	**2.1**	13.6	15.0	50.7
Western							
Régina - Government of Canada Building - New Construction (I-PPA) (3)		28.6	8.3	**18.8**	1.5	-	-
British Columbia							
Surrey - Royal Canadian Mounted Police "E" Division Headquarters, Purchase Land and Crown Construct (I-PPA) (4)		204.0	0.8	**16.2**	21.7	62.2	103.2
Non-Office Accommodation Projects							
National Capital Region (Ontario)							
Ottawa - Cellulose Nitrate Film Storage Facility, National Library of Canada and National Archives of Canada - New Construction (I-PPA)		8.4	0.9	**4.6**	2.9	-	-
Ottawa - Portrait Gallery of Canada - Renovation (I-PPA)		27.4	1.4	**12.8**	10.9	2.3	-

2. (cont'd)

Details on Project Spending*						
						(in millions of dollars)
BUSINESS LINE **Projects** **Region**	Current Estimated Total Cost	Forecast Spending to March 31, 2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007	Future Year Spending Requirements
Lease Accommodation Projects[5]						
National Capital Region (Ontario)						
East end of Ottawa, new lease (LPA)	59.0		**14.3**	4.0	3.8	36.9
Downtown core of Ottawa, new lease (LPA)	118.7		**24.2**	8.3	7.9	78.3
131 Queen St. Ottawa, new lease (LPA)	119.1	5.5			18.5	95.1
Standard Life Towers I and II, 280 Slater St. And 333 Laurier Ave., Ottawa, renewal (LPA)	64.1	10.7	**11.5**	6.7	6.4	28.9
Place Bell Canada, 160 Elgin St., Ottawa, new lease (LPA)	47.4	3.3	**7.3**	0.9	0.9	35.1
Jean Edmonds Towers, 300 St., and 365 Laurier Ave., W., Ottawa, renewal (LPA)	93.1	3.4	**15.1**	8.9	8.5	57.2
181 Queen St., Ottawa, new lease (LPA)	64.0	12.0	**11.0**	3.1	2.9	35.1
Canada Post Place, Ottawa, new leases (LPA)	107.3	1.7	**7.1**	13.4	5.8	79.3
Ontario Region						
180 Queen Street West, Toronto, new lease (LPA)	88.2	0.4	**4.3**	21.0	8.1	54.3
Engineering Assets Projects						
Newfoundland						
Argentia - Environmental remediation (S-EPA)	70.8	68.9	**1.9**	-	-	-
Quebec						
Matane - Wharf - Demolition (S-EPA)	7.1	7.0	**0.1**	-	-	-
Québec - 55 Wharves - Demolition (S-EPA)	19.9	19.7	**0.2**	-	-	-
National Capital Region (Ontario)						
Ottawa/Gatineau - Alexandra Bridge - Renovation/Deck Replacement (I-PPA)	18.6	0.2	**1.9**	8.3	8.2	-
TELECOMMUNICATION AND INFORMATICS COMMON SERVICES						
New Information Technology Projects						
National Capital Region (Ontario/Quebec)						
Ottawa/Gatineau - Secure Channel (S-EPA-MCP)	314.4	304.5	**62.3**	-	-	-
SUPPLY OPERATIONS SERVICES						
Other Projects						
National Capital Region (Ontario/Quebec)						
Ottawa/Gatineau - Shared Travel Services Initiative (S-EPA-MCP)	96.2	42.0	**32.3**	14.7	7.2	-
PUBLIC SERVICE COMPENSATION						
Other Projects						
Pension Modernization Project (S-PPA-MCP)	115.5	-	**6.2**	10.2	3.2	95.9

*This table presents the planned spending of Major Capital, Information Technology and Major Crown Projects with estimated total project costs in excess of delegated authorities of the Minister of PWGSC ($5M for Non-Office Accommodation and Engineering Assets Projects; $30M for Office Accommodation Projects; $2M for New Information Technology Projects; $5M for Replacement Information Technology Projects and $1M for All Other Projects). 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 Major Crown Projects (MCP).

(1) This project is funded jointly by Public Works and Government Services Canada and National Defence; National Defence is funding $7.3M of the Total Estimated Cost of $44.5M.

(2) Parliamentary Precinct: Future years planned spending is subject to an approval on a year to year basis by the Minister. 'The dollars are expressed in 2001 constant dollars in accordance with approval documents.

(3) Government Building of Canada in Regina is expecting to receive substantive estimates defining Effective Project Approval from TB before the end of fiscal 2003-04 with the following financial data: Estimated Total Cost of $35,4M ; Forecast Spending to March 31, 2004 of $7M; Planned Spending 2004-2005 of $14,2M; Planned spending 2006-2007 of $14,2M.
(4) This project is funded jointly by Public Works and Government Services Canada and the Royal Canadian Mounted Police; the Royal Canadian Mounted Police is funding $43.9M of the Total Estimated Cost of $204M.

(5) The purpose of this table is to identify departmental lease projects within the framework established in the government's project management policy suite and to explain the allocation of resources. Current Estimated Cost - lease project approval amount (net present value of one time costs and net rent over the fixed term of the lease including GST). Forecast Spending to March 31, 2004 - actual amount in current dollars. Planned Spending - net rent payments and one time costs.

3.

Summary of Transfer Payments				
				(in millions of dollars)
BUSINESS LINE	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
REAL PROPERTY SERVICES				
Grants				
Grant in Kind to the Royal Canadian Society	0.08	**0.08**	-	-
Contributions				
Canadian Standards Association	0.01	**0.01**	0.01	0.01
Contributions to Argentia Management Authority	0.35	**5.67**	-	-
St-Andrew's Lock and Dam	-	**-**	2.50	-
	0.36	**5.68**	2.51	0.01
Other Transfer Payments (Statutory)				
Payment of Grants to Municipalities and Other Taxing Authorities	434.97	**436.27**	445.00	453.90
Recoveries from Custodian Departments	(435.89)	**(436.27)**	(445.00)	(453.90)
	(0.92)	**-**	-	-
BUSINESS LINE TOTAL	(0.48)	**5.76**	2.51	0.01
GOVERNMENT INFORMATION SERVICES				
Grants				
Grants to the Outreach Program	-	**1.00**	1.00	1.00
Contributions				
Contributions to the Outreach Program	-	**1.45**	1.45	1.45
BUSINESS LINE TOTAL	-	**2.45**	2.45	2.45
TOTAL GRANTS, CONTRIBUTIONS AND OTHER TRANSFER PAYMENTS	(0.48)	**8.21**	4.96	2.46
Totals may not add up due to rounding.				

4.

Sources of Respendable and Non-Respendable Revenue				
				(in millions of dollars)
Business Line	Forecast Revenue 2003-2004	**Planned Revenue 2004-2005**	Planned Revenue 2005-2006	Planned Revenue 2006-2007
RESPENDABLE REVENUE				
Real Property Services				
Federal Accommodation and Holdings				
Rentals and Concessions	488.9	**275.3**	274.8	274.8
Services				
- Real Property Services Revolving Fund				
Recoveries of disbursements on behalf of clients	687.9	**669.2**	699.3	690.4
Fee revenues from real property related common services	175.1	**168.0**	172.5	176.1
	863.0	**837.2**	871.8	866.5
- Real Property Disposition Revolving Fund				
Sales of real properties	20.4	**15.1**	15.1	15.1
	883.4	**852.3**	886.9	881.6
Business Line Total	1,372.3	**1,127.6**	1,161.7	1,156.4
Supply Operations Service				
- Vote				
Major Crown Projects	8.8	**9.7**	9.7	9.7
Acquisition	17.8	**11.0**	12.4	12.4
Canadian General Standards Board	2.1	**2.5**	2.5	2.5
Seized Property Management	5.1	**6.8**	6.8	6.8
Others	0.1			
	33.9	**30.0**	31.4	31.4
- Optional Services Revolving Fund				
Traffic and Vaccine	94.7	**94.8**	94.8	94.8
Crown Assets Distribution	5.6	**5.6**	5.6	5.6
Communication Procurement	2.9	**2.9**	2.9	2.9
Locally Shared Support Services	7.2	**7.2**	7.2	7.2
Software Brokerage / Benchmarking	8.7	**-**	-	-
	119.1	**110.5**	110.5	110.5
Business Line Total	153.0	**140.5**	141.9	141.9
Receiver General				
Receiver General Services	22.1	**18.0**	18.0	18.0
Public Service Compensation				
Compensation Services	42.8	**30.8**	30.7	30.7
Telecommunications and Informatics Common Services				
- Vote	50.5	**30.5**	30.5	30.5
- Revolving Fund	113.6	**131.0**	147.1	147.1
Business Line Total	164.1	**161.5**	177.6	177.6
Consulting and Audit Canada				
Consulting and Audit Services	99.5	**100.0**	100.0	100.0

4. (cont'd)

Sources of Respendable and Non-Respendable Revenue				
				(in millions of dollars)
Business Line	Forecast Revenue 2003-2004	**Planned Revenue 2004-2005**	Planned Revenue 2005-2006	Planned Revenue 2006-2007
RESPENDABLE REVENUE				
Translation Bureau				
- Revolving Fund				
Translation Services	185.3	**223.8**	231.9	239.0
Interpretation Services	3.3	**3.6**	3.7	3.8
Terminology Services	0.6	**0.6**	0.8	0.6
Business Line Total	189.2	**228.0**	236.4	243.4
Government Information Services				
Information Services		**21.4**	21.4	21.4
Operational Support				
IM/IT - Departmental Operations				
IM/IT - Services	86.6	**64.4**	64.4	64.4
	86.6	**64.4**	64.4	64.4
Corporate Management				
Ministerial Regional Offices	2.4	**2.9**	2.9	2.9
Shared Services	3.0	**2.5**	2.5	2.5
Internal Recoveries and Others	54.2	**29.2**	29.3	29.3
	59.6	**34.6**	34.7	34.7
Business Line Total	146.2	**99.0**	99.1	99.1
TOTAL RESPENDABLE REVENUE	2,189.2	**1,926.6**	1,986.7	1,988.4
NON-RESPENDABLE REVENUE				
Dry Docks	3.9	**6.1**	6.1	6.1
Seized Properties	17.5	**-**	-	-
Other non-tax revenue	29.7	**17.0**	16.9	16.9
TOTAL NON-RESPENDABLE REVENUE	51.1	**23.1**	23.0	23.0
TOTAL RESPENDABLE AND NON-RESPENDABLE REVENUE	2,240.3	**1,949.7**	2,009.7	2,011.4
Totals may not add up due to rounding.				

5.

Net Cost of Program for the Estimates Year 2004-2005	
(in millions of dollars)	
	Government Services
Net Planned Spending	2,737.0
Plus: Cost of Services Received without Charge:	
Contributions covering employer share of employees insurance premiums and expenditures paid by Treasury Board Secretariat	31.5
Worker's compensation coverage provided by Human Resources and Skills Development Canada	5.1
Salary and associated expenditures of legal services provided by the Department of Justice Canada	2.4
	2,776.1
Less: Non-Respendable Revenue	23.1
2004-2005 NET COST OF PROGRAM	2,753.0
Totals may not add up due to rounding.	

6.

Real Property Services Revolving Fund				
			(in millions of dollars)	
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Statement of Operations				
Respendable Revenue	175.1	**168.9**	172.5	176.1
Expenses				
Operating:				
Salaries and Employee Benefits	111.6	**84.3**	113.6	112.2
Occupancy Costs	4.0	**3.4**	3.4	3.4
Corporate and Administrative Costs	21.9	**16.7**	16.7	16.7
Other Operating Costs	37.6	**64.5**	38.8	43.8
Expenses Total	175.1	**168.9**	172.5	176.1
Surplus (Loss)	-	**-**	-	-

This table refers to the Fund's operating surplus and loss, not cash requirements for the fiscal year. The operating surplus 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

			(in millions of dollars)	
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Operating Activities:				
(Surplus) Loss	-	**-**	-	-
Authority (provided) used during year	-	**-**	-	-
Net authority (provided) used at the start of year	-	**-**	-	-
Net authority (provided) used at the end of year	-	**-**	-	-
Authority Limit	150.0	**150.0**	150.0	150.0
Unused authority carried forward	150.0	**150.0**	150.0	150.0

Totals may not add up due to rounding.

Note: Recoverable disbursements on behalf of clients are not included in respendable revenue and expenses (2003-2004: $687.9M; 2004-2005: $668.3M; 2005-2006: $699.3M and 2006-2007: $690.4M).

7.

Real Property Disposition Revolving Fund				
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Statement of Operations				
Respendable Revenue	20.4	**15.1**	15.1	15.1
Expenses	3.8	**3.2**	3.2	3.2
Surplus (Loss)	16.6	**11.9**	11.9	11.9
This table refers to the Fund's operating surplus and loss, not cash requirements for the fiscal year. The operating surplus 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:				

(in millions of dollars)

Statement of Cash Flows and Projected Use of Authority

(in millions of dollars)

	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Operating Activities:				
(Surplus) Loss	(16.6)	**(11.9)**	(11.9)	(11.9)
Authority (provided) used during year	(16.6)	**(11.9)**	(11.9)	(11.9)
Net authority (provided) used at the start of year	(0.9)	**(0.9)**	(0.9)	(0.9)
Payments to the Consolidated Revenue Fund	16.6	**11.9**	11.9	11.9
Net authority (provided) used at the end of year	(0.9)	**(0.9)**	(0.9)	(0.9)
Authority limit	5.0	**5.0**	5.0	5.0
Unused authority carried forward	5.9	**5.9**	5.9	5.9
Totals may not add up due to rounding.				

8.

Optional Services Revolving Fund				
				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Statement of Operations				
Respendable Revenue	119.1	**110.5**	110.5	110.5
Expenses				
Operating:				
Salaries and Employee Benefits	4.7	**4.7**	4.7	4.7
Product Cost	94.0	**85.9**	85.9	85.9
Amortization	0.1	**0.1**	0.1	0.1
Other Operating Costs	20.3	**19.9**	19.9	19.9
Expenses Total	119.1	**110.6**	110.6	110.6
Surplus (Loss)	-	**(0.1)**	(0.1)	(0.1)

This table refers to the Fund's operating surplus and loss, not cash requirements for the fiscal year. The operating surplus 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

				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Operating Activities:				
(Surplus) Loss	-	**0.1**	0.1	0.1
Less items not requiring use of funds:				
Amortization	0.1	**0.1**	0.1	0.1
Authority (provided) used during year	(0.1)	**-**	-	-
Net authority (provided) used at the start of year (Note 1)	4.7	**-**	-	-
Adjustment to the net authority used at the start of year	(4.6)			
Net authority (provided) used at the end of year	-	**-**	-	-
Authority limit	35.0	**35.0**	35.0	35.0
Unused authority carried forward	35.0	**35.0**	35.0	35.0
Totals may not add up due to rounding.				

Note 1: An adjustment to the net authority used at the beginning of the year is required to reinstate $4.6M of actual authority used in previous fiscal years

9.

Telecommunications and Informatics Common Services Revolving Fund				
(in millions of dollars)				
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Statement of Operations				
Respendable Revenue	113.6	**131.0**	147.1	147.1
Expenses				
Operating:				
Salaries and Employee Benefits	16.1	**19.5**	19.9	19.9
Product Cost	80.0	**96.8**	112.3	112.3
Amortization	0.2	**0.2**	0.2	0.2
Other Operating Costs	17.3	**14.5**	14.7	14.7
Expenses Total	113.6	**131.0**	147.1	147.1
Surplus (Loss)	**-**	**-**	**-**	**-**

This table refers to the Fund's operating surplus and loss, not cash requirements for the fiscal year. The operating surplus 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 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
(in millions of dollars)				
Operating Activities:				
(Surplus) Loss	**-**	**-**	**-**	**-**
Less items not requiring use of funds:				
Amortization	0.2	**0.2**	0.2	0.2
Sub-total	(0.2)	**(0.2)**	(0.2)	(0.2)
Other items not requiring use of funds	0.1	**-**	-	-
Net financial resources (provided by) used in operating activities	(0.1)	**(0.2)**	(0.2)	(0.2)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.1	**0.2**	0.2	0.2
Net financial resources (provided by) used in investing activities	0.1	**0.2**	0.2	0.2
Authority (provided) used during year	**-**	**-**	**-**	**-**
Net authority (provided) used at the start of year	(16.8)	**(16.8)**	(16.8)	(16.8)
Net authority (provided) used at the end of year	(16.8)	**(16.8)**	(16.8)	(16.8)
Authority limit	20.0	**20.0**	20.0	20.0
Unused authority carried forward	36.8	**36.8**	36.8	36.8

Totals may not add up due to rounding.

10.

Consulting and Audit Canada Revolving Fund				
(in millions of dollars)				
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Statement of Operations				
Respendable Revenue	99.5	**100.0**	100.0	100.0
Expenses				
Operating:				
Salaries and Employee Benefits	32.7	**32.6**	32.6	32.6
Product Cost	57.9	**57.9**	57.9	57.9
Amortization	0.1	**0.1**	0.1	0.1
Other Operating Costs	8.3	**8.7**	8.7	8.7
Interest	0.1	**0.1**	0.1	0.1
Expenses Total	99.1	**99.4**	99.4	99.4
Surplus (Loss)	0.4	**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 surplus 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

(in millions of dollars)				
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Operating Activities:				
(Surplus) Loss	(0.4)	**(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 termination benefits	0.3	**0.3**	0.3	0.3
Sub-total	(0.8)	**(1.0)**	(1.0)	(1.0)
Other items not requiring use of funds	(0.2)	**(0.2)**	(0.2)	(0.2)
Net financial resources (provided by) used in operating activities	(1.0)	**(1.2)**	(1.2)	(1.2)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.1	**0.1**	0.1	0.1
Net financial resources (provided by) used in investing activities	0.1	**0.1**	0.1	0.1
Authority (provided) used during year	(0.9)	**(1.1)**	(1.1)	(1.1)
Reimbursement of employee termination benefits	(0.2)			
Net authority (provided) used at the start of year	(1.5)	**(2.6)**	(3.7)	(4.8)
Net authority (provided) used at the end of year	(2.6)	**(3.7)**	(4.8)	(5.9)
Authority limit	20.0	**20.0**	20.0	20.0
Unused authority carried forward	22.6	**23.7**	24.8	25.9
Totals may not add up due to rounding.				

11.

Translation Bureau Revolving Fund				
				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Statement of Operations				
Respendable Revenue	189.2	**228.0**	236.4	243.4
Expenses				
Operating:				
Salaries and Employee Benefits	155.1	**139.0**	142.2	147.8
Amortization	0.9	**1.6**	2.3	2.6
Other Operating Costs	81.5	**88.2**	94.5	98.8
Expenses Total	237.5	**228.8**	239.0	249.2
Surplus (Loss)	(48.3)	**(0.8)**	(2.6)	(5.8)
This table refers to the Fund's operating surplus and loss, not cash requirements for the fiscal year. The operating surplus 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

				(in millions of dollars)
	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
Operating Activities:				
(Surplus) Loss	48.3	**0.8**	2.6	5.8
Less items not requiring use of funds:				
Amortization	0.9	**1.6**	2.3	2.6
Provision for employee termination benefits	1.9	**2.0**	2.0	2.2
Sub-total	45.5	**(2.8)**	(1.7)	1.0
Other items not requiring use of funds	(3.0)	**-**	(0.4)	(3.1)
Net financial resources (provided by) used in operating activities	42.5	**(2.8)**	(2.1)	(2.1)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.3	**2.8**	2.1	2.1
Net financial resources (provided by) used in investing activities	0.3	**2.8**	2.1	2.1
Authority (provided) used during year [Note 1]	**42.8**	**-**	-	-
Reimbursement of employee termination benefits	(1.2)			
Collective Bargaining - TR Pay Equity	(28.3)			
Net authority (provided) used at the start of year	(19.2)	**(5.9)**	(5.9)	(5.9)
Net authority (provided) used at the end of year	(5.9)	**(5.9)**	(5.9)	(5.9)
Authority limit	10.0	**10.0**	10.0	10.0
Unused authority carried forward	15.9	**15.9**	15.9	15.9
Totals may not add up due to rounding.				
Note 1: The 2003-04 forecast spending includes authority to access $13.3M of the revolving fund's accumulated surplus, mainly to fund the relocation of some Translation Bureau's offices to the Crémazie building (Gatineau) together with its related fit-up costs and an additionnal $28.3M to fund Translation Group's pay equity.				

12.

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

13.

Loans, Investments and Advances				
				(in millions of dollars)
BUSINESS LINE	Forecast Spending 2003-2004	**Planned Spending 2004-2005**	Planned Spending 2005-2006	Planned Spending 2006-2007
SUPPLY OPERATIONS SERVICE				
Seized Property Working Capital Account	(4.0)	**2.0**	2.0	2.0
BUSINESS LINE TOTAL	(4.0)	**2.0**	2.0	2.0

Totals may not add up due to rounding.

Annex B - Horizontal and Major Initiatives

a. Standing Committee on Public Accounts (SCOPA)

The Standing Committee on Public Accounts considered Chapter 8 of the December 2002 Report of the Auditor General of Canada (AG) which dealt with office space acquisition and the PWGSC Action Plan to respond to the report's recommendations. SCOPA conducted hearings on this matter with PWGSC and AG officials on March 24, 2003, and tabled its 19th Report in the House of Commons on June 6, 2003. In all, the Nineteenth Report contains seven recommendations pertaining to the acquisition of office space. The Government tabled its Response to the SCOPA Report in Parliament on November 3, 2003. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_a-e.html

b. Government-Wide Review of Procurement (GWRP)

The purpose of this review is to make recommendations to the government on how best to carry out procurement on a government-wide basis. The Review is being carried out by the Task Force composed of staff from PWGSC, National Defence, Treasury Board Secretariat, and Justice: operating funds are provided by PWGSC. The final Report and Recommendations of the Task Force are due in December 2004. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_b-e.html

c. Government of Canada Marketplace (GoCM)

The Government of Canada Marketplace (GoCM) is a project of the Electronic Supply Chain (ESC) Program. This new end-to-end purchasing service will allow participating departments and agencies to shop for, buy and report on their purchases. In addition, it will support the payment, settlement and assets management requirements of participating departments and agencies. It will generate savings by delivering volume price discounts, consolidating procurement instruments, such as standing offers, allowing for increased credit-card rebates, and improving and simplifying procurement processes. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_c-e.html

d. Government On-Line (GOL)

Government On-Line (GOL) is the expression of the Government of Canada's vision to connect Canadians with government, each other and the world. For PWGSC, GOL means both serving Canadians directly and helping other federal departments and agencies make the government's vision a reality. Drawing on our expertise and experience, we are creating the technological solutions our clients need for secure on-line service delivery and e-commerce services. We also provide technical support for the Government of Canada Portal, which is the focal point of the federal government's presence on the World Wide Web. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_d-e.html

e. The Secure Channel (TSC)

The Secure Channel is at the centre of the GoC's common infrastructure and, as such, forms the foundation of the Government On-line (GOL) initiative. The Secure Channel provides citizens and businesses with secure and private access to all federal government on-line services, thereby helping to realize the GoC's Service Vision of client-centric, cross-government service delivery anytime, anywhere and in both official languages. The migration of over 100 departments and agencies to the Secure Channel Network (SCNet) was completed in the Fall of 2003. Continuing enhancements to this common infrastructure is enabling more departments to deliver applications on-line, improving integrated service delivery to Canadians. Further information on this subject may be found on the website located at:

http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_e-e.html

f. Alternative Service Delivery (ASD)

Alternative Forms of Delivery in Property and Project Management Delivery Services are important components of the transformation of PWGSC into a client centred department of government delivering cost savings to Canadians. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_f-e.html

g. Parliamentary Precinct Project (PPP)

The Long-Term Vision and Plan for the Parliamentary Precinct, approved in 2001, is a detailed blueprint that provides direction for the renewal of Canada's seat of government. During the 25-year implementation period, an extensive preservation program will restore the magnificent appearance of the buildings, while bringing them up to modern standards by renovating their electrical, mechanical and safety systems and providing more functional offices and committee rooms in existing buildings. At the same time, approximately 28,000 m² of new construction will be undertaken in the Precinct to meet the space requirements identified by the Senate, House of Commons and Library of Parliament, which cannot be met in existing facilities.

The Plan will unfold as a series of 15 major projects implemented in five phases, over a period of approximately 25 years. The first project, the renovation of the Library of Parliament, is already underway. Other projects, including the Bank Street Building (new construction), the Wellington Building (renovation) and other possible projects are in the planning stage. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_g-e.html

h. Shared Travel Services Initiative (STSI)

The STSI project is a multi-million dollar initiative (\$ 275M). The contract was awarded to Accenture Inc. on November 28, 2003 for a 7-year term with option to extend for up to an additional two years. The solution will provide fully functional, comprehensive, and seamlessly integrated "employee-friendly" travel services to government employees. Travel services include the following:

- Full services travel agency
- On-line reservation service
- Travel expense claim service
- Travel credit card service
- Traveller's reimbursement service
- Business intelligence service
- Portal service
- Employee traveller service network

Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_h-e.html

i. Pension Modernization Project (PMP)

The Government of Canada Pension Modernization Project (GoCPMP) is the renewal of PWGSC's pension administration systems and business processes to enable PWGSC to replace thirty-year-old technology and to use industry best practices to deliver pension administration services to public service employees, employers and pensioners. It is expected that the GoCPMP will be able to procure a system solution that has the flexibility and functionality to simultaneously meet the unique requirements of multiple clients. It will also provide information management and access tools that allow expert pension advisors to administer pensions and provide timely, accurate and consistent responses to plan members. The solution will also provide sustainable systems capable of efficient adoption of future technologies. The current cost estimate is \$115.5 million (\$19.5 million for the Definition Phase) and the planned contract award is July 2005. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_i-e.html

j.   Sustainable Development Strategy (SDS)

The Government of Canada's goal is to become a model of environmental excellence in its own operations. In support of this government-wide goal, PWGSC has committed that the principles of sustainable development will be reflected in all aspects of PWGSC's role as a provider of services to other government departments, as a custodian of real property, and in its own internal operations. A major project of PWGSC in support of sustainable development is the remediation of the Sydney tar ponds Further information on this subject may be found on the website located at:

http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_j-e.html

k.   Federal Judicial Building (FJB)

The Federal Judicial Building, to be called the Pierre Elliott Trudeau Judicial Building, is planned to be built on the north-east corner of Wellington and Lyon Streets, Ottawa. The building will provide approximately 24,000 square metres useable (m^2) to accommodate all of the Ottawa operations of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada, the Tax Court of Canada and the newly created Courts Administration Service, and to provide 350 underground parking spaces, 190 of which are for parliamentarians and their staff (LTVP), at a total cost not to exceed $151M ($140M for the building and $11M for the parking for parliamentarians), all figures excluding GST. Effective Project Approval is planned for 2005-2006. Further information on this subject may be found on the website located at:

http://www.pwgsc.gc.ca/reports/text/rpp_2004-2005_annexB_k-e.html

Annex C – Additional Information

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Internet Sites

Consulting and Audit Canada: http://www.cac.gc.ca
Government of Canada: http://www.canada.gc.ca
Public Service Compensation: http://www.pwgsc.gc.ca/compensation
Public Works and Government Services Canada: http://www.pwgsc.gc.ca
Real Property Services: http://www.pwgsc.gc.ca/rps
Receiver General: http://www.pwgsc.gc.ca/recgen
Supply Operations Service: http://www.pwgsc.gc.ca/sos
Government Telecommunications and Informatics Services: http://www.pwgsc.gc.ca/gtis
Translation Bureau: http://www.translationbureau.gc.ca

Other Related Internet Sites

Compensation Service Standards:
http://www.pwgsc.gc.ca/compensation/service/serv-servicelevels2002-e.html
Internal Audits and Evaluations: http://www.pwgsc.gc.ca/aeb/text/toc-e.html
Contracts Canada: http://www.contractscanada.gc.ca
PWGSC Government On-Line (GOL) Public Report:
http://www.pwgsc.gc.ca/gol/publicReports/index-e.html
Modern Comptrollership in Action:
http://www.pwgsc.gc.ca/mmpa/2003/text/index-e.html
Modern Management Practices Assessment:
http://www.pwgsc.gc.ca/mmpa/text/index-e.html
PWGSC Alternative Form of Delivery: http://www.pwgsc.gc.ca/afd
PWGSC Report Card on Compliance with Response Deadlines under the *Access to Information Act*:
http://www.infocom.gc.ca/reports/section_display-e.asp?intSectionId=390
PWGSC Sustainable Development Performance Report:
http://www.pwgsc.gc.ca/sd-env/text/performance-report-e.html.