



Public Works and Government Services Canada

1997-98
Estimates

Part III

Expenditure Plan

The Estimates Documents

The Estimates of the Government of Canada are structured in three Parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve. The Part III documents provide additional detail on each department and its programs primarily in terms of the results expected for the money spent.

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Approved

Minister of Public Works and
Government Services

Preface

This document is a report to Parliament to indicate how the resources voted by Parliament have or will be spent. It is an accountability document that contains several levels of details to respond to the various needs of its audience.

This Expenditure Plan for 1997-98 is based on a revised format intended to make a clear separation between planning and performance information, and to focus on higher-level, longer-term plans and performance.

The plan is divided into four sections:

- The Minister's Summary
- Departmental Plan
- Departmental Performance, and
- Supplementary Information.

In accordance with Operating Budget principles, this plan reports human resources in employee full-time equivalents (FTEs).

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Section I: The Minister's Summary

I am pleased to present Part III of the Estimates of Public Works and Government Services Canada (PWGSC) to Parliament and all Canadians.

With the passage of the legislation establishing PWGSC in July 1996, the government reaffirmed the need to have a central department responsible for providing the necessary administrative and common services that support the daily operations of departments and agencies of the Government of Canada. PWGSC is that department.

PWGSC is unique in government. It provides the necessary support structure of the public sector. It procures some \$8 billion in goods and services, covering 17,000 categories, for more than 100 federal departments and agencies each year. It builds and supports the government's telecommunications infrastructure — everything from telephones to the government's presence on the Internet. It provides the office space for 160,000 public servants and Parliamentarians, manages a \$7 billion portfolio of Crown-owned and leased assets across Canada and manages and disposes of certain Crown properties and other assets. It manages the Receiver General functions and produces the Public Accounts (Canada's financial "books"). It makes over 193 million payments each year to Canadians in every walk of life on behalf of the Government of Canada, including direct payments such as the Child Tax Benefit. Finally, it provides a range of translation, consulting and audit, and other optional services to federal organizations.

**PWGSC —
serving government,
serving Canadians...**

By providing these services, PWGSC enables departments and agencies of the government to focus on what they do best — serve Canadians.

The Department also serves government in other ways. It supports the government agenda for sustainable development and environmental management through a range of initiatives aimed at preserving, protecting and conserving the environment for present and future generations of Canadians. It also supports government policy and program priorities for Getting Government Right and manages its services to take advantage of economies of scale and ensure best quality, price and value to its clients, the government and all Canadians.

**Essential, valued,
quality services that
help government better
serve Canadians...**

For example, in the real property field, PWGSC is in the midst of a 12-year, \$265 million renovation and rehabilitation program for Parliament Hill that will not only address critical safety and health needs, but also will ensure the long-term, productive use, preservation and protection of one of Canada's heritage treasures.

As well, PWGSC's Framework for Managing Office Accommodation will save the Crown \$160 million annually by 1999-00 by consolidating government office space to make the best use of

Saving taxpayers' dollars...

every square metre of accommodation. One consolidation project alone, in Ottawa, will save taxpayers \$3.8 million in accommodation costs by 1998-99.

Ultimately PWGSC, like all departments, serves all Canadians — individuals, groups, and businesses alike — in many ways.

The Department manages its procurement operations to ensure open, fair access to government contract opportunities for Canadian businesses, while promoting prudence and protecting the public interest. For example, it has put in place a policy to ensure that the government does business only

Open, fair access to government business opportunities...

with organizations that perform well, and which avoid discriminatory practices in the workplace. Further, it supports Canadian business by providing single-window access to federal government contracting opportunities through the Open Bidding Service (OBS), while its Supplier Promotion Program explains to suppliers how to do business with the

federal government. A single-window national electronic-tendering service will soon replace OBS. The new system will be easier and cheaper to use and will offer subscribers access to both federal and provincial contract opportunities.

Leading the way in electronic commerce solutions for government — direct deposit, electronic procurement, Government Electronic Directory Service, Government Electronic Data Interchange Service (GEDIS), GENet...

Through its Direct Deposit program, the Department provides Canadians in every part of the country with access to reliable, fast and secure electronic deposit of government payments. The convenience of direct deposit has become more popular with Canadians every year. More than 70 per cent of those receiving Old Age Security and Canada Pension Plan benefits are now registered for Direct Deposit. At the same time, the program saves the Crown some \$45 million annually.

The Department also provides other electronic commerce alternatives for Canadians. For example, the Department manages GEDIS, a data interchange system that allows for the secure electronic exchange of basic business documents, such as invoices and receipts, between government and the private sector. It also provides GENet, the infrastructure information network that allows departments shared access to common systems, networks and services. GENet is what makes it possible for the government to go on-line through the Internet.

Better access to government services and information for Canadians...

Canadians enjoy better access to government information through the Government of Canada's primary Internet site, which PWGSC developed and manages. The site includes the Government Electronic Directory Service (GEDS), developed by PWGSC, which lists organizations and personnel throughout the government.

Since the Department was first announced in 1993, it has been streamlining its operations to focus on core services for government. Core services are those that government must provide internally in order to meet its priorities and achieve its public policy objectives.

As examples of its streamlining efforts, PWGSC privatized large parts of the Canada Communication Group and closed certain “non-core” services like its Stocked Item Supply operations. It is also pursuing alternative approaches to delivering services including the use of the private sector wherever it is cost-effective and feasible to do so. For example, many of the Department’s property maintenance functions will be contracted to the private sector for the first time next year.

Getting government right — a focus on core services with best value and quality for government and taxpayers...

Much has been accomplished, but many challenges still face the Department:

- Government restructuring, reduction and refocusing of programs and services affect the Department in terms of the type and volume of its services and the demand for them.
- The government’s drive to reduce its costs also directly affects the Department. PWGSC will shrink by almost 6,000 FTEs — from 17,100 to 11,300 — over five years. The Department must manage this major downsizing while maintaining or improving the quality, price and availability of its core government services.

To respond to these and other challenges, PWGSC has developed four major strategies. Together, these will guide the Department in serving government and all Canadians:

Strategies for change that look to the future needs of government and all Canadians...

- The Department will enhance its contribution to government by emphasizing core roles, rationalizing services and finding opportunities to share services and develop partnerships with other levels of government and the private sector.
- PWGSC will improve its services to clients and government by developing and applying quality standards against which to measure its success in meeting clients’ needs.
- It will pursue efficiencies in all operations by meeting its Program Review commitments and continuously reviewing programs, services and activities for opportunities to operate more efficiently.
- The Department will build a workforce that is more flexible and responsive to the renewal needs of the Department, by implementing an integrated human resources strategy that focuses on employment continuity, selective skills acquisition and development, streamlining organizational structures, and the development of a more supportive management culture.

This Part III of the Estimates sets out, in clear terms, what PWGSC has achieved and what it expects to achieve. The Department's accomplishments have been considerable in serving government and Canadians. The challenges ahead are significant. However, I am confident that what we are doing and the course we have set will effectively respond to these challenges to the benefit of the Government of Canada and all Canadians.

The Honourable Diane Marleau, PC, MP
Minister of Public Works and Government Services

Section II: Departmental Plan

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A. PWGSC Plan

1. Overview

PWGSC's Role in Government

The Department was created through the amalgamation of Public Works Canada, Supply and Services Canada, the Government Telecommunications Agency (Communications Canada), and the Translation Bureau (Secretary of State of Canada). The *Department of Public Works and Government Services Act*, setting out the legal framework for the new Department, was passed into law in July 1996.

PWGSC provides central services that are considered essential to government operations, and which departments and agencies must use. These include Receiver General for Canada functions, compensation services, office space provision, goods acquisition and Crown assets disposal.

Our goal is to provide the best value for taxpayers' dollars in providing common and central services, with due regard to the important government values of prudence, probity and transparency.

The Department also provides a wide range of common services that its clients, comprising more than 100 departments and agencies, may choose to use. Services include areas such as property and facilities management, architecture and engineering, real estate, publishing, translation, interpretation and terminology, consulting and audit, information management and technology, and communications.

Our goal is to provide the best value for taxpayers' dollars in providing common and central services, with due regard for the important government values of prudence, probity and transparency. Essentially, by focusing on what the Department does best — providing cost-effective

common and central services to government — PWGSC helps departments focus on what *they* do best.

Planning Environment

The common-service needs of government and the specific needs of client departments and agencies greatly shape the Department's planning environment. This environment is characterized by rapid change. Accordingly, it demands a high level of flexibility and adaptiveness from the Department. Three environmental factors are expected to be particularly important for PWGSC over the Estimates period:

- the continuing reform of government
- increasing flexibility and choice in service delivery — the ability of departments and agencies to choose their supplier of common services, and
- improvements in electronic technology.

Reform of Government

The federal initiative to “get government right” is central to PWGSC’s planning environment. Deficit reduction and budgetary restraint have become constants. Spending across government will have dropped 21.5 per cent by 1998-99 from the 1994-95 base and a planned reduction of 55,000 public service positions is now underway.

By focusing on what the Department does best — providing cost-effective common and central services to government — PWGSC helps departments focus on what they do best.

Government downsizing has directly and significantly affected our planning because PWGSC provides much of the accommodation and other service needs of the departments and agencies being cut back. PWGSC’s own reduction plan is sized and timed, in large part, to reflect overall government downsizing. The Department will reduce its expenditures from \$2.2 billion in 1994-95 to \$1.6 billion in 1999-2000 and full-time equivalent employees from approximately 17,100 to about 11,300 over the same period (see Figure 1).

The “getting government right” initiative involves more than just downsizing. It asks departments to adopt a more strategic focus, to consider the legitimate role of government. It asks how and by whom services can best be delivered. Choices have to be made and more creative ways found to get the best value for taxpayers’ dollars.

Reform of government has meant a constant review of the government’s core roles and programs. More and more, government is considered to be a shared responsibility among federal, provincial and local governments. Accordingly, PWGSC is developing new partnerships at all levels. For example, PWGSC has pursued opportunities to share office space with other governments wherever possible. The Department has also been very effective in encouraging provincial governments to participate in the Open Bidding Service, an electronic tendering system that offers single-window access to government contracts.

More and more, government is considered to be a shared responsibility among federal, provincial and local governments. Accordingly, PWGSC is developing new partnerships at all levels.

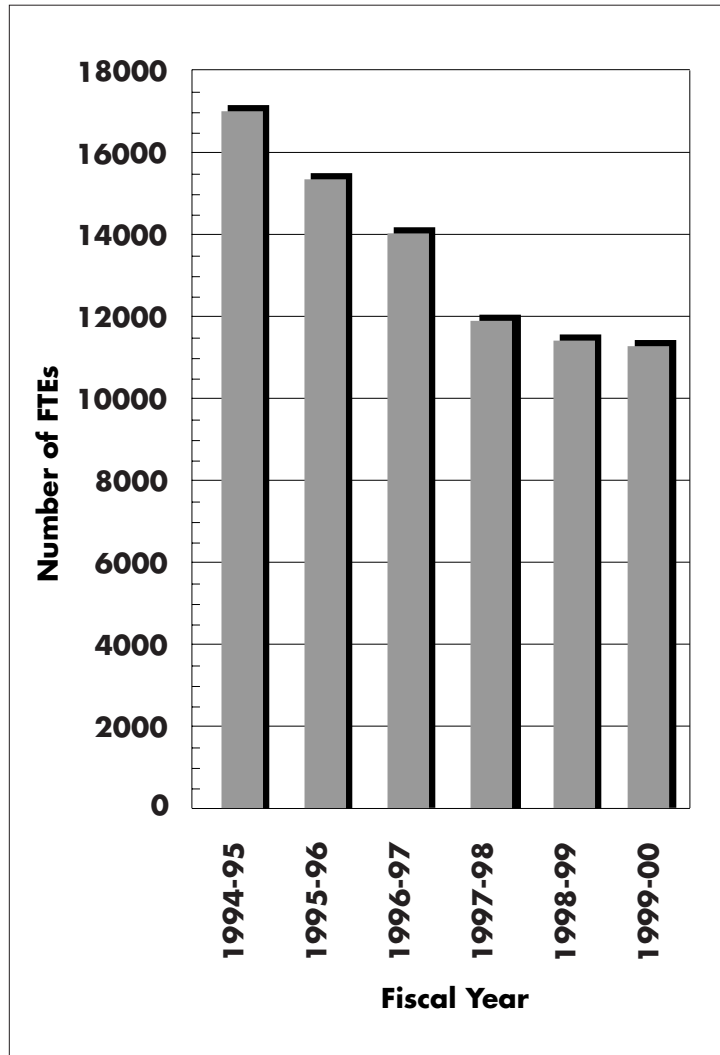
A strategically oriented government focuses more on steering, on direction-setting and results. This focus allows a greater flexibility in how programs are implemented. For example, where a private-sector capacity exists to do work currently being done by government and there are no security or other limitations, that capacity should be used through contracting out, or the development of a new partnership arrangement. Within PWGSC, Real Property Services has recently designated a significant portion of their facilities management program to be contracted out to the private sector during the next year.

The development of the Confederation Bridge between New Brunswick and Prince Edward Island demonstrates the potential for new approaches and partnerships for government and the Department.

The development of the Confederation Bridge between New Brunswick and Prince Edward Island demonstrates the potential of new approaches and partnerships for government and the Department. The bridge was built and funded by a private-sector consortium with a guaranteed annual level of support from the federal government equivalent to the existing transport subsidy. Similarly, the Federal

Buildings Initiative, using private-sector investment to fund energy-saving programs in government office buildings, has been very successful. These initiatives demonstrate the effective use of private-sector capital and management to realize public-policy goals.

Figure 1: FTE Levels



The Department will not continue providing certain services if resources are no longer available or if greater choice means it is no longer economical to provide them on a common basis. For example, PWGSC closed the Stocked Item Supply program for products such as furniture and stationery during 1995-96 and is completing the privatization of large parts of the Canada Communication Group (printing functions).

Increased Flexibility and Choice

Many of PWGSC’s services, such as providing office accommodation or large-value purchasing, have been mandatory. Departments were required to acquire these services through PWGSC to satisfy broader objectives of public policy, such as obtaining the best overall value for taxpayers, single-window access for government contracting, or the assurance of prudence and probity.

Many Departments and agencies have been looking for greater flexibility and choice in obtaining common services. Budget restraint and the need to restructure has put common services under the

spotlight. The achievement of an appropriate balance between mandatory and optional common services continues to be an active topic of discussion within government.

The significance of increased flexibility and choice in common services for PWGSC is illustrated by the three new service agencies (Canadian Food Inspection Agency, Parks Canada Agency and the Canada Revenue Commission) that the government announced in the 1996 Budget. It is possible that the demand for PWGSC services could

The achievement of an appropriate balance between mandatory and optional common services continues to be an active topic of discussion within government.

be reduced significantly (up to 30 per cent), if the three new agencies decide either to carry out common-service functions in-house, or to contract out to the private sector. Reduced demand flowing from optionality could compromise the economies, efficiencies and effectiveness associated with common services.

These changes require that PWGSC remain strategically alert in order to adjust to potentially sharp changes in demand for common-service offerings. The strategy, therefore, will be to focus on improving those services for which demand is greatest and to make them more affordable and responsive to the needs of clients.

Improved Technology

New electronic technologies also offer new opportunities for government. These opportunities are especially apparent in two important areas:

- providing the public with easier access to government departments and agencies, and
- creating savings for the government.

The Government of Canada's Internet site, developed and managed by PWGSC, makes it easier and simpler to access federal government information. PWGSC is increasingly using electronic payments rather than printing and mailing paper cheques. This has brought significant savings to government. The Department has not yet seen the limits of the new technologies. However, it is increasingly aware that they are changing the way of doing business. For example, electronic kiosks are being used to provide government services directly to the public. Clearly, such use of technology will reduce the demand for government office space, which is an important consideration for this Department.

The Government of Canada's Internet site, developed and managed by PWGSC, makes it easier and simpler to access federal government information.

The implementation of new electronic technologies demonstrates a two-way pull that exists in most common-service areas. New technologies offer advantages such as increased flexibility and independence for individual departments. On the other hand, the use of central approaches and common systems, which may impose certain constraints, ensures interoperability. It also allows the government to take advantage of the economies of scale. In the interest of overall value to government, the willingness of individual departments to sacrifice a certain degree of flexibility is critical.

Priorities and Direction

PWGSC's key strategic priority is to achieve the best value for taxpayers' dollars in providing common and central services. The Department will concentrate on core areas, such as advisory and expert services, that will enable it to contribute most to supporting government programs. These are services which will help to ensure that clients can carry out certain specialized tasks (for example, acquiring or disposing of office space or other assets, purchasing goods and services or tendering) in an economic, efficient manner. PWGSC will focus more on getting the work

PWGSC will focus more on getting work done than on doing it in-house. It will use the private sector whenever the capacity exists and it is cost-effective to do so.

done than on doing it in-house. It will use the private sector whenever the capacity exists and it is cost-effective to do so. The Department will act as a manager and agent for outsourced services and adapt delivery mechanisms to better meet government and client needs.

Strategies for the Planning Period

The Department has four broad strategies that it will pursue over the planning period. All four are interrelated and play a key role in supporting and strengthening the government's administrative processes.

The Department will enhance its contribution to government by:

- emphasizing core roles and reviewing these roles continuously
- carrying out strategic reviews and evaluations and, as appropriate, adjusting activities in response
- consolidating and rationalizing services within PWGSC and the government to reduce duplication and overlap, and
- looking for opportunities to share services and work as partners with other levels of government and with the private sector.

The Department will improve its services to clients by:

- promoting quality in all its services and measuring results in terms of success in meeting clients' needs
- using service standards so clients know what to expect and have a basis for measuring the quality of service
- using alternative methods of providing service to improve its quality and reduce costs to clients, and
- consulting with clients regularly to measure their satisfaction with PWGSC services.

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

- ensuring that it meets its Program Review commitments, including requirements for downsizing and program changes
- establishing new commitments to adjust to overall downsizing in government, and
- continuously reviewing its programs and activities.

The Department will build a work force that is more flexible and responsive to the renewal needs of the Department by:

- implementing an integrated human resources strategy that focuses on employment continuity, selective skills acquisition and development
- streamlining organizational structures, and
- developing a more supportive management culture.

2. Details by Business Line

This section sets out the strategies and initiatives of the Department's major Business Lines.

Real Property Services

The Real Property Services (RPS) Business Line is a common-service organization that is responsible for providing real-property-related products and services to federal departments and agencies. There are two components to the Real Property Services Program: real property and services.

- The real property component operates on appropriated funds, with which RPS manages and is accountable for the federal real property program, including office space, common-use facilities, residential housing, the Parliament Buildings, and engineering works such as highways, bridges, dry docks, a lock and dams. RPS currently provides offices for approximately 160,000 public servants in 2,500 locations across Canada.
- The services component operates on a revolving fund. It provides various professional and technical real property services to support the planning, acquisition, management, operation, maintenance, construction, repair and disposal of real property. These services support departments and agencies in delivering their programs. Services include architectural and engineering, real estate, and property and facilities-management services. These services are optional to departments and agencies.

RPS Strategic Statement

RPS will be radically realigning its operations in support of the government's commitment to get government right, reduce costs and stimulate the private sector. It will focus on its core activities (those essential to fulfil its mandate and real property advisory role), and move to alternative forms of delivery for non-core activities through increased contracting out to the private sector and partnering with other levels of government. However, RPS will remain accountable for its real property program. It will continue to offer federal departments and agencies a full range of real property services.

Federal departments are facing major challenges to change, reduce and refocus their activities and services. To support them, RPS is offering to use its skills and knowledge as the government's real property expert and adviser so that departments can focus on their core program roles. This approach could lead to the optimization of real property activities and resources across government. It could also increase the efficiency and effectiveness of real property services and make it easier to reduce the amount of office space and rationalize the federal real property inventory as the government downsizes.

RPS will be working with departments and agencies to demonstrate that RPS can meet their needs effectively and affordably. The Branch is developing a much better knowledge of its clients' programs, cultures and objectives through its client-service units, often located in the client's facilities. The client-service units will enable RPS to tailor its real property advice and support to meet the particular circumstances of clients and to give them easy access to a full range of real property products and services. These client-service units will be as convenient and responsive as the internal resources that some clients currently use.

RPS Key Initiatives

Improved Responsiveness to Clients

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To establish a relationship of such closeness and confidence that clients automatically turn to RPS for all their real property needs.	<ul style="list-style-type: none"> Establish client-service units. 	<ul style="list-style-type: none"> Partnerships with client departments and agencies. Satisfied clients.

Reflect Changing Role of Government

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To redefine RPS relationships with the private sector in delivering real property services and support the government's objectives of getting government right and stimulating the private sector.	<ul style="list-style-type: none"> Increase the amount of business with the private sector by moving to alternative forms of delivery for many of the operational real property activities associated with the buildings for which RPS is custodian. 	<ul style="list-style-type: none"> A more strategic role as the government's real property expert and adviser. More contracting out to the private sector and partnering with other levels of government. Increased efficiencies in operating costs of buildings.

Consolidate Management of Surplus Federal Inventory

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To obtain Treasury Board Secretariat permission for other organizations to transfer certain surplus assets to RPS for disposal along with funds to operate and maintain surplus property until it can be disposed of.	<ul style="list-style-type: none"> Achieve divestiture and disposal targets for properties transferred to PWGSC. 	<ul style="list-style-type: none"> More effective and efficient disposal of surplus federal inventory.

Savings in Government Office Space

Purpose

To achieve savings by improving the effectiveness and efficiency of the use of office space in the federal government.

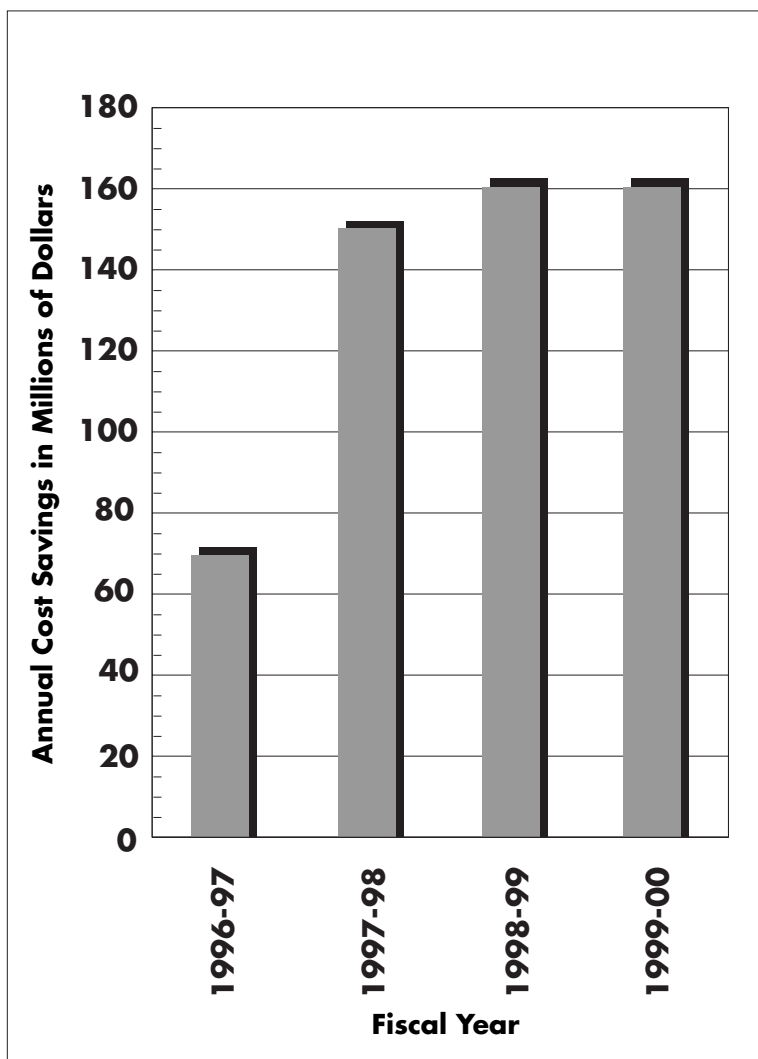
Key Activities

- Implement a new framework for managing office accommodation employing space reductions and other efficiency measures.
- Implement strategies to improve efficiencies and reduce costs.

Intended Results

- Shared accountability with clients on standards and reduction targets.
- Savings of \$160 million by April 1999 (see Figure 2).

Figure 2: Planned Savings in Government Office Space



Transfer Municipal Grants Responsibility

RPS has been administering municipal grants on behalf of all federal custodial departments. In 1996-97, municipal grants amounted to \$426 million. However, custodian departments will assume responsibility for grant payments beginning April 1, 1997. To ensure a smooth transition to the new management framework, RPS will report to departments on their grant responsibilities and will continue to provide them with professional and other grant-administration services. The Minister of PWGSC will continue to be responsible for the *Municipal Grants Act* and accountable for determining grant amounts.

Break-Even on the Real Property Services Revolving Fund

RPS is committed to have the Real Property Services Revolving Fund achieve a balance between revenue generated and operating costs throughout the 1996-99 planning period, but this depends on a number of factors. Revenue depends directly on the demand for real property services from federal departments and agencies. This is a horizontal government issue that will be affected by client program reductions and restructuring, as well as by alternative service-delivery initiatives. To meet the break-even financial target, the Branch will continue to reduce operating expenses while optimizing revenue. This will involve more contracting-out of services that can be more efficiently delivered by the private sector. It will also involve more staff reductions, restructured fees and charging practices, reduced overhead expenses and re-engineered business processes. Finally, it will mean developing closer relationships with clients in order to retain business and expand business lines.

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To achieve financial break-even for the Real Property Services Revolving Fund throughout the planning period.	<ul style="list-style-type: none"> Carry out the steps necessary to reduce operating expenses and optimize revenues. 	<ul style="list-style-type: none"> Break-even in the Real Property Services Revolving Fund.

Break-Even on the Real Property Disposition Revolving Fund

The Real Property Disposition Revolving Fund has been established as a new revenue-dependency régime for services offered by RPS for the disposal of surplus federal real property where disposal costs are funded from the proceeds of sale. The Branch is committed to ensuring that the revolving fund operates on a break-even basis throughout the planning period. To achieve this, the Branch will be taking steps to reduce operating expenses while maximizing revenues to the extent possible. However, because of recent changes in its operating environment, especially revenue-sharing arrangements between custodial departments and the Treasury Board Secretariat (TBS), RPS will be working with TBS to redefine the terms and conditions of the fund.

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To achieve break-even in the Real Property Disposition Revolving Fund throughout the planning period.	<ul style="list-style-type: none"> • Take steps to reduce expenses and maximize returns from sales. 	<ul style="list-style-type: none"> • Break-even in the Real Property Disposition Revolving Fund.

Supply Operations Service

The Supply Operations Service (SOS) Business Line provides common services associated with procuring goods and services on behalf of the federal government. It manages the procurement process by conducting market research on what products are available from suppliers; carrying out studies on product planning and method-of-supply; soliciting, evaluating and selecting bids; and negotiating, issuing and administering contracts. It issues 80,000 contract documents annually, with a value of approximately \$8 billion. These contracts encompass more than 17,000 categories of goods and services.

SOS also manages Major Crown Projects (projects valued at more than \$100 million, such as the recent Frigate Procurement Program for the Canadian Navy). As well, it disposes of Crown assets and helps to develop standards (for example, standards for products and product safety) on behalf of the federal government.

SOS Strategic Statement

As trust is the key variable in government contracting, integrity and transparency will be the governing principles in all SOS contracting activity. The overall goal for SOS is to be recognized as a leader in government procurement. To achieve this, SOS has established specific strategies as follows:

- to develop policies and programs that reflect broad government objectives
- to provide “value-added” procurement services — procurement services that take advantage of the Branch’s specialized knowledge and expertise in procurement, and which will enable clients to make cost-effective decisions in this area
- to base our relationships with contractors on the principles of professionalism, fairness and openness
- to foster an environment that builds on employees’ abilities and talents, that respects employees’ needs and concerns, and which encourages energy, excellence and enthusiasm, and
- to be a leader in the application of technology in procurement in general, and in the procurement of technology in particular.

SOS Key Initiatives

The SOS Business Line is committed to providing procurement services that meet the needs of the federal government. Key initiatives include the following:

National Electronic Tendering Service

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To participate in implementing a successor system to the current Open Bidding Service.	<ul style="list-style-type: none"> Managing the transition to the new system provider. 	<ul style="list-style-type: none"> A lower-cost and more user-friendly system for accessing government procurement opportunities. Improved access for suppliers to public-sector procurement opportunities through electronic-tendering services. Better use of taxpayers' resources through partnering and shared systems development. Realization of commitments under the Agreement on Internal Trade to develop a common electronic-tendering system.

Benefits-Driven Procurement

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To introduce a new procurement method called benefits-driven procurement to manage risk in information technology (IT) projects.	<ul style="list-style-type: none"> Pilot-test and evaluate the new procurement method. 	<ul style="list-style-type: none"> Better management of risk in IT projects. Improved accountability and project management for IT projects. Better application of industry experience in developing business cases and estimating benefits.

Automated Buyer Environment

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To provide an electronic link with clients called the Automated Buyer Environment (ABE) for requisitions, attachments and client inquiries.	<ul style="list-style-type: none"> • Complete electronic linkage within budget and on time. • Implement ABE for real property procurement. 	<ul style="list-style-type: none"> • Better application of technology in administering federal procurement. • Improved responsiveness to client needs.

Green Procurement

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To support and stimulate the procurement of “green” products across government.	<ul style="list-style-type: none"> • Establish a self-sustaining database of green products for procurement staff across government. 	<ul style="list-style-type: none"> • Broader commitment to, and use of, environmentally friendly products across the federal government. • Better access to information on green products.

Supplier Information and Services

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To assist small and medium-size enterprises by providing information on government-wide contracting.	<ul style="list-style-type: none"> • Establish an inter-departmental working group to create a single point of access for all government contracting called Contracts Canada. • Make small and medium-size businesses aware of the potential for government contracts and register them as suppliers. 	<ul style="list-style-type: none"> • Better access for small and medium-size business to federal procurement opportunities. • Better supplier-development activities for small and medium-size business.

Procurement Strategy for Aboriginal Business

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To support the implementation of Indian and Northern Affairs Canada's recently announced procurement strategy for Aboriginal business.	<ul style="list-style-type: none"> • Implement procedures to establish Aboriginal set-asides. • Modify the contracting database for set-aside procurement. • Increase the number of Aboriginal supplier seminars held. 	<ul style="list-style-type: none"> • Better access for Aboriginal business to federal procurement. • More contracts awarded to Aboriginal business.

Vendor Performance Policy

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To ensure that departments use vendors who meet their contractual obligations to the Crown.	<ul style="list-style-type: none"> • Improve and update methods for tracking individual performance of vendors. 	<ul style="list-style-type: none"> • The ability to contract only with suppliers who perform satisfactorily. • Better assessment of vendor performance.

Government Operational Service

The Government Operational Service (GOS) Business Line manages the delivery systems associated with Receiver General functions and public service compensation functions. More specifically, Receiver General functions include:

- receiving, transferring, holding and disbursing public money
- redeeming payments
- negotiating all banking services related to the Consolidated Revenue Fund
- providing regular financial information to the government on the state of its finances
- maintaining the Central Accounts of Canada, and
- preparing the Public Accounts of Canada.

Public service compensation involves administering the government payroll and pension processes. The Receiver General and public service compensation functions are critical to effective government administration and, in the case of payments (for example, Child Tax Benefits), touch the Canadian public directly.

GOS Strategic Statement

The Business Line is committed to maintaining a high standard of service, even as it is significantly changing its delivery systems. These changes are being made to increase efficiency and to enable the Branch to meet the varied operational needs of our clients.

The Business Line strategy is to focus on moving toward a paperless environment by upgrading systems and processes. The Receiver General is playing a major role in the federal government’s electronic-commerce thrust. For example, initiatives such as Direct Deposit are streamlining the disbursement of funds. The strategy also supports the government-wide initiative to improve financial management through adopting the accrual accounting method.

As well as making technological changes, GOS is reducing costs both by consolidating centres for delivery services to clients, and by standardizing and streamlining the functions of these organizations. Once the Branch has made its planned technological and organizational changes and has achieved maximum efficiency, it will determine whether the private sector could perform certain compensation activities more cost-effectively.

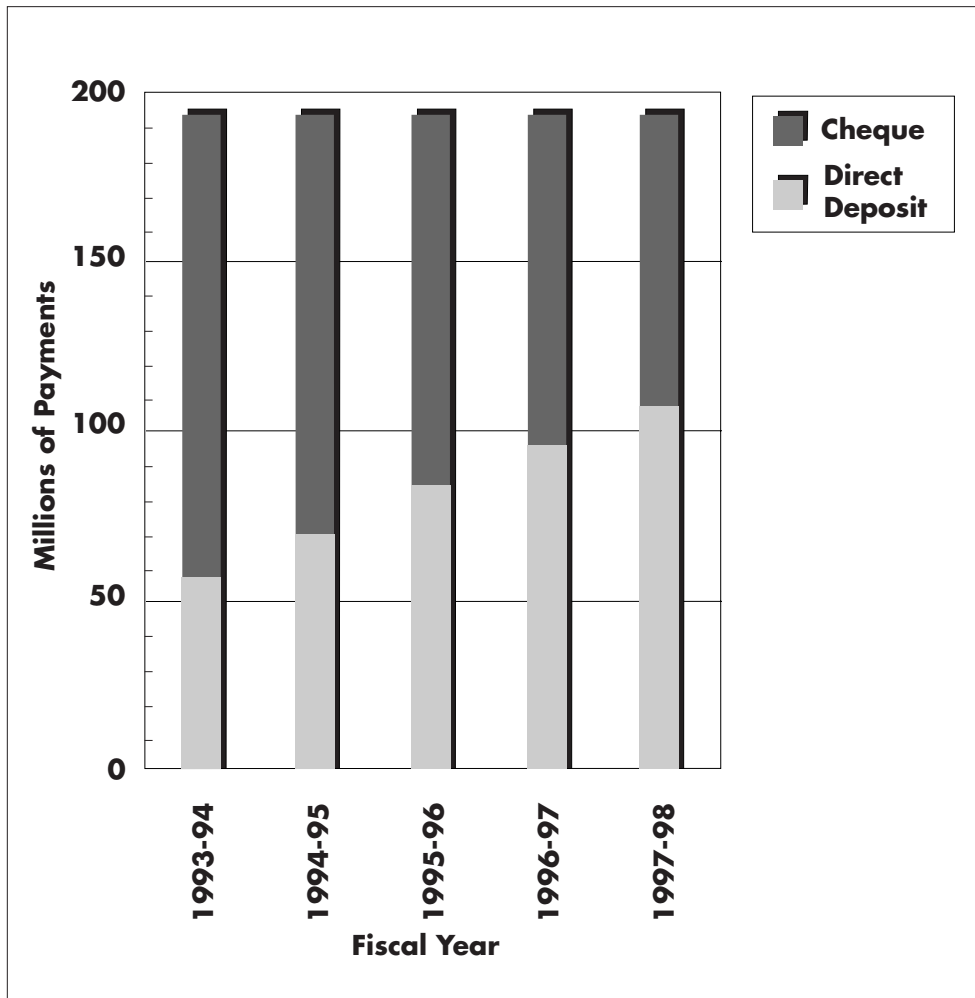
GOS Key Initiatives

The following initiatives illustrate the changes that are underway in the Government Operational Service Business Line.

Direct Deposit Expansion

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To encourage Canadians to have federal government payments deposited directly to their financial institutions.	<ul style="list-style-type: none"> Publicize the benefits and convenience of direct deposit. Increase direct-deposit enrollment targets for each year for federal payments. Co-operate with other levels of government with respect to direct deposit. 	<ul style="list-style-type: none"> Lower government expenses for postage, banking fees and paper. A more secure, reliable and convenient method of payment.

Figure 3: Receiver General Payments Issued by PWGSC



Expansion of direct deposit has been successful. In 1993-94, direct deposit accounted for roughly 30 per cent of the volume of Receiver General payments. In 1997-98 that number will grow to over 55 per cent. This is a significant milestone for the Department.

Central Financial Management and Reporting System Project

Purpose

To develop a system to provide more meaningful, timely and relevant financial management information to central agencies and departments as part of the government-wide Financial Information Strategy.

Key Activities

- Achieve major project milestones within budget.

Intended Results

- Better financial-management information for government.
- Implementation of accrual accounting in government.

Payment Streamlining

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To implement the Payment Delivery Framework project to streamline operations and reduce costs.	<ul style="list-style-type: none"> • Reduce the number of service-delivery sites from 16 to 6. • Establish revised national service standards. 	<ul style="list-style-type: none"> • More efficient delivery of Receiver General payments. • More control and flexibility for clients. • Financial savings.

Compensation Streamlining

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To streamline compensation activities by centralizing functions, consolidating offices, applying technology and restructuring.	<ul style="list-style-type: none"> • Reduce direct labour costs by replacing labour-intensive processes with automated services. • Establish and maintain service standards. • Reduce the number of service-delivery sites from 12 to 6. 	<ul style="list-style-type: none"> • Improved productivity of compensation activities. • Financial savings through increased automated processes.

Pension Reform

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To implement the new legislative provisions announced in the 1996 Budget.	<ul style="list-style-type: none"> • Revise the régime for administering pensions to reflect the new pension reform legislation. 	<ul style="list-style-type: none"> • A more modern system for administering pensions. • Increased pension portability to facilitate movement into and out of the public service.

Government Telecommunications and Informatics Services

The Government Telecommunications and Informatics Services (GTIS) Business Line was created in 1993 to provide common information-management (IM) and information-technology (IT) services to the government. Essentially, GTIS exists to co-ordinate, establish and manage common electronic services. These services are designed to enable government departments to exchange information and conduct business amongst themselves in a secure way. As well, these services provide business, other levels of government and the Canadian public with broad access to a wide range of information throughout the federal government. In addition, GTIS supports internal PWGSC information-management requirements through the rationalization and integration of departmental information processes, information resources, applications and technology.

GTIS Strategic Statement

GTIS is an evolving organization. It originally strove to be recognized by the federal government as the supplier of choice for IM/IT infrastructure (the networks, hardware, etc.) and common IM/IT services. However, GTIS is transforming its role. Instead of delivering services directly, its strategy will be to use its expertise to assess the current and emerging technology needs of its clients. Then it will identify the products and services available in the marketplace to meet those needs — it will act as a broker to match client demand with available solutions. GTIS will use the private sector and other sources to provide service to its clients. In implementing its evolving strategy, GTIS will work to develop appropriate partnerships with federal departments and other levels of government, as well as with the private sector. The Branch will focus on serving small and medium-size departments while maintaining a working relationship with larger ones.

Respecting internal information-management requirements, GTIS is committed to rationalizing and integrating PWGSC's information processes, information resources, applications and the technology platform. Electronic commerce will become the preferred means of doing business.

GTIS Key Initiatives

The key GTIS initiatives for the planning period have evolved through extensive planning processes, and through the co-operation of stakeholders in and out of government. They will help PWGSC and government as a whole to provide cost-effective, efficient and responsive common administrative services.

Service Management Strategy

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To transform the role of GTIS as a supplier of services to that of a manager and broker of common IM/IT services.	<ul style="list-style-type: none"> • Take advantage of economies of scale. • Exploit increased competition in the marketplace. • Identify and manage services in niche markets. 	<ul style="list-style-type: none"> • Lower-cost infrastructure services through increased competition and consolidation of demand. • A new, more competitive procurement process.

Alternative Service Delivery Strategy

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To rationalize GTIS services and resources and develop alternative ways of providing service through developing complementary relationships with the private sector.	<ul style="list-style-type: none"> • Assess current service-delivery methods to determine the viability of other methods. • Identify and, where appropriate, introduce other methods of delivering services to clients. • Work with the private sector to reduce costs for electronic infrastructure and common IM/IT services. • Determine whether and how best to establish alliances with the private sector and other levels of government and develop proposals for co-operation. • Create strategic business units for new services. 	<ul style="list-style-type: none"> • Improved response times through new supply and service arrangements. • Lower unit costs. • Less dependency on customized products and services.

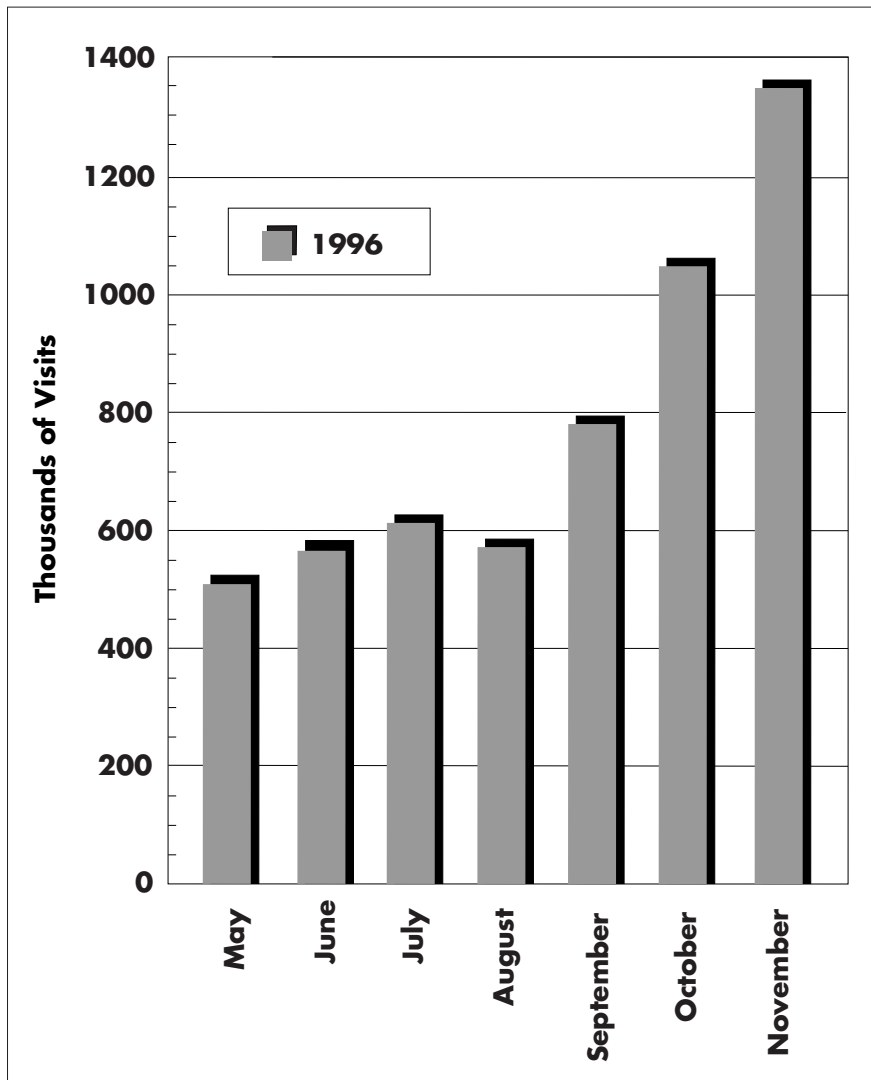
Common Electronic Infrastructure Strategy

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To continue implementing a common electronic infrastructure that will promote secure electronic commerce: the ability to do business electronically within and outside of government.	<ul style="list-style-type: none"> • Extend electronic-mail interconnection services. • Implement standards-based electronic directories and exchange directory information with other levels of government. • Implement enhanced network-management services. • Establish a network security infrastructure to meet federal needs. 	<ul style="list-style-type: none"> • Government-wide electronic directory infrastructure services such as e-mail that are interconnected with government departments and outside organizations.

Information Management Strategy

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To expand Internet and electronic publishing services to improve access to government information.	<ul style="list-style-type: none"> • Create a dedicated operating group for information-management activities. • Develop a comprehensive call-centre strategy for the federal government. • Support the government's single-window initiatives with new information-management services. 	<ul style="list-style-type: none"> • Expanded Internet services. • Better, easier access to government services and information for the general public.

Figure 4: Government of Canada Internet Site — Number of Visits



Canada Communication Group

The Canada Communication Group (CCG) Business Line provided integrated printing, publishing, distribution and information-management services to federal government departments and agencies across Canada.

In its 1995 Budget, the government said that it would examine the divestiture of parts or all of CCG. The 1996 Budget confirmed that government was proceeding with the privatization of parts of CCG.

In privatizing parts of CCG, the government worked to get the best value for Canadian taxpayers, including continued employment for as many CCG employees as possible.

A committee was established to advise the Minister on public-policy issues, employee considerations, privatization options, legislative requirements and processes involved in the sale of CCG. The committee consulted extensively with stakeholders, including unions, the printing industry, booksellers and the library community.

Rothschild Canada Limited was selected, through a competitive process, as a financial adviser to help privatize CCG. Rothschild established a value for the CCG Business Line and recommended a sale strategy. The recommendations of the committee and Rothschild formed the basis of the government's privatization plan, which was announced in May 1996.

In December 1996, PWGSC announced that the government had reached an agreement to sell the printing, warehousing and distribution operations of CCG to St. Joseph Corporation of Ontario. The final transfer of CCG functions is scheduled for March 1997.

The following functions are retained within government in the public interest: editing and composition of the *Canada Gazette*, Crown copyright administration, the Depository Services Program, Reference Canada, publishing management and map printing.

During 1997-98 the focus will be on final transition arrangements and associated residual costs.

Consulting and Audit Canada

The Consulting and Audit Canada (CAC) Business Line provides management consulting and audit services on an optional, fee-for-service basis to federal government departments and agencies. CAC services may also be made available to foreign governments and to international organizations. CAC operates under the authority of the Consulting and Audit Canada Revolving Fund and recovers all costs from clients, including interest charges.

CAC Strategic Statement

CAC will continue to strive to be the preferred provider of consulting and audit services to the federal government. Its services and public-sector expertise will continue to be relevant and in demand in the near future, given the ongoing public-sector reorganization and streamlining.

Maintaining financial stability is a continuing challenge for the Business Line. CAC will balance expenditures from the revolving fund with revenues from its consulting and audit assignments by continuously improving performance in all areas of client service.

CAC Key Initiatives

Contribution to Public-Sector Management

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To be a leader in the evolution of public-sector management and operations, both through its client services and as a centre of expertise, and to ensure the continued relevance of its service to federal government departments, agencies and corporations.	<ul style="list-style-type: none"> Develop, transfer and share knowledge through CAC's consulting and audit assignments, publications and conferences. 	<ul style="list-style-type: none"> More effective public-sector management, particularly in the context of affordable, client-oriented and innovative program delivery.

Organizational Health

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To build a more responsive and flexible organization through investing in training and development, and in information technologies.	<ul style="list-style-type: none"> Develop a set of organizational health measures. Strengthen links between consulting and audit teams, and between headquarters and regional operations. Invest in people through training and technology. Strengthen internal communications. 	<ul style="list-style-type: none"> A responsive working environment which enables all employees to operate at full potential. Increased partnering among teams and branches.

Financial Self-Sufficiency

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To build on the financial gains that CAC has made over the past two years, and to maintain a net operational surplus in future years while maintaining the same charging rates established in 1995-96.	<ul style="list-style-type: none"> Minimize overhead costs. Optimize use of technology. Establish a cost-recovery program for <i>Optimum: the Journal of Public Sector Management</i>. 	<ul style="list-style-type: none"> Financial self-sufficiency. Becoming a model for other public-sector agencies in financial management.

Performance Measurement

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To strengthen the CAC performance-measurement system to provide a balanced view of performance, including service standards, unit costs and organizational health.	<ul style="list-style-type: none"> Develop better measures for service standards and client satisfaction in a changing business environment. 	<ul style="list-style-type: none"> A cost-effective system and relevant indicators for measuring performance.

Translation Bureau

The Translation Bureau Business Line provides translation, terminology, interpretation, terminological standardization and other linguistic services for Parliament, the judiciary, and federal departments and agencies. Translation services to federal departments and agencies are provided on an optional basis. It has been a Special Operating Agency since April 1, 1995.

Translation Bureau Strategic Statement

The Translation Bureau will continue to strive to meet its mission of being a leader in the translation field in Canada and the supplier of choice to federal departments and agencies by:

- meeting the needs and expectations of clients
- maintaining present client loyalty and increasing the Bureau’s share of the federal market for translation, and
- reaching its financial goals.

Translation Bureau Key Initiatives

Improving Operational Efficiency

<i>Purpose</i>	<i>Key Activities</i>	<i>Intended Results</i>
To achieve significant savings and increase productivity and revenue to ensure that the translation service remains viable.	<ul style="list-style-type: none"> Reduce overhead and introduce better expenditure management. Increase productivity. Reduce proportion of work contracted out. Expand sales, including regional markets. Redesign procedures and introduce better work tools. 	<ul style="list-style-type: none"> A more efficient and effective translation service that will remain viable.

Corporate Management

The Corporate Management Business Line provides a wide range of support services and management support to PWGSC. It comprises the offices of the Minister and the Deputy Minister and the functions of finance, communications, audit and review, human resources, capital assets and material management, security, contract claims resolution, corporate policy and planning, public opinion research, and legal services as well as the function of the Corporate Secretary.

In 1995, PWGSC determined that eliminating the Corporate Services Branch and merging its functions with the program branches would improve performance and save resources. The roles and responsibilities of the senior financial officer position were assigned to the Assistant Deputy Minister of Government Operational Service. This organizational change, however, does not affect established Program Review targets, and the Department is committed to monitoring the services closely to ensure that these targets will be met.

Corporate Management Strategic Statement

The Corporate Management Business Line will be managed so that over the coming three years, its FTE use will not exceed 15 per cent of the department total, and its expenditures will be approximately 3.5 per cent of total departmental net expenditures.

Corporate Management Key Initiatives

- To continue providing support for change-management activities of the Department, including management of the functional review of departmental activities, implementation of Program Review decisions and related work force adjustment initiatives, and ongoing implementation of an integrated human resources strategy.
- To maintain Corporate Management's FTE allocation at 15 per cent or below of the departmental total.

Crown Corporations

The Crown Corporations Business Line provides financial support to the Old Port of Montreal Corporation Inc., which develops and maintains old port lands in Montréal by putting into place infrastructure, equipment and services; and the Queens Quay West Land Corporation, which functions as a realty management and disposal company for the Harbourfront precinct in Toronto.

Crown Corporations Strategic Statement

The Crown Corporations Business Line provides subsidies to the Old Port of Montreal Corporation Inc., pending resolution of future plans, as well as to the Queens Quay West Land Corporation to support implementation of the Monahan Report, which dealt with the funding of Harbourfront Centre programming activities.

B. Spending Authorities

1. Authorities for 1997-98 — Part II of the Estimates

Figure 5: Financial Requirements by Authority

Vote	(thousands of dollars)	1997-98 Main Estimates	1996-97 Main Estimates
<i>Real Property Services Program</i>			
1	Operating Expenditures	917,648	888,883
5	Capital Expenditures	271,793	278,647
10	Real Property Services Revolving Fund — Activities in Support of Broader Government Objectives	2,589	2,589
(S)	Contributions to employee benefit plans	2,221	1,889
(S)	Real Property Services Revolving Fund	(2,589)	(19,737)
(S)	Real Property Disposition Revolving Fund	(19,599)	—
—	Item not required		
—	Grants to municipalities and other taxing authorities	—	425,557
<i>Total Program</i>		<i>1,172,063</i>	<i>1,577,828</i>
<i>Supply and Services Program</i>			
15	Program expenditures	455,976	428,319
(S)	Minister of Public Works and Government Services — Salary and motor car allowance	49	49
(S)	Contributions to employee benefit plans	32,066	35,978
(S)	Optional Services Revolving Fund	335	22
(S)	Canada Communication Group Revolving Fund	20,933	19
(S)	Consulting and Audit Canada Revolving Fund	(900)	(740)
(S)	Government Telecommunications and Informatics Services Revolving Fund	—	—
(S)	Translation Bureau Revolving Fund	21,012	7,463
<i>Total Program</i>		<i>529,471</i>	<i>471,110</i>
<i>Crown Corporations Program</i>			
20	Payments to Old Port of Montreal Corporation Inc.	3,000	3,000
25	Payments to Queens Quay West Land Corporation	4,100	6,500
<i>Total Program</i>		<i>7,100</i>	<i>9,500</i>
Total Department		1,708,634	2,058,438

Votes—Wording and Amounts

Figure 6: Votes — Wording and Amounts

Vote	(dollars)	1997-98 Main Estimates
	<i>Real Property Services Program</i>	
1	Real Property Services — Operational expenditures including the provision, on a recoverable basis, of accommodation for the purposes of the <i>Canada Pension Plan</i> and the <i>Employment Insurance Act</i> , assistance to the Ottawa Civil Service Recreation Association in the form of maintenance services in respect of the W. Clifford Clark Memorial Centre in Ottawa, contributions and authority to expend revenue received during the fiscal year arising from the provision, operation and maintenance of facilities for purpose of accommodation	917,648,000
5	Real Property Services — Capital expenditures including expenditures on works on other than federal property and authority to reimburse tenants of federal property for improvements authorized by the Minister	271,793,000
10	Real Property Services — Real Property Services Revolving Fund — Activities in support of Broader Government Objectives	2,589,000
	<i>Supply and Services Program</i>	
15	Supply and Services — Program expenditures including (a) recoverable expenditures on behalf of the <i>Canada Pension Plan</i> , the <i>Employment Insurance Act</i> , the <i>Seized Property Management Act</i> and the Optional Services Revolving Fund; and (b) authority to expend revenue received during the fiscal year	455,976,000
	<i>Crown Corporations Program</i>	
20	Payments to Old Port of Montreal Corporation Inc. for operating and capital expenditures	3,000,000
25	Payments to Queens Quay West Land Corporation for operating and capital expenditures	4,100,000

2. Departmental Overview

Figure 7: Summary of Net Cost to the Department

(thousands of dollars)	Main Estimates 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
Gross Estimates ¹	5,278,543	5,310,856	5,121,705	5,095,413
Grants to Municipalities and Other Taxing Authorities ²	425,557	—	—	—
Revenue to the Vote/Revolving Fund	(3,645,662)	(3,602,222)	(3,508,785)	(3,508,060)
Total Main Estimates	2,058,438	1,708,634	1,612,920	1,587,353
Revenue Credited to the Consolidated Revenue Fund	(113,830)	(36,953)	(31,953)	(27,913)
Estimated Cost of Services by Other Departments	23,393	18,932	18,519	18,519
Net Cost to the Department	1,968,001	1,690,613	1,599,486	1,577,959

¹ Includes Contributions to Employee Benefit Plans and Minister's Salary and Motor Car Allowance.

² Funding for payments of Grants to Municipalities and Other Taxing Authorities has now been devolved to the applicable custodian department. Payments of municipal grants under this statutory authority will be recovered by PWGSC from the custodian departments and credited to the statutory payment.

3. Net Cost of the Department by Business Line/Activity or Sub-Activity

Figure 8: Details of Net Cost to the Department

(thousands of dollars)		1997-98 Main Estimates				
Program/Business Line Activity or Sub-Activity	Operating	Capital	Grants and Contributions	Gross Total	Less: Revenue Credited to Vote/Revolving Fund	Total Main Estimates
Real Property Services Program						
Real Property Services						
Federal Accommodation	1,025,190	239,120	—	1,264,310	239,432	1,024,878
Federal Holdings ¹	114,327	32,673	421,400	568,400	446,205	122,195
Program Co-ordination Services	45,644	—	12	45,656	1,067	44,589
	2,187,932	—	—	2,187,932	2,207,531	(19,599)
Total Program	3,373,093	271,793	421,412	4,066,298	2,894,235	1,172,063
Supply and Services Program						
Supply Operations Service						
Supply	154,839	—	—	154,839	60,365	94,474
Public Relations and Print Contract Services	58,612	—	—	58,612	58,133	479
Crown Assets Distribution	9,600	—	—	9,600	9,650	(50)
Other Central Government Services	2,626	—	—	2,626	282	2,344
Government Operational Service						
Receiver General Services	130,138	—	—	130,138	14,665	115,473
Public Service Compensation	37,466	—	—	37,466	7,615	29,851
Other Central Government Services	7,813	—	—	7,813	3,906	3,907
Government Telecommunications and Informatics Services						
GTIS	422,740	—	—	422,740	318,396	104,344
Canada Communication Group						
Canada Communication Group	34,704	—	—	34,704	3,480	31,224
Consulting and Audit Canada						
Consulting and Audit Canada	45,796	—	—	45,796	46,696	(900)
Translation Bureau						
Translation Bureau	149,593	—	—	149,593	91,097	58,496
Corporate Management						
Executive and Corporate Services	118,436	—	—	118,436	57,560	60,876
Human Resources	22,000	—	—	22,000	12,182	9,818
Regional Support	43,095	—	—	43,095	23,960	19,135
Total Program	1,237,458	—	—	1,237,458	707,987	529,471
Crown Corporations Program						
Old Port of Montreal Corporation Inc.						
	3,000	—	—	3,000	—	3,000
Queens Quay West Land Corporation						
	4,100	—	—	4,100	—	4,100
Total Program	7,100	—	—	7,100	—	7,100
Total Department	4,617,651	271,793	421,412	5,310,856	3,602,222	1,708,634

Figure 8: Details of Net Cost to the Department (continued)

(thousands of dollars)		1997-98 Main Estimates				
Program/Business Line Activity or Sub-Activity	Operating	Capital	Grants and Contributions	Gross Total	Less: Revenue Credited to Vote/Revolving Fund	Total Main Estimates
Other Revenues and Expenditures						
Revenue Credited to the Consolidated Revenue Fund						(36,953)
Estimated Cost of Services by Other Departments						18,932
Net Cost of the Department						1,690,613

¹ Funding for payments of Grants to Municipalities and Other Taxing Authorities has now been devolved to the applicable custodian departments. Payment of municipal grants under this statutory authority will be recovered by PWGSC from the custodian departments and credited to the statutory payment.

4. Details by Business Line

Figure 9: Appropriated Planned Spending

(thousands of dollars)	Main Estimates 1996-97 ¹	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
Program/Business Line				
Real Property Services Program				
Real Property Services	1,577,828	1,172,063	1,163,269	1,150,480
Total Program	1,577,828	1,172,063	1,163,269	1,150,480
Supply and Services Program				
Supply Operations Service ²	95,636	97,247	92,425	92,510
Government Operational Service	148,724	149,231	145,554	136,358
Government Telecommunications and Informatics Services ²	107,402	104,344	101,838	101,849
Canada Communication Group	9,123	31,224	9,668	9,038
Consulting and Audit Canada	(740)	(900)	(1,100)	(1,100)
Translation Bureau	41,377	58,496	43,160	39,732
Corporate Management ²	69,588	89,829	54,606	55,486
Total Program	471,110	529,471	446,151	433,873
Crown Corporations Program	9,500	7,100	3,500	3,000
Total Department	2,058,438	1,708,634	1,612,920	1,587,353

¹ Does not reflect Supplementary Estimates; Main Estimates only.

² For comparison with 1997-98 and future years figures, the 1996-97 Main Estimates have been restated to reflect:

- a) the transfer of informatics services resources (\$18 million) from Corporate Management to Government Telecommunications and Informatics Services, and
- b) the realignment of resources between the Government Operational Service, the Supply Operations Service and the Corporate Management Business Lines.

Figure 10: Business Line by Activity or Sub-Activity

(thousands of dollars) Programs/Business Line Activity or Sub-Activity	Main Estimates 1996-97 ¹	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
Real Property Services Program				
Real Property Services				
Federal Accommodation	1,043,270	1,024,878	1,024,305	1,021,328
Federal Holdings	509,187	122,195	110,123	100,823
Program Co-ordination Services	42,519 (17,148)	44,589 (19,599)	42,256 (13,415)	41,744 (13,415)
Total Program/Business Line	1,577,828	1,172,063	1,163,269	1,150,480
Supply and Services Program				
Supply Operations Service				
Supply: Vote	93,275	94,568	89,807	89,892
Revolving Fund	—	(94)	(87)	(87)
Print Relations and Print Contract Services	(38)	479	479	479
Crown Assets Distribution	60	(50)	(50)	(50)
Other Central Government Services ²	2,339	2,344	2,276	2,276
Subtotal Business Line	95,636	97,247	92,425	92,510
Government Operational Service				
Receiver General Services	114,691	115,473	110,014	107,171
Public Service Compensation	32,656	29,851	34,643	28,290
Other Central Government Services ²	1,377	3,907	897	897
Subtotal Business Line	148,724	149,231	145,554	136,358
Government Telecommunications and Informatics Services: Vote ²				
Revolving Fund	107,402	104,344	101,838	101,849
	—	—	—	—
Subtotal Business Line	107,402	104,344	101,838	101,849
Canada Communication Group:				
Vote	9,104	10,291	9,668	9,038
Revolving Fund	19	20,933	—	—
Subtotal Business Line	9,123	31,224	9,668	9,038

Figure 10: Business Line by Activity or Sub-Activity (continued)

(thousands of dollars) Programs/Business Line Activity or Sub-Activity	Main Estimates 1996-97 ¹	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
Consulting and Audit Canada	(740)	(900)	(1,100)	(1,100)
Translation Bureau: Vote	33,914	37,484	36,358	36,369
Revolving Fund	7,463	21,012	6,802	3,363
Subtotal Business Line	41,377	58,496	43,160	39,732
Corporate Management ²				
Executive and Corporate Services	40,918	60,876	31,763	35,211
Human Resources	9,864	9,818	7,752	6,825
Regional Support	18,806	19,135	15,091	13,450
Subtotal Business Line	69,588	89,829	54,606	55,486
Total Program	471,110	529,471	446,151	433,873
Crown Corporations Program				
Crown Corporations				
Old Port of Montreal Corporation Inc.	3,000	3,000	—	—
Queens Quay West Land Corporation	6,500	4,100	3,500	3,000
Total Program	9,500	7,100	3,500	3,000
Total Department	2,058,438	1,708,634	1,612,920	1,587,353

¹ Does not reflect Supplementary Estimates; Main estimates only.

² For comparison with 1997-98 and future years' figures, the 1996-97 Main Estimates have been restated to reflect:

- the realignment of resources under the Other Central Government Services sub-activity between the Government Operational Service, the Supply Operations Service and the Corporate Management (Executive and Corporate Services sub-activity) Business Lines
- the transfer of informatics services resources (\$18 million) from the Regional Support sub-activity to the Government Telecommunications and Informatics Services sub-activity, and
- the realignment of Corporate Management net costs between sub-activities within the Activity.

Section III: Departmental Performance

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A. PWGSC Performance

1. Summary

From April 1, 1995 to March 31, 1996, Public Works and Government Services Canada was increasingly focused on its core contribution to government. The Department continued its Program Review efforts and adjusted its business lines and services to reflect changes in government and the opportunities offered by electronic technologies. It also explored new and creative approaches to provide services to client departments.

PWGSC was increasingly focused more on its core contribution to government...adjusted its business lines to reflect changes in government and opportunities offered by electronic technology...explored new and creative approaches to provide service

PWGSC achieved efficiencies over the period. The Department administers office space for government, and this space was reduced and kept in reasonable balance with the smaller public service. Increased use of electronic deposits continued to yield savings for the government. Improvements in technology also allowed the number of cheque-issuing centres to be reduced from six to four across Canada.

PWGSC also reduced its staff from 17,077 full-time equivalents (FTEs) in 1994-95 to 15,193 in 1995-96. These will be further reduced to 11,271 over the Estimates period. Effective work-force policies ensured that these reductions were handled effectively and that the Department retained and strengthened the skills necessary to meet its future needs.

2. Overview

Public Works and Government Services Canada is committed to:

- strengthening its contribution to government
- improving its services
- finding opportunities for savings and pursuing efficiency in all its operations, and
- building a workforce that is flexible and responsive to departmental needs.

Contributing More to Government

During 1995-96 the Department focused on contributing more to government. Core roles were reviewed and the Department moved to reposition itself in relation to the federal government, to other levels of government and to the private sector.

Within Real Property Services, core roles were redefined. The objective is to position the Department to become the federal government's major adviser in real property matters, while continuing to provide a wide range of real property services, largely through the private sector.

Opportunities to rationalize services were pursued across all levels of government in Canada. For example, the Department's electronic-contracting information system was made available to provinces, territories and municipalities, and new approaches were developed to allow them greater flexibility in using the system.

Core roles were reviewed and the Department moved to reposition itself in relation to the federal government, to other levels of government and to the private sector.

The Department established standardized approaches to the Internet. The Government of Canada home page was created with linkages to various departments and agencies. Accordingly, Canadians are able to access information and communicate with their government in new and easier ways.

Improving Service

The Department renewed its emphasis on improving services in 1995-96, and worked to simplify these services and to make it easier for clients to access and use them. For example, all the Department's real property services were grouped into a single Real Property Services Branch, and real property client-service units were established — often in the client's own building — to provide more sensitive and responsive service to them.

PWGSC also pursued creative approaches to delivering services to Canadians without necessarily increasing costs. The Confederation Bridge joining New Brunswick with Prince Edward Island provides an outstanding example of the potential for new approaches to providing service through partnerships between the public and private sectors. The bridge, nearing completion over the period, was built by a private-sector consortium with no direct funding from the federal government. PWGSC also participated actively in the Federal Buildings Initiative, which uses private sector investment in public buildings to realize energy and operational savings to the benefit of both sectors.

Electronic technology offered many opportunities to improve service performance over the period. The Department implemented a new electronic directory service to provide on-line access to information on federal government organizations and addresses and telephone numbers. GENet was established as a utility network linking 75 federal departments and agencies. The Government Electronic Data Interchange Service (GEDIS) was introduced to permit secure electronic transactions within government and with the private sector.

When a departmental service is no longer viable because of changes in demand or because the private sector can provide it, the Department responds quickly. For example, the availability of large office-supply centres made the Department's Stocked Item Supply service unnecessary, and it was closed in November 1995. Similarly, plans were put in place over the 1995-96 period to privatize parts of the Canada Communication Group that were offering printing services which were readily available from private-sector suppliers.

Finding Savings and Pursuing Efficiency

The Department has aggressively pursued savings and efficiency in all of its operations. It has already been determined that PWGSC will become smaller over the planning period. This reduction reflects both PWGSC's commitments made under Program Review, and other initiatives developed under our business-planning process.

Government office space is being reduced considerably to reflect a smaller public service. The target is to save \$160 million in office accommodation by 1999.

Government office space is being reduced considerably to reflect a smaller public service. The target is to save \$160 million in office accommodation by 1999. During the 1995-96 period, the Department developed a new framework for managing office accommodation in partnership with clients and tenants. This framework will be used as a basis for negotiating the reductions in office space and renewing leases that will lead to the required savings.

During 1995-96, 38 per cent of all payments were made electronically, generating savings of \$30 million to government .

Building a Flexible and Responsive Work Force

To achieve this renewal objective, the Department has undertaken a number of activities, including organizational redesign and the implementation of a major work-force reduction exercise in consultation with unions. It has also begun to implement a learning strategy which establishes links between the key business functions and the development of the necessary competencies amongst staff. The Department has also implemented a performance-management and feedback process to enhance two-way communications between supervisors and employees, and to contribute to the development of a more supportive management culture.

3. Details by Business Line

During 1995-96, PWGSC developed strategies for change that reflect government review and downsizing initiatives. In doing so, the Department is ensuring that it will meet its commitments to downsize without compromising its ability to pursue its strategic directions for the future.

PWGSC has achieved significant results across all of its business lines. Some of the main highlights follow.

Real Property Services

Real Property Services Organization

During 1995-96, the Department consolidated the real property branches of Architectural and Engineering Services, Realty Services and Real Property into a single Real Property Services (RPS) Branch. This consolidation will allow PWGSC to deliver services more efficiently and to improve

service to clients. The National Capital Region and Headquarters of RPS were also amalgamated. The new Branch has formulated a vision and a strategic plan and has defined and implemented a strategy for focusing on client service and client satisfaction.

Client Service

RPS has established Client-Service Units (CSUs) as the single window for clients to obtain the full range of real property services. Directors of CSUs in the National Capital and managers in the regions are assigned to specific clients, and are responsible for service delivery and client satisfaction.

RPS currently houses approximately 160,000 public servants in 2,500 locations across Canada. It also manages the delivery of \$2.4 billion of professional and technical real property services to clients.

ADM Management Advisory Board for Federal Real Property

An Assistant Deputy Minister Management Advisory Board for Federal Real Property has been set up to provide senior-level input from major client and custodial departments, and to take decisions that will result in productivity improvements, cost savings, and strengthening the management of real property across the government.

Sustainable Development

As the government considers sustainable development to be the essential environmental goal, RPS is moving towards integrating sustainable-development principles into all aspects of the delivery of its real property programs and services.

Private-Public Sector Partnerships

In addition to the Confederation Bridge (Northumberland Strait Crossing) and the Federal Buildings Initiative, noted earlier, RPS is now giving greater emphasis to developing partnerships and working more closely with the private sector in delivering real property services and meeting client needs more effectively and efficiently.

Repositioning with the Private Sector

RPS initiated a comprehensive review of its functions and services to determine its core activities (those that should continue to be performed in-house) and its non-core activities (those that could be contracted out to the private sector or devolved to provincial and municipal governments). This review incorporated the results of a study to determine the most cost-effective way to deliver architectural and engineering services to the government. Private-sector consultants carried out the study under the general guidance of a consultative committee composed of representatives of industry, unions and government. The RPS comprehensive core–non-core review will form the basis for a dramatic and radical move by RPS to alternative forms of service delivery.

Reductions in Government Office Space

As noted earlier, RPS plans to save \$160 million in the Office Accommodation activity by 1999 through reduction of office space. These reductions are based on the Space Recapture initiative which combines the impact of Program Review across government on office accommodation and efficiency gains of 10 per cent or more. Any shortfall in meeting these targets will be addressed through temporary re-allocation measures such as deferred operating and maintenance and inventory renewal. Savings from the Space Recapture initiative will be achieved through a Framework for Managing Office Accommodation. The framework consists of five elements plus the Space Recapture program; these are: (1) the revised policy (2) generic accommodation standards (3) the Master Occupancy Agreement (4) the Client Space Envelopes, and (5) the Client Accommodation Demand Strategies. The first three elements were premised upon the Shared Accommodation Leadership (SAL) initiative, approved by the Treasury Board in 1993. Building on this foundation, the space-envelope targets and the accommodation-demand data were developed to address the space-recapture challenge. Space projects are planned using New Officing Strategies to create opportunities for recapturing space and improving productivity and employee morale.

The policy: The new policy officially replaced the Treasury Board's Administrative Manual, Chapter 120 and governs the quantity, quality and location of office accommodation; the policy sets the foundation for the elements of the framework.

Generic accommodation standards: The new generic standards were developed as an evolution from the Shared Accommodation Leadership initiative and are now function-based rather than salary-based.

Master Occupancy Agreement: The MOA, a bilateral agreement between the Deputy Ministers, establishes a framework of broad principles within which RPS, as custodian, shares leadership and accountability for the provision and use of office and common-use space with client departments. During 1995-96, MOA negotiations were initiated with eight client departments.

Client Space Envelopes: These are client-specific space-reduction targets based on a minimum of 10 per cent efficiency reductions plus space recapture due to Program Review FTE downsizing. There is a direct correlation between the signing of this agreement (at the ADM level) and the MOA. During 1995-96, space envelopes were calculated for all client departments for a total of 87 envelopes.

Client Accommodation Demand Strategies: CADS builds on RPS efforts to provide a more client-focused approach to delivering real property services. CADS, developed during 1995-96, is both strategic and operational. The strategic component collects national, client-specific information whereas the operational component collects national data on the client's current and future space requirements. Both form the basis for developing the Space Reduction program. This national program of client-tailored space projects becomes the basis of the Space Recapture program. The data enables RPS to make informed decisions about supply based on reduced client demand. RPS now has a national client accommodation demand strategy in development for every client department housed in PWGSC office inventory.

Space Recapture Program

RPS is currently focused on achieving the Government's Program Review targets through an accelerated space-management program. This program emphasizes front-end planning to meet today and tomorrow's needs. The Space Recapture program translates CADS into a framework for space reduction, while enabling RPS to take a lead role in redefining the work place within the federal government in an era of competing priorities and scarce resources. The process is focused on a client-driven vision wherein the client makes informed business decisions based on a full range of innovative workplace options, tailored to their specific program-delivery needs.

New Officing Strategies

Accommodation is a strategic resource that can be tailored to support and enhance productivity, morale, on-the-job learning and long-term business success. By understanding how the office environment affects behaviour and productivity, RPS is integrating New Officing Strategies, in partnership with client departments, into their accommodation strategies to maximize the potential of accommodation within the federal government. The process includes looking at the client's accommodation in an holistic manner, and applying front-end planning to all space projects; importantly, the new approach is people-sensitive and aligned with the client department's business objectives. The Space Recapture Program and NOS are integral to the RPS inventory-management framework: for example, the National Investment Strategy and Community-Based Investment Strategies.

Parliamentary Precinct

The Parliamentary Precinct includes the House of Commons, the Senate and the Library of Parliament, as well as the grounds associated with Parliament Hill. These buildings, most of which are heritage, are managed to protect the government's investment and to ensure that they meet standards for health and safety and accessibility. RPS is also responsible for the renovation of the East Memorial Building, which will become the new headquarters for the Department of Justice, the renovation of the Justice Building, which will be occupied by the House of Commons during the West Block renovation, and the federal properties along the north side of Sparks Street, Ottawa.

The 12-year, \$265-million renovation and rehabilitation program is proceeding on schedule. To March 31, 1996, work was undertaken on the following major projects: conservation of the Peace Tower, rehabilitation of the 1910 wing of the East Block, repair of the south façade of the Centre Block, masonry repairs throughout the precinct, and design on the West Block.

Real Property Disposition Revolving Fund

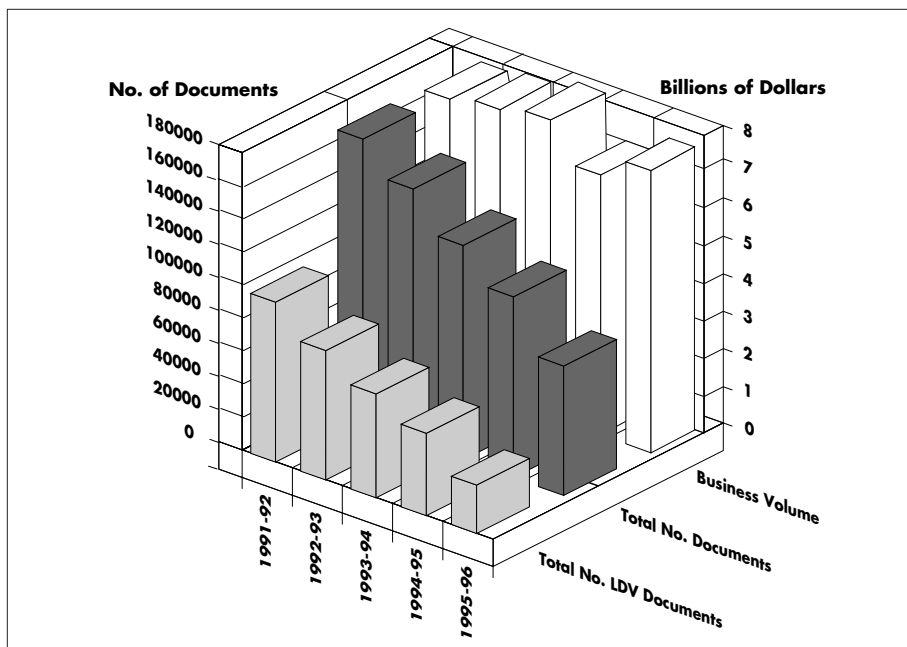
The Real Property Disposition Revolving Fund was designed as a new revenue-dependency régime for services offered by RPS for the disposal of surplus federal real property, where disposal costs are funded from the proceeds of sale. Approved by Treasury Board in January 1996, for an effective date of April 1, 1996, the fund replaced the appropriation that had been provided to PWGSC to cover the costs of disposals for federal custodian departments. Surplus revenues in the fund will be returned to the Consolidated Revenue Fund for redistribution through revenue-sharing agreements. The Branch is committed to keeping the disposal costs as low as possible while maximizing proceeds from sale. Since the fund was originally conceived, there have been major changes in the federal environment which impact significantly on the fund. Program Review has resulted in an increase in the number of properties to be disposed, for many of which minimal consideration will be received. As well, revenue-sharing arrangements between custodial departments and the Treasury Board are being established on a department-by-department basis.

Supply Operations Service

Acquisitions — Increased Goods Procurement Authority

In 1995-96, all departments accepted an increase in their delegation of authority to \$5,000. SOS has made the adjustments required to meet the \$5.25-million savings target. Since 1991-92 the number of low-dollar-value procurement documents processed in SOS has decreased by almost 70 per cent as a result of this decision. It should be noted also that the overall total of SOS documents processed has decreased by 54 per cent. Total business volumes have shown a slight decline over the last two years.

Figure 11: Business Volume, Documents and Value



Traffic Management

The Program Review I recommendations suggested that the Central Removal Services and Central Removal Insurance and Disbursement of Hotel and Freight Services should be transferred to the Department of National Defence (DND) as of April 1, 1995. However, since DND's new Automated Move Management System is not due to be implemented until April 1, 1998, the transfer of these functions will take place at that date.

Central Freight Service

A cost-benefit analysis by Consulting and Audit Canada has concluded that the government should continue to deliver Central Freight Services centrally, because central delivery offered significant savings to the Crown over decentralization. Accordingly, SOS is currently assessing the feasibility of alternative funding mechanisms for the delivery of this service.

Hotel and Car Rental Directory

The directory was placed on a cost-recoverable basis and has met all costs through supplier fees and user fees for optional users (including three provinces and two territories). A final decision concerning outsourcing of the directory will be made by the end of 1996-97.

Stocked Item Supply

As a result of decisions made through Program Review I, the private sector will now provide these services. All SIS stores were closed on November 1, 1995. This resulted in a reduction of 285 FTEs.

Government Operational Service

The Government Operational Service Business Line is responsible for managing and delivering the Receiver General function and for administering compensation services.

During 1995-96, 190 million payments were issued and reconciled, 28 million revenue transactions were received, and payroll and pension benefits were administered for 240,000 employees and 210,000 annuitants respectively.

Standard Payment System

SPS has replaced various Receiver General payment systems with a single system that automates manual processes, streamlines existing automated processes, and gives program departments more control and flexibility. The first release of SPS was implemented on budget in 1995-96. Savings achieved included 168 FTEs and \$4.3 million.

Direct Deposit Expansion

GOS is working to achieve savings to government and to improve service to the public by increasing the use of direct deposit for Receiver General payments. During 1995-96, 38 per cent of all payments were sent through direct deposit, generating savings of \$30 million.

Compensation Streamlining

In April 1995, the Department terminated the Public Service Compensation System project when it became apparent that time and cost overruns would reduce anticipated benefits. However, PWGSC is continuing to improve compensation service productivity significantly through centralization and through organizational, procedural and technological changes.

Financial Information Strategy

The Central Financial Management and Reporting System project (CFMRS) began in January 1996. The Department has met the first milestone by issuing the request for proposal for the CFMRS Phase 1 prototype.

Government Telecommunications and Informatics Services

GTIS implements government-wide electronic infrastructure services and provides efficient information-management and information-technology services to support departmental operations and service delivery. It has rationalized five PWGSC data centres into two. The remaining centres now process workloads on behalf of 18 government departments and agencies. Other performance highlights in GTIS are as follows:

- Cheque site consolidation is proceeding on schedule and within budget. GTIS will finish the final consolidation to four sites in 1996-97. By April 1997, the project will have achieved savings in the order of 92 FTEs and \$4.8 million in operating costs.
- GTIS has established a government-wide electronic network (GENet) linking 75 federal government departments and agencies. GENet has increased significantly the number of departments and agencies with dedicated and dial-in connections.
- The GTIS's Government Message Handling Service (GMHS) allows approximately 200,000 e-mail users across Canada to exchange messages and information, and provides the infrastructure needed for the government to carry out many of its business transactions electronically. During 1995-96, there was rapid growth in the volume of data transmission handled by GMHS.
- GTIS established a primary Internet site for the Government of Canada. This service gives Internet users single-window access both to general information about Canada and the federal government, and to the information and services offered by more than 110 government departments and agencies.

- Finally, as a result of market trends, services repackaging and business decisions, GTIS reduced the cost of voice and data telecommunications services to its customers by \$9 million and helped departments reduce their telecommunications administrative expenses by an estimated further \$4 million.

Canada Communication Group

During 1995-96, CCG:

- Completed the implementation plan for privatizing all or parts of CCG. The implementation plan was approved by Cabinet in May 1996.
- Retained the following functions within government: editing and composition of the *Canada Gazette*, Crown copyright administration, the Depository Services Program, Reference Canada, publishing management and map printing.

Consulting and Audit Canada

During 1995-96, CAC's accomplishments included the following:

- Responsiveness to client needs and the quality and relevance of services were enhanced through new delivery mechanisms. A hoteling approach and systems for service delivery were implemented in headquarters and regional offices. Consulting services were reinvigorated through the formation of self-managed teams which integrate CAC's myriad skills on specific projects.
- Operational streamlining and savings over the past two years have enabled CAC to meet its financial objectives and to maintain this performance over the planning period, despite rising costs outside CAC's control. During this period, CAC has reduced its expenditure base by 25 per cent or \$9.1 million.

Translation Bureau

For the Bureau, 1995-96 was a transitional year. Issues relevant to the Translation Bureau's new environment as a special operating agency were addressed. The Bureau shifted to cost recovery and was financed by a revolving fund for work done for federal departments as well as by appropriation for Parliamentary services and terminology.

In 1996, Treasury Board endorsed a new direction for the Bureau: to reach a break-even position in the year ending March 31, 2001. Treasury Board also set targets for net operating losses for the first five years of operation under the revolving fund. The Bureau's authorized drawdown was set at \$75 million.

Optionality has affected revenues. Although the Bureau has gained some new federal clients, the client base has decreased. Determination to overcome and reverse the situation led the Bureau to re-

examine its rate structure and lower its prices early in 1996 from 34 cents per word to an average of 26.4 cents per word. While in general this is still higher than the private sector's, these rates are helping to stabilize the Bureau's revenue base, and have been well received by the Bureau's traditional federal clientele.

During its first year of operation as a special operating agency, the Bureau achieved encouraging financial results. While forecast revenues fell short by approximately \$1.5 million, the Bureau managed to achieve a net operating loss of \$9.6 million, excluding allowances for Early Retirement Incentives and Early Departure Incentives (ERI/EDI): well within the original authorized loss of \$14 million. It did so by reducing expenditures and looking at new methods of delivering products and services. A financial framework has been mapped out in the 1996-97 Business Plan that will enable the Bureau to reach its break-even position.

The financial framework has five elements. Taken together, they form the basis for the Bureau's main strategy over the planning period. The elements are:

- reducing contracting out
- improving productivity
- reducing overhead
- expanding markets internationally, and
- obtaining assistance to meet Work Force Adjustment commitments.

Corporate Management

During 1995-96, Corporate Management achieved significant results in a number of areas, including:

- Corporate Management co-ordinated change-management initiatives, such as the implementation of Program Review decisions, and undertook the studies involved with Program Review II.
- The Corporate Services Branch was discontinued and the corporate services functions were integrated into other branches of PWGSC.
- The Human Resources Branch focused on the challenges of departmental restructuring, creating a framework for work-force reductions and implementing departure-incentive programs. Nearly 40 per cent of the Department's work force was affected by the reorganization of Real Property Services and the integration of Corporate Services across the Department. A model was established to identify and track work-force adjustment and information sessions on departure-incentive programs held for all employees. Career Transition Centres were established to assist employees in preparing for careers outside the Public Service.
- An expanded union-management work-force-adjustment committee structure was introduced and included a consultative working group that provided input to developing the framework for Program Review reductions. Agreements were also signed with major unions in the areas of consultation, work-force adjustment and health and safety.

- The Department managed a major work-force reduction effort that affected more than 1,900 permanent employees without placing anyone on unpaid surplus status.
- The Department developed and started the implementation of a departmental learning strategy that has led to the creation of a national network of learning centres, and of competency profiles in key business functions to promote continuous and self-directed learning.
- An action plan was submitted for section 41 of the *Official Languages Act*, which articulates PWGSC's commitment to enhance the vitality of official-language minorities. This action plan includes the creation of an implementation committee and the designation of provincial coordinators.
- The Audit and Review Branch provided PWGSC management with audits and evaluations during 1995-96, including assessments of the management-control frameworks for information management, architectural and engineering consulting services, and acquisition cards; evaluation of the effectiveness of standing offers; financial-statement audits of PWGSC's revolving funds; and various operational and systems-under-development audits.
- The Communications Branch provided strategic communications advice and support to many departmental initiatives including the Confederation Bridge, the Sparks Street Redevelopment Project, and the PWGSC Internet home page. The Branch also provided internal and external communications services, including publication of the PWGSC national internal and external newsletters (*Ensemble* and *Doing Business*) as well as the *Federal Business Bulletin* and other material.
- Implementing the new Expenditure Management System within PWGSC resulted in the preparation and submission of a number of key planning documents, including *PWGSC Business Plan 1996-97 to 1998-99*, *PWGSC Outlook on Program Priorities and Expenditures 1996-97 to 1998-99*, the *PWGSC Estimates 1996-97*, and the *PWGSC Annual Reference Levels Update 1997-98*.

B. PWGSC Spending

Figure 12: Departmental Appropriated Planned and Actual Spending

(thousands of dollars)			
Programs/Business Line Activity or Sub-Activity	Actuals 1994-95	Main Estimates 1995-96	Actuals 1995-96
Real Property Services Program			
Real Property Services			
Federal Accommodation	1,022,000	1,120,271	998,540
Federal Holdings	488,211	510,898	508,376
Program Co-ordination	39,452	36,425	40,919
Services	5,115	928	40,696
Total Program/Business Line	1,554,778	1,668,522	1,588,531
Supply and Services Program			
Supply Operations Service			
Supply: Vote	117,314	93,327	107,268
Revolving Fund	14,686	—	(1,649)
Public Relations and Print Contract Services	5,656	(26)	4,730
Crown Assets Distribution	1,154	93	(2,748)
Other Central Government Services	—	—	3,005
Subtotal Business Line	138,810	93,394	110,606
Government Operational Service			
Receiver General Services	111,322	129,075	112,943
Public Service Compensation	52,442	83,891	46,027
Other Central Government Services	2,909	1,229	4,055
Subtotal Business Line	166,673	214,195	163,025
Government Telecommunications and Informatics Services			
GTIS: Vote	114,880	111,418	117,355
Revolving Fund	5,061	(1,788)	(23,155)
Subtotal Business Line	119,941	109,630	94,200
Canada Communication Group			
CCG: Vote	9,532	9,154	9,154
Revolving Fund	34,781	(1,004)	29,586
Subtotal Business Line	44,313	8,150	38,740

Figure 12: Departmental Appropriated Planned and Actual Spending (continued)

(thousands of dollars) Programs/Business Line Activity or Sub-Activity	Actuals 1994-95	Main Estimates 1995-96	Actuals 1995-96
Consulting and Audit Canada	1,709	(2,196)	2,175
Translation Bureau ¹			
Translation Bureau: Vote	105,704	33,774	28,431
Revolving Fund	—	—	9,622
Subtotal Business Line	105,704	33,774	38,053
Corporate Management			
Executive and Corporate Services	40,931	26,047	54,965
Human Resources	12,205	8,263	11,828
Regional Support	24,171	24,418	17,265
Subtotal Business Line	77,307	58,728	84,058
Total Program	654,457	515,675	530,857
Crown Corporations Program			
Crown Corporations			
Old Port of Montreal Corporation Inc.	3,000	3,000	3,500
Queens Quay West Land Corporation	9,800	—	7,500
Total Program/Business Line	12,800	3,000	11,000
Total Department	2,222,035	2,187,197	2,130,388

¹ In 1994-95, the Translation Bureau was totally financed by annual appropriation for all of its services. In the 1995-96 Main Estimates, the appropriation included only the costs of translation services to Parliament and interpretation and terminology services to federal departments and agencies, including Parliament. All other translation services provided to departments and agencies were to be funded under the newly created Translation Bureau Revolving Fund, for which the authority was provided in the 1994-95 Supplementary Estimates "D". The 1995-96 actuals reflect the utilization of both sources of funding: annual appropriation and revolving fund.

Section IV: Supplementary Information

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A. Organization

Figure 13: Organization Chart

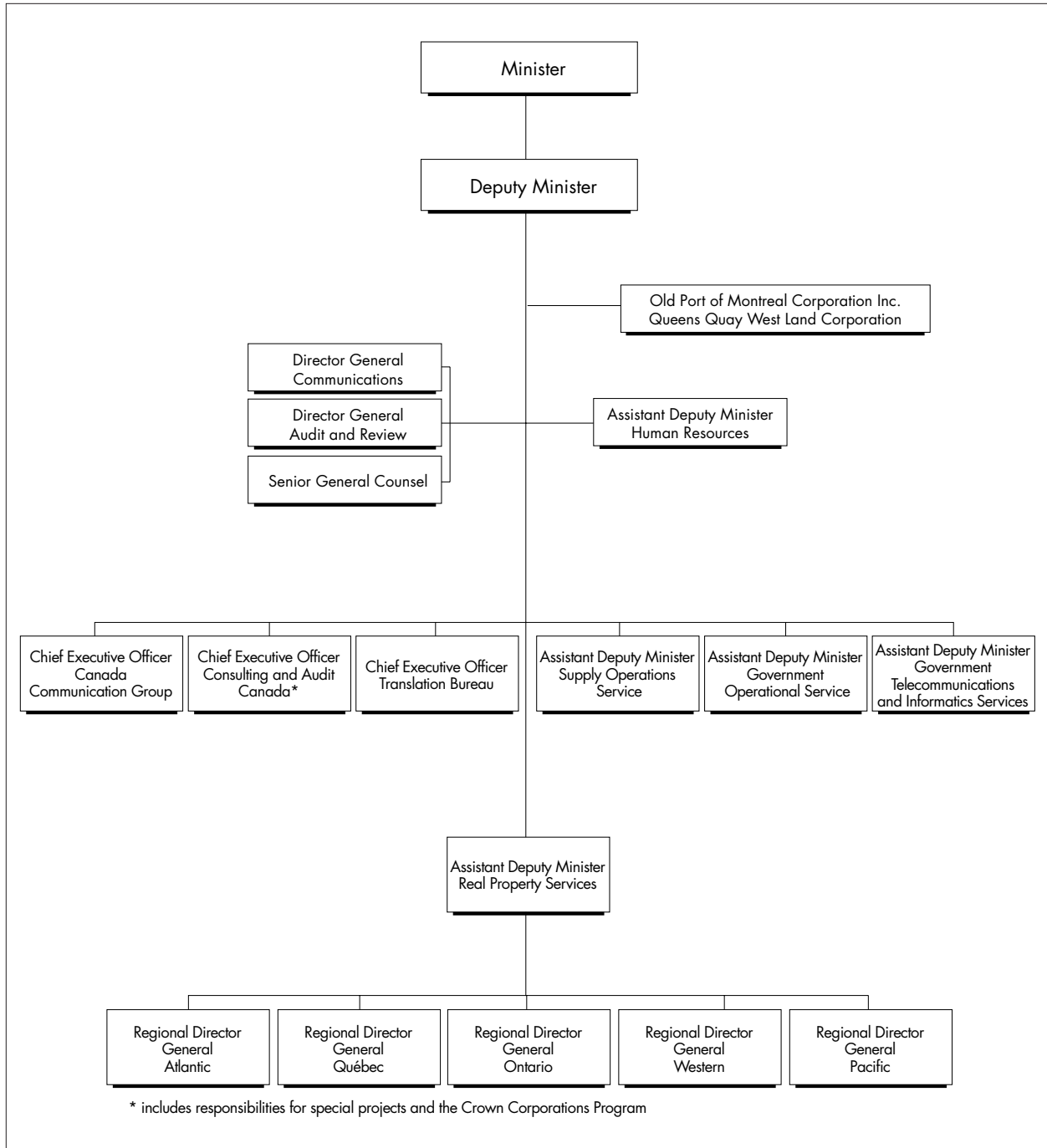


Figure 14: Relationship Between the Current Operational Planning Framework and Business Line Structure

	Operational Planning Framework	Business Line Structure
Program	<ul style="list-style-type: none"> ● Activity Sub-Activity 	<ul style="list-style-type: none"> ■ Business Line Service Line
Real Property Services	<ul style="list-style-type: none"> ● Federal Accommodation ● Federal Holdings ● Program Co-ordination ● Services 	<ul style="list-style-type: none"> ■ Real Property Services Federal Accommodation Federal Holdings Program Co-ordination Services
Supply and Services	<ul style="list-style-type: none"> ● Central Government and Common Services Receiver General Services Public Service Compensation Other Central Government Services 	<ul style="list-style-type: none"> ■ Government Operational Service Receiver General Services Public Service Compensation Other Central Government Services
	<ul style="list-style-type: none"> Supply Public Relations and Print Contract Services Crown Assets Distribution 	<ul style="list-style-type: none"> ■ Supply Operations Service Supply Public Relations and Print Contract Services Crown Assets Distribution Other Central Government Services
	<ul style="list-style-type: none"> Government Telecommunications and Informatics Services 	<ul style="list-style-type: none"> ■ Government Telecommunications and Informatics Services
	<ul style="list-style-type: none"> ● Special Operating Agencies Canada Communication Group Consulting and Audit Canada Translation Bureau 	<ul style="list-style-type: none"> ■ Canada Communication Group ■ Consulting and Audit Canada ■ Translation Bureau
	<ul style="list-style-type: none"> ● Corporate Management Executive and Corporate Services Human Resources Regional Support 	<ul style="list-style-type: none"> ■ Corporate Management Executive and Corporate Services Human Resources Regional Support
	<ul style="list-style-type: none"> ● Old Port of Montreal Corporation Inc. ● Queens Quay West Land Corporation 	<ul style="list-style-type: none"> ■ Crown Corporations Old Port of Montreal Corporation Inc. Queens Quay West Land Corporation
Crown Corporations	<ul style="list-style-type: none"> ● Old Port of Montreal Corporation Inc. ● Queens Quay West Land Corporation 	<ul style="list-style-type: none"> ■ Crown Corporations Old Port of Montreal Corporation Inc. Queens Quay West Land Corporation

Figure 15: 1997-98 Main Estimates Resource Requirements by Branch and Business Line

Branch	Business Line ¹									
	Real Property Services	Supply Operations Service	Government Operational Service	Government Telecommunications and Informatics Services	Canada Communication Group	Consulting and Audit Canada	Translation Bureau	Corporate Management	Crown Corporations	Total
Real Property Services	1,172,063							19,135		1,191,198
Supply Operations Service		97,247						893		98,140
Government Operational Service			149,231					40,729		189,960
Government Telecommunications and Informatics Services				104,344				4,819		109,163
Canada Communication Group					31,224					31,224
Consulting and Audit Canada ²						(900)		2,217	7,100	8,417
Translation Bureau							58,496			58,496
Offices of the Minister and Deputy Minister								3,483		3,483
Human Resources								9,818		9,818
Audit and Review								4,155		4,155
Communications								3,484		3,484
Legal Services								1,096		1,096
Total	1,172,063	97,247	149,231	104,344	31,224	(900)	58,496	89,829	7,100	1,708,634

¹ See Figure 14 for a cross-walk of existing activities and sub-activities to the business line structure.

² Includes responsibilities for special projects and the Crown Corporations Program.

B. Personnel Requirements

Figure 16: Details of Personnel Requirements by Business Line

(FTEs) Program/ Business Line	Actuals 1994-95 ¹	Actuals 1995-96	1996-97 Revised ²	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Real Property Services Program						
Real Property Services	5,286	4,428	4,185	3,958	3,539	3,539
Supply and Services Program						
Supply Operations Service	2,469	1,944	1,926	1,989	1,831	1,831
Government Operational Service	2,262	2,168	1,882	1,663	1,452	1,477
Government Telecommunications and Informatics Services	1,560	1,519	1,425	1,375	1,369	1,369
Canada Communication Group	1,341	1,069	829	129	—	—
Consulting and Audit Canada	366	300	325	315	312	312
Translation Bureau	1,217	1,230	1,226	1,088	1,088	1,088
Corporate Management	2,576	2,535	2,413	2,190	1,816	1,655
Subtotal Program	11,791	10,765	10,026	8,749	7,868	7,732
Crown Corporations	—	—	—	—	—	—
Total Department	17,077	15,193	14,211	12,707	11,407	11,271

¹ The 1994-95 actuals have been restated to reflect subsequent changes in the Department's organizational structure.

² In the 1996-97 Part III Expenditure Plan of the Department, the Main Estimates amount for FTEs totalled 14,655, which number has now been revised downward.

Figure 17: Personnel Requirements by Professional Category

(FTEs) Program/ Business Line	Actuals 1994-95 ¹	Actuals 1995-96	1996-97 Revised ²	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Real Property Program						
Management	96	85	70	78	70	70
Scientific and Professional	807	713	696	717	644	644
Administrative and Foreign Service	931	868	886	850	750	750
Technical	1,010	986	928	922	827	827
Administrative Support	479	360	323	253	228	228
Operational	1,963	1,416	1,282	1,138	1,020	1,020
Program Subtotal	5,286	4,428	4,185	3,958	3,539	3,539
Supply and Services Program						
Management	192	180	172	169	162	162
Scientific and Professional	68	59	60	68	66	66
Administrative and Foreign Service	5,893	5,435	5,493	5,011	4,605	4,590
Technical	76	85	79	77	74	74
Administrative Support	4,046	3,804	3,327	3,256	2,923	2,802
Operational	175	133	66	39	38	38
Canada Communication Group	1,341	1,069	829	129	—	—
Program Subtotal	11,791	10,765	10,026	8,749	7,868	7,732
Departmental Total						
Management	288	265	242	247	232	232
Scientific and Professional	875	772	756	785	710	710
Administrative and Foreign Service	6,824	6,303	6,379	5,861	5,355	5,340
Technical	1,086	1,071	1,007	999	901	901
Administrative Support	4,525	4,164	3,650	3,509	3,151	3,030
Operational	2,138	1,549	1,348	1,177	1,058	1,058
Canada Communication Group	1,341	1,069	829	129	—	—
Total	17,077	15,193	14,211	12,707	11,407	11,271

¹ The 1994-95 actuals have been restated to reflect subsequent changes in the Department's organizational structure.

² In the 1996-97 Part III Expenditure Plan of the Department, the Main Estimates amount for FTEs totalled 14,655, which number has now been revised downward.

C. Capital

1. Capital Expenditures by Business Line

Figure 18: Major Controlled Capital Expenditures by Business Line

(thousands of dollars)						
Program/Business Line Activity	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Real Property Services Program						
Real Property Services						
Federal						
Accommodation	195,809	176,589	241,683	239,120	250,420	254,920
Federal Holdings	38,079	51,601	36,964	32,673	26,143	26,143
Total Program/ Business Line	233,888	228,190	278,647	271,793	276,563	281,063
Total Department	233,888	228,190	278,647	271,793	276,563	281,063

2. Capital Projects by Business Line

Figure 19 presents details of capital projects which constitute the major controlled capital expenditures under the Federal Accommodation and Federal Holdings activities. These projects are displayed with information on the class of cost estimate: Substantive (S) or Indicative (I); and the extent of Treasury Board (TB) authority: Delegated to the Department (DA), Preliminary Project Approval (PPA) or Effective Project Approval (EPA).

Figure 19: Details of Major Controlled Capital Projects

(thousands of dollars) Program/Business Line Activity	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1997	Estimates 1997-98	Future Years' Requirements
Real Property Services Program				
Federal Accommodation Activity				
Nova Scotia				
Halifax - Bedford Row - Exterior Renovation (S-EPA/DA)	2,982	2,374	608	—
New Brunswick				
Fredericton - Government of Canada Buildings - Renovation/ Disposal (S-EPA/DA)	6,850	378	3,520	2,952
Saint John - Customs Building - Renovation (S-EPA/DA)	6,550	4,721	1,829	—
Newfoundland				
St. John's - Government of Canada Building - Acquisition (S-EPA/TB)	17,102	16,248	854	—
Québec				
Montréal - Vincent Building - Renovation (S-EPA/DA)	9,960	9,273	687	—
Québec City - 330 Gare du Palais - Renovation (S-EPA/DA)	6,500	3,412	3,088	—
Sherbrooke - 50 Place de la Cité - Renovation (S-EPA/DA)	11,776	9,511	2,265	—
National Capital Region (Québec)				
Gatineau - National Archives Building - Construction (S-EPA/TB)	84,178	81,599	2,579	—
Hull - Government Printing Bureau - Electrical Upgrade (S-EPA/DA)	6,048	1,024	4,967	57
Hull - Place du Portage Complex - Security System (I-PPA/DA)	2,150	579	1,571	—

Figure 19: Details of Major Controlled Capital Projects (continued)

(thousands of dollars) Program/Business Line Activity	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1997	Estimates 1997-98	Future Years' Requirements
National Capital Region (Ontario)				
Ottawa - Central Heating Plant (CHP) East Tunnel - Renovation (I-PPA/TB)	8,425	2,283	4,607	1,535
Ottawa - CHP Heron Road - Renovation (I-PPA/DA)	3,712	275	2,227	1,210
Ottawa - CHP Tunney's Pasture - Renovation (S-EPA/DA)	2,380	2,275	105	—
Ottawa - Constitution Building - Masonry Repairs (S-EPA/DA)	1,687	1,096	591	—
Ottawa - Constitution Building - Sprinkler Upgrade (I-PPA/DA)	1,842	660	1,182	—
Ottawa - M.G. Pearkes Building - Fire Alarm Renovation (I-PPA/DA)	3,331	357	1,800	1,174
Ottawa - National Library/Public Archives Building - Renovation (I-PPA/DA)	10,056	1,743	5,400	2,913
Ottawa - Standards Laboratory Building - Fire Safety Renovation (I-PPA/DA)	5,988	100	345	5,543
Ottawa - St. Andrews Tower - Acquisition (S-EPA/TB)	28,823	21,987	6,836	—
Ottawa - West Memorial Building - Renovation (I-PPA/TB)	47,663	1,324	2,500	43,839
Parliamentary Precinct				
Ottawa - Centre Block - Masonry Repairs (S-EPA/DA)	4,612	3,835	577	200
Ottawa - Centre Block - South Facade Conservation (S-EPA/DA)	16,525	9,636	6,889	—
Ottawa - Centre Block - Utilities Services (S-EPA/TB)	25,150	5,345	11,227	8,578
Ottawa - East Block - 1910 Wing Renovation (S-EPA/TB)	24,735	17,478	7,257	—
Ottawa - East Block - Masonry Repairs (S-EPA/DA)	1,456	1,396	60	—
Ottawa - East Memorial - Renovation (S-EPA/TB)	44,274	21,485	20,509	2,280
Ottawa - Ground Lighting System Upgrade (S-EPA/DA)	2,702	1,455	594	653
Ottawa - Justice Building - Renovation (I-PPA/DA)	12,734	1,079	2,988	8,667

Figure 19: Details of Major Controlled Capital Projects (continued)

(thousands of dollars) Program/Business Line Activity	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1997	Estimates 1997-98	Future Years' Requirements
Ottawa - North Wall Parliament Hill - Masonry and Iron Works (S-EPA/DA)	3,218	1,617	1,601	—
Ottawa - Wellington Street Wall - Masonry and Iron Works (S-EPA/DA)	4,270	2,731	1,539	—
Ottawa - West Block - Renovation (I-PPA/TB)	85,000	4,000	2,118	78,882
Ontario				
Belleville - New Federal Building - Acquisition (S-EPA/DA)	4,000	2,778	1,222	—
Kitchener - Government of Canada Building - Renovation (I-PPA/DA)	2,000	200	1,800	—
Orillia - 17-25 Peter Street - Renovation (S-EPA/DA)	1,530	168	1,312	50
North York - AES Building - Renovation (I-PPA/DA)	1,645	200	1,445	—
Sudbury - 19 Lisgar - Renovation (S-PPA/DA)	6,200	1,300	4,670	230
British Columbia				
Prince George - Lake Building - Purchase (S-EPA/DA)	1,500	1,449	51	—
Vancouver - Harry Stevens Building - Renovation (S-EPA/DA)	1,820	1,595	225	—
Victoria - New Government of Canada Building - Addition (S-EPA/DA)	12,900	5,487	6,929	484
West Vancouver - Pacific Environment Centre - Construction (I-PPA/TB)	15,654	2,226	13,428	—
Total Federal Accommodation	539,928	246,679	134,002	159,247
Federal Holdings Activity				
Québec				
Matane - Wharf Renovation (S-EPA/TB)	7,000	6,913	87	—
Québec City - 55 Wharves - Renovation (S-EPA/TB)	18,574	18,524	50	—

Figure 19: Details of Major Controlled Capital Projects (continued)

(thousands of dollars) Program/Business Line Activity	Currently Estimated Total Cost	Forecast Expenditures to March 31, 1997	Estimates 1997-98	Future Years' Requirements
National Capital Region (Ontario)				
Ottawa - Conference Centre - Masonry (S-EPA/DA)	6,732	2,382	4,350	—
Manitoba				
Lockport - St. Andrew's Lock and Dam - Reconstruction (S-EPA/TB)	20,827	16,127	2,400	2,300
British Columbia				
Various - Alaska Highway Reconstruction (S-EPA/TB)	471,768	363,768	13,500	94,500
Total Federal Holdings	524,901	407,714	20,387	96,800
Summary				
Total spending on Approved Major Capital Projects listed above	1,064,829	654,393	154,389	256,047
Total spending on Approved Major Capital Projects (not listed above)	—	—	72,938	—
Total spending planned for other Capital Projects	—	—	44,466	—
Total	—	—	271,793	—

3. Description of High-Profile Major Capital Projects

Project Name: The Confederation Bridge

1. Overview

The Northumberland Strait Crossing Project is an Historic Transportation Project incorporating unique financing initiatives by the private sector to construct a bridge between P.E.I. and New Brunswick.

2. Lead and Participating Departments

Sponsoring Department: Public Works and Government Services Canada
 Contracting Authorities: Public Works and Government Services Canada
 Participating Department: none

3. Prime and Major Sub-Contractors, Address

Strait Crossing Joint Venture
 700, 1177 - 11 Avenue South West
 Calgary, Alberta
 T2R 1K9

4. Major Milestones

Dates

Approval in Principle	November 1987
Preliminary Project Approval	May 1989
Amended Preliminary Project Approval	January 1994
Effective Project Approval	August 1994
Contract Award	October 1993

5. Achievements and Explanations of Variances

On November 19, 1996, the final bridge segment was placed (37 months after the project was awarded) forming a continuous link between P.E.I. and New Brunswick. An in-service date of May 31, 1997 is anticipated.

6. Industrial Benefits

Four Major Targets:

- 70% of all inputs to be procured in Atlantic Canada.
- 96% of total employment to be sourced from within Atlantic Canada.
- At least 75% of marine work to be performed by Atlantic Canadians.
- A minimum of \$20 million of engineering work to be performed in Atlantic Canada.

Project Name: The National Archives

1. Overview

The National Archives Gatineau Building project will provide new consolidated archival storage and laboratory facilities for the National Archives of Canada. The construction of the building is proceeding on schedule and is expected to be substantially complete by mid-December 1996. Upon completion of this project, the asset is planned to be transferred to the National Archives.

2. Lead and Participating Departments

Sponsoring Department:	Public Works and Government Services Canada and National Archives
Contracting Authorities:	Public Works and Government Services Canada
Participating Department:	National Archives

3. Prime and Major Sub-Contractors, Address

TP0 - Les Constructions BGP, 139 Gatineau Ave., Gatineau, Quebec J8T 4J7
 TP1 - Petrifond, 785 Plymouth Ave., Montreal, Quebec H4P 1B3
 TP2 - Hervé Pomerleau, 15 Valcourt Suite 3, Gatineau, Quebec J8T 4Y6
 TP3 - PCL Constructors Eastern, 57 Auriga Dr., Nepean, Ontario K2E 8B2

4. Major Milestones

	Dates
Preliminary Project Approval	December 1990
Effective Project Approval	May 1992
Contract Award:	August 1992
TP0	September 1992
TP1	May 1993
TP2	September 1994
TP3	

5. Achievements and Explanations of Variances

- The project is forecast to be complete within budget limit and within two months of the originally forecast completion date (set in 1990).
- The project satisfies the National Archives program with only minor changes during construction.
- The project incorporates the largest shelving contract in Canada (\$5.6 million), which was tendered on the basis of performance, and highest and best-value selection procedures.
- The project construction contract incorporates expanded commissioning functions.
- The building design incorporates significant environmental and safety provisions to ensure highly efficient, stable and secure long-term accommodation.

D. Additional Financial Information

1. Net Ministry Expenditures

Figure 20: Net Ministry Expenditures by Business Line

(thousands of dollars)	Financial Requirements 1997-98				
	Gross Expenditures Total	Revenue to the Vote/Revolving Fund	Total Ministry Main Estimates	Spending Authorities	
Statutory Expenditures				(Voted) Non Statutory Expenditures	
Real Property Services					
Real Property Services	4,066,298	2,894,235	1,172,063	(22,188) 2,221 ¹	1,192,030
	4,066,298	2,894,235	1,172,063	(19,967)	1,192,030
Supply and Services					
Supply Operations Service	225,677	128,430	97,247	335	96,912
Government Operational Service	175,417	26,186	149,231	—	149,231
Government Telecommunications and Informatics Services	422,740	318,396	104,344	—	104,344
Canada Communication Group	34,704	3,480	31,224	20,933	10,291
Consulting and Audit Canada	45,796	46,696	(900)	(900)	—
Translation Bureau	149,593	91,097	58,496	21,012	37,484
Corporate Management	183,531	93,702	89,829	—	89,829
				32,115 ¹	(32,115)
	1,237,458	707,987	529,471	73,495	455,976
Crown Corporations					
Crown Corporations	7,100	—	7,100	—	7,100
Total Ministry	5,310,856	3,602,222	1,708,634	53,528	1,655,106
Revenue Credited to the Vote/Revolving Fund	(3,602,222)				
Other Revenues and Expenditures					
Revenue Credited to the Consolidated Fund	(36,953)		(36,953)		
Estimated Cost of Services by Other Departments	18,932		18,932		
Net Ministry Expenditures	1,690,613		1,690,613		

¹ Contributions to Employee Benefit Plans and Minister's Salary and Motor Car Allowance.

2. Revenues and Expenditures

Figure 21: Gross and Net Departmental Expenditures by Business Line

(thousands of dollars)				
Program/Business Line Activity or Sub-Activity	Main Estimates 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
Gross Expenditures				
Real Property Services Program				
Real Property Services				
Federal Accommodation	1,282,586	1,264,310	1,263,737	1,260,760
Federal Holdings	533,992	568,400	556,328	547,028
Program Coordination	43,586	45,656	43,292	42,780
Services	2,508,840	2,187,932	2,121,916	2,121,006
Total Program/Business Line	4,369,004	4,066,298	3,985,273	3,971,574
Supply and Services Program				
Supply Operations Service				
Supply: Vote	117,278	112,964	106,862	106,200
Revolving Fund	45,205	41,875	31,852	32,852
Public Relations and Print				
Contract Services	47,842	58,612	58,388	57,758
Crown Assets				
Distribution	9,686	9,600	9,600	9,600
Other Central Government				
Services ¹	2,621	2,626	2,590	2,590
Total Business Line	222,632	225,677	209,292	209,000
Government Operational Service				
Receiver General Services	133,510	130,138	124,679	121,836
Public Service				
Compensation	36,146	37,466	42,258	35,905
Other Central Government				
Services ¹	5,240	7,813	4,802	4,802
Total Business Line	174,896	175,417	171,739	162,543

Figure 21: Gross and Net Departmental Expenditures by Business Line (continued)

(thousands of dollars)				
Program/Business Line Activity or Sub-Activity	Main Estimates 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
Government Telecommunications and Informatics Services ¹				
GTIS: Vote	107,402	104,344	101,838	101,849
Revolving Fund	314,903	318,396	315,142	315,280
Total Business Line	422,305	422,740	416,980	417,129
Canada Communication Group				
CCG: Vote	9,104	10,291	9,668	9,038
Revolving Fund	150,112	24,413	—	—
Total Business Line	159,216	34,704	9,668	9,038
Consulting and Audit Canada	49,750	45,796	45,600	45,604
Translation Bureau				
TB: Vote	33,914	37,484	36,358	36,369
Revolving Fund	90,470	112,109	94,970	92,001
Total Business Line	124,384	149,593	131,328	128,370
Corporate Management ¹				
Executive and Corporate Services	102,942	118,436	86,814	94,558
Human Resources	26,835	22,000	20,726	18,230
Regional Support	42,636	43,095	40,785	36,367
Total Business Line	172,413	183,531	148,325	149,155
Total Program	1,325,596	1,237,458	1,132,932	1,120,839
Crown Corporations Program				
Crown Corporations				
Old Port of Montreal Corporation Inc.	3,000	3,000	—	—
Queens Quay West Land Corporation	6,500	4,100	3,500	3,000
Total Program/Business Line	9,500	7,100	3,500	3,000
Total Gross Expenditures	5,704,100	5,310,856	5,121,705	5,095,413

Figure 21: Gross and Net Departmental Expenditures by Business Line (continued)

(thousands of dollars)				
Program/Business Line Activity or Sub-Activity	Main Estimates 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
Less:				
Revenues Credited to the Vote or Revolving Fund				
Real Property Services Program				
Real Property Services				
Federal Accommodation	239,316	239,432	239,432	239,432
Federal Holdings ²	24,805	446,205	446,205	446,205
Program Co-ordination Services	1,067	1,067	1,036	1,036
	2,525,988	2,207,531	2,135,331	2,134,421
Total Program/Business Line	2,791,176	2,894,235	2,822,004	2,821,094
Supply and Services Program				
Supply Operations Service				
Supply: Vote	24,003	18,396	17,055	16,308
Revolving Fund	45,205	41,969	31,939	32,939
Public Relations and Print Contract Services	47,880	58,133	57,909	57,279
Crown Assets Distribution	9,626	9,650	9,650	9,650
Other Central Government Services	282	282	314	314
Total Business Line	126,996	128,430	116,867	116,490
Government Operational Service				
Receiver General Services	18,819	14,665	14,665	14,665
Public Service Compensation	3,490	7,615	7,615	7,615
Other Central Government Services	3,863	3,906	3,905	3,905
Total Business Line	26,172	26,186	26,185	26,185

Figure 21: Gross and Net Departmental Expenditures by Business Line (continued)

(thousands of dollars)					
Program/Business Line		Main Estimates	Main Estimates	Planned	Planned
Activity or Sub-Activity		1996-97	1997-98	1998-99	1999-00
Government Telecommunications and Informatics Services					
GTIS:	Vote	—	—	—	—
	Revolving Fund	314,903	318,396	315,142	315,280
Total Business Line		314,903	318,396	315,142	315,280
Canada Communication Group					
CCG:	Vote	—	—	—	—
	Revolving Fund	150,093	3,480	—	—
Total Business Line		150,093	3,480	—	—
Consulting and Audit Canada		50,490	46,696	46,700	46,704
Translation Bureau					
TB:	Vote	—	—	—	—
	Revolving Fund	83,007	91,097	88,168	88,638
Total Business Line		83,007	91,097	88,168	88,638
Corporate Management					
Executive and Corporate Services		62,024	57,560	55,051	59,347
Human Resources		16,971	12,182	12,974	11,405
Regional Support		23,830	23,960	25,694	22,917
Total Business Line		102,825	93,702	93,719	93,669
Total Program		854,486	707,987	686,781	686,966
Total Revenues Credited to the Vote or Revolving Fund		3,645,662	3,602,222	3,508,785	3,508,060

Figure 21: Gross and Net Departmental Expenditures by Business Line (continued)

(thousands of dollars)				
Program/Business Line Activity or Sub-Activity	Main Estimates 1996-97	Main Estimates 1997-98	Planned 1998-99	Planned 1999-00
Net Expenditures				
Real Property Services Program				
Real Property Services				
Federal Accommodation	1,043,270	1,024,878	1,024,305	1,021,328
Federal Holdings	509,187	122,195	110,123	100,823
Program Co-ordination Services	42,519 (17,148)	44,589 (19,599)	42,256 (13,415)	41,744 (13,415)
Total Program/Business Line	1,577,828	1,172,063	1,163,269	1,150,480
Supply and Services				
Supply Operations Service				
Supply: Vote	93,275	94,568	89,807	89,892
Revolving Fund	—	(94)	(87)	(87)
Public Relations and Print Contract Services	(38)	479	479	479
Crown Assets Distribution	60	(50)	(50)	(50)
Other Central Government Services ¹	2,339	2,344	2,276	2,276
Total Business Line	95,636	97,247	92,425	92,510
Government Operational Service				
Receiver General Services	114,691	115,473	110,014	107,171
Public Service Compensation	32,656	29,851	34,643	28,290
Other Central Government Services ¹	1,377	3,907	897	897
Total Business Line	148,724	149,231	145,554	136,358
Government Telecommunications and Informatics Services ¹				
GTIS: Vote	107,402	104,344	101,838	101,849
Revolving Fund	—	—	—	—
Total Business Line	107,402	104,344	101,838	101,849

Figure 21: Gross and Net Departmental Expenditures by Business Line (continued)

(thousands of dollars)					
Program/Business Line		Main Estimates	Main Estimates	Planned	Planned
Activity or Sub-Activity		1996-97	1997-98	1998-99	1999-00
Canada Communication Group					
CCG: Vote		9,104	10,291	9,668	9,038
Revolving Fund		19	20,933	—	—
Total Business Line		9,123	31,224	9,668	9,038
Consulting and Audit Canada		(740)	(900)	(1,100)	(1,100)
Translation Bureau					
TB: Vote		33,914	37,484	36,358	36,369
Revolving Fund		7,463	21,012	6,802	3,363
Total Business Line		41,377	58,496	43,160	39,732
Corporate Management ¹					
Executive and Corporate Services		40,918	60,876	31,763	35,211
Human Resources		9,864	9,818	7,752	6,825
Regional Support		18,806	19,135	15,091	13,450
Total Business Line		69,588	89,829	54,606	55,486
Total Program		471,110	529,471	446,151	433,873
Crown Corporations					
Old Port of Montreal Corporation Inc.		3,000	3,000	—	—
Queens Quay West Land Corporation		6,500	4,100	3,500	3,000
Total Program/Business Line		9,500	7,100	3,500	3,000
Total Net Expenditures		2,058,438	1,708,634	1,612,920	1,587,353

¹ For comparison with 1997-98 and future years' figures, the 1996-97 Main Estimates have been restated to reflect:

- the realignment of resources under the Other Central Government Services sub-activity between the Government Operational Service, the Supply Operations Service and the Corporate Management (Executive and Corporate Services sub-activity) Business Lines
- the transfer of informatics services resources (\$18 million) from the Regional Support sub-activity to the Government Telecommunications and Informatics Services sub-activity, and
- the realignment of Corporate Management net costs between the sub-activities within the Activity.

² Funding for payments of Grants to Municipalities and Other Taxing Authorities has now been devolved to the applicable custodian departments. Payments of municipal grants under this statutory authority will be recovered by PWGSC from the custodian departments and credited to the statutory payment.

Figure 22: Details of Revenues by Business Line

(thousands of dollars)						
Program/Business Line Activity or Sub-Activity	Actuals 1994-95 ¹	Actuals 1995-96 ¹	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Revenues Credited to the Vote or Revolving Fund						
Real Property Services Program						
Real Property Services						
Federal Accommodation						
Rental and Concessions	266,175	262,854	239,316	239,432	239,432	239,432
Federal Holdings						
Rental	24,135	25,997	24,805	24,805	24,805	24,805
Recoveries of Grants in lieu of taxes ²	—	—	—	421,400	421,400	421,400
Subtotal	24,135	25,997	24,805	446,205	446,205	446,205
Program Co-ordination						
Others	—	1,926	1,067	1,067	1,036	1,036
Services						
Architectural and Engineering Services	1,353,424	1,231,478	1,073,444	938,112	907,430	907,044
Property Management Services	1,666,584	1,516,421	1,321,821	1,155,176	1,117,395	1,116,918
Holdings and Divestiture	164,819	149,968	130,723	114,243	110,506	110,459
Subtotal	3,184,827	2,897,867	2,525,988	2,207,531	2,135,331	2,134,421
Total Program	3,475,137	3,188,644	2,791,176	2,894,235	2,822,004	2,821,094
Supply and Services Program						
Supply Operations Service						
Supply - Vote						
Major Crown Projects	25,549	20,525	16,467	9,516	8,174	7,427
Acquisitions	8,977	8,127	3,863	4,496	4,497	4,497
Other	3,384	4,315	3,673	4,384	4,384	4,384
Subtotal	37,910	32,967	24,003	18,396	17,055	16,308
Supply - Revolving Fund						
Traffic	32,014	28,837	38,205	32,266	22,266	23,266
Software Brokerage/ Benchmarking	1,667	2,765	—	2,703	2,673	2,673
Stocked Item Supply	86,834	32,549	—	—	—	—
Other	—	6,971	7,000	7,000	7,000	7,000
Subtotal	120,515	71,122	45,205	41,969	31,939	32,939

Figure 22: Details of Revenues by Business Line (continued)

(thousands of dollars)						
Program/Business Line Activity or Sub-Activity	Actuals 1994-95 ¹	Actuals 1995-96 ¹	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Public Relations and Print Contract Services						
Exposition Services	14,651	6,755	9,315	7,170	7,946	7,316
Audio-Visual Services	23,531	13,779	17,602	15,370	15,370	15,370
Publishing and Depository Services ³	—	—	—	17,683	17,683	17,683
Other	77,154	28,478	20,963	17,910	16,910	16,910
Subtotal	115,336	49,012	47,880	58,133	57,909	57,279
Crown Assets Distribution	9,564	10,754	9,626	9,650	9,650	9,650
Other Central Government Services	—	173	282	282	314	314
Total Supply Operations Service	283,325	164,028	126,996	128,430	116,867	116,490
Government Operational Service						
Receiver General Services Payment Services	20,969	20,238	18,819	14,665	14,665	14,665
Public Service Compensation Compensation Services	8,469	7,521	3,490	7,615	7,615	7,615
Other Central Government Services						
FINCON	2,706	2,232	1,954	1,595	1,595	1,595
Personnel Application	2,914	2,771	1,325	1,470	1,470	1,470
Other	601	510	584	841	840	840
Subtotal	6,221	5,513	3,863	3,906	3,905	3,905
Total Government Operational Service	35,659	33,272	26,172	26,186	26,185	26,185
Government Telecommunications and Informatics Services						
GTIS Revolving Fund Telecommunications						
Revenue	202,748	198,525	181,400	170,799	170,799	170,799
Informatics and Other	110,504	174,616	133,503	147,597	144,343	144,481
Total GTIS	313,252	373,141	314,903	318,396	315,142	315,280

Figure 22: Details of Revenues by Business Line (continued)

(thousands of dollars)							
Program/Business Line	Actuals	Actuals	1996-97	1997-98	1998-99	1999-00	
Activity or Sub-Activity	1994-95¹	1995-96¹	Estimates	Estimates	Planned	Planned	
Canada Communication Group							
CCG Revolving Fund							
Printing and Publishing Services	126,790	101,313	150,093	3,480	—	—	
Consulting and Audit Canada							
CAC Revolving Fund							
Consulting and Auditing Services	64,575	60,871	50,490	46,696	46,700	46,704	
Translation Bureau							
Vote							
Translation Services	10,603	—	—	—	—	—	
Interpretation Services	—	1,938	—	—	—	—	
Subtotal	10,603	1,938	—	—	—	—	
Revolving Fund							
Translation Services	—	73,697	83,007	73,327	70,933	71,398	
Interpretation Services	—	—	—	11,638	11,288	11,291	
Terminology Services	—	—	—	6,132	5,947	5,949	
Subtotal	—	73,697	83,007	91,097	88,168	88,638	
Total Translation Bureau	10,603	75,635	83,007	91,097	88,168	88,638	
Corporate Management							
Executive and Corporate Services							
Internal Recoveries	60,207	71,200	62,024	57,560	55,051	59,347	
Human Resources							
Internal Recoveries	17,161	18,516	16,971	12,182	12,974	11,405	
Regional Support							
Internal Recoveries	28,754	24,804	23,292	23,230	25,062	22,337	
Other	2,596	2,159	538	730	632	580	
Subtotal	31,350	26,963	23,830	23,960	25,694	22,917	
Total Corporate Management	108,718	116,679	102,825	93,702	93,719	93,669	
Total Supply and Services Program	942,922	924,939	854,486	707,987	686,781	686,966	
Total Revenues Credited to the Vote or Revolving Fund	4,418,059	4,113,583	3,645,662	3,602,222	3,508,785	3,508,060	

Figure 22: Details of Revenues by Business Line (continued)

(thousands of dollars)						
Program/Business Line Activity or Sub-Activity	Actuals 1994-95 ¹	Actuals 1995-96 ¹	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Revenues Credited to the Consolidated Revenue Fund						
Real Property Services Program						
Real Property Services						
Federal Accommodation						
Rentals and Concessions	93	739	90	90	90	90
Other	1,138	18,816	1,900	1,500	1,500	1,500
Subtotal	1,231	19,555	1,990	1,590	1,590	1,590
Federal Holdings						
Sales of Real Properties	33,158	23,587	56,644	—	—	—
Reimbursement of Municipal Grants from Montréal Airports ²	20,850	11,443	22,181	—	—	—
Drydocks	2,096	2,134	4,000	4,139	3,000	3,000
Interest on Loans	339	328	330	300	300	300
Refunds of Previous Year's Expenditures	12,078	4,339	—	—	—	—
Adjustment to Payables at Year End	5,810	7,282	—	—	—	—
Subtotal	74,331	49,113	83,155	4,439	3,300	3,300
Services						
Goods and Services Tax	12,344	7,441	12,000	12,000	12,000	12,000
Other	160	98	100	100	100	100
Subtotal	12,504	7,539	12,100	12,100	12,100	12,100
Total Real Property Services Program	88,066	76,207	97,245	18,129	16,990	16,990
Supply and Services Program						
Goods and Services Tax	3,089	4,005	3,547	3,547	3,547	3,547
Return on Investment						
Royal Canadian Mint						
Interest	304	16	9	2	—	—
Dividends	5,000	—	—	—	—	—
Canada Post Corporation						
Interest	7,764	7,764	7,764	7,764	3,882	—
Refunds of Previous Year's Expenditures	24,962	(563)	—	—	—	—

Figure 22: Details of Revenues by Business Line (continued)

(thousands of dollars)						
Program/Business Line Activity or Sub-Activity	Actuals ¹ 1994-95	Actuals ¹ 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Service Fees - Access to Information Fees	15	22	—	—	—	—
Proceeds from Disposal of Surplus Crown Assets	304	1,258	—	—	—	—
Miscellaneous Non-Tax Revenues Donation to the Crown	463	264	—	—	—	—
Other	9,313	8,282	4,915	7,154	7,118	6,925
Total Supply and Services Program	51,214	21,048	16,235	18,467	14,547	10,472
Crown Corporations Program						
Old Port of Montreal Corporation Inc.						
Rentals and Concessions	74	62	70	65	75	80
Parking Fees	323	262	250	252	296	321
Marine Fees	37	31	30	40	45	50
Total Crown Corporations Program	434	355	350	357	416	451
Total Revenues Credited to the CRF	139,714	97,610	113,830	36,953	31,953	27,913
Total Departmental Revenues	4,557,773	4,211,193	3,759,492	3,639,175	3,540,738	3,535,973

¹ All actuals for 1994-95 and 1995-96 for Revolving Funds are reflected on the modified cash accounting basis under Public Accounts in order to allow comparison with the 1996-97 and 1997-98 Estimates and the 1988-99 and 1999-00 Planned.

² Funding for payments of Grants to Municipalities and Other Taxing Authorities has now been devolved to the applicable custodian departments. Payments of municipal grants under this statutory authority will be recovered by PWGSC from the custodian departments and credited to the statutory payment.

³ Publishing and Depository Services were transferred from Canada Communication Group commencing in 1997-98.

3. Transfer Payments

Figure 23: Details of Transfer Payments by Business Line/Activity

(thousands of dollars)						
Business Line/Activity	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Grants						
Real Property Services						
Federal Holdings						
Grants to Municipalities and Other Taxing Authorities ¹						
	408,207	397,950	425,557	—	—	—
Total Grants	408,207	397,950	425,557	—	—	—
Contributions						
Real Property Services						
Program Co-ordination						
Canadian Standards Association						
	12	12	12	12	12	12
Federal Facilities						
Government of the Province of New Brunswick						
	—	4,000	—	—	—	—
Total Contributions	12	4,012	12	12	12	12
Total Grants and Contributions	408,219	401,962	425,569	12	12	12

¹ Funding for payments of Grants to Municipalities and Other Taxing Authorities has now been devolved to the applicable custodian departments. Payments of municipal grants under this statutory authority will be recovered by PWGSC from the custodian departments and credited to the statutory payment.

4. Revolving Funds

Figure 24 displays the net operating (surplus) deficit of the revolving funds. These figures are based on the accrual basis of accounting. Figures 25 to 32, conversely display both the operating results and the net financial resources (provided) used by the revolving funds.

Figure 24: Summary of Revolving Funds by Business Line

(thousands of dollars)						
Program/Business Line	Actuals	Actuals	1996-97	1997-98	1998-99	1999-00
Activity or Sub-Activity	1994-95	1995-96	Estimates	Estimates	Planned	Planned
<i>Revolving Fund</i>						
Real Property Services Program						
Real Property Services						
Services						
<i>Real Property Services</i>						
<i>Revolving Fund</i>	61,333	34,766	(15,073)	1,769	1,682	1,622
<i>Real Property Disposition</i>						
<i>Revolving Fund</i>	—	—	—	(19,599)	(13,415)	(13,415)
Total Program/Business Line	61,333	34,766	(15,073)	(17,830)	(11,733)	(11,793)
Supply and Services Program						
Supply Operations Service						
<i>Optional Services Revolving</i>						
<i>Fund</i>						
Supply	17,949	9,382	—	(49)	(42)	(42)
Public Relations and Print						
Contract Services	5,972	4,534	(32)	736	736	736
Crown Assets Distribution	1,232	(2,642)	(1)	(2)	(2)	(2)
Total Business Line	25,153	11,274	(33)	685	692	692
Government Telecommunications and Informatics Services						
GTIS						
<i>GTIS Revolving Fund</i>	(462)	(10,151)	(3,595)	—	—	—
Canada Communication Group						
Canada Communication						
Group						
<i>CCG Revolving Fund</i>	51,508	13,858	(2,072)	16,452	—	—

Figure 24: Summary of Revolving Funds by Business Line (continued)

(thousands of dollars)						
Program/Business Line	Actuals	Actuals	1996-97	1997-98	1998-99	1999-00
Activity or Sub-Activity	1994-95	1995-96	Estimates	Estimates	Planned	Planned
<i>Revolving Fund</i>						
Consulting and Audit Canada						
Consulting and Audit Canada						
<i>CAC Revolving Fund</i>	3,798	2,069	235	(100)	(100)	(100)
Translation Bureau						
Translation Bureau						
<i>Translation Bureau</i>						
<i>Revolving Fund</i>	—	15,174	8,419	12,200	8,000	3,500
Total Program	79,997	32,224	2,954	29,237	8,592	4,092
Total (Surplus) Deficit	141,330	66,990	(12,119)	11,407	(3,141)	(7,701)

Figure 25: Real Property Services Revolving Fund: Statement of Operations and Statement of Changes in Financial Position

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Statement of Operations						
Revenue	439,059	390,562	376,006	338,315	325,881	322,729
Expenses						
Personnel	297,905	234,677	224,454	215,644	203,607	200,610
Other operating costs	55,164	43,016	40,548	39,524	39,302	39,137
Internal charges	98,437	98,762	88,265	78,740	78,776	78,776
Amortization	7,646	7,317	7,666	6,176	5,878	5,828
Interest	—	—	—	—	—	—
WFA/ERI/EDI ¹	41,240	41,555	—	—	—	—
Total Expenses	500,392	425,328	360,933	340,084	327,563	324,351
(Surplus) Deficit	61,333	34,766	(15,073)	1,769	1,682	1,622
Statement of Changes in Financial Position						
Operating Activities:						
(Surplus) Deficit	61,333	34,766	(15,073)	1,769	1,682	1,622
Less: Provision for employee termination benefits	5,460	5,364	2,098	2,098	1,500	1,500
Provision for compensation	30,314	18,425	491	491	1,089	1,089
Amortization of capital assets	8,397	7,886	7,666	6,330	5,933	5,863
Subtotal	17,162	3,090	(25,328)	(7,150)	(6,840)	(6,830)
Working capital change	(34,193)	(52,014)	(7,411)	(2,411)	(2,411)	(2,411)
Payments on and change in allowance for compensation	17,042	16,862	—	—	—	—
Payments on and change in provision for employee termination benefits	2,180	11,467	10,000	5,000	5,000	5,000
Net financial resources (provided by) used in operating activities	2,191	(20,596)	(22,739)	(4,561)	(4,251)	(4,241)

Figure 25: Real Property Services Revolving Fund: Statement of Operations and Statement of Changes in Financial Position (continued)

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Investing activities:						
Net capital asset acquisitions	1,919	2,428	5,591	4,561	4,251	4,241
Transfer of capital assets to Supply and Services Program	(22,261)	—	—	—	—	—
Net financial resources (provided by) used in investing activities	(20,343)	2,428	5,591	4,561	4,251	4,241
Financing activities:						
Net assets transferred from the former Corporate and Administrative Services	17,043	—	—	—	—	—
Recoveries from annual appropriations	(21,296)	(3,053)	(2,589)	(2,589)	(2,589)	(2,589)
Net financial resources (provided by) used in financing activities	(4,253)	(3,053)	(2,589)	(2,589)	(2,589)	(2,589)
Net financial resources (provided) used and change in the accumulated net charge against the Fund's authority account, during the year	(22,405)	(21,221)	(19,737)	(2,589)	(2,589)	(2,589)
Accumulated net charge against the Fund's authority account, beginning of year	(20,326)	(42,730)	(63,952)	(83,689)	(86,278)	(88,867)
Accumulated net charge against the Fund's authority account, end of year	(42,730)	(63,952)	(83,689)	(86,278)	(88,867)	(91,456)

¹ Work Force Adjustment Directive, Early Retirement Incentive, and Early Departure Incentive.

Figure 26: Real Property Disposition Revolving Fund: Statement of Operations and Statement of Changes in Financial Position

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Statement of Operations						
Revenue	—	—	—	27,690	20,945	20,945
Expenses						
Personnel	—	—	—	—	—	—
Other operating costs	—	—	—	8,091	7,530	7,530
Internal charges	—	—	—	—	—	—
Amortization	—	—	—	—	—	—
Interest	—	—	—	—	—	—
WFA/ERI/EDI	—	—	—	—	—	—
Total Expenses	—	—	—	8,091	7,530	7,530
(Surplus) Deficit	—	—	—	(19,599)	(13,415)	(13,415)
Statement of Changes in Financial Position						
Operating Activities:						
(Surplus) Deficit	—	—	—	(19,599)	(13,415)	(13,415)
Less: Provision for employee termination benefits	—	—	—	—	—	—
Provision for compensation	—	—	—	—	—	—
Amortization of capital assets	—	—	—	—	—	—
Subtotal	—	—	—	19,599	13,415	13,415
Working capital change	—	—	—	—	—	—
Payments to the Consolidated Revenue Fund	—	—	—	(14,599)	(13,415)	(13,415)
Payments on and change in provision for compensation	—	—	—	—	—	—
Payments on and change in provision for employee termination benefits	—	—	—	—	—	—
Net financial resources (provided by) used in operating activities	—	—	—	5,000	—	—
Investing activities:						
Net capital asset acquisitions	—	—	—	—	—	—
Transfer of capital assets to Supply and Services Program	—	—	—	—	—	—
Net financial resources (provided by) used in investing activities	—	—	—	—	—	—

Figure 26: Real Property Disposition Revolving Fund: Statement of Operations and Statement of Changes in Financial Position (continued)

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Net financial resources (provided) used and change in the accumulated net charge against the Fund's authority account, during the year	—	—	—	5,000	—	—
Accumulated net charge against the Fund's authority account, beginning of year	—	—	—	—	5,000	5,000
Accumulated net charge against the Fund's authority account, end of year	—	—	—	5,000	5,000	5,000

Figure 27: Optional Services Revolving Fund: Statement of Operations and Statement of Changes in Financial Position

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Statement of Operations						
Revenue	251,286	127,572	102,711	109,752	99,498	99,868
Expenses						
Personnel	28,687	18,068	11,390	14,964	14,966	14,966
Product cost	202,954	94,123	81,652	83,497	73,474	74,474
Other operating costs	21,026	20,670	6,152	7,949	7,723	7,093
Internal charges	11,468	2,731	2,357	2,404	2,404	2,404
Amortization	984	918	577	665	665	665
Interest	3,112	2,336	550	958	958	958
WFA/ERI/EDI	8,208	—	—	—	—	—
Total Expenses	276,439	138,846	102,678	110,437	100,190	100,560
(Surplus) Deficit	25,153	11,274	(33)	685	692	692
Statement of Changes in Financial Position						
Operating Activities:						
(Surplus) Deficit	25,153	11,274	(33)	685	692	692
Less: Amortization	984	918	577	665	665	665
Loss on disposal of capital assets	55	1,157	—	—	—	—
Provision for employee termination benefits	2,398	1,424	—	240	240	240
Subtotal	21,716	7,775	(610)	(220)	(213)	(213)
Working capital change	15,325	(14,336)	—	—	—	—
Net financial resources (provided by) used in operating activities	37,041	(6,561)	(610)	(220)	(213)	(213)
Investing activities:						
Changes in other assets and liabilities						
Payments on and change in provision for employee termination benefits	(332)	1,945	—	—	—	—
Net investment in leases	(179)	—	—	—	—	—
Subtotal	(511)	1,945	—	—	—	—

Figure 27: Optional Services Revolving Fund: Statement of Operations and Statement of Changes in Financial Position (continued)

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Capital assets						
Acquisitions	418	838	632	555	555	555
Disposals/Adjustments	(139)	(109)	—	—	—	—
Assumed (Net of amortization)	1,346	—	—	—	—	—
Subtotal	1,625	729	632	555	555	555
Net financial resources (provided) used in investing activities	1,114	2,674	632	555	555	555
Net financial resources (provided) used and change in the accumulated net charge against the Fund's authority account, during the year	38,155	(3,887)	22	335	342	342
Accumulated net charge against the Fund's authority account, beginning of year	24,867	63,022	59,135	59,157	59,492	59,834
Accumulated net charge against the Fund's authority account, end of year	63,022	59,135	59,157	59,492	59,834	60,176

Figure 28: Canada Communication Group Revolving Fund: Statement of Operations and Statement of Changes in Financial Position

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Statement of Operations						
Revenue	119,596	110,427	150,093	3,480	—	—
Expenses						
Personnel	59,825	37,901	66,308	7,249	—	—
Product cost	44,120	49,891	54,279	—	—	—
Other operating costs	26,806	15,206	19,464	9,448	—	—
Internal charges	644	2,175	3,039	775	—	—
Amortization	6,066	5,468	2,190	655	—	—
Interest	2,635	3,337	2,741	1,805	—	—
WFA/ERI/EDI	31,008	10,307	—	—	—	—
Total Expenses	171,104	124,285	148,021	19,932	—	—
(Surplus) Deficit	51,508	13,858	(2,072)	16,452	—	—
Statement of Changes in Financial Position						
Operating Activities:						
(Surplus) Deficit	51,508	13,858	(2,072)	16,452	—	—
Less: Amortization	6,066	5,468	2,190	655	—	—
Loss on disposal of capital assets	2,535	1,615	—	5,214	—	—
Subtotal	42,907	6,775	(4,262)	10,583	—	—
Changes in current assets and liabilities	(24,406)	(3,209)	461	20,455	—	—
Changes in other assets and liabilities						
Change in non-current allowance for compensation	(25,397)	23,143	—	—	—	—
Change in non-current allowance for termination benefits	25	2,754	(1,244)	—	—	—
Subtotal	(25,372)	25,897	(1,244)	—	—	—

Figure 28: Canada Communication Group Revolving Fund: Statement of Operations and Statement of Changes in Financial Position (continued)

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Net financial resources (provided by) used in operating activities	(6,871)	29,463	(5,045)	31,038	—	—
Investing activities:						
Capital assets acquisitions	6,006	3,526	4,472	—	—	—
Contributed capital	(12,631)	—	—	—	—	—
Net financial resources (provided by) used in investing activities	(6,625)	3,526	4,472	—	—	—
Financing Activities:						
Write-off with respect to accumulated operating deficit	—	(37,046)	—	(10,105)	—	—
Obligations under capital leases	(2,686)	(2,302)	592	—	—	—
Payments on and change in obligations under capital leases	2,119	2,106	—	—	—	—
Net financial resources (provided by) used in financing activities	(567)	(37,242)	592	(10,105)	—	—
Net financial resources (provided) used and change in the accumulated net charge against the Fund's authority account, during the year	(14,063)	(4,253)	19	20,933	—	—
Accumulated net charge against the Fund's authority account, beginning of year	51,183	37,120	32,867	11,829	32,762	32,762
Accumulated net charge against the Fund's authority account, end of year ¹	37,120	32,867	32,886	32,762	32,762	32,762

¹ During 1996-97, the Treasury Board approved the divestiture of CCG's activities, including the authority to adjust the 1996-97 reference level through Supplementary Estimates in order to reflect the divestiture and the related changes in operations. The impact of this decision will be a decrease in the accumulated net charge against the Fund's authority of \$21 million.

Figure 29: Consulting and Audit Canada Revolving Fund: Statement of Operations and Statement of Changes in Financial Position

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Statement of Operations						
Revenue	62,935	59,713	50,490	46,696	46,700	46,704
Expenses						
Personnel	24,048	20,211	22,086	21,196	21,200	21,204
Product cost	30,812	31,525	20,772	18,100	18,100	18,100
Other operating costs	5,190	4,377	4,326	3,900	3,900	3,900
Internal charges	801	1,153	1,468	1,300	1,300	1,300
Amortization	1,040	1,380	920	1,000	1,000	1,000
Interest	1,004	805	1,153	1,100	1,100	1,100
WFA/ERI/EDI	3,838	2,331	—	—	—	—
Total Expenses	66,733	61,782	50,725	46,596	46,600	46,604
(Surplus) Deficit	3,798	2,069	235	(100)	(100)	(100)
Statement of Changes in Financial Position						
Operating Activities:						
(Surplus) Deficit	3,798	2,069	235	(100)	(100)	(100)
Less: Amortization	1,040	1,380	920	1,000	1,000	1,000
Loss on disposal of capital assets	220	173	—	—	—	—
Provision for employee termination benefits	623	217	355	300	300	300
Subtotal	1,915	299	(1,040)	(1,400)	(1,400)	(1,400)
Changes in current assets and liabilities	(1,553)	2,979	—	100	(100)	(100)
Net financial resources (provided by) used in operating activities	362	3,278	(1,040)	(1,300)	(1,500)	(1,500)
Investing activities:						
Capital assets acquisitions	359	518	300	400	400	400
Capital assets disposals	(40)	(21)	—	—	—	—
Net financial resources (provided by) used in investing activities	319	497	300	400	400	400

Figure 29: Consulting and Audit Canada Revolving Fund: Statement of Operations and Statement of Changes in Financial Position (continued)

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Net financial resources (provided) used and change in the accumulated net charge against the Fund's authority account, during the year	681	3,775	(740)	(900)	(1,100)	(1,100)
Accumulated net charge against the Fund's authority account, beginning of year	21,220	21,901	25,676	24,936	24,036	22,936
Accumulated net charge against the Fund's authority account, end of year	21,901	25,676	24,936	24,036	22,936	21,836

Figure 30: Government Telecommunications and Informatics Services Revolving Fund: Statement of Operations and Statement of Changes in Financial Position

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Statement of Operations						
Revenue	317,894	355,269	314,903	318,396	315,142	315,280
Expenses						
Personnel	67,454	82,315	77,221	78,126	77,990	78,129
Product cost	166,866	164,812	155,798	144,971	144,971	144,971
Other operating costs	74,382	86,842	63,943	82,596	79,478	79,477
Internal charges	256	6,712	8,470	6,711	6,711	6,711
Amortization	1,809	2,980	5,376	5,492	5,492	5,492
Interest	555	222	500	500	500	500
WFA/ERI/EDI	6,110	1,235	—	—	—	—
Total Expenses	317,432	345,118	311,308	318,396	315,142	315,280
(Surplus) Deficit	(462)	(10,151)	(3,595)	—	—	—
Statement of Changes in Financial Position						
Operating Activities:						
(Surplus) Deficit	(462)	(10,151)	(3,595)	—	—	—
Less: Provision for employee termination benefits	922	1,445	—	1,500	1,500	1,500
Provision for compensation	6,110	1,235	—	—	—	—
Amortization of capital assets - non recoverable portion	1,809	2,980	5,376	5,492	5,492	5,492
Amortization of capital assets - recoverable from OGDs	570	826	896	965	965	965
Amortization of deferred charges	686	706	128	—	—	—
Loss on disposal of capital assets	—	12	—	—	—	—
Subtotal	(10,559)	(17,355)	(9,995)	(7,957)	(7,957)	(7,957)
Working capital change	(16,577)	18,283	—	—	—	—
Changes in other assets and liabilities						
Payments on and change in allowance for compensation	2,485	4,506	—	—	—	—
Payments on and change in provision for employee termination benefits	(10,504)	5,138	—	1,500	1,500	1,500
Subtotal	(8,019)	9,644	—	1,500	1,500	1,500

Figure 30: Government Telecommunications and Informatics Services Revolving Fund: Statement of Operations and Statement of Changes in Financial Position(continued)

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Net financial resources (provided by) used in operating activities	(35,155)	10,572	(9,995)	(6,457)	(6,457)	(6,457)
Investing activities:						
Capital assets acquisitions	8,803	5,997	9,995	6,457	6,457	6,457
Capital assets assumed by the Fund (net)	2,552	—	—	—	—	—
Net financial resources (provided by) used in investing activities	11,355	5,997	9,995	6,457	6,457	6,457
Net financial resources (provided) used and change in the accumulated net charge against the Fund's authority account, during the year	(23,800)	16,569	—	—	—	—
Accumulated net charge against the Fund's authority account, beginning of year	12,205	(11,595)	4,974	4,974	4,974	4,974
Accumulated net charge against the Fund's authority account, end of year	(11,595)	4,974	4,974	4,974	4,974	4,974

Figure 31: Translation Bureau Revolving Fund: Statement of Operations and Statement of Changes in Financial Position

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Statement of Operations						
Revenue	—	73,695	83,007	91,097	88,168	88,638
Expenses						
Personnel	—	52,347	53,455	61,996	62,015	61,831
Product cost	—	—	—	—	—	—
Other operating costs	—	26,372	32,854	33,984	27,599	24,365
Internal charges	—	3,091	3,530	3,800	3,150	2,900
Amortization	—	1,386	1,587	2,087	1,974	1,612
Interest	—	81	—	1,430	1,430	1,430
WFA/ERI/EDI	—	5,592	—	—	—	—
Total Expenses	—	88,869	91,426	103,297	96,168	92,138
(Surplus) Deficit	—	15,174	8,419	12,200	8,000	3,500
Statement of Changes in Financial Position						
Operating Activities:						
(Surplus) Deficit	—	15,174	8,419	12,200	8,000	3,500
Less: Amortization	—	1,386	1,587	2,087	1,974	1,612
Provision for employee termination benefits	—	750	831	956	957	954
Provision for compensation	—	5,592	—	—	—	—
Subtotal	—	7,446	6,001	9,157	5,069	934
Working capital change	—	8,676	1	3,708	(482)	214
Changes in other assets and liabilities						
Deferred employee benefit expenses	—	(351)	721	—	—	—
Payments on and change in allowance for compensation	—	1,414	—	4,178	—	—
Payments on and change in provision for employee termination benefits	—	1,096	—	2,754	1,000	1,000
Subtotal	—	2,159	721	6,932	1,000	1,000
Net financial resources (provided by) used in operating activities	—	18,281	6,723	19,797	5,587	2,148

Figure 31: Translation Bureau Revolving Fund: Statement of Operations and Statement of Changes in Financial Position (continued)

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Investing activities:						
Capital assets acquisitions	—	1,689	740	1,215	1,215	1,215
Capital assets assumed by the Fund (net)	—	4,066	—	—	—	—
Net financial resources (provided) used in investing activities	—	5,755	740	1,215	1,215	1,215
Financing activities:						
Deletion of net loss	—	(13,606)	—	—	—	—
Net financial resources (provided) used in financing activities	—	(13,606)	—	—	—	—
Net financial resources (provided) used and change in the accumulated net charge against the Fund's authority account, during the year	—	10,430	7,463	21,012	6,802	3,363
Authority to delete operating losses through Supplementary Estimates	—	—	(8,000)	(12,200)	(8,000)	(3,500)
Accumulated net charge against the Fund's authority account, beginning of year ¹	—	—	10,430	14,398	23,210	22,012
Accumulated net charge against the Fund's authority account, end of year	—	10,430	9,893	23,210	22,012	21,875

¹ During 1996-97, the Treasury Board approved modifications to the Translation Bureau Revolving Fund's Charter and the related Terms and Conditions. This amendment provided authorities to: transfer all activities under the annual parliamentary appropriation to the Translation Bureau Revolving Fund; delete an additional amount of \$8.6 million for Net Operating Loss in the 1996-97 Supplementary Estimates; and defray work force adjustment costs out of the Fund's drawdown authority. It is estimated that the accumulated net charge against the Fund's authority at the end of 1996-97 will increase to \$14.4 million due to the impact of these authorities.

Figure 32: Defence Production Revolving Fund: Statement of Operations and Statement of Changes in Financial Position

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Statement of Operations						
Revenue	—	—	—	—	—	—
Expenses						
Personnel	—	—	—	—	—	—
Product cost	—	—	—	—	—	—
Other operating costs	—	—	—	—	—	—
Internal charges	—	—	—	—	—	—
Amortization	—	—	—	—	—	—
Interest	—	—	—	—	—	—
WFA/ERI/EDI	—	—	—	—	—	—
Total Expenses	—	—	—	—	—	—
(Surplus) Deficit	—	—	—	—	—	—
Statement of Changes in Financial Position						
Operating Activities:						
(Surplus) Deficit	—	—	—	—	—	—
Less: Amortization	—	—	—	—	—	—
Loss on disposal of Capital Assets	—	—	—	—	—	—
Provision for employee termination benefits	—	—	—	—	—	—
Subtotal	—	—	—	—	—	—
Changes in Current Assets and Liabilities	—	—	—	—	—	—
Net financial resources (provided by) used in operating activities	—	—	—	—	—	—
Investing activities:						
Capital assets acquisitions	—	—	—	—	—	—
Capital assets disposals	—	—	—	—	—	—
Net financial resources (provided by) used in investing activities	—	—	—	—	—	—

Figure 32: Defence Production Revolving Fund: Statement of Operations and Statement of Changes in Financial Position (continued)

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Financing activities:						
Forgiveness of debt due to the Crown from CAE Aircraft Limited	—	(1,724)	—	—	—	—
Net financial resources (provided) used and change in the accumulated net charge against the Fund's authority account, during the year	—	(1,724)	—	—	—	—
Accumulated net charge against the Fund's authority account, beginning of year	1,724	1,724	—	—	—	—
Accumulated net charge against the Fund's authority account, end of year	1,724	—	—	—	—	—

5. Revenues and Expenditures by Standard Object

Figure 33: Summary of Departmental Revenues and Expenditures by Standard Object

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Personnel						
Salaries and Wages	802,034	796,108	687,944	570,895	545,681	543,037
Contributions	97,725	103,131	90,831	87,725	83,679	83,285
Other Salaries and Wages	49	49	49	49	49	49
Other Personnel Costs	5,077	3,947	3,724	27,261	2,711	2,715
Subtotal	904,885	903,235	782,548	685,930	632,120	629,086
Goods and Services						
Transportation and Communications Information	317,677 77,877	298,474 32,695	245,908 53,446	286,422 20,632	271,624 17,926	269,760 17,493
Professional and Special Services	971,236	834,882	840,675	635,292	591,969	582,415
Rentals	1,316,528	1,312,980	1,012,341	1,140,792	1,111,052	1,105,172
Purchased Repair and Maintenance	480,406	446,092	426,069	398,091	388,264	386,454
Utilities, Materials and Supplies	444,391	398,024	356,216	331,097	315,909	314,184
Construction/Acquisition of Land, Buildings and Works	582,567	506,213	505,613	331,770	324,030	322,478
Construction/Acquisition of Machinery and Equipments	35,912	33,498	47,456	35,895	35,660	35,614
Other Subsidies and Payments	853,708	835,418	720,112	744,630	731,676	727,282
Subtotal	5,080,302	4,698,276	4,207,836	3,924,621	3,788,110	3,760,852
Total Operating	5,985,187	5,601,511	4,990,384	4,610,551	4,420,230	4,389,938
Major Capital	233,888	228,190	278,647	271,793	276,563	281,063
Transfer Payments						
Voted	12,812	16,320	9,512	7,112	3,512	3,012
Statutory ¹	408,207	397,950	425,557	421,400	421,400	421,400
Subtotal	421,019	414,270	435,069	428,512	424,912	424,412
Gross Expenditures	6,640,094	6,243,971	5,704,100	5,310,856	5,121,705	5,095,413
Less:						
Revenues Credited to the Vote/ Revolving Fund:	4,418,059	4,113,583	3,645,662	3,602,222	3,508,785	3,508,060
Net Budgetary Expenditures	2,222,035	2,130,388	2,058,438	1,708,634	1,612,920	1,587,353

¹ Funding for payments of Grants to Municipalities and Other Taxing Authorities has now been devolved to the applicable custodian departments. Payments of municipal grants under this statutory authority will be recovered by PWGSC from the custodian departments and credited to the statutory payment.

Figure 34: Real Property Services Program's Presentation by Standard Object

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Personnel						
Salaries and Wages	287,686	278,596	212,573	200,872	190,175	187,128
Contributions	31,269	35,494	26,769	30,057	28,467	28,005
Other Salaries and Wages						
Other Personnel Costs	1,431					
Subtotal	320,386	314,090	239,342	230,929	218,642	215,133
Goods and Services						
Transportation and Communications	29,055	27,888	34,803	20,826	20,340	20,243
Information	3,890	3,995	6,908	3,006	2,936	2,922
Professional and Special Services	636,615	533,104	543,739	331,570	323,835	322,283
Rentals	1,248,817	1,256,100	956,820	1,100,367	1,074,696	1,069,548
Purchased Repair and Maintenance	458,595	421,991	413,534	375,489	366,729	364,972
Utilities, Materials and Supplies	316,578	295,493	266,811	259,420	253,368	252,154
Construction/Acquisition of Land, Buildings and Works	582,567	506,213	505,613	331,770	324,030	322,478
Construction/Acquisition of Machinery and Equipments	12,127	10,524	13,746	10,035	9,800	9,754
Other Subsidies and Payment	779,178	777,625	683,472	709,681	692,922	689,612
Subtotal	4,067,422	3,832,933	3,425,446	3,142,164	3,068,656	3,053,966
Total Operating	4,387,808	4,147,023	3,664,788	3,373,093	3,287,298	3,269,099
Major Capital	233,888	228,190	278,647	271,793	276,563	281,063
Transfer Payments						
Voted ¹	12	4,012	12	12	12	12
Statutory ²	408,207	397,950	425,557	421,400	421,400	421,400
Subtotal	408,219	401,962	425,569	421,412	421,412	421,412
Gross Expenditures	5,029,915	4,777,175	4,369,004	4,066,298	3,985,273	3,971,574
Less:						
Revenues Credited to the Vote/Revolving Fund	3,475,137	3,188,644	2,791,176	2,894,235	2,822,004	2,821,094
Net Budgetary Expenditures	1,554,778	1,588,531	1,577,828	1,172,063	1,163,269	1,150,480

¹ The presentation of the 1994-95 Actuals has been adjusted to disclose the \$12,000 transfer payment that was previously identified under Other Subsidies and Payments.

² Funding for payments of Grants to Municipalities and Other Taxing Authorities has now been devolved to the applicable custodian departments. Payments of municipal grants under this statutory authority will be recovered by PWGSC from the custodian departments and credited to the statutory payment.

Figure 35: Supply and Services Program's Revenues and Expenditures by Standard Object

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Personnel						
Salaries and Wages	514,348	517,512	475,371	370,023	355,506	355,909
Contributions to Employee Benefits Plan	66,456	67,637	64,062	57,668	55,212	55,280
Other Salaries and Wages	49	49	49	49	49	49
Other Personnel Costs	3,646	3,947	3,724	27,261	2,711	2,715
Subtotal	584,499	589,145	543,206	455,001	413,478	413,953
Goods and Services						
Transportation and Communications Information ¹	288,622 73,987	270,586 28,700	211,105 46,538	265,596 17,626	251,284 14,990	249,517 14,571
Professional and Special Services ¹	334,621	301,778	296,936	303,722	268,134	260,132
Rentals	67,711	56,880	55,521	40,425	36,356	35,624
Purchased Repair and Maintenance	21,811	24,101	12,535	22,602	21,535	21,482
Utilities, Materials and Supplies	127,813	102,531	89,405	71,677	62,541	62,030
Construction/Acquisition of Land, Buildings and Works	—	—	—	—	—	—
Construction/Acquisition of Machinery and Equipments	23,785	22,974	33,710	25,860	25,860	25,860
Other Subsidies and Payments	74,530	57,793	36,640	34,949	38,754	37,670
Subtotal	1,012,880	865,343	782,390	782,457	719,454	706,886
Total Operating	1,597,379	1,454,488	1,325,596	1,237,458	1,132,932	1,120,839
Major Capital						
Transfer Payments						
Voted/Revolving Fund	—	1,308	—	—	—	—
Statutory	—	—	—	—	—	—
Subtotal	—	1,308	—	—	—	—
Gross Expenditures	1,597,379	1,455,796	1,325,596	1,237,458	1,132,932	1,120,839
Less:						
Revenues Credited to the Vote/ Revolving Fund	942,922	924,939	854,486	707,987	686,781	686,966
Net Budgetary Expenditures	654,457	530,857	471,110	529,471	446,151	433,873

¹ With regard to the Actuals for 1994-95 and the Estimates for 1996-97, the amounts under the Information and Professional and Special Services standard objects have been restated to properly reflect the internal changes for Government Telecommunications and Informatics Services under Professional and Special Services in lieu of Information. The information is properly depicted in all other fiscal years.

Figure 36: Crown Corporation Program's Revenues and Expenditures by Standard Object

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Goods and Services						
Payments to Old Port of Montreal Corporation Inc.	3,000	3,500	3,000	3,000	—	—
Payments to Queens Quay West Land Corporation	9,800	7,500	6,500	4,100	3,500	3,000
Subtotal	12,800	11,000	9,500	7,100	3,500	3,000
Gross Expenditures	12,800	11,000	9,500	7,100	3,500	3,000
Less:						
Revenues Credited to the Vote	—	—	—	—	—	—
Net Budgetary Expenditures	12,800	11,000	9,500	7,100	3,500	3,000

6. Assets

Figure 37: Summary of Outstanding Loans Receivable and Investments by Program/Business Line

(thousands of dollars)	Actuals 1994-95	Actuals 1995-96	1996-97 Estimates	1997-98 Estimates	1998-99 Planned	1999-00 Planned
Program/ Business Line						
Supply and Services Program						
Royal Canadian Mint (Loans and Capital Stock)	42,848	40,174	40,098	40,022	40,000	40,000
Canada Post Corporation	80,000	80,000	80,000	80,000	—	—
Defence Production Loan Account	1,724	—	—	—	—	—
Seized Property Working Capital Account	1,384	694	1,000	1,000	1,000	1,000
Total Program	125,956	120,868	121,098	121,022	41,000	41,000
Crown Corporations Program						
Queens Quay West Land Corporation	45,800	45,800	45,800	45,800	45,800	45,800
Total Program	45,800	45,800	45,800	45,800	45,800	45,800
Total Department	171,756	166,668	166,898	166,822	86,800	86,800

7. Contingent Liabilities

As of March 31, 1996, contingent liabilities estimated at \$426.8 million were outstanding against Public Works and Government Services Canada. These contingent liabilities arise from approximately 100 cases of pending or threatened litigation related to contract disputes, damages to property or personal injuries.

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

8. Comparative Analysis of Office Accommodation Utilization

In September of 1993, the Treasury Board approved PWGSC's accountability framework for the management of office accommodation, and directed that PWGSC report in the Main Estimates Part III on client departments' accommodation utilization based on three accountability indicators: space per person (square metres per full-time equivalent, or m²/FTE), cost per person (imputed market-based rent/FTE) and cost per square metre.

This is the third such annual report providing a comparative indication of office accommodation trends among the departments, agencies and commissions occupying office space within the custody of PWGSC.

It is critical that the following seven parameters be considered in context with the report (Figure 38).

Occupancy Agreements

PWGSC and clients enter into formal Occupancy Instruments (OI), for each location occupied by the client. PWGSC currently has approximately 3,700 OIs, about 2,900 of which pertain to office accommodation. These agreements are typically for periods of one to seven years, with a normative period of four years. The data in this report are derived from requirements articulated by clients at the start of their occupancy, and represent OIs which were in effect as of December 18, 1996.

Space Category

This report includes all space categorized as “office” (A), “computer” (E), and “retail” (B) based on the “highest and best use” of the space. The office category normally includes employee workstation space, support areas (storage, photocopier areas, reception areas, boardrooms, etc.) and circulation space. The total of these three categories (3.9 million m²) differs from the total inventory (6.1 million m²), which includes warehouses, laboratories, and other types of special-purpose space that is not subject to the standards applicable to office accommodation, as well as space that is off-line due to renovation. For some departments such as Revenue Canada, “highest and best use” may not best define the actual office-space utilization due to the high proportion of special activities occurring in that space. For instance, public-contact space and space for taxpayer file records may represent up to 30 per cent of a Tax Centre. As a result of the establishment of client-space envelopes, PWGSC is working with clients to designate space according to its actual use.

Scope

The report includes all departments, agencies, commissions, etc. listed in Schedules I and II of the *Financial Administration Act* that are subject to government policies with respect to office accommodation. Certain organizations, such as Parliament and the Canadian Security Intelligence Service, have been excluded from the report because data could not be reasonably compared to other clients or because these organizations have special authority not to disclose information on the number of persons employed.

Population

The data in PWGSC’s information system is based on the forecast population in the space, as identified by the client department at the time that the space is initially requested. The data elements relating to FTEs/population are static and are not updated throughout the occupancy to reflect fluctuations. As a matter of policy, PWGSC does not provide accommodation for consultants and contractors, and although these individuals may be accommodated temporarily within the client’s accommodation, they are not normally included in the forecasts of the numbers of persons accommodated.

Cost

The costs depicted in the report represent occupancy costs of all office space, including Crown-owned, leased, and lease-purchase. For Crown-owned space, these costs are imputed market-based rents, consistent with established charging practices. The costs do not represent the total cost of

office accommodation for the federal government, as they do not include such major elements as fit-up costs, client initiated changes during occupancy, capital renovations, etc.

Comparability

PWGSC continues to provide a reasonable and comparable quality and quantity of accommodation for its clients. In 1996-97, the national indicators for PWGSC clients were 23.9 rentable m²/FTE (21.4 usable m²/FTE), annual costs of \$5,119/FTE, and annual costs of \$214/rentable m². This continues to compare favourably with the 1996 study of the Building Owners and Managers Association, which indicated that comparable private-sector data is 23.9 rentable m²/person, annual costs of \$4,987 per person, and average unit costs of \$208/rentable m².

Current Initiatives

PWGSC is actively working with the 87 departments and agencies that are accommodated within PWGSC facilities to recover space which is surplus to the requirements of the client organization as a result of downsizing or improved efficiency in the utilization of accommodation. In January 1996, PWGSC introduced a comprehensive framework for the management of accommodation which included a new government policy and accommodation standards as well as the concept of client-space envelopes. These client-space envelopes establish client-specific accommodation-reduction targets and the possibility of incentives for those organizations which exceed their reduction target. In the context of this process, PWGSC and the client organizations are undertaking an extensive review of all occupancies to validate this information. As a result of this review, occupancy data in this report may show some non-comparability with previous years' data. As well, PWGSC will also reclassify space to reflect the actual use, as appropriate, consistent with the policy framework introduced in January 1996.

Figure 38: Comparative Analysis of Office Accommodation Utilization

	Usable m ² (000s)	Rentable m ² (000s)	Annual Rent (000s)	Population (FTE)	Usable m ² /FTE	Rentable m ² /FTE	Rent \$/ FTE	Rent \$/ m ² Rentable
Agriculture and Agri-Food								
Department	89.0	98.8	20,033	4,596	19.4	21.5	4,359	203
Canadian Grain Commission SOA	6.7	7.7	1,547	252	26.5	30.5	6,140	201
Canadian Pari-Mutuel Agency	0.7	0.8	143	39	19.0	20.3	3,671	181
Total	96.4	107.3	21,724	4,887	19.7	21.9	4,445	203
Canadian Heritage								
Department	87.1	96.8	17,245	4,275	20.4	22.6	4,034	178
Canadian Radio-Television and Telecommunications Commission	10.3	11.2	2,483	432	23.8	25.8	5,748	223
National Archives of Canada	25.6	29.7	5,649	981	26.1	30.2	5,759	190
National Film Board	15.3	19.4	4,447	354	43.1	54.7	12,562	230
National Library of Canada	15.6	17.3	3,311	869	18.0	19.9	3,810	191
Public Service Commission of Canada Status of Women, Office of the Co-ordinator	45.0	49.8	11,703	1,379	32.6	36.1	8,487	235
Training and Development Canada - SOA	2.4	2.6	836	93	25.5	28.0	8,988	321
	1.0	1.4	246	55	18.2	25.5	4,473	176
Total	202.2	228.1	45,920	8,438	24.0	27.0	5,442	201
Citizenship and Immigration								
Department	83.1	92.9	22,539	3,716	22.4	25.0	6,065	243
Immigration and Refugee Board of Canada	25.1	27.4	7,018	1,016	24.7	27.0	6,908	256
Total	108.2	120.4	29,557	4,732	22.9	25.4	6,246	246
Environment								
Department	100.1	110.1	23,330	4,624	21.6	23.8	5,045	212
Canadian Environmental Assessment Agency	2.5	2.7	520	100	24.8	26.6	5,198	195
Total	102.6	112.7	23,850	4,724	21.7	23.9	5,049	212
Finance								
Department	23.9	27.1	6,247	776	30.8	34.9	8,050	230
Canadian International Trade Tribunal	3.1	3.5	1,249	112	27.7	31.3	11,152	357
Office of the Auditor General of Canada	13.8	16.4	4,170	662	20.9	24.8	6,299	254
Office of the Superintendent of Financial Institutions	10.6	11.6	2,103	417	25.4	27.8	5,043	181
Total	51.4	58.6	13,769	1,967	26.1	29.8	7,000	235
Fisheries and Oceans								
Department	107.3	116.1	25,660	3,224	33.3	36.0	7,959	221
Total	107.3	116.1	25,660	3,224	33.3	36.0	7,959	221

Figure 38: Comparative Analysis of Office Accommodation Utilization (continued)

	Usable m ² (000s)	Rentable m ² (000s)	Annual Rent (000s)	Population (FTE)	Usable m ² /FTE	Rentable m ² /FTE	Rent \$/ FTE	Rent \$/m ² Rentable
Foreign Affairs and International Trade								
Department	49.5	56.1	12,899	2,711	18.3	20.7	4,758	230
Canadian International Development Agency	25.4	27.5	5,778	1,600	15.9	17.2	3,611	210
International Joint Commission	1.6	1.7	344	53	29.3	32.2	6,482	201
NAFTA Secretariat - Canadian Section	0.3	0.4	131	12	27.2	33.6	10,943	326
Northern Pipeline Agency	0.1	0.1	19	2	32.0	40.5	9,350	231
Passport Office - SOA	12.0	13.2	3,021	614	19.5	21.4	4,920	230
Total	88.9	98.9	22,191	4,992	17.8	19.8	4,445	224
Governor General								
Department	1.1	1.2	239	29	37.8	39.8	8,228	207
Total	1.1	1.2	239	29	37.8	39.8	8,228	207
Health								
Department	101.7	113.0	22,241	4,480	22.7	25.2	4,965	197
Hazardous Materials Information Review Commission	0.8	0.8	262	17	44.4	49.4	15,386	312
Medical Research Council of Canada	1.7	1.9	384	76	22.9	25.0	5,053	202
Patented Medicine Prices Review Board	1.2	1.4	488	47	25.7	30.0	10,390	347
Total	105.4	117.2	23,375	4,620	22.8	25.4	5,060	200
Human Resources Development								
Department	622.0	676.7	140,211	28,059	22.2	24.1	4,997	207
Canada Labour Relations Board	4.4	5.2	1,825	134	32.7	38.6	13,619	353
Canadian Centre for Occupational Health and Safety	2.7	2.9	307	100	27.5	28.9	3,074	106
Canadian Artists and Producers Professional Relations Tribunal	0.7	0.9	238	20	37.1	44.9	11,891	265
Total	629.9	685.7	142,581	28,313	22.2	24.2	5,036	208
Indian Affairs and Northern Development								
Department	77.3	86.2	18,878	4,083	18.9	21.1	4,624	219
Indian Oil and Gas Canada - SOA	1.7	1.8	284	70	23.8	26.0	4,057	156
Total	79.0	88.0	19,162	4,153	19.0	21.2	4,614	218
Industry								
Department	123.7	138.3	31,606	4,789	25.8	28.9	6,600	229
Atlantic Canada Opportunities Agency	12.0	12.6	2,607	367	32.6	34.4	7,103	206
Canadian Intellectual Property Directorate - SOA	11.8	12.7	2,454	498	23.7	25.6	4,928	193
Canadian Space Agency	0.4	0.4	114	7	52.4	61.4	16,275	265
Competition Tribunal	0.7	0.8	268	12	58.4	69.8	22,355	321
Copyright Board of Canada	0.4	0.5	100	11	38.3	47.5	9,049	191
Federal Office of Regional Development (Québec)	8.6	9.4	2,147	321	26.8	29.4	6,688	228
National Research Council of Canada	0.4	0.5	109	21	19.4	23.9	5,208	218
Natural Sciences and Engineering Research Council	3.9	4.3	1,084	183	21.3	23.7	5,923	250
Social Sciences and Humanities Research Council of Canada	3.1	3.4	1,180	143	21.8	24.1	8,251	342
Statistics Canada	99.9	110.7	23,492	4,908	20.4	22.6	4,787	212
Western Economic Diversification	7.7	8.7	2,028	430	17.9	20.1	4,716	234
Total	272.5	302.5	67,188	11,690	23.3	25.9	5,747	222

Figure 38: Comparative Analysis of Office Accommodation Utilization (continued)

	Usable m ² (000s)	Rentable m ² (000s)	Annual Rent (000s)	Population (FTE)	Usable m ² /FTE	Rentable m ² /FTE	Rent \$/ FTE	Rent \$/m ² Rentable
Justice								
Department	60.9	67.1	18,866	2,528	24.1	26.5	7,463	281
Canadian Human Rights Commission	6.4	7.3	1,893	292	22.0	25.1	6,481	258
Federal Court of Canada	12.0	13.7	3,127	496	24.2	27.5	6,304	229
Office of the Commissioner for Federal Judicial Affairs	1.5	1.8	372	42	35.8	42.1	8,851	210
Offices of the Information and Privacy Commissioners of Canada	2.1	2.4	726	93	22.6	25.7	7,808	304
Supreme Court of Canada	2.8	3.6	846	146	19.4	24.6	5,791	235
Tax Court of Canada	2.7	3.1	941	130	21.0	23.6	7,236	307
Total	88.4	98.9	26,769	3,727	23.7	26.5	7,182	271
National Defence								
Department	207.4	232.5	45,379	11,047	18.8	21.0	4,108	195
Emergency Preparedness Canada	3.3	3.7	777	104	31.4	36.0	7,471	207
Total	210.7	236.2	46,156	11,151	18.9	21.2	4,139	195
National Revenue								
Department	695.0	787.0	166,844	37,000	18.8	21.3	4,509	212
Total	695.0	787.0	166,844	37,000	18.8	21.3	4,509	212
Natural Resources								
Department	44.7	49.9	10,242	1,923	23.2	25.9	5,326	205
Atomic Energy Control Board	8.9	10.1	3,343	397	22.3	25.5	8,420	330
National Energy Board	8.8	10.1	1,674	399	22.0	25.4	4,196	165
Total	62.3	70.2	15,258	2,719	22.9	25.8	5,612	217
Privy Council								
Department	28.1	33.9	8,062	1,158	24.3	29.3	6,962	238
Canadian Centre for Management Development	2.1	2.2	387	138	15.5	16.1	2,807	175
Canadian Intergovernmental Conference Secretariat	1.2	1.3	282	30	40.8	44.5	9,413	212
Canadian Transportation Accident Investigation and Safety Board	6.6	7.2	1,555	291	22.7	24.7	5,343	216
Chief Electoral Officer	7.3	8.7	1,387	315	23.3	27.5	4,402	160
Office of the Commissioner of Official Languages	4.7	5.2	1,056	178	26.7	28.9	5,935	205
Public Service Staff Relations Board	3.5	4.2	1,015	66	53.6	64.1	15,377	240
Security Intelligence Review Committee	0.7	0.9	203	19	38.8	45.5	10,681	235
Total	54.5	63.6	13,948	2,195	24.8	29.0	6,354	219
Public Works and Government Services Canada								
Department	208.9	239.9	49,895	9,523	21.9	25.2	5,239	208
Canada Communication Group - SOA	10.4	11.6	1,902	494	21.1	23.5	3,849	164
Consulting and Audit Canada - SOA	6.0	6.7	1,450	346	17.3	19.4	4,191	216
Government Telecommunications and Informatics Services	33.8	39.9	8,009	1,681	20.1	23.7	4,764	201
Translation Services Organization	23.4	26.1	5,551	1,090	21.5	23.9	5,093	213
Total	282.5	324.2	66,807	13,134	21.5	24.7	5,087	206

Figure 38: Comparative Analysis of Office Accommodation Utilization (continued)

	Usable m ² (000s)	Rentable m ² (000s)	Annual Rent (000s)	Population (FTE)	Usable m ² /FTE	Rentable m ² /FTE	Rent \$/ FTE	Rent \$/m ² Rentable
Solicitor General								
Department	8.0	8.9	1,625	260	30.8	34.2	6,250	183
CORCAN - Correctional Services - SOA	0.7	0.8	140	30	23.3	26.7	4,667	175
Correctional Services Canada	40.9	44.6	8,059	1,581	25.9	28.2	5,098	181
National Parole Board	8.4	9.4	1,741	340	24.8	27.8	5,122	184
RCMP External Review Committee	0.3	0.3	79	7	36.6	44.6	11,241	252
RCMP Public Complaints Commission	1.3	1.5	359	43	30.5	34.7	8,356	241
Royal Canadian Mounted Police	51.6	57.4	12,175	2,593	19.9	22.1	4,695	212
Total	111.3	123.0	24,179	4,854	22.9	25.3	4,981	197
Transport								
Department	137.2	151.6	38,403	7,038	19.5	21.5	5,457	253
Canadian Transportation Agency	10.5	11.0	2,312	416	25.1	26.5	5,559	210
Civil Aviation Tribunal	0.3	0.4	134	8	39.0	48.3	16,735	347
Total	148.0	163.0	40,849	7,462	19.8	21.8	5,474	251
Treasury Board Secretariat								
Department	23.7	26.9	6,185	761	31.2	35.3	8,128	230
Total	23.7	26.9	6,185	761	31.2	35.3	8,128	230
Veterans Affairs								
Department	49.6	55.9	11,780	2,042	24.3	27.4	5,769	211
Total	49.6	55.9	11,780	2,042	24.3	27.4	5,769	211
National Total	3,570.8	3,985.5	853,990	166,814	21.4	23.9	5,119	214

E. Statutes Administered by the Department

PWGSC administers in total or in part the following Acts:

Bridges Act
Defence Production Act
Dry Docks Subsidies Act
Expropriation Act
Federal Real Property Act
Financial Administration Act
Garnishment, Attachment, and Pension Diversion Act, Part II
Government Property Traffic Act
Kingsmere Park Act
Municipal Grants Act
Northumberland Strait Crossing Act
Ottawa River Act
Pension Benefits Division Act
Public Works and Government Services Act
Seized Property Management Act
Surplus Crown Assets Act
Translation Bureau Act

F. References

Public Works and Government Services Canada
Publications Distribution
Place du Portage, Phase III
11 Laurier Street
Hull, Québec K1A 0S5
(819) 997-6363

- *Outlook on Program Priorities and Expenditures 1996-97 to 1999-00*

Queens Quay West Land Corporation
Scotia Plaza
P.O. Box 320
Suite 2703
Toronto, Ontario M5H 3Y2
(416) 864-0333

- *Annual Report*
- *Summary of Corporate Plan*

Old Port of Montreal Corporation Inc.
333 de la Commune Street West
Montréal, Québec H2Y 2E2
(514) 283-5256

- *Annual Report*
- *Summary of Corporate Plan*