



**ESTIMATES**

# **Treasury Board of Canada, Secretariat**

**2001-2002  
Estimates**

Part III – Report on Plans and Priorities

**Canada**

## The Estimates Documents

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

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

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

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

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

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

As part of its ongoing efforts to streamline reporting requirements, the Treasury Board of Canada, Secretariat and thirteen other departments explore alternative reporting structures to this year's *Report on Plans and Priorities*. It has, therefore, exempted the department from the usual guidelines for the preparation of this report.

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**Treasury Board of Canada Secretariat**

**2001–02 Estimates**

**A Report on Plans and Priorities**



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Lucienne Robillard  
President of the Treasury Board

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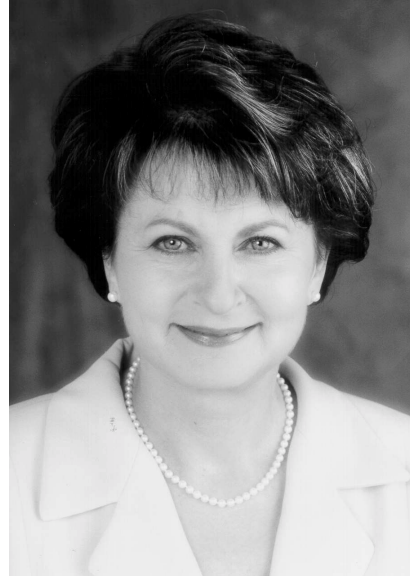
## Section I: Messages

### A. *President's Message*

In March 2000, I tabled *Results for Canadians: A Management Framework for the Government of Canada*. This document outlines the Government of Canada's approach to modernizing management practices. Our management commitments are clear: the Government of Canada must become more focused on meeting citizens' needs; it must do a better job at identifying and achieving concrete results; it must continue its commitment to responsible spending and public service employees must continue to uphold the highest standards of professional and personal ethics.

To accomplish these objectives, the Treasury Board of Canada Secretariat is working with many partners across a very broad spectrum of activities. *Results for Canadians* and the recent Speech from the Throne are helping to guide the way. The Treasury Board of Canada Secretariat is, for example, improving service delivery through Government On-Line. It is strengthening financial stewardship through the modernization of comptrollership. It is revitalizing human resources management in order to ensure that the Public Service can meet the challenges of the 21st century. And it is renewing its commitment to implementing the government's policy on official languages.

As we continue to move forward with the implementation of *Results for Canadians*, our plans, priorities and even our structures are gradually evolving. This steady evolution is reflected in the *2001-02 Report on Plans and Priorities* and will continue as we strive to provide better government for Canadians.



A handwritten signature in black ink, appearing to read 'Lucienne Robillard'.

Lucienne Robillard  
President of the Treasury Board

## **B. Management Representation**

I submit, for tabling in Parliament, the 2001–02 Report on Plans and Priorities (RPP) for the Treasury Board of Canada Secretariat.

To the best of my knowledge, the information

- accurately portrays the Secretariat’s mandate, priorities, strategies and planned results;
- is consistent with the disclosure principles contained in the *Guidelines for the Preparation of the 2001–02 Report on Plans and Priorities*;
- is comprehensive and accurate; and
- is based on sound underlying information and management systems.

I am satisfied with the quality assurance processes and procedures used for the production of the RPP.

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



---

Mary Zamparo  
Assistant Deputy Minister  
Corporate Services Branch

## Section II: Overview of the Secretariat

### A. *Mandate, Roles and Responsibilities*

#### **Mandate**

The Treasury Board is one of four Cabinet committees of the Queen's Privy Council for Canada. It was established in 1867 and given statutory powers in 1869. The Board consists of the President of the Treasury Board (Chairperson), the Minister of Finance, and other ministers appointed by the Governor in Council.

The Treasury Board of Canada Secretariat (the Secretariat) is the administrative arm of the Treasury Board. It is headed by a Secretary-Comptroller General, who reports to the President of the Treasury Board.

**The Secretariat's dual mandate is to support the Treasury Board as a committee of ministers, and to fulfil its statutory responsibilities as a central agency within government.**

These statutory responsibilities are derived from the broad authority of the *Financial Administration Act*, as well as from several other Acts: the *Public Service Staff Relations Act*; the *Public Service Superannuation Act*; the *Official Languages Act*; the *Employment Equity Act*; the *Federal Real Property Act*; and the *Public Service Employment Act*. The responsibilities under the *Access to Information Act* and the *Privacy Act* are shared between the President of the Treasury Board as Minister and the Minister of Justice.

#### **Roles and Responsibilities**

##### *Treasury Board*

In 1997, the Prime Minister designated the Treasury Board as the government's management board and charged it with providing leadership to improve management practices. The management board must lead the government's movement towards quality service and excellence while focusing on citizens, public service values, results and responsible spending.







The Treasury Board provides advice to the government on how its resources should be managed, and ensures that Parliament and Canadians have the information needed to hold the government accountable. The Treasury Board also acts as the employer of the federal Public Service.

The Prime Minister also designated the President of the Treasury Board as the Minister responsible for Infrastructure.

##### *Treasury Board of Canada Secretariat*

In support of the management board agenda to improve management practices across the government, the Secretariat works with departments and agencies as summarized below.

## Key Responsibilities in Improving Management Practices

-  To act as a catalyst for change and to work with departments to develop integrated, accessible, citizen-focused service in both official languages across the Government of Canada.
-  To champion results-based management, linking resources to results on a whole-of-government basis and ensuring timely and accurate reporting to Parliament.
-  To support responsible spending in the government's program base, including actively monitoring control systems, and compiling information sufficient to assess program performance and program integrity across the government.
-  To ensure effective overall control through leadership in the setting of management frameworks and standards, focus on risk management, early attention to control deficiencies, and delegation of authority to departments and agencies commensurate with their capacity to manage resources and report on results.
-  To develop and implement with departments and agencies a Government of Canada management agenda focused on practical improvement in areas such as comptrollership, informatics, official languages and service delivery.
-  To ensure that the federal Public Service is an exemplary workplace reflective of Canadian interests, values, diversity and linguistic duality, and that it supports the productivity and sustainability of its workforce in a financially responsible manner.

These do not replace the Secretariat's long-standing, traditional role of advising the Treasury Board on policies, directives, regulations, and program expenditure proposals regarding the management of the government's financial, human and material resources. The Secretariat also provides support to the Treasury Board in its role as the federal public service employer.

The Secretariat helps ensure that the government's overall policy directions are consistent and supported by appropriate program design and costing, prudent risk management strategies and clear articulation of anticipated results. It advises and helps the operating departments and other entities develop new policy initiatives, major new policy frameworks, major agreements and changes to existing programs to maintain their effectiveness.

The Secretariat also supports the President as the Minister responsible for Infrastructure by providing overall co-ordination of the Infrastructure Canada Program.

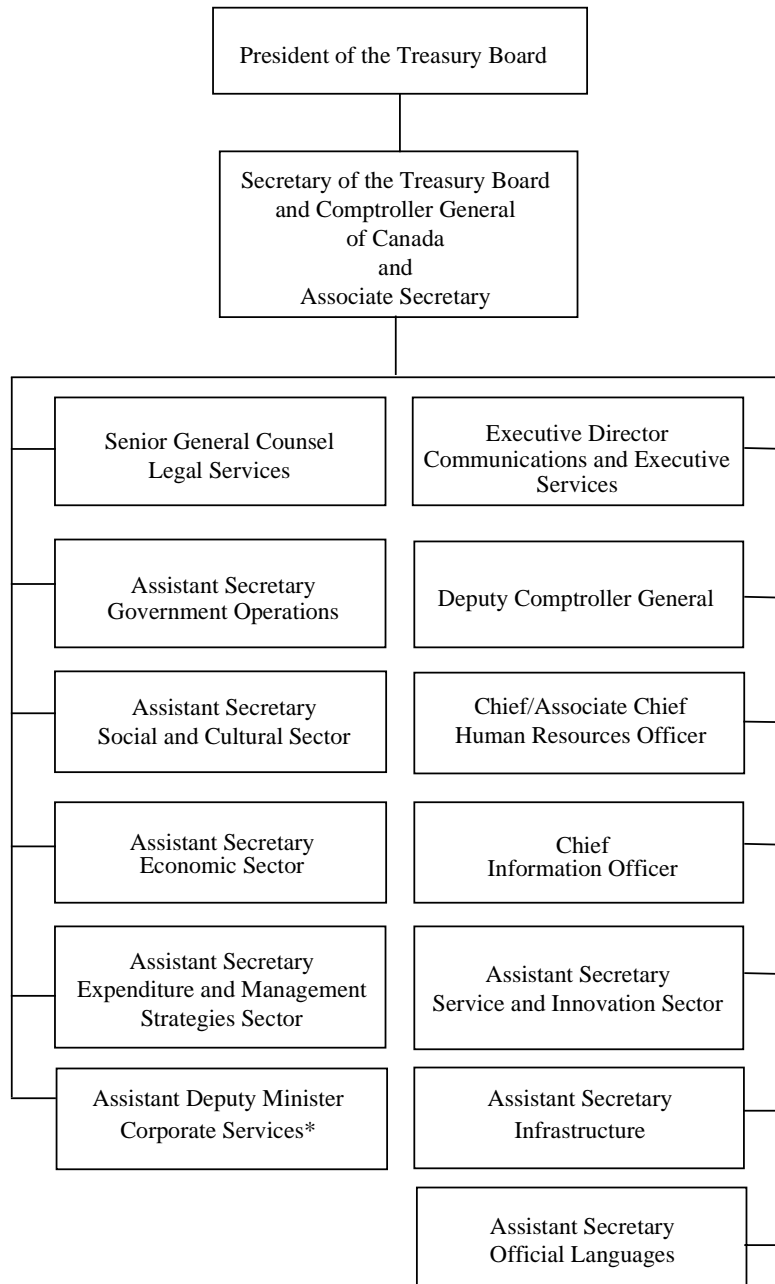


## B. Objective and Organizational Structure

### Management Board Objective

The Secretariat's objective is to support the Treasury Board as the government's management board; and, in partnership with departments, agencies, Crown corporations and other central agencies, to achieve excellence in serving the government, Parliament and Canadians.

**Figure 1: Treasury Board of Canada Secretariat Organizational Chart**



\* Joint Services with the Department of Finance Canada

### **C. Planning Context**

The 2001 Speech from the Throne sets out the broad goals and directions of the government and its strategy to accomplish those goals. Some of these goals will directly affect the Secretariat in its work.

Over the course of the new century, Canadians will be facing the following challenges: competing in a faster-paced, technology-driven world economy; responding to economic uncertainty among trading partners; continuing to strengthen the fabric of our society in an era of increasing globalization; and advancing Canadian interests and values in the international arena.

Apart from the challenges globalization brings, it does result in the spread of ideas and the sharing of experiences and the best examples of these help national governments recognize mutual interests and common problems, and thus develop better policies.

The move towards the on-line environment has affected all jurisdictions. At a minimum, all have general plans in place to improve the delivery of government information and services using new information technologies. The Government of Canada is committed to being the government most connected to its citizens and to using information and communications technologies to provide Canadians with direct, on-line access to its information and services in both official languages by 2004.

The Government of Canada's success at eliminating unsustainable budgetary deficits has provided the opportunity to consider a balanced approach to managing government expenditures. The funding needs of new initiatives and critical investments to maintain essential existing services can now be considered. This demands, however, the most rigorous management, control and assessment of all requirements for public spending to ensure that the results justify the resources spent.

The Throne Speech reinforces the need for the Public Service of Canada to be innovative, dynamic and reflective of Canadians. The government is committed to the reforms needed to ensure a Public Service that will be able to attract and develop the talent needed to serve Canadians in the 21st century.

The Speech states that Canada's linguistic duality is fundamental to Canadian identity. It reaffirms the government's commitment to protect and promote the two official languages and to ensure that Canadians can interact with the government in the official language of their choice.

Canadians want a government that is citizen-focused, affordable, transparent and accountable. They want to be engaged in decisions that affect them and want to see their lives reflected in the Canadian experience as portrayed by their government. Citizens' views on government service delivery have driven and will continue to drive the Government of Canada's service agenda.

This Report on Plans and Priorities will provide details on how the Secretariat will be contributing to the achievement of these worthwhile objectives.



[http://www.sft-ddt.gc.ca/sftddt\\_e.htm](http://www.sft-ddt.gc.ca/sftddt_e.htm)

## D. The Secretariat's Overall Plans and Priorities

The four government commitments outlined in *Results for Canadians*—citizen focus, results, responsible spending and values—will be the foundation for the Secretariat's plans and priorities.

Over and above the ongoing roles and responsibilities detailed in Section II, the Secretariat will form partnerships with departments and agencies to achieve the six major medium-term change initiatives set out in *Results for Canadians*.

The major strategies towards achieving these initiatives are outlined briefly below. Detailed information on planned results and related activities by business line, however, is found in Section III.

### *Results for Canadians Major Change Initiatives*

-  *Citizen-centred Service Delivery*
-  *Government of Canada On-Line*
-  *Modern Comptrollership*
-  *Improved Reporting to Parliament*
-  *Program Integrity*
-  *Developing an Exemplary Workplace*

### **Citizen-centred Service Delivery**

While strengthening policies and processes, departments must live up to the Government of Canada's commitment to a citizen-centred approach to service delivery. The Secretariat will continue to provide leadership in implementing approaches to improving both Canadians' access to a wide range of government services and citizen satisfaction with the quality of those services.

#### *Service Canada*

The Secretariat, through the Service and Innovation business line, will provide leadership in implementing Service Canada—a government-wide approach to a co-ordinated, seamless, one-stop access to Government of Canada programs and services. This access will be delivered in the official language of choice through three integrated delivery channels: telephone, Internet, and in person.



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

#### *Service Improvement*

The Secretariat, again through the Service and Innovation business line, will also work with departments and agencies to implement a comprehensive, results-based approach to improving service through plans based on a measure of citizens' and clients' satisfaction and their priorities for improvement. The objective is to achieve a minimum 10-per-cent improvement in satisfaction by 2005.



[http://www.tbs-sct.gc.ca/si-si/sii-ias/home\\_e.shtml](http://www.tbs-sct.gc.ca/si-si/sii-ias/home_e.shtml)

### ***Infrastructure Canada Program***

As part of the Government of Canada's commitment to sustain Canada's growth and improve the quality of life of all Canadians, the President of the Treasury Board as the Minister responsible for Infrastructure will be overseeing the implementation of a new physical infrastructure program.



<http://www.tbs-sct.gc.ca/ino-bni/>

Over the next five years, the government will spend \$2.65 billion on physical infrastructure, up to \$600 million of which will be allocated to highway infrastructure to be administered by Transport Canada. The remaining funds will be spent on a municipal infrastructure program called Infrastructure Canada to be delivered on behalf of the federal government by regional departments and agencies.

Infrastructure Canada will make investments that will enhance the quality of Canada's environment, support long-term economic growth, improve community infrastructure, and encourage innovation.

### **Government of Canada On-Line**

The Government of Canada is committed to being the government most connected to its citizens and to using information and communications technologies to provide Canadians with direct, on-line access to its information and services in both official languages by 2004. The President of the Treasury Board is the lead minister, responsible for the Government On-Line (GOL) initiative, and the Secretariat is the GOL policy and co-ordination centre that supports the President and government departments and agencies in ensuring the 2004 commitment is met. GOL is also key to meeting the commitment to the single-window service approach developed by Service Canada, and is a core component of it.



[http://www.gol-ged.gc.ca/index\\_e.asp](http://www.gol-ged.gc.ca/index_e.asp)

The February 2000 budget allocated \$160 million over two fiscal years to design and launch the GOL initiative. During 2001–02, the Secretariat will focus on three key elements: building a common information technology infrastructure, accelerating electronic information and service delivery, and developing an e-government policy framework.

### ***Common Information Technology Infrastructure***

During the first year of GOL, considerable emphasis was placed on developing the requirements for a common infrastructure to support on-line services. During 2001–02, as GOL evolves from design to implementation, the emphasis will shift to building the components of a common infrastructure (i.e. e-platform, directories, "secure channel," Public Key Infrastructure, etc.) for the Government of Canada that will ensure the security of the delivery of e-services to Canadians.

## ***Electronic Information and Service Delivery***

By the end of December 2000 all government departments and agencies had a Web presence, and the redesigned Government of Canada primary Internet site was launched on January 2, 2001,



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

with three new gateways providing easy, more intuitive access to information for citizens, businesses, and clients outside Canada, as well as a more effective bilingual search engine. These are the most visible accomplishments of the first year of the GOL initiative, along with the development and funding of proposals by departments and agencies of a number of on-line service delivery initiatives called “pathfinders.” Next year will see the provision of a number of on-line services by key departments and agencies, and an acceleration of the plans for the delivery of on-line services across government, along with further refinement of and enhancement to government information organized around key subject clusters.

## ***E-government Policy Framework***

Key to the acceptance and take-up of on-line services will be a policy framework that encompasses all the elements necessary to ensure the government’s ability to serve Canadians effectively in an on-line environment. In particular, privacy and security are key to enhancing citizens’ confidence in electronic interaction with the government. Other elements of the policy framework will include: information management, human resources strategies, and Internet content and presentation standards. Interjurisdictional discussions will also be required to ensure citizens’ ease of access to on-line services across Canada.

## **Modern Comptrollership**

The implementation of the Modern Comptrollership initiative is key to strengthening government-wide policies and processes. Modernizing means shifting from a primarily financial focus to a broader management perspective. In partnership with departments and agencies, the Secretariat, through the Comptrollership business line, is working towards more effective decision making, greater accountability, a mature approach to risk management, results-based control systems, and shared values and ethics.

### **Report of the Independent Review Panel on Modernization of Comptrollership in the Government of Canada**



[http://www.tbs-sct.gc.ca/  
Pubs\\_pol/partners/rirp\\_e.html](http://www.tbs-sct.gc.ca/Pubs_pol/partners/rirp_e.html)

### **Modernization Events and Mile Posts**



[http://www.tbs-sct.gc.ca/  
CMO\\_MFC/events\\_index.htm](http://www.tbs-sct.gc.ca/CMO_MFC/events_index.htm)

The Secretariat is developing outcome-based standards as the foundation for sound management practices. Implementation of Modern Comptrollership includes capacity assessments, action plans to address gaps, and innovative demonstration projects that build capacity, apply new techniques, accelerate progress and provide government-wide benefits.

### ***Financial Information Strategy***

Implementation of the government-wide Financial Information Strategy (FIS), also the responsibility of the Comptrollership business line, will facilitate movement towards better information for decision making. Costs will be linked to activities, operations and results, which is essential for integrated performance information. Departments and agencies will implement modern financial systems and link them to the new central systems of the Receiver General by April 1, 2001. There will be some additional work on the implementation of accounting policies and on financial reporting, and considerable learning will take place during fiscal year 2001–02 as departments and agencies adopt full accrual accounting.



<http://www.tbs-set.gc.ca/fin/fis-sif/index.html>

The Government of Canada will be adopting full accrual accounting for the purposes of its 2001–02 financial statements. It currently follows the modified accrual basis of accounting. Along with the inclusion of capital assets on its balance sheet, a number of other accounting policy changes will be implemented. The net impact of these changes will result in a major restatement of the accumulated deficit.

### **Improved Reporting to Parliament**

The Secretariat, through the Comptrollership business line, will continue to consult with parliamentarians on tailoring information to better meet their needs, improve channels of access and timeliness, and strengthen financial accountability by linking costs to results.

As a result of these consultations, the annual reporting regime, which includes the Reports on Plans and Priorities and Departmental Performance Reports for all departments and agencies and the government-wide report on Managing for Results, will be strengthened.

### **Program Integrity**

The distribution of resources between existing programs and potential new initiatives must be balanced, so that the overall program mix achieves the right results for Canadians.

The Secretariat will continue to develop its capacity to identify critical risks to the existing program base for the Treasury Board and Cabinet and recommend strategies that will help departments ensure their continued achievement of results.

Achieving this priority is a primary objective under the Expenditure Management and Planning business line. The expertise and knowledge of policy centres within the Secretariat will be drawn upon to develop a whole-of-government perspective. This perspective, and the approach to program integrity derived from it, will contribute to policy decision making and budget priority setting to support government-wide resource allocation that is consistent with government priorities and the fiscal framework.

### **Developing an Exemplary Workplace**

The movement toward citizen-focused, results-oriented government depends on the sustained efforts of a professional and motivated workforce. In managing an exemplary workplace, the focus is on the achievement of results, spending responsibly and fostering public service adherence to values such as integrity, transparency, respect for diversity and recognition of both official languages.

Good human resources management achieves results for Canadians by ensuring that people with the right skills are on the job and that they are supported. The Human Resources Branch will work with managers, unions, central agencies and other federal employers to:

- ◆ modernize the human resources management infrastructure through policies, tools and delivery methods that are more responsive to business needs, support workplace well-being, foster respect for public service values, and offer both affordable and fair compensation for work;
- ◆ promote policies, programs and practices that ensure the public service workforce is representative of Canadian diversity and reflects the interests and values of Canadians and foster a work environment in which progressively more and more employees feel at ease using the official language of their choice; and
- ◆ encourage collaborative approaches and mechanisms that improve labour/management relations, and recruitment, retention and learning strategies to serve Canadians better.

## E. Treasury Board of Canada Secretariat Planned Spending

**Figure 2: Management Board Planned Spending**

(\$ thousands)				
	Forecast Spending 2000–01	<b>Planned Spending 2001–02</b>	Planned Spending 2002–03	Planned Spending 2003–04
Budgetary Main Estimates				
Secretariat Operations	189,697	135,738	129,351	126,774
Centrally Administered Funds	4,670,271	2,060,869	2,062,937	2,166,332
<b>Total</b>	<b>4,859,968</b>	<b>2,196,607</b>	<b>2,192,288</b>	<b>2,293,106</b>
Less: Respendable Revenue <sup>1</sup>	114,346	120,230	119,730	119,730
<b>Total Main Estimates</b>	<b>4,745,622</b>	<b>2,076,377</b>	<b>2,072,558</b>	<b>2,173,376</b>
Subsequent Adjustments <sup>2</sup>	-	6,420	2,091	1,939
<b>Total Planned Spending</b>	<b>4,745,622</b>	<b>2,082,797</b>	<b>2,074,649</b>	<b>2,175,315</b>
Less: Non-respendable Revenue <sup>3</sup>	7,327	7,400	7,400	7,400
Plus: Cost of services received without charge <sup>4</sup>	13,982	15,298	15,255	15,156
<b>Total Cost</b>	<b>4,752,277</b>	<b>2,090,695</b>	<b>2,082,504</b>	<b>2,183,071</b>
Full-time Equivalent	1,144	1,079	1,039	1,016

<sup>1</sup> Respendable Revenue is used to cover costs incurred by the Treasury Board of Canada Secretariat on behalf of other government departments for shared initiatives such as the Financial Information Strategy and the Human Resources Information System and other shared projects (Vote 1) and for Public Service Insurance (Vote 20).

<sup>2</sup> Includes adjustments made to reference levels not reflected in Main Estimates: Expenditure Management Information System Redesign (2,078), Voluntary Sector Project (561), Pay Equity (1,100) and Infrastructure Canada 2001-02 (2,681), 2002-03 (2,091), 2003-04 (1,839) and UCS 2003-04 (100).

<sup>3</sup> Revenue from parking fees.

<sup>4</sup> Includes the following services received without charge: accommodation charges (Public Works and Government Services Canada); worker's compensation (Human Resources Development Canada); employer's share of employee benefits for insurance premiums (Treasury Board of Canada Secretariat); and legal services (Department of Justice Canada).



## Section III: Planned Results, Activities and Resources

### A. Expenditure Management and Planning Business Line

**Figure 3: Required Resources for Expenditure Management and Planning Business Line**

(\$ thousands)				
	Forecast 2000–01	<b>Planned 2001–02</b>	Planned 2002–03	Planned 2003–04
Secretariat Operations	16,523	15,126	15,126	15,126
Centrally Administered Funds	550,000	750,000	750,000	750,000
Planned Spending	566,523	<b>765,126</b>	765,126	765,126
Full-time Equivalents	158	<b>158</b>	158	158

#### Business Line Description

The Secretariat provides, for the Treasury Board’s consideration, expenditure management advice on new programs in the context of the policy decision-making process, as well as advice on resource requirements for existing programs. To help support this work, the Secretariat maintains a comprehensive, cross-government overview of current and emerging resource pressures and the linkages between expenditures and results.

This business line includes the preparation of Estimates and related appropriation bills for parliamentary approval of spending authority. It also manages the Government Contingencies Vote, which gives the Government of Canada the flexibility to respond quickly to urgent, unforeseen expenditure requirements until parliamentary approval can be obtained.

*Business Line  
Objective/  
Key Result  
Commitment*

*Government-wide  
resource allocation  
consistent with  
government priorities  
and the fiscal  
framework.*

#### Planned Results

- ◆ Key Activities
  - ▶ Performance Measures

#### Resources allocated to align with government priorities

- ◆ Resource management within the affordability bounds set by the fiscal framework and the government’s overall decision-making and priority-setting process

- ▶ Treasury Board is provided with quality analysis and advice on the allocation of direct program expenditures (operating, capital and transfer payments to Crown corporations) and revenues (user fees and recoverable contributions), as well as Treasury Board program authorities related to these expenditures (i.e. transfer payment, real property, contracting and others authorities).
- ▶ The allocation of the Government Contingencies Vote is managed effectively so that, in urgent situations, Treasury Board decisions can be carried out with interim funding until parliamentary approval of Main and Supplementary Estimates is obtained.
- ◆ Conducting an ongoing appraisal of the state of operation and management of the government's existing program base. Critical risks are identified and actions needed to help departments manage these risks are considered part of budget priority-setting.
  - ▶ Treasury Board is provided with quality advice that supports informed decision making on the appropriate balance between addressing critical risks to the integrity of existing programs and the need to invest in new policy priorities and initiatives.
- ◆ Production of timely and accurate Estimates documents to seek spending authority and ensure accountability to Parliament
  - ▶ Following collaborative work with departments, accurate and timely Main and Supplementary Estimates and related appropriation bills are tabled in Parliament in accordance with quality expectations and approved procedures and timelines.
  - ▶ The financial and non-financial information that is included in Reports on Plans and Priorities and Departmental Performance Reports is improved to better support results-based management.



<http://www.tbs-sct.gc.ca/tb/estimate/estime.html>

### **Facilitation of decision making by providing appropriate information and analysis**

- ◆ Supporting the Treasury Board in the policy decision-making process in its Management Board role
  - ▶ Quality advice is provided to the Treasury Board, other central agencies and departments on the policy decision-making process, including relationships to government priorities and existing government programs, fiscal pressures, policy instrument choice, accountability, costing and performance reporting.
- ◆ Identifying and engaging policy experts to consult and advise, as required, on government priorities, horizontal and management issues or specific proposals.
  - ▶ Programs are well designed, properly resourced and well-managed through the Secretariat's review of broad strategic issues and departmental proposals/submissions to Treasury Board.
  - ▶ The capacity to provide a whole-of-government perspective in support of Treasury Board's Management Board role is strengthened.

## B. Comptrollership Business Line

**Figure 4: Required Resources for Comptrollership Business Line**

(\$ thousands)				
	Forecast 2000–01	<b>Planned 2001–02</b>	Planned 2002–03	Planned 2003–04
Secretariat Operations	22,236	19,487	16,248	15,439
Centrally Administered Funds	-	8,440	-	-
Planned Spending	22,236	<b>27,927</b>	16,248	15,439
Full-time Equivalents	177	<b>164</b>	160	150

### Business Line Description

The role of the Comptrollership business line is to provide strategic leadership to all government departments on matters related to comptrollership. These include financial management, procurement and management of assets, internal audit and program evaluation, management of risk, results-based management, and reporting to Parliament.

#### Planned Results

- ◆ Key Activities
  - ▶ Performance Measures

#### *Business Line Objective/ Key Result Commitment*

*Management practices that focus on results and values, integrate financial and non-financial results information for planning and reporting, respond to risks responsibly, and provide appropriate systems of control.*

### Improve the state of modern comptrollership in all departments and agencies

- ◆ Expanding the modern comptrollership initiative government-wide and supporting all departments and agencies in a manner that best meets their particular needs, while using lessons learned from the pilot projects.
  - ▶ Assist departments and agencies to improve the state of comptrollership within the government organizations.
  - ▶ Implement government-wide reporting on the state of modern comptrollership in 2002 and use this baseline information to define priority areas with measurable objectives for improvement.
- ◆ Supporting the strengthening of risk management practices and the development of a risk-smart workforce across the federal government to better assess and manage risks and better respond to citizens' needs.

- ▶ Support departments and agencies with their implementation of the Integrated Risk Management Framework.
- ▶ Assess progress on the implementation of the framework by December 2002.
- ◆ Improving control and management frameworks for internal audit and evaluation so that the roles of the two functions are clearly distinguished and effectively used within departments and agencies.

**Internal Audit:**

- ▶ Develop a framework for the assessment of the revised internal audit policy, including indicators to measure performance in its implementation and effectiveness by June 2001.
- ▶ Develop an overall multi-year implementation strategy and action plan for the revised internal audit policy by September 2001.

**Evaluation:**

- ▶ Develop a results-based evaluation framework, along with an implementation plan for the four-year transition period by December 2001.
- ▶ Complete an initial assessment in December 2002 and use this baseline information to define priority areas with measurable objectives for improvement.
- ◆ Reforming procurement and asset management so that they are values-based, results-oriented and allow organizations to modernize business practices and improve management of assets.
  - ▶ Strengthen policy frameworks within the areas of procurement, materiel and project management and real property management.
  - ▶ Strengthen horizontal co-ordination and collaboration, including issue best practices on an ongoing basis in the areas of procurement, materiel, real property and project management, and strengthen the national real property information system.
  - ▶ Ongoing monitoring, assessment and review of procurement, real property, materiel and project management policies as required.
- ◆ Enhancing the capacity of the human resources in the management and comptrollership communities so that they are able to discharge their accountabilities and responsibilities under modern comptrollership.
  - ▶ Provide ongoing assistance to departments and agencies in the recruitment of appropriately skilled and qualified human resources.
  - ▶ Assess and report on the capacity in these communities as part of the modern comptrollership initiative.

## **Improve the extent to which integrated financial and non-financial performance information is available and used in support of decision making and public reporting**

- ◆ Completing the implementation of the government-wide Financial Information Strategy (FIS) in fiscal year 2001–02 and providing training events and learning strategies throughout fiscal year 2001–02 to support departments and agencies as they incorporate accrual-based information into decision making.
  - ▶ Training events will be conducted, and learning strategies will be introduced, throughout 2001–02 to help managers understand how to effectively use this new information.
  - ▶ The government's financial statements in the Public Accounts of Canada will be prepared on a full accrual basis of accounting for the first time in 2001–02.
  - ▶ The implications of accrual accounting on budgeting and appropriations will be studied in greater depth in 2001–02.
- ◆ Improving the extent to which this information is used and is perceived to be of benefit to senior managers and Parliament.
  - ▶ Conduct ongoing consultations with parliamentarians and senior managers to determine the improvements they require to fully meet their needs.
  - ▶ Incorporate these findings into the information components of the work being done to improve modern comptrollership, strengthen results-based management and improve expenditure management reporting to Parliament.

## **Strengthen results-based management so that this approach is embedded in management thinking, frameworks and actions**

- ◆ Developing results-based management policy and standards and identifying priority target areas.
  - ▶ Develop a strategic approach for the next phase of results-based management that provides an integrated view of planning, measuring performance and reporting by December 2001.
  - ▶ Develop a methodology for reporting on the state of results-based management government-wide by June 2002, as a basis for defining priority areas with measurable objectives for improvement.

### C. Service and Innovation Business Line

**Figure 5: Required Resources for Service and Innovation Business Line**

(\$ thousands)				
	Forecast 2000–01	Planned 2001–02	Planned 2002–03	Planned 2003–04
Secretariat Operations	10,099	6,188	6,188	6,023
Centrally Administered Funds	-	-	-	-
Planned Spending	10,099	<b>6,188</b>	6,188	6,023
Full-time Equivalents	78	<b>60</b>	60	58

#### Business Line Description

The Secretariat’s mandate with respect to this business line is to lead in the implementation of government-wide initiatives to improve the delivery of government services to Canadians by: exercising leadership for service delivery improvement, innovation and organizational performance; developing and sharing knowledge, research, information and expertise on service and innovation; and facilitating the free flow of information and demonstrating a clear visual link between citizens and the Government of Canada’s programs and services, and developing a common look and feel for all public access channels.

**Business Line  
Objective/  
Key Result  
Commitment**

*Innovative, citizen-centred Public Service that responds to Canadians’ priorities for service improvement, and is committed to the goal of service delivery that meets or exceeds their expectations.*

#### Planned Results

- ◆ Key Activities
  - ▶ Performance Measures

#### Improved citizen access to easy, convenient, seamless government programs and services across all delivery channels

- ◆ Improved access and performance and enhanced freedom of choice for service channels—in-person, telephone and electronic service.



[http://www.tbs-sct.gc.ca/si-si/home\\_e.htm](http://www.tbs-sct.gc.ca/si-si/home_e.htm)

- ▶ This will be measured by progress made on the implementation of Service Canada including: increased use of services available through Service Canada and high levels of client satisfaction with these services; increased awareness of Service Canada as a one-stop access to government services; and the increased integration

and rationalization of government service delivery channels. Telephone access will also be improved by the redesign of the federal blue pages in most public telephone directories, which will be completed by December 2001.

- ▶ Service Canada helps Canadians get to the services they need quickly, easily and conveniently, whether in person, by telephone or electronically in the official language of their choice.
- ◆ Strengthened Government of Canada links with Canadian citizens.
  - ▶ Two initiatives will help to facilitate this. Modernization of the Federal Identity Program (FIP) policy and application standards, including an electronic version of the FIP manual suitable for the Internet, will be well advanced by March 2002. Renewal of the *Government Communications Policy* is underway and the proposed new Communications Policy of the Government of Canada will be completed by fall 2001.
  - ▶ Effective custodianship of the *Access to Information Policy* and *Security Policy*.

### **Improved citizen satisfaction with government services that are timely, fair, competent, courteous and of high quality**

- ◆ Progress towards the implementation of the three-phase Service Improvement Initiative, including the availability of Service Improvement Plans (SIP) built on client expectations for key departments and agencies.
  - ▶ This will be measured by the number of key service delivery departments and agencies with an SIP.
- ◆ Improved citizen satisfaction with government services as determined through departmental surveys or Citizens First biannual national surveys conducted on citizens' expectations, level of satisfaction, and priorities for improvement.
  - ▶ This will be measured by the percentage improvement in client satisfaction overall and by department or agency. The goal is to increase the level of citizens' satisfaction with the delivery of services by a minimum of 10 per cent by 2005.
  - ▶ Creation of a standardized approach and methodology for use by all partners in the measurement of citizens' satisfaction and priorities to facilitate meaningful comparisons across departments and agencies.
  - ▶ The diffusion and use of the Common Measurement Tool (CMT), including an electronic version thereof, expected by spring 2001, will facilitate this.



### **Government organizations that are more responsive, innovative, efficient and service-oriented**

- ◆ Strengthened governance and accountability regimes for service improvement, alternative service delivery and partnerships.
  - ▶ This will be facilitated by the completion of an Alternative Service Delivery policy framework by spring 2001 which will, among other things, examine the impact of change to service in both official languages and on official language



minority communities. Expertise and guidance will be provided on the governance, control and accountability arrangements for Crown corporations and shared governance corporations. Parliament will continue to be provided with an annual report on Crown corporations and the other corporate interests in Canada.

- ◆ Study the human dimensions of service improvement and organizational effectiveness such as service culture, values, training, and recognition programs in partnership with key departments and integrate them as part of the overall service improvement strategy. This will be facilitated by the establishment of the Organizational Readiness Office in conjunction with the IM/IT business line.

### **Provision of leadership and expertise for innovation, organizational performance and service improvement**

- ◆ Sustained leadership through a central co-ordination and integration function for the government's service delivery agenda as well as continued momentum for improvement and change.
  - ▶ Ongoing support will be provided for several interdepartmental and intergovernmental committees focused on the service agenda. A Service and Innovation Web site has been developed and will continue to be expanded to communicate the service agenda system-wide and build ongoing dialogue. A best practices database for service delivery and organizational effectiveness as well as frameworks and tools to support innovation (InnoService) will also continue to be developed.
- ◆ Provision of a window on the world of international public sector reform and innovation through strategic management of the Secretariat's international programs and relationships.
  - ▶ Programs for visiting delegations and reciprocal visits by the President and Secretary will be facilitated and co-ordinated. The Secretariat will monitor, analyze and report on public sector initiatives internationally. Also, international bilateral agreements and memberships in international organizations will be developed and managed.
- ◆ Provision of secretariat support and liaison to 12 Federal Regional Councils, which involve some 500 senior federal regional officials whose mission includes the mobilization of resources in order to address important social, economic and management issues for which there is no single mandate. This provides the Secretariat with a window on the operations of federal departments and agencies as well as other levels of government and other partners across Canada.
  - ▶ A central contact and a communication point between the regional councils and central agencies, and among regional councils, and support for horizontal management in the regions are provided.
  - ▶ Annual forums of council chairs and managers are organized.



**D. Information Management and Information Technology (IM/IT) Business Line**

**Figure 6: Required Resources for Information Management and Information Technology (IM/IT) Business Line**

(\$ thousands)				
	Forecast 2000–01	Planned 2001–02	Planned 2002–03	Planned 2003–04
Secretariat Operations	26,162	7,568	6,201	6,201
Centrally Administered Funds	-	100,000	-	-
Planned Spending	26,162	<b>107,568</b>	6,201	6,201
Full-time Equivalents	73	<b>67</b>	59	59

**Business Line Description**

The goal of this business line is to provide strategic direction and leadership in leveraging information management and information technology to improve public access to government services and to meet public service renewal objectives.

*Business Line  
Objective/  
Key Result  
Commitment*

*Affordable, responsive  
and secure delivery of  
government services  
through the strategic  
use of IM/IT.*

**Planned Results**

- ◆ Key Activities
  - ▶ Performance Measures

**Implementation of Government On-Line**

◆ **Enabling Infrastructure**

- ▶ Working in partnership with Public Works and Government Services Canada and in co-operation with key departments and agencies, the initial implementation of an enabling, common infrastructure (including Public Key Infrastructure) to support the secure delivery of electronic services.

◆ **Business Transformation**

- ▶ Working in partnership with departments and agencies, the introduction of selected pathfinder projects to develop and test the delivery of on-line services to Canadians.

#### ◆ **Policy**

- ▶ The commencement of a comprehensive policy and legislative framework for the security of on-line transactions.
- ▶ The renewal of the *Policy on the Management of Government Information Holdings* to reflect the new and emerging demands of managing information in an electronic environment. Information management guidelines and standards will be developed to support the implementation of the new policy.
- ▶ The ongoing implementation, across departments and agencies, of the common look and feel standards for the Internet. Departments and agencies will be provided with the necessary guidelines, best practices and tools for implementing all common look and feel standards by December 31, 2002.
- ▶ Development of a framework to measure and report on government-wide progress with respect to the implementation of Government On-Line.

#### ◆ **Organizational Readiness**

- ▶ The establishment of an Organizational Readiness Office to develop a human resources framework to identify and prioritize the training and tools necessary to respond to the increasing client-centric service delivery and the impact of technology. This office reports jointly through the IM/IT and Service and Innovation business lines.
- ▶ Working in partnership with the Public Service Commission of Canada, the Canadian Centre for Management Development, and the Institute for Government Information Professionals at PWGSC, the ongoing implementation of development and learning programs for both IM/IT and non-IM/IT professionals.

#### ◆ **Communications**

- ▶ The publication of a report detailing progress on the GOL initiative since the October 12, 1999, Speech from the Throne.

#### **Integrated governance frameworks that set standards, guide investments, and manage risks**

- ◆ Assisting departments and agencies with the implementation of the Enhanced Management Framework (EMF) to improve the management of IM/IT investments to support government objectives and deliver results to Canadians. See the EMF Web site at [http://www.cio-dpi.gc.ca/EMF/EMFIndex\\_e.html](http://www.cio-dpi.gc.ca/EMF/EMFIndex_e.html).
  - ▶ The number of departments and agencies implementing EMF.
- ◆ Working in partnership with Public Works and Government Services Canada and the Comptrollership business line, the ongoing reform of the IT procurement regime. This work will include the introduction of procurement tools in support of Government On-Line that address streams of work necessary to facilitate the delivery of on-line programs and services.

## E. Human Resources Management Business Line

**Figure 7: Required Resources for Human Resources Management Business Line**

(\$ thousands)				
	Forecast 2000–01	Planned 2001–02	Planned 2002–03	Planned 2003–04
Secretariat Operations	69,368	54,422	50,921	49,879
Centrally Administered Funds	4,006,625	1,085,429	1,185,937	1,289,332
Planned Spending	4,075,993	<b>1,139,851</b>	1,236,858	1,339,211
Full-time Equivalents	351	<b>337</b>	312	304

### Business Line Description

The Secretariat is responsible for providing strategic direction for the management of human resources in the Public Service of Canada; for fulfilling the employer responsibilities of the Treasury Board; for delivering certain corporate responsibilities, programs and initiatives; and for working with departments to improve the quality of human resources management and measure progress.

#### *Business Line Objective/ Key Result Commitment*

*A public service that  
is results-driven,  
values-based,  
representative,  
learning and among  
the best in the word.*

### Planned Results

- ◆ Key Activities
  - ▶ Performance Measures

**In developing an exemplary workplace, the Human Resources business line is determined to achieve:**

**A results-based approach to Human Resources management that helps public service employees deliver better services to Canadians**

- ◆ A modern human resources (HR) management framework that is responsive to evolving business and employee needs and responds to the Speech from the Throne.
  - ▶ Implementation of PSAC Pay Equity Settlement will be completed.
  - ▶ Modernization of the classification plan.



[http://www.tbs-sct.gc.ca/hr\\_connexions\\_rh/sigs/Framework/FRAME\\_e.html](http://www.tbs-sct.gc.ca/hr_connexions_rh/sigs/Framework/FRAME_e.html)

- ▶ HR information management will be improved through support for shared systems, Government On-Line and the HR Connexions Web site.
- ◆ A Public Service that is representative of Canadian diversity, reflects the interests and values of all Canadians and has integrated official languages as a fundamental value.
  - ▶ Progress will be made towards a representative and inclusive public service workforce by closing gaps between the representation of designated groups in the Public Service and their availability in the Canadian labour market. While the challenge is particularly noteworthy with respect to visible minorities and persons with disabilities, there has been progress in increasing the overall representation of each designated group since last year.
  - ▶ This will be demonstrated in the provision of quality services to Canadians in both official languages. An essential component of providing quality services to Canadians is the active offer of service in both official languages.
- ◆ Strengthened relationships with partners for the design and delivery of recruitment, retention, learning and development strategies.
  - ▶ Leadership will be provided to deliver key strategic modernization initiatives that are geared to the Public Service of the future. These include values and ethics, learning and development, recruitment and retention, pride and recognition, and diversity and inclusiveness.

### **Responsible spending**

- ◆ The strategic management of employee compensation (pay and benefits) and pension contributions in excess of \$9.5 billion annually.
  - ▶ Progress will be made to put in place an integrated approach to the determination of compensation envelopes and collective bargaining mandates.
- ◆ Employee policies that are affordable and responsive to public service business needs. These presently cost \$1.5 billion annually government-wide.
  - ▶ Workplace well-being and work/life balance are supported (e.g. modernization of travel policies, fiscally responsible insurance and benefit plans, employee services and health and safety, flexible benefits—including working arrangements that are flexible and family-friendly).
- ◆ Compensation adjustments and collective agreements that are settled within mandate.

### **Values-based Public Service**

- ◆ Fair compensation (i.e. pay, benefits and pensions) to employees that balances external labour market pressures with public service values.

- ▶ HR management and compensation strategies and policy decisions are based on research and analysis of public service compensation and the workforce characteristics (i.e. research and reality-based).
- ◆ Exemplary workplace principles and practices (e.g. Employment Equity in general, and more specifically the recommendations from the Embracing Change Action Plan) are integrated into human resources management.
- ◆ Work experience is provided to youth within federal departments and agencies through the Youth Internship Program (\$18.6M annually)
- ◆ Collaborative approaches and mechanisms that lead to improved employee and labour management relations.
  - ▶ Interest-based solutions will be identified to address key labour relations and workplace issues.
  - ▶ Public Service Staff Relations Board mediation program is introduced on a pilot basis to streamline departmental grievance procedure.
  - ▶ National Joint Council will be modernized by being a union/management forum for consultation and co-development.
  - ▶ Collective agreements will reflect family-friendly provisions. Timely, ongoing advice on HR management and labour relations policies and programs will be provided.
- ◆ A work environment that is conducive to the effective use of both official languages and provides equal employment and advancement opportunities to English-speaking and French-speaking Canadians.
  - ▶ This will be measured by the ability of executives to function in both official languages, the level of participation of Francophones and Anglophones in the Public Service, and the level of satisfaction of employees with regard to opportunities to work in the language of their choice in designated bilingual regions.

## F. Corporate Administration Business Line

**Figure 8: Required Resources for Corporate Administration Business Line**

(\$ thousands)				
	Forecast 2000–01	<b>Planned 2001–02</b>	Planned 2002–03	Planned 2003–04
Secretariat Operations	36,786	27,862	27,861	27,861
Centrally Administered Funds	-	-	10,000	10,000
Planned Spending	36,786	<b>27,862</b>	37,861	37,861
Full-time Equivalents	283	<b>276</b>	276	276

### Business Line Description

The Corporate Administration business line comprises three service lines: Communications and Executive Services, Legal Services and Corporate Services. It also includes the offices of the President of the Treasury Board, the Secretary of the Treasury Board and Comptroller General of Canada, and the Associate Secretary. Executive and ministerial direction and advice, as well as legal, public affairs, financial, human resources, and administrative services are provided within this business line.

***Business Line  
Objective/  
Key Result  
Commitment***

*To provide effective corporate administration that supports all business lines in meeting their commitments to Canadians.*

### Implementing Government On-Line (GOL) within the Secretariat

A Service Transformation Team was established at the beginning of the GOL initiative and was tasked with assessing GOL implications and providing recommendations on potential process and service transformations. This team will continue to provide critical support as the GOL initiative evolves.

The highest priority is being given to the re-design and enhancement of the TBS Web site—the platform for all other Web-based key service initiatives currently being reviewed within the Secretariat. Using a client-focused approach, the Secretariat will further integrate its information management and key business processes to enhance its ability to exploit new communication media for internal and external clients. The Secretariat will identify key horizontal enablers that have the capacity to deliver potential corporate efficiencies and enhance levels of client service.

Identification of funding sources for these activities is critical to the overall success of GOL within the Secretariat. Funding constraints will pose immediate challenges to the successful implementation of the GOL initiative for the Secretariat — one of the 28 core departments tasked with fulfilling the government's commitment of being the most connected with its citizens by 2004.

## G. Special Programs Business Line – Infrastructure

**Figure 9: Required Resources for Special Programs Business Line - Infrastructure**

(\$ thousands)				
	Forecast 2000–01	<b>Planned 2001–02</b>	Planned 2002–03	Planned 2003–04
Planned Spending	7,823	<b>8,275</b>	6,167	5,454
Full-time Equivalents	24	<b>17</b>	14	11

### Infrastructure Canada Description

The Special Programs business line was created to account for the successful delivery of short-term programs and initiatives that may be assigned to the Secretariat as part of its management board responsibilities and in support of government-wide initiatives.

Infrastructure Canada, originally announced in the 1999 Speech from the Throne, is such an initiative. Overall co-ordination is provided to ensure that the objectives of Infrastructure Canada, including enhancing Canada's environment, supporting long-term economic growth, improving community infrastructure and encouraging new technologies, approaches and best practices, are achieved.

### Planned Results

- ◆ Key Activities
  - ▶ Performance Measures

### *Business Line Objective/ Key Result Commitment*

*Physical infrastructure investments that enhance the quality of Canada's environment, support long-term economic growth or improve community infrastructure and that introduce technologies and approaches and best practices, where feasible.*

### **Enhancing the quality of Canada's environment, supporting long-term economic growth, improving community infrastructure, and encouraging new technologies, approaches and best practices**

- ◆ Tracking and monitoring project benefits.
- ◆ Monitoring the attainment of "green" and rural targets, and taking corrective measures if targets are not being met.
- ◆ Development of a program evaluation framework.
  - ▶ Implementation of the evaluation framework by October 2001.

### **Effective overall implementation and co-ordination of the Infrastructure initiative**

- ◆ Development and provision of functional direction, guidance, and policy analysis, including program guidelines and a communications strategy, to regional delivery agencies.
- ◆ Development, implementation and maintenance of national governance, policy and program frameworks.
- ◆ Development of information-sharing networks with regional agencies, key federal government departments and non-government stakeholders.
- ◆ Identification and dissemination of best practices and taking corrective measures when problems or deficiencies are identified.
- ◆ Supporting the Federation of Canadian Municipalities and the National Research Council in the development of a national guide on sustainable municipal infrastructure, a compendium of technical best practices and a decision-making and investment planning tool.

### **Infrastructure Canada funds are spent responsibly**

- ◆ Development and implementation of an oversight process to monitor project approvals.
  - ▶ To be implemented by April 2001.
- ◆ Review of audit plans, preparation of a national report on annual audit findings, and monitoring any corrective measures taken by the management committees.



<http://www.tbs-sct.gc.ca/ino-bni/>

### **Strategic use of information technology, to provide an affordable, responsive and innovative information management system that allows easy access for regional delivery agencies, provinces, territories, Members of Parliament and citizens**

- ◆ Providing on-line project registration, approval, monitoring and reporting capabilities.
  - ▶ Development and deployment of the Shared Information Management System for Infrastructure (SIMSI) by summer 2001.

### **Proactive, open and effective communications with Canadians and parliamentarians**

- ◆ Providing Canadians and parliamentarians with timely information about the program and its achievements through published information material, Web sites, news releases and news conferences.



## Section IV: Horizontal Initiatives

### *Sustainable Development Strategy*

The Treasury Board of Canada Secretariat's Sustainable Development Strategy covering the next three fiscal years was tabled in Parliament on February 14, 2001. The following are the objectives committed to in the Secretariat's plan.

**Figure 10: Treasury Board of Canada Secretariat's Sustainable Development Objectives, Performance Measures and Targets**

Objectives	Performance Measures	Targets
<b>GOAL 1 – Facilitating solutions and supporting departments in achieving sustainable development (SD) goals</b>		
1.1 Consider sustainable development in the Secretariat's policy development and programs	<p>Treasury Board real property policies made consistent with SD principles</p> <p>Elements of the framework for management of contaminated sites are created</p> <p>Recommendations from the Treasury Board Advisory Committee on Contracts are implemented</p> <p>Departments consider SD in service improvement plans</p> <p>Framework for the application of Strategic Environmental Assessment</p>	<p>All Treasury Board real property policies consistent with SD principles</p> <p>Completion of all elements by 2003</p> <p>Framework completed by 2002</p>
1.2 Work with departments to report SD commitments and to improve performance measurement	Departments reporting on SD through Departmental Performance Reports (DPRs)	<p>Revised reporting guidelines for DPRs by 2002</p> <p>Departments meet the guidelines by 2004</p>
1.3 Partner with departments to reduce greenhouse gas emissions from federal operations	Number of vehicles in the federal fleet using alternative fuels	

Objectives	Performance Measures	Targets
<b>GOAL 2 – Investing in infrastructure to improve the quality of life of Canadians</b>		
2.1 Meet investment targets for green municipal infrastructure	Number of green investments  Improved environmental conditions: air quality, water quality, solid waste management, lower energy consumption	Meet target for investments in green municipal infrastructure set in each federal-provincial and federal-territorial agreement by 2007
2.2 Apply the <i>Canadian Environmental Assessment Act</i>	Environmental Assessment completed by agencies where required by the Act  Mitigation measures in place where required	
<b>GOAL 3 – Enhancing the Secretariat’s capacity to take sustainable development into account in its programs and activities</b>		
3.1 Increase awareness among all Secretariat employees of the government’s SD commitments	Employee awareness  Management awareness	Will be established after benchmarks are set
3.2 Enhance Secretariat’s capacity to provide comprehensive analysis that takes SD into account	Number of people trained  Establishment of new commitments in new areas of Secretariat’s work	

Objectives	Performance Measures	Targets
<b>GOAL 4 – Reducing the environmental impact of our operations</b>		
4.1 Increase employee awareness of the environmental impact of our operations	Participation rate in programs  Number of hits on the InfoSite page, “Greening the Office”	To be set after benchmarks are established  To be set after baseline is established
4.2 Develop tools and implement programs to support best practices	Evaluation of existing programs  Number of programs with baseline data  Inventories for environmentally harmful substances  Program performance:  Solid waste: percent of solid waste reduced; amount of recycled material  Fleet: volume of ethanol fuel purchased per year  Energy use: specific measure to be selected according to the requirements of the Leadership Challenge or program for tracking of federal greenhouse gas emissions  Completion and use of the purchasing guide	All programs evaluated by 2002  All programs have baseline data by 2003  All regulated substances have inventories  To be set after baseline is established        All acquisition card-holders trained by end of 2003; 60 per cent of acquisition card-holders are satisfied by end of 2003

## Section V: Financial Information

*Figure 11: Net Cost of Management Board Program for 2001–02*

(\$ thousands)	
Gross Planned Spending (Budgetary Main Estimates and subsequent adjustments excluding respendable revenue)	2,203,027
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada	8,242
Contributions covering employers' share of employees' insurance premiums and expenditures paid by the Secretariat	4,830
Workman's compensation coverage provided by Human Resources Development Canada	19
Salary and associated expenditures of legal services provided by Department of Justice Canada	2,206
	2,218,325
<i>Less: Respendable Revenue</i>	120,230
<i>Less: Non-respendable Revenue</i>	7,400
<b>2001–02 Total Cost</b>	<b>2,090,695</b>

**Figure 12: Management Board's Summary of Transfer Payments**

(\$ thousands)				
	Forecast Spending 2000-01	<b>Planned Spending 2001-02</b>	Planned Spending 2002-03	Planned Spending 2003-04
<b>Grants</b>				
<i>Human Resources Management</i>				
Public Service Insurance	244	<b>300</b>	300	300
Public Service Pensions	50	<b>40</b>	30	30
<i>Service and Innovation</i>				
Centre Francophone d'informatisation des organisations	50	-	-	-
<i>Comptrollership</i>				
CCAF-FCVI (formerly the Canadian Comprehensive Auditing Foundation)	75	-	-	-
<b>Total Grants</b>	<b>419</b>	<b>340</b>	330	330
<b>Contributions</b>				
<i>Information Management &amp; Information Technology</i>				
Canadian Standards Association	10	<b>10</b>	10	10
<i>Human Resources Management</i>				
Youth Internship Program <sup>1</sup>	21,821	<b>18,600</b>	18,600	18,600
<i>Special Programs (Infrastructure)</i>				
Federation of Canadian Municipalities	1,900	<b>3,500</b>	3,200	2,800
<b>Total Contributions</b>	<b>23,731</b>	<b>22,110</b>	21,810	21,410
<b>Total Transfer Payments</b>	<b>24,150</b>	<b>22,450</b>	22,140	21,740

1. Information on the Youth Internship Program

**Objective**

Developmental internships in federal public sector work sites are designed to provide youth with an opportunity to develop skills that will increase employability and gain essential work experience needed to secure employment in the future.

**Planned Results**

The program will lead to the fair distribution of opportunities across Canada, based on provincial rates of youth unemployment and the availability of federal government operations capable of offering interesting and diverse learning opportunities.

It will provide work experience and develop transferable skills that will increase the employability of youth.

The program will increase chances of success for youth at risk, including youth with incomplete high-school educations, single parents, aboriginal youth and youth living in the streets.

The program will help participants find employment or become self-employed after their internships.

**Key Indicators**

- Internship opportunities in each province and territory are created and funded in proportion to provincial/territorial rates of youth unemployment and the presence of federal institutions.
- Internship opportunities are created and funded in rural areas (that is, outside Census Metropolitan Areas) and youth participate in the program.
- At least 50 per cent of internship opportunities is set aside for youth at risk.
- Over 50 per cent of youth participants complete the internship and find employment within a year of leaving the program, or they return to school.
- 50 per cent of youth participants receive additional support from the Young Men's Christian Association (YMCA), that is, counseling, life-skills training and so forth).
- 30 per cent of youth participants benefit from workshops and counseling provided by the YMCA.

**Figure 13: Management Board's Source of Respendable and Non-respendable Revenue**

**Respendable Revenue**

(\$ thousands)				
	Forecast Revenue 2000-01	Planned Revenue 2001-02	Planned Revenue 2002-03	Planned Revenue 2003-04
Cost Recovery of Shared Initiatives	700	3,230	2,730	2,730
Human Resources Management – PS Insurance	113,646	117,000	117,000	117,000
<b>Total Respendable Revenue</b>	114,346	120,230	119,730	119,730

**Non-respendable Revenue**

(\$ thousands)				
	Forecast Revenue 2000-01	Planned Revenue 2001-02	Planned Revenue 2002-03	Planned Revenue 2003-04
Revenue from Parking Fees	7,327	7,400	7,400	7,400
<b>Total Non-respendable Revenue</b>	7,327	7,400	7,400	7,400
<b>Total Respendable and Non-respendable Revenue</b>	121,673	127,630	127,130	127,130

**Figure 14: Program Spending by Business Line for the Management Board**

(\$ thousands)				
Business Lines	Forecast Spending 2000–01 <sup>1</sup>	Planned Spending 2001–02	Planned Spending 2002–03	Planned Spending 2003–04
<b>Expenditure Management and Planning</b>				
Vote 1 – Operating Expenditures	16,523	15,126	15,126	15,126
Vote 5 – Government Contingencies <sup>2</sup>	550,000	750,000	750,000	750,000
<b>Total</b>	<b>566,523</b>	<b>765,126</b>	<b>765,126</b>	<b>765,126</b>
<b>Comptrollership</b>				
Vote 1 – Operating Expenditures	22,261	16,948	16,348	15,539
– Respondable Revenue	(100)	(100)	(100)	(100)
– Net Expenditures	22,161	16,848	16,248	15,439
– Subsequent Adjustments <sup>4</sup>	–	2,639	–	–
Total Vote 1	22,161	19,487	16,248	15,439
Vote 2 – Grants and Contributions	75	–	–	–
Vote 10 – Government-wide Initiatives <sup>3</sup>	–	8,440	–	–
<b>Total</b>	<b>22,236</b>	<b>27,927</b>	<b>16,248</b>	<b>15,439</b>
<b>Service and Innovation</b>				
Vote 1 – Operating Expenditures	10,049	6,188	6,188	6,023
Vote 2 – Grants and Contributions	50	–	–	–
<b>Total</b>	<b>10,099</b>	<b>6,188</b>	<b>6,188</b>	<b>6,023</b>
<b>Information Management and Information Technology</b>				
Vote 1 – Operating Expenditures	26,652	8,058	6,691	6,691
– Respondable Revenue	(500)	(500)	(500)	(500)
– Net Expenditures	26,152	7,558	6,191	6,191
Vote 2 – Grants and Contributions	10	10	10	10
Vote 10 – Government-wide Initiatives <sup>3</sup>	–	100,000	–	–
<b>Total</b>	<b>26,162</b>	<b>107,568</b>	<b>6,201</b>	<b>6,201</b>
<b>Human Resources Management</b>				
Vote 1 – Operating Expenditures	47,647	37,352	34,451	33,309
– Respondable Revenue	(100)	(2,630)	(2,130)	(2,130)
– Net Expenditures	47,547	34,722	32,321	31,179
– Subsequent Adjustments <sup>5</sup>	–	1,100	–	100
Total Vote 1	47,547	35,822	32,321	31,279
Vote 2 – Grants and Contributions	21,821	18,600	18,600	18,600
Vote 10 – Government-wide Initiatives <sup>3</sup>	–	24,187	14,805	–
Vote 15 – Collective Bargaining <sup>3</sup>	–	–	–	–
Vote 20 – Public Service Insurance	1,080,221	1,178,202	1,288,102	1,406,302
– Respondable Revenue	(113,646)	(117,000)	(117,000)	(117,000)
– Net Expenditures	966,575	1,061,202	1,171,102	1,289,302
Statutory - Public Service Pension Adjustment Act	50	40	30	30
Statutory - Pay Equity Settlement <sup>6</sup>	3,040,000	–	–	–
<b>Total</b>	<b>4,075,993</b>	<b>1,139,851</b>	<b>1,236,858</b>	<b>1,339,211</b>
<b>Corporate Administration</b>				
Vote 1 – Operating Expenditures	36,734	27,810	27,809	27,809
Statutory - Salary and motor car allowance	52	52	52	52
Vote 10 – Government-wide Initiatives <sup>3</sup>	–	–	10,000	10,000
<b>Total</b>	<b>36,786</b>	<b>27,862</b>	<b>37,861</b>	<b>37,861</b>
<b>Special Programs (Infrastructure Initiative)</b>				
Vote 1 – Operating Expenditures	5,923	2,094	876	815
– Subsequent Adjustment <sup>7</sup>	–	2,681	2,091	1,839
Total Vote 1	5,923	4,775	2,967	2,654
Vote 2 - Grants and Contributions	1,900	3,500	3,200	2,800
<b>Total</b>	<b>7,823</b>	<b>8,275</b>	<b>6,167</b>	<b>5,454</b>
<b>Total Program</b>	<b>4,745,622</b>	<b>2,082,797</b>	<b>2,074,649</b>	<b>2,175,315</b>

1. Includes the 2000–01 Main Estimates and Supplementary Estimates, Governor General Warrants and transfers in from Vote 10 Government-wide Initiatives and Vote 15 Collective Bargaining.
2. Vote 5 reflects permanent transfers to departments to cover salary shortfalls and temporary transfers to departments for interim financing which is reimbursed when supplementary estimates are approved
3. Forecast Spending under Votes 10 and 15 reflect projected transfers to government departments for 2000–01.
4. Expenditure Management Information System Redesign (2,078) and Voluntary Sector Project (561).
5. Pay Equity 2001–02 (1,100) and UCS 2003–04 (100).
6. Statutory payments for Pay Equity settlements pursuant to Section 30 of the "Crown Liabilities and Proceedings Act".
7. Infrastructure additional funding.

Note: All votes include their portions of statutory contributions to Employee Benefit Plans.

**Figure 15: Matrix Mapping TBS Votes to Business Line Structure 2001–02**

(\$ thousands)

**Management Board Program**

<b>Business Line/ Vote</b>	<b>Expen- diture Mgt and Planning</b>	<b>Comptrol- lership</b>	<b>Service &amp; Inno- vation</b>	<b>IM/IT</b>	<b>Human Resources Mana- gement</b>	<b>Corpo- rate Admin.</b>	<b>Special Pro- grams</b>	<b>Total Vote</b>
<b>Vote 1<sup>1</sup></b> Operating Expenditures	15,126	19,487	6,188	7,558	35,822	27,862	4,775	116,818
<b>Vote 2</b> Grants and Contributions				10	18,600		3,500	22,110
<b>Vote 5</b> Government Contingencies	750,000							750,000
<b>Vote 10</b> Government- wide Initiatives		8,440		100,000	24,187			132,627
<b>Vote 15</b> Collective Bargaining								–
<b>Vote 20<sup>2</sup></b> Public Service Insurance					1,061,242			1,061,242
<b>Total Business Line</b>	<b>765,126</b>	<b>27,927</b>	<b>6,188</b>	<b>107,568</b>	<b>1,139,851</b>	<b>27,862</b>	<b>8,275</b>	<b>2,082,797</b>

1. Includes statutory payments for Employee Benefit Plans (12,598) and the President of the Treasury Board's salary and motor car allowance (52).
2. Includes a statutory amount of 40 for *Public Service Pension Adjustment Act*.



**Figure 16: Explanation of Financial Changes to Business Lines for the Management Board Program**

(\$ thousands)		
Business Lines	Forecast Spending 2000–01	Planned Spending 2001–02
<b>1. Expenditure Management and Planning</b>	566,523	765,126
<p>There is a planned increase of 198,603 in expenditures primarily due to an increase in Vote 5 (Government Contingencies) to meet interim demands for funding requirements in 2001–02 until supplementary estimates are approved (200,000) and a decrease of 1,397 for one-time funding received in 2000–01 for various departmental resource base reviews and miscellaneous other adjustments.</p>		
<b>2. Comptrollership</b>	22,236	27,927
<p>A planned increase of 5,691 in expenditures is primarily due to an increase in funding for the Financial Information Strategy (Government-wide initiative) in 2001–02 of 8,440, which is offset by a decrease of 2,749 related to ending of time-phased initiatives such as the Accounts Receivable Project and Comptrollership Modernization.</p>		
<b>3. Service and Innovation</b>	10,099	6,188
<p>The Service and Innovation Business Line has a planned decrease in spending of 3,911 related to the Service Canada and Service Improvement initiatives.</p>		
<b>4. Information Management and Information Technology</b>	26,162	107,568
<p>There is a planned increase of 81,406, primarily because of an increase in funding for the Government On-Line (GOL) initiative (83,275), offset by the completion of the Y2K project (1,409) and miscellaneous other initiatives and adjustments (460).</p>		
<b>5. Human Resources Management</b>	4,075,993	1,139,851
<p>The planned decrease of 2,900,000 (2.9 billion) is mainly due to the one-time Statutory Pay-Equity Settlement payments made in 2000–01 (3,040,000) along with funding increases in public service insurance and public service pensions (94,617).</p>		
<b>6. Corporate Administration</b>	36,786	27,862
<p>A planned decrease of 8,924 is primarily due to the 5-per-cent Carry Forward Provision (4,201), included annually in Supplementary Estimates, and one-time funding received in 2000–01 for the Task Force on an Inclusive Public Service (1,339), the Access to Information Task Force (1,252) and miscellaneous other adjustments (2,132).</p>		
<b>7. Special Programs (Infrastructure Initiative)</b>	7,823	8,275
<p>The planned increase of 452 for the Infrastructure Initiative is due to funding for the Infrastructure National Guide (1,600) offset by a decrease in program implementation costs (1,148).</p>		
<b>Total Planned Expenditures</b>	<b>4,745,622</b>	<b>2,082,797</b>

**Figure 17: Spending Authorities – Ministry Summary Part II of the Estimates**

(\$ thousands)			
Vote	2000-01 Main Estimates	2001-02 Main Estimates	
<b>Treasury Board of Canada Secretariat</b>			
MANAGEMENT BOARD PROGRAM			
1	Operating Expenditures	84,566	97,748
2	Grants and Contributions	23,668	22,110
(S)	President of the Treasury Board – Salary and motor car allowance	52	52
(S)	Contributions to Employee Benefit Plans <sup>1</sup>	23,566	12,598
5	Government Contingencies	550,000	750,000
10	Government-wide Initiatives	103,421	132,627
15	Collective Bargaining	81,296	0
20	Public Service Insurance	865,558	1,061,202
(S)	<i>Public Service Pension Adjustment Act</i>	50	40
<b>Total</b>		<b>1,732,177</b>	<b>2,076,377</b>

1. In 2000-01 employee benefits covered Secretariat employees along with benefits for Vote 15 collective agreements.

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