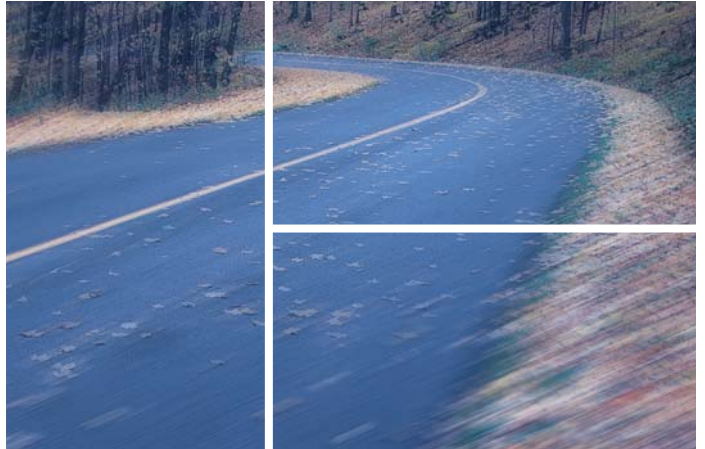


PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

REPORT ON
PLANS AND
PRIORITIES



2005 – 2006 ESTIMATES

The Way Forward

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



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Canada 



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MINISTER'S MESSAGE

"Allow me to single out the people in the Department of Public Works and Government Services for their ERC work. They rose to the challenge and made an exceptional contribution to the success of this exercise. I applaud their innovation and their professionalism."

- The Hon. Ralph Goodale, Minister of Finance, Budget 2005 speech

I am pleased to present this year's Report on Plans and Priorities (2005-2006), outlining the key priorities and challenges Public Works and Government Services Canada (PWGSC) faces in the year ahead.

The Government of Canada has changed the way it manages taxpayers' dollars by asking departments to continuously look for ways to save and to reallocate resources from lower priority spending to help fund important programs and services such as health care, early childhood development, a new deal for communities and the environment.



My department's chief contribution to this effort is to lead a fundamental change in how the Government manages some of its core operations. Our strategic vision, *The Way Forward*, focuses our efforts on buying smarter, exploring savings in real estate, taking full advantage of information technology systems and providing leadership in the greening of government operations. There are two interrelated objectives at the core of our strategy: to achieve government-wide savings of \$3.4 billion over the coming five years by maximizing efficiencies and taking advantage of economies of scale; and, to do this in an open, transparent way to preserve the confidence of Canadians in the integrity and fairness of the Government of Canada.

I am proud of the progress and leadership demonstrated by PWGSC in taking on this agenda. As we move forward, we will work more closely than ever with colleague departments, reinforce our new rigorous management structure, pursue excellence in providing service and look to expand our work related to sustainable development. While change is never easy, my department is committed to delivering on the rising expectations of Canadians and on our promise of greater value for money.

The Honourable Scott Brison P.C.



MANAGEMENT REPRESENTATION STATEMENT

I submit, for tabling in Parliament, the Report on Plans and Priorities: 2005-2006 to 2007-2008 for Public Works and Government Services Canada.

This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the Preparation of the 2005-2006 Report on Plans and Priorities* in that it presents consistent, balanced and accurate information to Parliament by:

- Reporting based on the department's approved accountability structure as reflected in its Management Resources and Results Structure (MRRS);
- Providing a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it; and
- Reporting finances based on approved planned spending numbers from the Treasury Board Secretariat.



Handwritten signature of I. David Marshall.

I. David Marshall

Deputy Minister of Public Works and Government Services



DEPARTMENTAL OVERVIEW

Our Vision

Public Works and Government Services Canada (PWGSC) has established a new vision—*The Way Forward*. This vision commits us to generating major government-wide savings of \$3.4 billion during the coming five years and to reorienting PWGSC into a modern and key player in helping the Government of Canada (GoC) improve how it does business.

We are committed to supporting the Government's Speech from the Throne priorities, in addition to those of our ongoing business. A key example would be the environment where PWGSC will be providing leadership for the greening of government operations. We will also take advantage of the major advances that Canada has been making during the past decade in building its e-Government and technology infrastructures. Finally, we will be actively supporting the Service Canada initiative through the single window delivery of government services to Canadians. The needed results can only be achieved by working closely with our colleague departments, the private sector, and other levels of government as we jointly meet our commitments to Canadians.

We are undertaking these commitments because taxpayers are demanding increased productivity and savings. Major savings will result from better use of our expertise and from greater integration and consolidation of common services across government. By doing so, we will be generating savings dividends for Canadians. These savings will allow resources to be reallocated to other priorities of Canadians such as health care, early childhood development, security, a new deal for communities and the environment.

Our Business

PWGSC's raison d'être is to ensure optimum value to government and Canadians in the provision of common, central and shared government services. We provide these services through a single program, for which Parliament provides funding—the Government Services Program. Our government services are offered in a professional and results driven manner, while safeguarding taxpayer and government

Our Commitment—PWGSC will be smarter, faster, more innovative and less costly in the delivery of common, central and shared services while, at the same time, ensuring the highest levels of integrity, accountability and transparency.

interests through transparent and independent checks and balances. By providing these services, PWGSC enables other departments and agencies to focus on their own core mandates.

We are the Government's principal real property manager, central purchasing agent, banker and accountant, as well as provider of services for payroll and pensions, Government On-Line, information technology, translation, and audit and consulting services. We also offer services directly to Canadians in the areas of communications and access to government programs and information.

PWGSC plays a key role in providing the core infrastructure and services needed for the delivery of the Government's agenda and for responding to the evolving needs and expectations of Canadians. In order to conduct our business and to guide our department's transformation to meet our vision, we are focusing on three strategic outcomes: *Quality Services, Sound Stewardship, and Sound Management*.



Quality Services

The delivery of quality services is key to our “Centre of Excellence” role as the provider and enabler of common, central and shared

PWGSC Key Facts

- Accommodates almost 210,000 public servants across Canada and manages over 6.6 million square metres of space in some 1,840 locations;
- Purchases over \$10 billion in goods and services on behalf of government and manages 60,000 contractual documents;
- Administers compensation for 292,000 government pay accounts and 322,000 pensioner accounts;
- Handles \$1.3 trillion in Receiver General cash flow and makes 226 million payments annually; and
- Provides colleague departments and agencies with around \$230 million in linguistic services, \$130 million in telecommunications and informatics services, and \$100 million in consulting and audit services.

services to customer departments and agencies. However, the concept of quality services goes beyond solely providing effective support to our customers. It also includes generating benefits to Canadians, in the form of savings and overall performance on a government-wide basis.

Sound Stewardship

In addition to providing quality services, we must also ensure that we retain the capacity to continue to offer needed services well into the future. This means safeguarding those services

and maintaining those assets, in the form of physical infrastructure, systems, skills, information and culture, with which we have been entrusted. We undertake the necessary planning to ensure that we have the people, resources, organization and culture to serve the long-term interests of Canadians.

Sound Management

In order to mobilize resources and capacity to deliver quality services and to exercise sound stewardship, PWGSC requires a comprehensive and integrated approach to decision-making and governance. We must do so within government statutes, policies, and fiscal frameworks. Sound management rests on clear accountabilities, strong financial and risk management, transparent reporting, integrated client relations, highest standards of ethical conduct, and a commitment to PWGSC’s strategic vision—*The Way Forward*.

Our Expenditure and Savings Summary

The *PWGSC Expenditure Summary for 2005-08* (Figure 1) presents the expenditures for PWGSC (i.e. Government Services Program) by our seven key government services. These services are: Real Property; Acquisition; Information Technology; Receiver General and Compensation; Government Information; Business Integration; and Special Operating Agencies.



Figure 1 PWGSC Expenditure Summary for 2005-08

Government Services Program	<i>Raison d'être---to ensure optimum value to government and Canadians in the provision of common, central and shared government services</i>		
Strategic Outcomes	Quality Services	Sound Stewardship	Sound Management
Government Service	Service	Planned Spending (\$ millions)	
		2005-06	2006-07
		2007-08	
	Real Property	2,090	2,008
	Acquisition	162	163
	Information Technology	157	154
	Receiver General and Compensation	169	166
	Government Information	49	44
	Business Integration	35	19
	Special Operating Agencies	53	53
	Pre-Budget Total Spending	2,715	2,608
	<i>Budget 2005 Adjustments</i>	<i>(74)</i>	<i>(98)</i>
	Total Spending	2,641	2,537
	Total FTE's	12,945	12,836
		12,651	

Note: See Section III for financial details.

While PWGSC's strategic priorities are detailed later in this document, those most financially significant to PWGSC's transformation agenda relate to major government-wide savings, as summarized in Figure 2, *Government-wide Potential Net Savings*.

Overall, the Government's expenditure review process is looking to save \$12 billion over the coming five years, with PWGSC planning and leading initiatives expected to result in \$3.4 billion of these government-wide savings. Acquisition and Real Property will be the primary areas for these savings. During the next five years, government-wide savings in acquisition are projected to be approximately \$2.5 billion, with those of Real Property savings being in the order of \$925 million. In

addition, other PWGSC efficiency efforts will generate a further \$16-24 million in savings over the coming two years. Overall, PWGSC will be contributing approximately \$1.2 billion or 35% of the government-wide savings.

In order to attain these savings, PWGSC will invest about \$190 million over five years in initiatives such as the Government of Canada Marketplace systems for procurement. Additional expertise, as well as policy, regulatory and legislative changes will be needed for government-wide implementation of the initiatives to support these savings.

These savings are ambitious in their scope but achievable. PWGSC, in consultation with external and independent stakeholders, will be implementing new governance and oversight mechanisms to help achieve these results.



Figure 2 Government-wide Potential Net Savings
(\$ millions)

Priority (New Savings)	2005-06	2006-07	2007-08	2008-09	2009-10	Total
Real Property	150	150	170	255	300	1,025
Acquisition	59	204	598	841	888	2,590
Investments	(40)	(45)	(45)	(40)	(20)	(190)
Total per Year	169	309	723	1,056	1,168	3,425

Note: The achievement of \$3.4 billion in government-wide savings will require the full commitment of our colleague departments and policy-making agencies. In addition, there are significant policy, statutory and industry challenges to be addressed over the five-year period.

Our Challenges

PWGSC must continue to provide the highest quality services over the coming years, while fully supporting the Government’s priorities established in the October 2004 Speech from the Throne. Due to our central role in supporting government operations, PWGSC can make an important contribution to meeting both the Government’s emerging priorities as well as its ongoing commitments. In addition, the Government has set out a series of other key commitments and principles, a number of which are directly applicable to PWGSC, including to:

- be unwavering in the application of fiscal discipline, and the implementation of strong accountability, management and comptrollership practices;
- aim for tangible, practical results for Parliamentarians and Canadians, and report transparently to them so that they can hold their government to account;
- apply the highest ethical standards in the conduct of our business; and
- work closely with provincial and territorial counterparts to promote the nation and to project our values in the world.

In support of the Government’s priorities, commitments and principles, PWGSC faces five core challenges:

Savings and Efficiency Gains

Canadians and Parliamentarians want reduced costs of government, while receiving improved services at the same time. In this

PWGSC must respond both to emerging government priorities and to our ongoing commitments to deliver the highest quality services possible to our customers.

regard, the Government has introduced a series of horizontal and vertical expenditure reviews aimed at improving efficiency and realigning priorities. It has established an Expenditure Review Committee, which was tasked to save taxpayers a cumulative total of *\$12 billion* over the next five years and to reallocate the savings to key government priorities. A number of the reviews launched by the Treasury Board Secretariat (TBS) are of particular relevance to PWGSC. These include the reviews of procurement and contracting, being led by PWGSC, service delivery infrastructure, Information Management/Information Technology (IM/IT) services, capital assets, public service compensation and corporate and administrative services. These reviews are primarily aimed at realizing savings and combating inefficiency and duplication.

Support for Horizontal Initiatives

PWGSC will fully support new government efforts for improving services to Canadians through the Service Canada initiative. The concept of Service Canada—a "one-stop"



point for Canadians to receive all their government services—is not new. The Expenditure Review Committee examined the concept, reviewed the work done to date and undertook new work. It concluded that the Service Canada model fits perfectly with the ERC mandate of finding ways to improve the delivery of federal programs and also lowering costs. This effort will have major impacts on PWGSC's IT infrastructures, real property management, administrative services and other shared services offered by the department.

PWGSC also plays a key role in the implementation of many other strategic, horizontal initiatives by providing a common IT infrastructure, government-wide procurement, accommodation and a number of other horizontal files such as sustainable development and shared services.

Quality Service Improvement

The Government is responding to the demand for improved service quality through its Service Improvement and Government On-Line initiatives by focusing on a more integrated and technology-based approach to service delivery. PWGSC assists other government organizations to deliver quality services to Canadians by ensuring timely procurement, appropriate accommodation, supportive IT infrastructure, translation, consulting, audit and communications services. In addition, we provide key elements of the Government's common information and service delivery infrastructure (such as the Canada Site, 1-800 OCANADA and the Secure Channel) that enable our customer departments to provide information and deliver services in a more integrated and responsive manner.

Overall, PWGSC must find ways to further improve its services to customer organizations, while continuing to exercise a vigorous check and balance role in the interests of Canadians. Our ability to continue with service improvements depends strongly

on our management capacity and the strength and abilities of our workforce.

Environmental Sustainability

The October 2004 Speech from the Throne re-emphasized the importance of the Government's environmental agenda.

PWGSC has been asked to take a government-wide lead in greening government operations. This effort will support the Government's major initiative to address climate change, to which all government departments are expected to contribute tangible improvements. PWGSC is well positioned to play a leadership role in the area of environmental sustainability. We clean up contaminated sites, ensure that our federal buildings are energy efficient, support green procurement, implement conservation measures and provide environmental audit and consulting services.

In order to move forward on the environmental agenda, PWGSC will build on its existing expertise and will seek out and exploit new opportunities to help the Government run cleaner and greener in its operations.

Highest Standards of Integrity, Accountability and Transparency

The Government recently introduced a public service Code of Values and Ethics and a comprehensive Management Accountability Framework (MAF). Because of the volume of business we transact, our department has a central role to play in building and maintaining public trust and confidence in government operations. The criticisms leveled at our department by the Auditor General in relation to the Sponsorship and Advertising Programs and the ongoing inquiries (e.g. Commission of Inquiry into the Sponsorship Program and Advertising Activities) present us with a major challenge. We must now ensure that we continue to act in a transparent and accountable manner, so that everything we do rests on a strong ethical foundation.



Our Departmental Priorities

PWGSC recently established a new ambitious, wide-ranging vision called *The Way Forward* to find innovative ways to deliver services smarter, faster, and at lower cost. This vision is part of PWGSC's ongoing commitment to help modernize government and provide the best service to Canadians it possibly can. It is also part of the Government's agenda to improve management and accountability, save money and reallocate the savings to higher priorities for Canadians. While *The Way Forward* will be started immediately, it is a 5-8 year strategy which will have benefits growing well into the future. *The Way Forward* has the following seven core priorities:

1. Buying Smarter (Procurement Reform);
2. Exploring Savings in Real Estate;
3. Taking Full Advantage of Information Technology;
4. Greening of Government Operations;
5. Enhancing Service Delivery;
6. Ensuring Sound Management; and
7. Meeting Ongoing Commitments.

Buying Smarter (Procurement Reform)

The Government believes it must constantly strive to find new ways to reduce the cost of delivering government services and use the resources saved to deliver positive, effective programs that help improve Canadians' well-being. Ensuring that the Government—the largest "enterprise" in Canada—does not overpay for its billions of dollars in purchases, is an important objective. The Government believes it can reduce its cost of procurement by: consolidating purchasing government-wide so that it can leverage its buying power to get the best possible prices; using a single buyer to negotiate the best possible price; and reducing administrative, compliance and reporting costs through more effective use of technology.

Over the coming five years, PWGSC will seek to maximize the purchasing power of

government, while at the same time, ensuring the overall integrity of government procurement. In addition, we will be using leading technologies to streamline procurement processes to reduce our administrative costs. Some of our key commitments are to:

- Achieve government-wide savings of \$2.5 billion over five years or approximately 10% of the cost of all commodities and services purchased;
- Provide e-procurement tools for departments to reduce the costs of administering procurement by 10%;
- Reduce the overall time to process procurement of goods and services by 50%;
- Improve procurement tools, in particular standing offers;
- Negotiate better prices and consolidate customer demands;
- Monitor and address impacts on Small and Medium-size Enterprises (SMEs) and regions with an office of Small and Medium-size Enterprises to be created at PWGSC to assist such firms to access government contracts (policies will be put in place as required); and
- Reduce the cost of government travel through the Shared Travel Services Initiative.

In support of these initiatives, it is proposed that the *Department of Public Works and Government Services Act* be amended to give the Minister of PWGSC full and exclusive responsibility for procurement of goods and services; and to amend the *Financial Administration Act* to permit PWGSC to commit to a minimum volume of purchases on behalf of the Government.

Exploring Savings in Real Estate

In support of the Government's program delivery, PWGSC will generate large scale cost reductions by: rationalizing the government-wide real property function (with Treasury Board); improving strategic and



operational real property investment and holdings management; and, increasing the participation of the private sector in the delivery of these functions. Some of our key commitments are to:

- Achieve total government-wide savings of \$925 million over the next 5 years without reducing the overall visibility of the Government of Canada;
- Reduce the average office space utilization per employee to 18 square metres leading to an overall space reduction of 450,000 square metres, which will be achieved through the consistent application of standards;
- Reduce real property administration overhead and system costs;
- Complete the analysis of the benefits of owning or leasing buildings by 2006; and
- Increase environmental excellence.

Taking Full Advantage of Information Technology

PWGSC will augment its excellence and cost savings in the provision of IM/IT services by: providing enterprise-wide (whole-of-government solutions) in IM/IT; improving procurement of IM/IT goods and services; and, improving delivery of services throughout government and to Canadians through its Government On-Line (GOL) and Secure Channel initiatives. Some of our key commitments are to:

- Enable the federal government to fundamentally change the way it provides services to Canadians;
- Complete the last year of the GOL initiative;
- Establish a Shared IT Services agenda;
- Increase participation of government organizations in the use of the Secure Channel so that Canadians can exchange confidential information with the Government with confidence in our security and privacy;

- Increase the number of Government of Canada programs supported by PWGSC's Shared IT systems; and
- Introduce a privacy-sensitive and "whole-of-government" approach to information technology.

Greening of Government Operations

PWGSC will take the government-wide lead, in consultation with Environment Canada and the Treasury Board Secretariat, in greening the operations of the federal government. Some of our key commitments are to:

- Include environmental criteria in procurement as we implement the government-wide green procurement policy in keeping with the Speech from the Throne commitment;
- Reduce federal green house gas emissions;
- Ensure that the government fleet of vehicles is among the most efficient in the country;
- Ensure that, as of 2005, the construction of new government office buildings will meet the Leadership in Energy and Environmental Design (LEED) Gold standard or other appropriate international standards;
- Continue as the federal government lead in the cleanup of the Sydney Tar Ponds; and
- Modernize the Government's central heating and cooling plants in Ottawa, which are key to further reducing the greenhouse gas emissions of its office-building inventory.

Enhancing Service Delivery

Our department will continue to develop new government-wide service opportunities in partnership with our colleague departments and other levels of government, in areas such as pension administration, travel modernization, and other needed shared services. Over the coming three years, emphasis will be placed on achieving the right balance between common and shared services, supporting the infrastructure needs of the new Service Canada organization and working to



maximize the intergovernmental opportunities available through shared services. Service Canada will provide Canadians with seamless, easy access to all government services by consolidating federal operations and infrastructure where it makes sense.

Ensuring Sound Management

Our department must continue to ensure the accountability, integrity, performance and overall soundness of its management decision-making, in that it will:

- Continue to implement PWGSC's Integrated Management Framework (reflecting the Government's Management Accountability Framework (MAF)) with an emphasis on accountable management including heightened corporate risk and quality assurance management; and performance/reporting management systems;
- Develop a human resources strategy for the sustainability of PWGSC's human capital to meet new and expanding requirements in the face of PWGSC's major transformation;
- Strengthen our financial management framework; and
- Continue to implement our Ten Point Integrity Action Plan and strengthen the department's audit capacity.

Meeting Ongoing Commitments

PWGSC will continue supporting government programs and priorities through the delivery of ongoing quality services. At the same time, we will be transforming our business to meet the future needs of government and Canadians.

Finally, the ultimate success in transforming our business will depend not only on the level of cultural change within PWGSC, but also on the commitment of our colleague departments and central agencies. In implementing our *Way Forward* vision, there are a number of key and interrelated principles, which we will apply, including to:

- Remain committed to excellence in service delivery while taking advantage of economies of scale and leveraging existing expertise and work;
- Conduct our business in an open and transparent way so as to preserve the confidence of Canadians in the integrity and fairness of the Government of Canada;
- Make all reasonable efforts to ensure that there are minimal impacts on our regional operations, and federal visibility and presence;
- Put into place provisions to ensure that Small and Medium-size Enterprises (SME's), in all regions of Canada, continue to benefit from supplying goods and services to the Government; and
- Continuously assess and seek to minimize the potential impacts on our employees.



INTRODUCTION

This Report on the Plans and Priorities of PWGSC marks the beginning of the implementation of its new Program Activity Architecture (PAA). The PAA is an activity based management system, which all government departments are moving towards, in accordance with TB directives. The PAA is part of the Government's Management Resources and Results Structure (MRRS), which will provide a horizontal management framework across the federal government and will allow for enhanced reporting to Parliament and Central Agencies on performance. The MRRS replaces the Program Reporting Activity Structure.

As a management tool, the PAA is still in its early stages and will be completed with program financial, performance and other management information, which will be

placed into the TBS Expenditure Management Information System. As a long-term initiative, however, with its full implementation, the PAA should provide a basis for year-by-year evaluation of activity performance and a guide to the development of concrete targets to monitor results over time.

The Program Activity Architecture for PWGSC's Government Services Program is divided into 26 activities. These activities support its three strategic outcomes: *Quality Services, Sound Stewardship and Sound Management*. Sound Management encompasses the Corporate Management and Business Integration – Client Relations Management activities.

PWGSC - Program Activity Architecture		
PWGSC Government Services	Quality Services	Sound Stewardship
Real Property	<ul style="list-style-type: none"> ▪ Federal Accommodation and Holdings ▪ Real Property Services Revolving Fund ▪ Real Property Disposition Revolving Fund 	<ul style="list-style-type: none"> ▪ Real Property Stewardship
Acquisition	<ul style="list-style-type: none"> ▪ Acquisition Services ▪ Optional Services Revolving Fund ▪ Defence Production Revolving Fund 	<ul style="list-style-type: none"> ▪ Supply Operations Stewardship
Information Technology	<ul style="list-style-type: none"> ▪ IM/IT Services ▪ Telecommunications Services Revolving Fund 	<ul style="list-style-type: none"> ▪ IM/IT Stewardship
Receiver General and Compensation	<ul style="list-style-type: none"> ▪ Receiver General Services ▪ Public Service Compensation 	<ul style="list-style-type: none"> ▪ Receiver General Stewardship ▪ Public Service Pay Stewardship ▪ Public Service Pension Stewardship
Government Information	<ul style="list-style-type: none"> ▪ Government Information Services 	<ul style="list-style-type: none"> ▪ Government Information Stewardship
Business Integration	<ul style="list-style-type: none"> ▪ Business Integration Services 	<ul style="list-style-type: none"> ▪ Business Integration Performance Management
Special Operating Agencies	<ul style="list-style-type: none"> ▪ Consulting and Audit Canada Revolving Fund ▪ Translation and Interpretation to Parliament, Conference Interpretation, Terminology ▪ Translation Bureau Revolving Fund 	<ul style="list-style-type: none"> ▪ Translation Stewardship

Note: The two activities of Sound Management are not shown in the table above because, for TBS's financial reporting purposes, their costs have been re-allocated to the other activities as departmental overheads.



In order to better reflect the PWGSC approach to services, the PAA's 26 activities have been grouped to highlight our seven key service areas:

- Real Property;
- Acquisition;
- Information Technology;
- Receiver General and Compensation;
- Government Information;
- Business Integration; and
- Special Operating Agencies.

Corporate Management is an additional activity provided internally to support our government services. Due to its importance to

PWGSC, Corporate Management is discussed as part of the overall reporting structure in this report with the financial budget allocated to PWGSC's seven government services.

In the Government Service sections, which follow in this Report, plans and initiatives are identified for each service. The plans and initiatives focus on the immediate planning period. Descriptions are also given along with results statements and performance indicators for the PAA activities within each service. The PAA focus is on the long-term and enduring outcomes for the service.



REAL PROPERTY

PWGSC provides departments and agencies with affordable, productive work environments and acts as a steward for various engineered public works such as bridges and dams and national treasures such as the Parliamentary Precinct and other heritage assets across Canada.

PWGSC also provides other federal departments and agencies with strategic and expert advice as well as innovative professional and technical services. These cover the areas of architecture, engineering, environment, and real estate, as well as asset and facilities management for the acquisition, development, construction, management, operation, maintenance, repair and disposal of real property.

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

PWGSC leads the federal government's involvement in the remediation of certain contaminated sites, such as the Sydney Tar Ponds, Argentia, and the Giant Mine in Yellowknife. It also maintains a leadership role in sustainable development by helping to lead a coordinated approach to greening government and supporting the urban agenda.

Plans and Initiatives

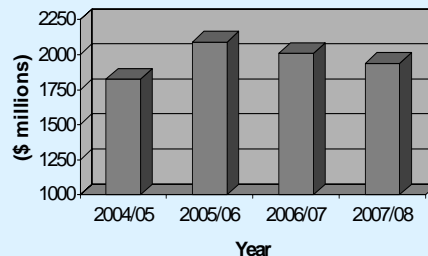
Real Property will be significantly influenced by the federal government's pursuit of savings for reallocation to higher priorities. Part I of this RPP discussed the need for savings. This section focuses on savings opportunities within Real Property.

Key Facts

- Manages as custodian \$7 billion worth of federal real property.
- Manages 6.6 million square metres of rentable space (86% of which is office space), including:
 - 3.4 million m² of Crown-owned space;
 - 2.7 million m² of leased space; and
 - 0.5 million m² of lease-purchase space.
- Provides work environments for almost 210,000 federal employees in 100 departments and agencies in about 1,840 locations across Canada.
- Administers annual payments in excess of \$400 million under the Payments in Lieu of Taxes Program.

PWGSC has already undertaken a number of studies to identify the potential for improved economy and efficiency in the delivery of its real property mandate. The goal will be to transform its business to achieve government-

Planned Net Expenditures



wide savings, principally through cost avoidance, of approximately \$925 million over the next five years, of which \$410 million will be achieved within the first three years.

The table "Government-wide Real Property Savings" summarizes the savings related to the expenditure review process.



Government-wide Real Property Savings (\$ Millions)						
Area of Savings ⁽¹⁾	2005-06	2006-07	2007-08	2008-09	2009-10	Total
Applying Accommodation Standards ⁽²⁾	50	85	95	120	150	500
Improved Inventory Management	40	50	60	70	80	300
Outsourcing and Overhead Reductions	10	15	15	65	70	175
Non-essential Capital Deferral	50					50
Total Savings	150	150	170	255	300	1,025
Investments at PWGSC	(20)	(20)	(20)	(20)	(20)	(100)
Net Real Property Savings	130	130	150	235	280	925

Note: 1). Savings Contributions: PWGSC – 90%; and Other Government Departments – 10%
2). Some savings will occur in organizations which reimburse PWGSC.

PWGSC will pursue the following priorities in Real Property:

Applying Accommodation Standards

Studies have indicated that the amount of office space allocated per employee is greater in the federal government than it is in many areas of the private sector. PWGSC will more consistently apply standards and work with departments towards reducing the average space utilization to 18 M² per employee leading to an overall space reduction of 450,000 M². Similarly, we will more consistently apply fit-up standards to office space as current leases and occupancy agreements expire. The application of these standards is expected to yield expenditure reductions of \$500 million over the coming years.

Improved Inventory Management

PWGSC will improve its ability to plan for the long-term and will assess opportunities to optimize its portfolio. We will use our holdings more efficiently by consolidating needs of federal departments where beneficial. PWGSC will also improve the management of its leased portfolio by using new approaches to leasing. PWGSC successfully established a new contract for property management and some project delivery services with SNC-

Lavalin ProFac Inc. effective April 1, 2005, which will generate operating savings. Improved portfolio management and leasing strategies will help us to find new opportunities to achieve expenditure reductions approaching \$300 million over the planning period.

Outsourcing and Overhead

We will assess further opportunities for outsourcing and, if applicable, develop a related strategy and implementation plan. Increased efficiency in our overhead areas is also part of our strategy. A new approach to outsourcing and reducing overhead is expected to yield expenditure reductions of \$175 million over the planning period.

Asset Management

PWGSC currently owns 60 percent of its portfolio. The department wants to assess whether owning less and leasing more property will improve flexibility, reduce overhead and avoid immediate major pressures for massive capital investment resulting from many years of deferred repair and maintenance. We will obtain expert advice to develop an asset ownership strategy, with analysis and recommendations to be provided by early 2006. Meanwhile, we will put into effect a one-year deferral of non-critical



capital investment while asset ownership is being studied.

Managing Accommodation Requirements

A key challenge in effecting the transformation agenda will be establishing and enforcing a more disciplined approach that respects whole-of-government interests when defining accommodation and service requirements with our colleague departments and agencies. PWGSC will work proactively with other departments and agencies to put in place a greater discipline to manage these requirements.

Sustainable Development

Sustainable development is an area of critical importance for PWGSC. Key roles include: interdepartmental leadership in setting the example as a custodian of how environmental benefits may be achieved in a cost-effective manner and; as a service provider—enabling other federal custodians to do the same. Areas of focus include the development of a broad range of environmental management practices, remediation of contaminated sites, minimizing the environmental footprint of both existing and future facilities (with special focus on greenhouse gas reductions), green leasing, green purchasing and conducting environmental impact assessments. For example, where feasible, all newly constructed buildings will meet the Leadership in Energy and Environmental Design (LEED) Gold rating or equivalent standard. The ability to achieve all these benefits is dependent on the

successful development of public-private sector partnerships and initiatives.

Ongoing Operations

While implementing the transformation agenda, PWGSC will continue to devote the majority of its resources to supporting the efficient delivery of government programs. These ongoing activities include: providing productive and affordable work environments; managing a diverse portfolio of assets; implementing a revised Long Term Vision and Plan for the Parliamentary Precinct (*see Section III, Table 17 for details*); and delivering quality, affordable real property services on a fee-for-service basis. In addition, PWGSC will continue to explore opportunities to work with other levels of government to improve service delivery to Canadians.

Activities

PWGSC has four Real Property Services activities: the activities of Federal Accommodation and Holdings, Real Property Services Revolving Fund and the Real Property Disposition Revolving Fund support our Quality Services strategic outcome; while the Real Property Stewardship activity supports our Sound Stewardship strategic outcome. The planned spending for these activities is described in the ensuing financial table, followed by the tables for strategic outcomes, which provide descriptions, results statements and performance indicators for each activity.



"Real Property" Planned Spending

(in millions of dollars)

	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating (including Special Purpose Allotment), Capital, Grants and Contributions and Statutory Votes				
Federal Accommodation and Holdings				
Gross Expenditures	2,258.5	2,351.3	2,263.3	2,191.5
Less: Respondable Revenue	455.6	284.3	278.7	278.2
Net Expenditures	1,802.9	2,067.0	1,984.6	1,913.3
Real Property Stewardship				
Gross Expenditures	34.4	33.0	33.1	33.2
Less: Respondable Revenue	1.5	1.3	1.3	1.3
Net Expenditures	32.9	31.7	31.8	31.9
Real Property Services Revolving Fund				
Gross Expenditures	745.5	784.8	774.8	804.9
Less: Respondable Revenue	745.5	784.8	774.8	804.9
Net Resources (Provided) Used	-	-	-	-
Real Property Disposition Revolving Fund				
Gross Expenditures	3.3	4.0	4.0	4.0
Less: Respondable Revenue	15.2	13.0	12.0	12.0
Net Resources (Provided) Used	(11.9)	(9.0)	(8.0)	(8.0)
REAL PROPERTY TOTAL	1,823.9	2,089.7	2,008.4	1,937.2

Gross Expenditures for Real Property	3,041.7	3,173.1	3,075.2	3,033.6
Less: Respondable Revenue for Real Property	1,217.8	1,083.4	1,066.8	1,096.4
Net Expenditures for Real Property	1,823.9	2,089.7	2,008.4	1,937.2

Totals may not add up due to rounding.

(FTEs)

Federal Accommodation and Holdings - Full Time Equivalents (FTEs)	2,626	2,626	2,626	2,626
Real Property Stewardship - (FTEs)	239	237	239	239
Real Property Services Revolving Fund - (FTEs)	1,288	1,288	1,288	1,288
Real Property Disposition Revolving Fund - (FTEs)	-	-	-	-
Real Property - (FTEs) Total	4,153	4,151	4,153	4,153

Budget 2005 announcements for Real Property, Procurement and the 5% Savings are not reflected in this table (see Table 1).

Federal Accommodation and Holdings:

The expenditures are relatively stable except for the changes in spending that reflect reductions resulting from the sunset of funding related to specific activities.

RPS Revolving Fund:

The RPS Revolving Fund decrease in 2006-2007 is mainly due to cost fluctuations expected for the Museum of Nature construction plan and to the completion of the Elections Canada project expected in 2005-2006. The significant increase in 2007-2008 can be explained by an increase in contracts related to the Federal Contaminated Sites Acceleration Action Plan initiative.

RPD Revolving Fund:

A decrease in Estimated Proceeds of sale for future years is based on an anticipated decrease in affordable housing properties disposed of through the Fund. Also anticipated are a constant amount of lower cost properties, which at this time, to have increased environmental concerns which would explain the estimated increase in costs as well as efforts in the actual disposal.



Strategic Outcome: Quality Services

Federal Accommodation and Holdings

Activity	Results	Performance Indicators
Effective management of real property investment, under the custodianship of PWGSC, in support of the delivery of government programs.	Government departments and agencies have safe, healthy, productive and affordable work environments and facilities that enable them to deliver programs and services. The real property portfolio is managed as an investment on behalf of the taxpayer.	<ul style="list-style-type: none"> ▪ Accommodation usage (M² per FTE; cost per M²; and cost per FTE). <i>Achieve savings by reducing accommodation usage, M² per FTE.</i> ▪ Operating cost trends analysis. <i>Achieve savings by reducing operating costs.</i> ▪ Percentage vacancy rate trend compared to industry. ▪ Progress against Sustainable Development Strategy targets nationally.

Real Property Services Revolving Fund

Activity	Results	Performance Indicators
The provision on a fee-for-service basis of optional real property services to other custodial departments, and to other departments and agencies requesting services over and above those provided under the Federal Accommodation & Holdings Service Line program.	Quality, affordable services are provided to government departments and agencies. Revenues will cover the full cost of service delivery.	<ul style="list-style-type: none"> ▪ Recoveries as a percentage of cost (target is 100%). ▪ Percentage of Real Property projects* over \$1 million completed (on time, on budget and on scope). <p>* Projects include only non-operational projects having a significant construction-related component.</p>

Real Property Disposition Revolving Fund

Activity	Results	Performance Indicators
The provision, on a cost recovery basis, of routine disposals of real property assets no longer required in order to generate revenue for the Crown.	Realization of value (net proceeds of sale) from surplus properties.	<ul style="list-style-type: none"> ▪ Return on Disposals : Proceeds of sales divided by Expenditures (e.g. Fees, Disbursements and Investments).



Strategic Outcome: Sound Stewardship

Real Property Stewardship

Activity	Results	Performance Indicators
<p>Provision of strategic leadership and proactive management of the resources and real property assets to support the delivery of government programs.</p>	<p>Government program delivery is facilitated by a consistently applied, modern real property and program management framework that reflects a whole-of-government perspective in decision-making.</p>	<ul style="list-style-type: none"> ▪ Actual recapitalization rate vs. funded recapitalization. ▪ Percentage or number of portfolio plans approved (against target). ▪ Operating and capital year-end actuals are within pre-determined percentage of budget in accordance with approved practices.



ACQUISITION

PWGSC provides the federal government with relevant and timely value-added acquisition and related common services.

We are a primary service provider offering our customers a broad base of procurement solutions aimed at securing best value for their procurement dollar. We provide customers with comprehensive services for acquiring complex and commercial goods and services. Purchases range from office supplies to military ships to security systems and everything in between. We assist in identifying requirements and carry out all steps in the procurement function quickly and efficiently.

In delivering best value procurement services, as a strategic partner with our customers, we:

- help customers define their requirements and select the most effective procurement approach;
- manage the bidding process, using the Government Electronic Tendering System and other available tools, to find the best possible solution for sourcing customer needs; and
- support customers by closely overseeing customer/supplier relationships after contract award to ensure strong accountability until close-out of the contract.

Plans and Initiatives

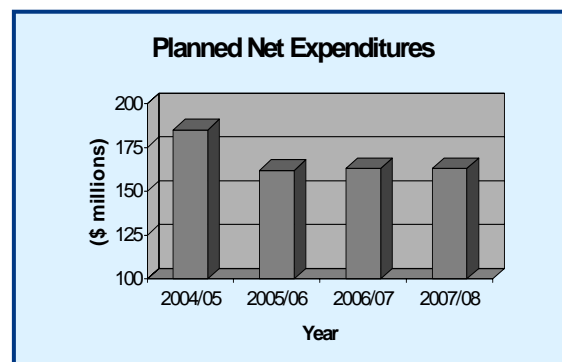
As the primary organization carrying out government-wide purchasing and ensuring the integrity of the procurement function and related activities, PWGSC is committed to buying smarter. Buying Smarter is an initiative created as a result of several reviews and probes launched since July 2003. In particular, the Parliamentary Secretary's Government-wide Review of Procurement established in December 2003, is aimed at leveraging and consolidating the Government's purchasing

Key Facts

- Operates as Canada's largest public purchaser of goods and services.
- Buys each year over \$10 billion in goods and services and manages approximately 60,000 transactions, having an extensive influence on the efficiency of government-wide operations.
- Spends the vast majority of procurement dollars on a basket of 40 commodities.
- As the Government moves to a more streamlined purchasing system, the overall administrative burden in all departments and agencies will be reduced.

power. We will achieve best possible prices and optimum value by introducing new policies to gain full benefit of procurement best practices and by transforming the administrative and operational elements of procurement government-wide.

Contingent on funding and necessary approvals, PWGSC expects to be able to save the Government up to \$2.5 billion over the



next five years by cutting the cost of goods and services we purchase by 10%, and reducing the administrative cost of purchasing by 10%. In support of these objectives, we will reduce the time to process procurements by 50%. Moving away from decentralized purchasing, which is now the norm, to coordinated bulk purchasing may reduce managerial flexibility. But this cost appears



justified—with exceptions closely managed—in view of the considerable savings it can

provide, as shown in more detail in the table “Government-wide Acquisition Savings.”

Government-wide Acquisition Savings (\$ Millions)						
Area of Savings	2005-06	2006-07	2007-08	2008-09	2009-10	Total
Better Use of Standing Offers	53	122	267	311	311	1,064
Get Better Prices on Standing Offers	6	29	228	361	370	994
Travel Modernization	-	50	80	115	130	375
Systems and Administration Costs	-	3	23	54	77	157
Total Acquisition Savings	59	204	598	841	888	2,590
Investments	(20)	(25)	(25)	(20)	-	(90)
Net Acquisition Savings	39	179	573	821	888	2,500
Note: Savings Contributions: PWGSC – 10%; National Defence – 33% and, other departments – 57%						

We will achieve these goals using fair market practices and without compromising our commitments to sustainable development and aboriginal economic development.

The Government will monitor and address the impacts on Small and Medium-size Enterprises (SMEs) and regions. An office of small and medium-size enterprises will be created at PWGSC to assist such firms to access government contracts.

The Government proposes that the *Department of Public Works and Government Services Act* be amended to give the Minister of PWGSC full, and exclusive responsibility for procurement of goods and services; and to amend the *Financial Administration Act* to permit PWGSC to commit to a minimum volume of purchases on behalf of the Government. It will be mandatory for departments to use “standing offers” negotiated by PWGSC, with any exceptions managed centrally.

In advancing change, we will continue to shift our focus from managing individual transactions to a more comprehensive strategic management approach, pursuing the following measures in order to realize the benefits of smarter buying.

Government-Wide Review of Procurement – Implementation Phase

PWGSC will manage all approved elements of the transformation initiatives to change the way the whole-of-government does procurement. We will work in collaboration with operational commodity managers, our human resources specialists and other government and private sector stakeholders to introduce and receive full-value for best practices such as:

- Improving procurement planning and standardizing what the Government buys through better commodity management;
- Maximizing buying power and process efficiency by making the use of standing offers and similar arrangements mandatory;
- Taking advantage of economies of scale by approaching procurement on a corporate basis, aggregating government demand and supply; and
- Simplifying processes using the Government of Canada Marketplace (GoCM) as an enabling vehicle.

Commodity Management

Commodity management, a fundamental recommendation of the Government-Wide Review of Procurement, will be rolled out in 2005/06 at a rate of ten (10) new commodities



in the first year, followed by the introduction of five (5) new commodities for each of the next seven (7) years. It is a government-wide procurement best-practice based on the planning, purchasing and management of goods, services and construction.

Commodity councils will develop strategic plans for sourcing unique categories of goods and services in consultation with all stakeholders, including applicable industry representatives. The councils will determine the right balance between efficiency, effectiveness and other important factors including the impact on and opportunities for small and regionally-based businesses.

In some cases, commodity plans will be based on recognition that suppliers in a given industry tend to be small, locally based companies, and will focus on contracting techniques appropriate to such a market. On the other hand, it may mean recognizing that the best option for Canadians is to seek large contracts with larger firms. In all cases however, commodity plans will provide a balanced approach to ensuring best value for Canadian taxpayers and ensuring the long-term positive impact on Canadian economic growth.

In order to achieve the highest value and return on this practice, commodity management practices and processes will be reflected in the GoCM Service. By consolidating purchasing power of a variety of goods and services across some 40 different commodity groups over the next several years, the government stands to realize hundreds of millions of dollars in savings over the next five years.

E-Procurement

The GoCM, an innovative e-procurement service, is a key enabler in ensuring efficient and more simplified buying as well as in delivering cost and procurement related savings across government. The tools,

provided as a part of the service, leverage information technology and promote electronic procurement as a faster and more economical way of doing business while ensuring high levels of transparency and accountability.

We are planning to launch the service to support up to 10 client departments in 2005/06, providing e-procurement services for a base of approximately 10 commodities. Over the next few years, the service will be introduced to more departments and agencies with additional commodities, enabling broader cost and administrative benefits government-wide. To learn more about the Government of Canada Marketplace, refer to Section III, Table 20.

Other acquisition product improvements will include the elimination of the monthly service fee, on April 1, 2005, for the Government Electronic Tendering System, used by suppliers to access billions of dollars of government business. This underlines the Government's continued commitment to providing equitable and fair access to procurement opportunities.

Shared Travel Services Initiative (STSI)

STSI is a joint initiative of PWGSC and TBS led by PWGSC's Service Integration Branch. It provides an end-to-end portfolio of corporate travel management services aimed at saving hundreds of millions of dollars over the next several years on the Government's annual travel expenses bill of \$1.3 billion. This program will result in a secure e-based travel reservation, expense claim, payment instrument, advisory and technical support service for traveling employees in various government departments and agencies.

In fiscal year 2004-05, PWGSC's Acquisitions Branch began providing Full-Service Travel Agency and Travel Card Services for all government departments, as well as the on-line booking services and management of



the employee travel portal for PWGSC employees, which allows its travelers to update their profiles, request travel identification numbers, access the On-line Booking Tool, provide feedback and obtain travel information. Savings from better buying are expected to include: lower air fares, lower car rental rates and lower hotel rates. A full rollout of these services government-wide is expected to commence in the Fall of 2005.

Further information on this important Major Crown Project of PWGSC may be found in Section III, Table 17.

Green Procurement

PWGSC is also supporting the Government's reform agenda in areas related to the environment. As a leader in environmentally responsible procurement, we use the Government's considerable buying power to advance the market for green goods and services. In so doing, we provide a number of tools and programs such as the Green Procurement Network, which facilitates government-wide green procurement practices, and outreach sessions designed to educate other departments on green procurement practices and tools.

In the October 2004 Speech from the Throne, the federal government furthered its commitment to build "sustainable development systematically into its decision-making" by announcing its intent to implement a Federal Green Procurement Policy. An interdepartmental working group, chaired by PWGSC, is now developing the policy expected for submission to Treasury Board by 2006.

Ongoing Operations

In pursuing our transformation agenda, we will merge new processes into our current

practices and continue delivering fundamental acquisition services and support to our clients. Our procurement team will develop and use all best-practices available to us, such as contract management, contract quality assurance and vendor performance and review, in order to ensure ongoing integrity and accountability and deliver best-value to the Government and to Canadians.

Additionally, we will continue to offer programs aimed at developing our human resource base to successfully address the daily challenges faced in the procurement environment, and to prepare them for the changes inherent in our transformation agenda.

Through our ongoing support to clients and the pursuit of other change initiatives, PWGSC is well positioned to being widely recognized as an organization that upholds high ethical standards, provides top-quality and efficient procurement services and exercises sound stewardship of taxpayers' dollars.

Activities

PWGSC's Acquisition Services has four activities: the activities of Acquisition Services, the Optional Services Revolving Fund and the Defence Production Revolving Fund (not shown below due to the fact that there are no current expenditures) support our Quality Services strategic outcome; and, the Supply Operations Stewardship activity supports the Sound Stewardship strategic outcome of the department. The planned spending for these activities is described in the ensuing financial table, followed by the strategic outcomes tables, which provide descriptions, results statements and performance indicators for each activity.



"Acquisition" Planned Spending				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating and Statutory Votes				
Acquisition Services				
Gross Expenditures	197.0	167.8	168.9	169.1
Less: Respendable Revenue	45.6	33.8	34.0	34.0
Net Expenditures	151.4	134.0	134.9	135.1
Supply Operations Stewardship				
Gross Expenditures	44.2	35.3	35.6	35.6
Less: Respendable Revenue	10.6	7.6	7.6	7.6
Net Expenditures	33.6	27.7	28.0	28.0
Optional Services Revolving Fund				
Gross Expenditures	110.5	110.4	110.4	110.4
Less: Respendable Revenue	110.5	110.4	110.4	110.4
Net Resources (Provided) Used	-	-	-	-
ACQUISITION TOTAL	185.0	161.7	162.9	163.1
Gross Expenditures for Acquisitions	351.7	313.5	314.9	315.1
Less: Respendable Revenue for Acquisitions	166.7	151.8	152.0	152.0
Net Expenditures for Acquisitions	185.0	161.7	162.9	163.1
<i>Totals may not add up due to rounding.</i>				
<i>(FTEs)</i>				
Acquisition Services - Full Time Equivalents (FTEs)	1,745	1,725	1,735	1,736
Supply Operations Stewardship - (FTEs)	353	327	330	330
Optional Services Revolving Fund - (FTEs)	76	76	76	76
Acquisition - (FTEs) Total	2,174	2,128	2,141	2,142
Budget 2005 announcements for Procurement and the 5% Savings are not reflected in this table (see Table 1).				
The variation in net expenditures for Acquisitions between 2004-2005 and 2005-2006 fiscal years is mainly due to a departmental reallocation of \$14.4M for strategic initiatives and to \$2M of funding received for the implementation of a revised financial framework for the management of the Crown Asset Distribution function.				

Strategic Outcome: Quality Services
Acquisition Services

Activity	Results	Performance Indicators
Acquire goods and services on behalf of the federal government. Manage the supply process by assisting clients with the requirements definition, bid solicitation and evaluation, contract negotiation and administration. Manage all procurement-related aspects of major projects (over \$100 million). Regional offices carry out PWGSC acquisition activities across Canada. PWGSC also maintains offices in the U.S. and Europe principally to service the needs of the military.	Timely and cost efficient acquisitions services are provided to other government departments and agencies with enhanced service levels.	<ul style="list-style-type: none"> ▪ Percentage reduction in cost of goods and services. ▪ Percentage reduction in time for procurement transaction. ▪ Percentage reduction in cost of government purchasing. ▪ Percentage of client departments satisfied with PWGSC services.



Optional Services Revolving Fund

Activity	Results	Performance Indicators
A financial fund, which provides specialized services to client departments, such as marine inspection and technical services, management of seized property, travel management, consensus standards and conformity assessment services. Provide disposal services for client departments. Procurement of vaccines and drugs on behalf of provinces and territories.	Quality, affordable services are provided to government departments and agencies. Revenues offset the full cost of service delivery.	<ul style="list-style-type: none"> Recoveries as a percentage of cost.

Defence Production Revolving Fund

Activity	Results	Performance Indicators
Legacy fund presently unused. Maintained to provide for acquisition services of military supplies in the event of emergency.	Funding of defence acquisition emergencies on a cost recovery basis.	<ul style="list-style-type: none"> Recoveries as a percentage of cost.

Strategic Outcome: Sound Stewardship

Supply Operations Stewardship

Activity	Results	Performance Indicators
Acquisition Policy; Contract Quality Assurance; Professional Development; and Vendor Performance and Review and other management and administrative activities to support program delivery.	<ul style="list-style-type: none"> Procurement community satisfaction in regards to policy advice, quality assurance, strategic planning and HR support provided. Meet corporate goals related to professional development. Increase federal employees' knowledge of green procurement. 	<ul style="list-style-type: none"> Percentage of satisfied employees. Percentage of achieved official language targets. Percentage of minimum training investment. Number of outreach sessions provided to Federal employees.

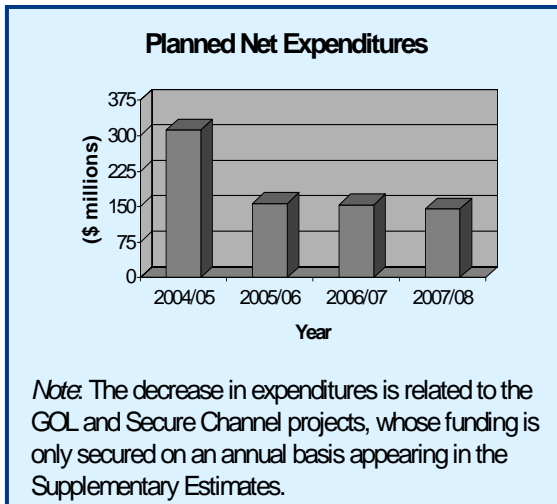


INFORMATION TECHNOLOGY

PWGSC provides electronic infrastructure and professional services, upon request, to all departments and agencies in the areas of network and computer services, telecommunications, and application development. We also provide leadership in supporting government-wide initiatives such as the Secure Channel, IM/IT community renewal, and Government On-Line. In concert with the Chief Information Officer Branch of the Treasury Board Secretariat, PWGSC is taking a leadership role in providing shared IT services across the whole-of-government.

Plans and Initiatives

PWGSC is committed to the goal of bringing about fundamental improvements in the way the federal government manages its information technology. This goal supports departmental and governmental efforts to achieve savings in the delivery of programs. It will influence all aspects of our IT business over the planning period.



Shared IT Services

PWGSC's IT agenda will focus on the promotion of shared IT services as part of the Government's overall initiative to consolidate IT services and systems. This will complement the ongoing delivery of services currently

Key Facts

- Provides the electronic infrastructure, including the Government of Canada Secure Channel and secure services, connecting over 132 departments, agencies, and Crown corporations and enabling electronic service delivery.
- Maintains the Canada Site, available to the public 24 hours a day, 7 days a week.
- Manages the Government Electronic Directory Service (GEDS) Master Electronic Directory for all public service employees (125,000 hits per day, 64% of which are from the GEDS public site).
- Prints 71 million cheques and 60 million non-payment issue (pay stubs) items yearly.
- We manage 18,500 electronic mail accounts.

provided to colleague departments in the areas of telecommunications, network and computing, application management and other professional services. Under this approach, departments and agencies will continue to have the flexibility to deliver their programs and services, while the Government as a whole, will achieve more efficient, cost-effective operations by taking advantage of economies of scale and standardization. To better realize these shared service opportunities, PWGSC has begun a process of transforming its IT business, placing particular emphasis on excellence and cost savings in the provision of IM/IT services. Through collaborative service and stakeholder partnerships, we will treat the Government of Canada as an enterprise-wide IT service delivery entity aimed at reducing technical complexity, increasing inter-operability and information exchange, while achieving greater economies of scale. This approach will help to optimize overall Government of Canada IT expenditures and improve service to Canadians.

The main goal for the planning year will be to develop implementation plans for three key common services: common desktop computing service including an integrated



service desk; data centre consolidation; and application hosting. This will allow departments and agencies to focus on their mandated business while reaping the benefits of standardization and economies of scale through common, shared IT services.

The Records, Documents, and Information Management System (RDIMS) was launched as a shared IT service in September 2004. It is an important building block in realizing the Government's objective of improving the collection and alignment of high quality information in support of full transparency and timely and informed decision-making. PWGSC's goal is to achieve a significant adoption of the RDIMS solution by client departments such that by the end of 2007 there will be approximately 100,000 active licences and the involvement of more than 50% of departments and agencies.

Government On-Line

Government On-Line (GOL) has largely achieved its initial goal of making government services available on-line by 2005. For this planning year, the main target will be to establish a GOL transition plan to move this initiative to the next generation of service delivery, as part of the IT transformation agenda. An evaluation will be conducted to determine if the overall GOL strategy has achieved its intended objectives.

The Secure Channel is at the heart of the transformation agenda for IT and PWGSC's implementation plan for GOL. The Secure Channel is part of the Government's common IT infrastructure, which provides citizens and businesses with secure and private access to all of government's on-line services. The Secure Channel helps support the vision of client-centric, cross-government service delivery anytime, anywhere, in both official languages. During the planning period, we will be focusing our efforts on establishing a long-term funding formula for the Secure Channel, increasing its adoption at the

government-wide level, expanding program service offerings (both external and internal to the Government of Canada), and pursuing its multi-jurisdictional potential. For more details on Government On-Line and Secure Channel, see Section III, Table 20.

Transformation Initiatives

During the transition phase to an enterprise-wide IT service delivery entity, PWGSC will continue to provide cost-effective management of telecommunications and informatics service requirements to departments and agencies. This will be further improved by seeking economies of scale solutions in IT infrastructure design and shared services; working with Acquisition Services on improving procurement of IM/IT goods and services; rationalizing delivery services and managing new, competitively priced and innovative business solutions for telecommunications services.

Partnership approaches will be maintained in a number of major multi-year projects such as Government of Canada Marketplace, Travel Modernization, Pension Modernization and Service Canada. A Service Management Improvement Program (SMIP) has also been established to better position the Department's information technology capability to lead the GoC to the enterprise shared IT services model. The activities will be concentrated on resources, processes and technology, the relationship between these components, and the ability as an IT service provider to support and maintain these in an optimum mix through consolidation and efficiencies within the context of the new IT agenda. Architectures and standards frameworks for common IT services will be developed and an IT project management service established to support colleague departments and agencies.

Workforce Management for New IT Agenda

New skills requirements, new change management processes, and different organizational, governance and business



approaches will necessitate an increased focus on workforce management. We will work to enhance recruitment and retention, career development, training and skills renewal in support of the new IT agenda. This will be achieved through professional development and the establishment of a human resources (HR) framework model for the emerging Shared IT service organization.

the Telecommunications Services Revolving Fund support the Quality Services strategic outcome of the department; and, IM/IT Stewardship supports the Sound Stewardship strategic outcome. The planned spending for these activities is described in the ensuing financial table, followed by the strategic outcomes tables, which provide descriptions, results statements and performance indicators for each activity.

Activities

Information Technology has three major activities: the activities of IM/IT Services, and

"Information Technology" Planned Spending				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating and Statutory Votes				
IM/IT Services				
Gross Expenditures	446.0	262.1	257.9	249.0
Less: Respendable Revenue	156.7	128.2	127.7	127.8
Net Expenditures	289.3	133.9	130.2	121.2
IM/IT Stewardship				
Gross Expenditures	19.3	25.8	25.9	25.9
Less: Respendable Revenue	2.2	2.4	2.4	2.4
Net Expenditures	17.1	23.4	23.5	23.5
Telecommunications Services Revolving Fund				
Gross Expenditures	134.2	137.9	147.3	147.3
Less: Respendable Revenue	128.5	137.9	147.3	147.3
Net Resources (Provided) Used	5.7	-	-	-
INFORMATION TECHNOLOGY TOTAL	312.1	157.3	153.7	144.7
Gross Expenditures for Information Technology	599.5	425.8	431.1	422.2
Less: Respendable Revenue for Information Technology	287.4	268.5	277.4	277.5
Net Expenditures for Information Technology	312.1	157.3	153.7	144.7
<i>Totals may not add up due to rounding.</i>				
(FTEs)				
IM/IT Services - Full Time Equivalents (FTEs)	1,559	1,414	1,400	1,401
IM/IT Stewardship - (FTEs)	116	148	149	149
Telecommunications Revolving Fund - (FTEs)	207	221	221	221
Information Technology - (FTEs) Total	1,882	1,783	1,770	1,771
Budget 2005 announcements for Procurement and the 5% Savings are not reflected in this table (see Table 1).				
The significant decrease in the vote's net expenditures, as of 2005-2006, is mainly related to projects for Government On-Line (GOL, Secure Channel) and Records, Document and Information Management System (RDIMS). Funding for GOL and Secure Channel projects is approved on an annual basis.				



Strategic Outcome: Quality Services

IM/IT Services

Activity	Results	Performance Indicators
IM/IT services provides information management and information technology based solutions to the Government of Canada. It also provides infrastructure, design, and leadership to major government-wide service projects.	Shared services and systems used by GoC clients.	<ul style="list-style-type: none"> ▪ Number of shared IT services implemented. ▪ Percentage of GoC programs supported directly by PWGSC shared IT services and systems. ▪ Percentage of IT services offered by PWGSC that are shared IT services. ▪ Percentage of PWGSC IT spending vs. GoC-wide IT spending.

Telecommunications Services Revolving Fund

Activity	Results	Performance Indicators
Telecommunications services provides network and infrastructure services; voice telecommunications services; satellite services; and managed services. This activity is the only one currently managed through a fully compensatory client-paid Revolving Fund.	Competitively priced and innovative business solutions provided to departments and agencies, leading to GoC cost savings.	<ul style="list-style-type: none"> ▪ Break-even or surplus in Revolving Fund ▪ Client engagement levels (market penetration). ▪ New services managed within revolving fund portfolio.

Strategic Outcome: Sound Stewardship

IM/IT Stewardship

Activity	Results	Performance Indicators
IM/IT Stewardship provides IM/IT standards, architecture, engineering, security, client interface/relationship, branch program management, strategy and governance.	Sound leadership of IM/IT resources in GoC.	<ul style="list-style-type: none"> ▪ Percentage of business cases for enterprise services. ▪ Client engagement in business cases.



RECEIVER GENERAL AND COMPENSATION

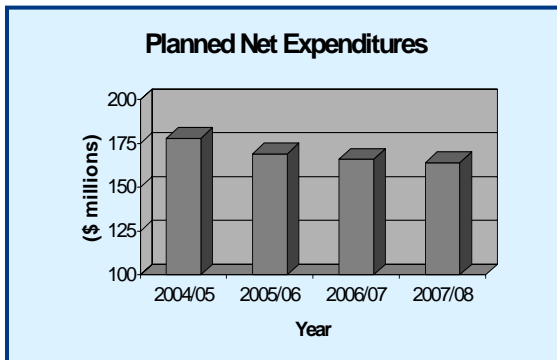
PWGSC provides Receiver General and Public Service Compensation services. Receiver General Services manage the operations of the federal treasury, including payment issue and revenue collection for major government programs, preparation of the Public Accounts as well as production of the Government's Monthly Statements of Financial Operations. PWGSC, through its Compensation function, also provides payroll, benefits and pension plan administration services for the Public Service of Canada.

Plans and Initiatives

Accountable for the integrity of the Consolidated Revenue Fund and the Public Accounts of Canada, the Receiver General (RG) plays a key role in maintaining and increasing public confidence in the effectiveness of the Government's financial management. Through its RG and Public Service Compensation functions, PWGSC places the highest priority on the quality of its operations and on new approaches to strengthen integrity. In support of these objectives, priorities for the planning period include the following:

Cheque Imaging

Cheque imaging is an industry-wide initiative by Canadian financial institutions resulting in more efficient, faster and more convenient access to information on cashed cheques. We will take the opportunity offered by this



Key Facts

- Issues 226 million payments in almost 200 countries.
- Handles \$1.3 trillion in cash flows.
- Issues payments on behalf of 7 provinces and 3 territories as part of joint initiatives with federal departments.
- Acts as Canada's largest payroll and pension administrator.
- Provides service for 292,000 pay accounts and 322,000 pension accounts.
- Issues about 13 million pay and pension payments a year.

initiative to increase fraud prevention and detection as well as streamline and accelerate reconciliation of cashed cheques.

Methods to Modernize and Improve Reporting in the Public Accounts

We will explore methods to modernize and improve reporting in the Public Accounts. Our goal is to improve the quality and availability of Expenditure Management documents.

Direct Deposit

Direct deposit offers recipients more reliable, convenient and secure service than cheque issue. Direct deposit saves Canadians close to \$100 million a year in cost avoidance. In conjunction with program departments, we will now be offering direct deposit of RG payments to people outside Canada and the United States. In addition to the benefits currently enjoyed by Canadian residents, people outside Canada will also receive a better exchange rate when their government payments are converted to local currency.

Taking Advantage of the Infrastructure Supporting the RG

By taking advantage of the infrastructure supporting the RG function, departments will have faster and easier access to information, which will help them respond to enquiries. We will provide a centre of expertise for electronic



document management, including imaging, storage, and retrieval.

Modernizing Compensation Systems and Processes

The need to replace our 30-year old pay and pension systems has also prompted the opportunity to modernize PWGSC's compensation function. The current systems are built with outdated technology and rely on the expertise of staff who are due to retire in the next few years. The systems are expensive to maintain and limit our ability to provide modernized services to customer departments, agencies, employees and managers. Replacement of the systems will, in turn, modernize the functions and processes that will be heavily geared toward self-service. This will facilitate implementation of the shared systems and services across government.

Pension Modernization Project

The Pension Modernization Project will be implemented over an eight year period and will provide best practice pension administration services to all active and retired plan members, employers, sponsors and administrators (*refer to Section III, Table 17 for complete details of this project*).

Centralization of Pension Services

The centralization of the pension services that are currently provided by various departments and agencies will provide cost savings and administrative efficiencies as well as improved services to PWGSC's client departments throughout government. Centralized pension services will be located in Shediac, New Brunswick.

Enhancement of Current Pay Systems

In addition to modernizing our pension systems, we are currently looking at

modernizing our pay services, systems and business processes. Given the length of time it will take to modernize our systems, we are continuing to improve our current infrastructure and processes. For example, our future Web initiatives will allow all government employees to view their Statement of Pension and Group Benefit Plans and their pay stubs on-line. Employees will also be allowed to start, amend or stop deductions from their pay, such as for Canada Savings Bonds.

PWGSC is also taking advantage of current technology, and, in this fiscal year, we will be providing access via the Web for certain reports to compensation advisors in departments across government. This will allow quicker access to pay verification information, which, in turn, will enable the increased use of direct deposit in the future. Additionally, it will greatly reduce our paper usage contributing directly to the greening of government operations. We are also working with the Canada Revenue Agency to help them realize their compensation renewal initiative and expand their payroll capacity to a full end-to-end service within their own technical environment.

Activities

Receiver General and Compensation has five program activities: the activities of Receiver General Services and Public Service Compensation support the Quality Services strategic outcome; and Receiver General Stewardship, Public Service Pay Stewardship and Public Service Pension Stewardship support the Sound Stewardship strategic outcome of the department. The planned spending for these activities is described in the ensuing financial table, followed by the strategic outcomes tables, which provide descriptions, results statements and performance indicators for each activity.



"Receiver General and Compensation" Planned Spending

(in millions of dollars)

	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating (including Special Purpose Allotment) and Statutory Votes				
Receiver General Services				
Gross Expenditures	14.5	10.3	10.4	10.4
Less: Respendable Revenue	5.0	1.3	1.3	1.3
Net Expenditures	9.5	9.0	9.1	9.1
Receiver General Stewardship				
Gross Expenditures	129.4	126.1	126.7	126.8
Less: Respendable Revenue	14.3	12.3	12.7	12.7
Net Expenditures	115.1	113.8	114.0	114.1
Public Service Compensation				
Gross Expenditures	4.1	3.6	2.8	2.8
Less: Respendable Revenue	2.7	2.3	1.7	1.7
Net Expenditures	1.4	1.3	1.1	1.1
Public Service Pay Stewardship				
Gross Expenditures	37.5	29.1	28.8	28.8
Less: Respendable Revenue	7.3	3.8	3.9	3.9
Net Expenditures	30.2	25.3	24.9	24.9
Public Service Pension Stewardship				
Gross Expenditures	70.6	68.1	58.4	44.9
Less: Respendable Revenue	48.6	48.7	41.2	29.7
Net Expenditures	22.0	19.4	17.2	15.2
RECEIVER GENERAL AND COMPENSATION TOTAL	178.2	168.8	166.3	164.4
Gross Expenditures for Receiver General and Compensation	256.1	237.2	227.1	213.7
Less: Respendable Revenue for Receiver General and Compensation	77.9	68.4	60.8	49.3
Net Expenditures for Receiver General and Compensation	178.2	168.8	166.3	164.4
<i>Totals may not add up due to rounding.</i>				
				<i>(FTEs)</i>
Receiver General Services - Full Time Equivalents (FTEs)	63	50	51	51
Receiver General Stewardship - (FTEs)	456	516	519	519
Public Service Compensation - (FTEs)	52	49	44	44
Public Service Pay Stewardship - (FTEs)	388	376	377	377
Public Service Pension Stewardship - (FTEs)	731	763	704	567
Receiver General and Compensation - (FTEs) Total	1,690	1,754	1,695	1,558
Budget 2005 announcements for Procurement and the 5% Savings are not reflected in this table (see Table 1).				
Resource levels are decreasing mostly in the area of Compensation activities. The change from 2004-2005 to 2005-2006, is mainly due to a decrease in TB funding for Classification Reform; internal funding reallocations in support of strategic investments and Employee Benefit Plan (EBP) rate change. As for 2005-2006 vs 2006-2007, the decrease also results from the winding down of the TB Classification Reform project and changes in EBP rate. The latter also explains the minor decrease in 2007-2008.				
FTEs for 2004-2005 were underutilized as a result of the wage cap ceiling and the restriction on hiring including trainee recruitments. The decrease reflected from 2005-2006 to 2006-2007 and 2007-2008 is due to TB funding for Pension Administration not approved yet. Once approved, the level of the FTEs will be closer to 2005-2006.				



Strategic Outcome: Quality Services

Receiver General Services

Activity	Results	Performance Indicators
Maintain operations for the Departmental Financial Management System (DFMS). Provide optional document-imaging services for departments. Provide optional payment-related printing such as tax information statements and pay statements.	Receiver General Services are timely, efficient and delivered within defined service standards.	<p>Departmental Financial Management System:</p> <ul style="list-style-type: none"> ▪ Percentage of system availability of monthly prime time hours. ▪ Percentage of transactions with average response times less than 5 seconds. ▪ Payment-related printing: ▪ Percentage of items released according to schedule.

Public Service Compensation

Activity	Results	Performance Indicators
Administration of payroll, pension and health/disability insurance processes for public service employees and pensioners. Provision of pension services to the Department of National Defence.	Timely provision of communications to Public Service employees and pensioners via pay envelope inserts. Administration of pensions for Canadian Forces annuitants.	<ul style="list-style-type: none"> ▪ Percentage of time inserts distributed in accordance with sponsor's requirement. ▪ Percentage of time pension actions processed within service level standards.

Strategic Outcome: Sound Stewardship

Receiver General Stewardship

Activity	Results	Performance Indicators
Maintain high-quality support for the Consolidated Revenue Fund and the Accounts of Canada (revenue collection, cash management operations, payment services, Public Accounts, Monthly Statement of Financial Operations, Central Accounts).	Preservation of the integrity of the Consolidated Revenue Fund and the Accounts of Canada. Effective execution of functions essential to the financial safety and security of the Canadian public.	<ul style="list-style-type: none"> ▪ Monthly statements produced within an annual average of 25 working days of month end. ▪ Timely production of public accounts as per defined schedule. ▪ Percentage of payments issued according to standard. ▪ Percentage of daily authorization to the Bank of Canada for all outflows from the Consolidated Revenue Fund (CRF) according to schedule. ▪ Percentage of reconciliation of deposits to the credit of the RG within two business days. ▪ Percentage of cheque reconciliation performed within 24 hours.



Public Service Pay Stewardship

Activity	Results	Performance Indicators
Administration of payroll and health/disability insurance processes for public service employees and pensioners.	Assurance of the integrity of pay and benefits administration.	<ul style="list-style-type: none"> ▪ Timely updating of government payroll records. ▪ Assurance of systems reliability. ▪ Accuracy of implementation of collective agreements and policy changes. ▪ Assurance of integrity of Canada Revenue Agency payroll delivery model on SAP platform.

Public Service Pension Stewardship

Activity	Results	Performance Indicators
Administration of pension processes for public service pensioners.	Assurance of the integrity of pension administration.	<ul style="list-style-type: none"> ▪ Quality rate of initial payments monitored. ▪ Assurance of systems reliability. ▪ Accuracy of implementation of policy changes.



GOVERNMENT INFORMATION

PWGSC is committed to enhancing core government-wide communications programs and services and ensuring the delivery of high quality common services. PWGSC supports its commitment to providing multi-access channels for government programs and services, by promoting these access channels and by coordinating the Government of Canada’s Advertising, Public Opinion Research and Exhibitions programs.

Key government information programs and services include:

- 1 800 O-Canada;
- Canada Web Site www.canada.gc.ca;
- the Canada Gazette;
- Canadian Government Publishing and Depository Services;
- Publiservice (the Government of Canada Intranet);
- Crown Copyright and Licensing;
- Electronic Media Monitoring;
- the Government of Canada Publications web site (e-bookstore);
- the government-wide coordination of Public Opinion Research;
- the Advertising Program (advertising related guidance, planning, advice and training to federal institutions);
- the Exhibitions Program; and
- the development of multi-departmental marketing and advertising campaigns and products (Government Services Marketing and Advertising).

Plans and Initiatives

PWGSC will provide corporate and operational leadership of government-wide communications programs, systems and processes designed to ensure the timely provision of objective and complete information to Canadians. In addition, PWGSC intends to create communication efficiencies that demonstrate sound stewardship and delivery of quality services

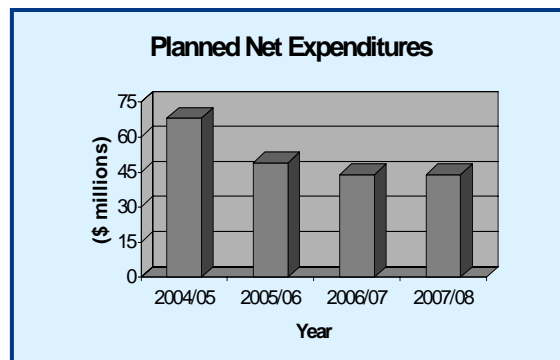
Key Facts

- Responds to over 5,000 calls every day through the 1 800 O-Canada toll free line.
- Responds to over 53 million page requests and 140,000 e-mails through the Canada.gc.ca and Government of Canada web portals.
- Our public access channels are rated among the top worldwide and have been for several years in a row.
- Since 2000, the Canada Pavilion exhibit has visited every province and welcomed over 5 million visitors.
- Canadians download between 3,000 to 5,000 pages daily from the Canada Gazette site.
- The Government of Canada Publications web site contains over 100,000 titles.

across government by sharing expertise, developing frameworks, plans and best practices in government communications programs and services.

PWGSC will continue to ensure that all recommendations from the Auditor General’s Report on Advertising and Public Opinion Research of November 2003 are managed and addressed.

While delivering on its legislated and mandatory policy responsibilities, PWGSC will pursue the following priorities during the 2005/06 fiscal year:





Advancing Quality Information Services to Canadians and to the Government of Canada

- PWGSC will consult with clients as well as stakeholders to identify and address ongoing improvements for multi-channel access services;
- We will strengthen internal advertising coordination capacity and expertise;
- The department will implement a Public Opinion Research Strategy, which will be in line with the revised Communications Policy of the Government of Canada and the recommendations in the Auditor General's Report of November 2003.

Enabling Common and Central Service through Shared Knowledge and Expertise

With the objective of demonstrating sound stewardship, ethical leadership and the

delivery of quality services across government, PWGSC intends to build internal capacity and provide leadership to Government of Canada communicators through information and knowledge sharing by means of learning venues and networking activities.

Activities

PWGSC's Government Information service encompasses two activities: the Government Information Services activity supports the Quality Services strategic outcome of the department; and Government Information Stewardship supports the Sound Stewardship strategic outcome. The planned spending for these activities is described in the ensuing financial table, followed by the strategic outcomes tables, which provide descriptions, results statements and performance indicators for each activity.

"Government Information" Planned Spending				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating, Grants and Contributions and Statutory Votes				
Government Information Services				
Gross Expenditures	60.5	54.1	49.6	49.6
Less: Respondable Revenue	14.8	22.7	22.7	22.7
Net Expenditures	45.7	31.4	26.9	26.9
Government Information Stewardship				
Gross Expenditures	23.2	18.7	18.5	18.5
Less: Respondable Revenue	1.2	1.1	1.1	1.1
Net Expenditures	22.0	17.6	17.4	17.4
GOVERNMENT INFORMATION TOTAL	67.7	49.0	44.3	44.3
Gross Expenditures for Government Information	83.7	72.8	68.1	68.1
Less: Respondable Revenue for Government Information	16.0	23.8	23.8	23.8
Net Expenditures for Government Information	67.7	49.0	44.3	44.3
<i>Totals may not add up due to rounding.</i>				
<i>(FTEs)</i>				
Government Information Services - Full Time Equivalents (FTEs)	319	242	243	243
Government Information Stewardship -(FTEs)	88	229	230	230
Government Information - (FTEs) Total	407	471	473	473
Budget 2005 announcements for Procurement and the 5% Savings are not reflected in this table (see Table 1).				
Government Information Services total spending authority is derived from resources appropriated from Parliament to PWGSC and from resources recovered from other departments and agencies and external to government for services rendered (ie: respondable revenue). The significant decrease in the gross expenditures, starting in 2005-2006, is due to the sunseting of funding for the Government of Canada Exhibitions Program and the Government Services Marketing and Advertising Program, which end March 31, 2005. Additional program funding ends March 31, 2006. Future years respondable revenue does not reflect the current year forecast. Business volumes have been decreasing due to a number of factors and the future years spending trends will more closely reflect the 2004-2005 forecast spending.				



Strategic Outcome: Quality Services
 Government Information Services

Activity	Results	Performance Indicators
<p>Management of the Government of Canada’s communication platform by providing multi-channel access to information on Government programs and services (via 1 800 O-Canada toll free line, canada.gc.ca web site, Canada Gazette), by promoting government programs and services (via Government Services Marketing and Advertising and Exhibitions Program) and by coordinating the Government of Canada’s communications (in the areas of advertising, public opinion research and Crown copyright.</p>	<p>The effective, cost efficient provision of information about Government of Canada programs and services using a broad range of communications channels and services that are fairly and transparently obtained.</p>	<ul style="list-style-type: none"> ▪ Percentage of surveyed Canadians expressing government information as “easy to find.”

Strategic Outcome: Sound Stewardship
 Government Information Stewardship

Activity	Results	Performance Indicators
<p>Government Information Stewardship activities provide government-wide strategic management, coordination and monitoring in the areas of advertising, public opinion research, exhibitions, public access to on-line information, publishing, administration of crown copyright and electronic media monitoring. These activities are detailed in the <i>Communications Policy of the Government of Canada</i> and its associated procedures.</p>	<p>Sound financial management, transparency and accountability with respect to government information services provided from a whole-of-government perspective.</p>	<ul style="list-style-type: none"> ▪ Percentage of surveyed public servants expressing awareness of central function and compliance with policies and procedures related to communication of government information.



BUSINESS INTEGRATION

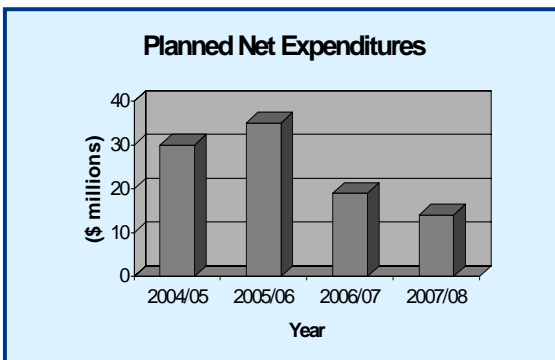
PWGSC established a Business Integration service as the key interface with its colleague departments. Business Integration is accountable for the integration of PWGSC services nationally and for the delivery of services regionally. The primary focus is the development of mature and collaborative relationships between PWGSC and colleague departments. In doing so, PWGSC will be better able to align its programs and service offerings to best satisfy customer requirements while delivering the best results for Canadians.

Business Integration will also play a key role in facilitating the seamless transition of services as strategic renewal initiatives are implemented across government. Effective communications, planning and the management of expectations are vital to the success of advancing the transformation agenda of the department. Through the efforts of dedicated Service Integration Teams located across the country, PWGSC is working with all government departments and agencies in the preparation of strategies and plans to respond to the ambitious changes underway.

Internally, there will be closer collaboration within PWGSC to integrate services available to customer departments and agencies.

Plans and Initiatives

PWGC has identified the integration of business and service delivery offerings as a



Key Facts

- Responds to 1,200 calls/day on a 24/7 basis for its National Service Call Centre.
- Manages Customer Relationship Management for over 100 federal departments and agencies.
- Over 60,000 personnel security screening requests processed annually.

key component contributing to the success of the strategic outcomes associated with its transformation agenda. To this end, the following initiatives are being pursued:

Advancing The Way Forward

PWGSC has put in place detailed strategies and plans to engage customer departments in the development of initiatives that will affect them and the programs they deliver.

Drawing on the dedicated Service Integration Team resources, working closely with customer departments and agencies, business information is gathered and shared throughout the department. This is integrated into the strategic planning process throughout PWGSC to ensure that customer needs are reflected in its service delivery offerings.

Customer Relationship Management and Engagement

PWGSC is playing a central role in the development of expertise and mechanisms for identifying the service needs, plans and strategies of colleague departments. Supported by the relationships built between the Service Integration Teams and their contacts in customer departments, we are continuing to build and expand upon our marketing activities and upon the development of tailored customer strategies for engagement and partnership. These strategies articulate the business priorities of customer departments and identify PWGSC's strategy for addressing them within the context of the transformation agenda.



Shared Travel Services Initiative (STSI)

STSI is a joint initiative of PWGSC and TBS led by PWGSC's Service Integration Branch. It provides an end-to-end portfolio of corporate travel management services aimed at saving hundreds of millions of dollars over the next several years on the Government's annual travel expenses bill of \$1.3 billion. Further information on this important Major Crown Project of PWGSC may be found in Section III, Table 17.

Standardized Service Menus and Fees

In support of quality service options for government, PWGSC will continue to develop a standardized menu of services and associated fees for customer departments and agencies. The menu will provide colleague organizations with a full list of PWGSC services available to them and will outline the costs involved in the delivery of each. In addition to promoting transparency associated with service delivery, colleague departments and agencies will then be better able to make informed strategic decisions related to options available in support of their program delivery.

Industrial Security

PWGSC is responsible for delivering services that safeguard federal government classified

and protected information and assets entrusted to Canadian and international private sector organizations. This service supports Canada's anti-proliferation, public safety, security and global security priorities by managing the examination, possession and transfer of controlled goods in Canada and preventing these from being accessed by unauthorized individuals.

Activities

Business Integration is composed of three activities: the activities of Business Integration Services supports the Quality Services strategic outcome; Business Integration - Performance Management supports the Sound Stewardship strategic outcome; and Business Integration - Client Relations Management supports our Sound Management strategic outcome. The costs of Business Integration - Client Relations Management have been re-allocated and are reflected in the other departmental program activities. Therefore, this activity is not shown in the financial table below. The planned spending for these activities is described in the ensuing financial table, followed by the strategic outcomes tables, which provide descriptions, results statements and performance indicators for each activity.



"Business Integration" Planned Spending				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating and Statutory Votes				
Business Integration Services				
Gross Expenditures	29.3	32.1	16.1	11.3
Less: Respondable Revenue	4.7	3.3	3.2	3.2
Net Expenditures	24.6	28.8	12.9	8.1
Business Integration Performance Management ^(Note 1)				
Gross Expenditures	39.9	43.3	43.3	43.3
Less: Respondable Revenue	34.2	37.6	37.6	37.6
Net Expenditures	5.7	5.7	5.7	5.7
BUSINESS INTEGRATION TOTAL	30.3	34.5	18.6	13.8
<hr/>				
Gross Expenditures for Business Integration	69.2	75.4	59.4	54.6
Less: Respondable Revenue for Business Integration	38.9	40.9	40.8	40.8
Net Expenditures for Business Integration	30.3	34.5	18.6	13.8
<i>Totals may not add up due to rounding.</i>				
<i>(FTEs)</i>				
Business Integration Services - Full Time Equivalents (FTEs)	150	124	120	120
Business Integration Performance Management - (FTEs)	466	459	459	459
Business Integration Services - Full Time Equivalents Total	616	583	579	579
Budget 2005 announcements for Procurement and the 5% Savings are not reflected in this table (see Table 1).				
Note 1: This figure reflects the Internal Recoveries that cannot be charged to other program activities.				
Business Integration Services total spending authority is derived from resources appropriated by Parliament to PWGSC and from resources recovered mainly from other departments and agencies for services rendered. The latter represents approximately 14% of the activity's total spending authority coming from fee-for-service arrangements. Most of this revenue is derived from the Shared Travel Services Initiative. The main reason for the Net Expenditures variances over the years is due to the Shared Travel Services Initiative. The amounts included are: \$12.6 M for 2004-2005; \$20.1 M for 2005-2006, including a reprofiling of \$18.8M from the previous year; and \$4.6 M for 2006-2007 and ongoing.				



Strategic Outcome: Quality Services
 Business Integration Services

Activity	Results	Performance Indicators
The identification and development of strategic business and process opportunities to integrate services provided by PWGSC as well as to take advantage of economies of scale with colleague departments, the Government of Canada and all other inter-jurisdictional agencies and organizations, including regions	An organization that fosters: <ul style="list-style-type: none"> ▪ a harmonized environment ▪ improved access to PWGSC services ▪ improved communication with colleagues and OGD's ▪ increased horizontal initiatives ▪ added value for resources expended 	<ul style="list-style-type: none"> ▪ Number of access points for services. ▪ Time spent on consultations with Program Branches and other government departments. ▪ Cost efficiencies/\$dollar savings from internal initiatives. ▪ Cost efficiencies/\$ dollar savings from external initiatives.

Strategic Outcome: Sound Stewardship
 Business Integration – Performance Management

Activity	Results	Performance Indicators
Establish client service expectations and monitor overall service performance of PWGSC. This will include ensuring that customer satisfaction is effectively measured, and contribute to the thought process for Branch/SOA initiatives on strategic level process improvements	An organization that: <ul style="list-style-type: none"> ▪ has a sound results oriented framework utilizing MAF ▪ acts in the best interests of the department, its Program Branches, colleague departments and Canadians. ▪ has integrated quality assurance framework and processes ▪ ensures that all services are timely and cost effective for Canadians. 	<ul style="list-style-type: none"> ▪ Number of integrated service level agreements/Memoranda of Understanding. ▪ Number of Program Branch SLA's. ▪ Customer satisfaction levels. ▪ Percentage of service menus developed with supporting fee schedules and performance measures. ▪ Percentage of MAF elements showing compliance. ▪ Percentage of fee schedules developed.



Strategic Outcome: Sound Management
Business Integration – Client Relations Management

Activity	Results	Performance Indicators
<p>The strategic management of client relationships at an enterprise level with the goal of generating high levels of sustainable client satisfaction through the most efficient effective means possible, including regular performance measurements. Customer Relationship Management (CRM) will focus on a strategy that is enabled by technology in improving efficiency for the taxpayers and for the GoC.</p>	<p>An organization that:</p> <ul style="list-style-type: none"> ▪ is client focused ▪ has an integrated CRM framework ▪ exhibits and reinforces a culture that fosters ethical values and behaviors. 	<ul style="list-style-type: none"> ▪ Percentage of CRM framework developed. ▪ Percentage of CRM framework implemented. ▪ Percentage of ethics training completed.



SPECIAL OPERATING AGENCIES

PWGSC has two Special Operating Agencies (SOAs): Consulting and Audit Canada; and the Translation Bureau. SOAs are one of several potential options for improving the delivery of government services within the broader context of Alternative Service Delivery efforts. Their mandate is derived from the *Public Works and Government Services Act* in that they are not independent legal entities. They remain part of the departmental organization and their employees continue as public servants. Unlike other departmental units, SOAs operate under a tailor-made, written understanding with the department. This understanding (consisting of a framework agreement and a business plan) covers the results and service levels expected, the flexibilities that have been granted and the resources available to do the job.

The SOA concept is designed to achieve a balance between the philosophy of control (and risk avoidance) and the encouragement of innovation and initiative. In essence, the SOA structure gives service delivery units increased management flexibility in return for agreed upon levels of performance and results.

Consulting and Audit Canada (CAC)

CAC's mission is to make a significant contribution to public sector management and operations and the achievement of the Government of Canada's priorities through the provision of consulting, audit and assurance services to public sector managers across Canada and abroad.

Plans and Initiatives

To achieve its mission, CAC is committed to improve public sector management and operations; assist central agencies and other government organizations in achieving

Key Facts

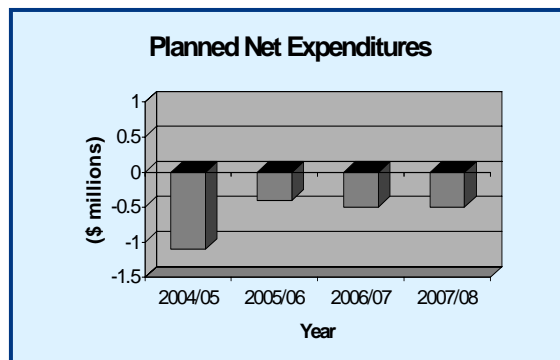
- Protects the integrity of government by finding and resolving problems with clients.
- Fosters effective and efficient public sector management at all levels of government, in Canada and abroad.
- Provides access to government business to small and medium-size enterprises.

government priorities; facilitate private sector access to government consulting and audit business opportunities, with emphasis on Small and Medium-size Enterprises (SMEs); and ensure long-term sustainability of the Agency by being financially self-sufficient and maintaining a knowledgeable workforce.

To improve its services, the following key priorities and initiatives will be implemented:

Provide the Highest Quality of Professional Services to its Clients

CAC supports the PWGSC strategic outcome of providing quality services. To do so, it will maintain a critical mass of skilled resources in areas relevant to the Public Service agenda and maintain the vitality and well-being of its workforce. In addition, when needed, it will lever private sector SMEs to complement CAC's delivery capacity. It will also continue to strengthen its strong ethical foundation and high standards of professional conduct and



enhance its organizational culture and professional development programs.



Furthermore, CAC quality services will be facilitated through the modernization of its professional environment by strengthening its approach to information management and ensuring security and reliability of its systems. Finally, CAC will continue to improve its services by monitoring the evolution of its clients' needs and developing new business opportunities and relationships with organizations whose requests are most related to government priorities, as well as with the Public Service community.

Promote Modern Comptrollership and due regard for Economy, Efficiency and the Achievement of Financial Objectives

CAC's Modern Comptrollership plan will focus on completing its reorganization exercise, implementing the Management Accountability Framework, building a regime

of strong financial management and tight monitoring of financial results and taking corrective measures where appropriate. It will also continue to ensure sound procurement processes, consistent management practices within the organization, and rapid responses to recommendations arising from external audits.

Activities

CAC has one activity, the Consulting and Audit Canada Revolving Fund, supporting PWGSC's Quality Services strategic outcome. The planned spending for this activity is described in the ensuing financial table, followed by the strategic outcomes tables, which provide descriptions, results statements and performance indicators for each activity.

"Consulting and Audit Canada Revolving Fund" Planned Spending				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating and Statutory Votes				
Consulting and Audit Canada Revolving Fund				
Gross Expenditures	118.3	122.4	124.6	126.9
Less: Respendable Revenue	119.4	122.8	125.1	127.4
Net Resources (Provided) Used	(1.1)	(0.4)	(0.5)	(0.5)
CONSULTING AND AUDIT CANADA TOTAL	(1.1)	(0.4)	(0.5)	(0.5)
<i>Totals may not add up due to rounding.</i>				
<i>(FTEs)</i>				
Consulting and Audit Canada Revolving Fund - Full Time Equivalents (FTEs)	400	391	391	391
Budget 2005 announcements for Procurement and the 5% Savings are not reflected in this table (see Table 1).				
Over the planning period, gross expenditures and revenues are expected to increase by approximately 2% year-over-year based on a constant FTE complement of 391.				



Strategic Outcome: Quality Services
 Consulting and Audit Canada Revolving Fund

Activity	Results	Performance Indicators
Provide, on an optional and fee-for-service basis, consulting and audit services to federal departments and agencies and upon request, to provincial, territorial, municipal and Aboriginal governments in Canada and to foreign governments and international organizations.	<ul style="list-style-type: none"> Improved public sector management and operations High-quality and professional services Cost-effective delivery of services Knowledgeable and sustainable workforce 	<ul style="list-style-type: none"> Overall Satisfaction Rate. Net Cash. Average years of experience in Public Service. Training days per FTE.

Translation Bureau

The Translation Bureau is a key enabler in helping the Government carry out its official languages commitment by providing translation, interpretation, terminology and technolinguistic services to Parliament, the judiciary and federal departments and agencies

100 languages to support the Government in its international relations and to enable it to communicate with people whose first language is neither English nor French.

Key Facts

- Acts as the linguistic and terminology standardization authority of the federal public service.
- The terminological and linguistic databank TERMIUM® contains more than 3.5 million terms.
- Provides access to government contracts to some 2,000 small and medium-size linguistic services enterprises.

Plans and Initiatives

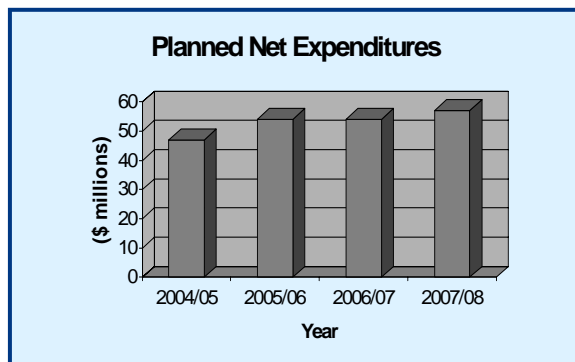
To improve its service delivery over the coming years, PWGSC is committed to implementing the following plans and initiatives:

Providing High-Quality Service at a Fair Price

Over the next three years, the Bureau will reposition itself to strengthen its status as the Government of Canada’s leading centre of

and by standardizing terminology within the federal government.

It adds value to the Government’s service delivery infrastructure by making sure that a critical mass of skilled language professionals—employees and suppliers—exists to ensure that the Government operates smoothly, to help it meet its official languages obligations and to promote the values of bilingualism and multiculturalism that make up the Canadian identity. The Translation Bureau also provides services in more than



language expertise and better meet the needs of its clients to provide high-quality service at



a fair price. It will continue its efforts to replace its transaction-based management with a value-added strategic approach. To do so, the Bureau will modify its service delivery structure in order to establish closer professional relationships with its clients, thus optimizing the quality of its products and services. The goal is to provide its client organizations with 100 on-site translators and dedicate 25% of its available translators to its client portfolios for this type of service. Finally, while offering best value to the Government, thanks to technolinguistic tools and customized solutions, the Bureau will align its costs and revenues with a view to achieving fiscal balance in the next three years.

Delivering Terminology Standardization Services Effectively

The Translation Bureau helps preserve the quality and effectiveness of government communications by standardizing terminology. To optimize the management of the Government's terminology knowledge, the Bureau will strengthen interdepartmental coordination of terminology activities through the Federal Terminology Council and will carry out innovative initiatives through to the National Terminology Council.

Positioning the Bureau on the National and International Scenes to Effectively meet Canada's New and Growing Needs

In its March 2003 Action Plan for Official Languages (<http://www.pco-bcp.gc.ca/aia/default.asp?Language=E&page=actionplanT>), the Government emphasized the importance of the social and economic role played by language professionals and announced that it would implement several initiatives to address the issue of the long-term viability of the Canadian translation industry. The security of supply in translation is at risk as the industry is highly fragmented and undercapitalized. There is also a wide gap between supply and demand owing to the aging population of language professionals

and the decline in enrolment in translation schools.

To address this issue, the Bureau will use its buying power to promote the creation of larger, more economically viable translation firms. Accordingly, by March 2007, it will increase its number of high dollar value contracts to 50% of the total value of contracts awarded. In addition, the Bureau will encourage young Canadians to consider careers in translation, terminology and interpretation by offering practicums to more than 120 students and developing programs to promote these professions in universities.

As a result of globalization, the nature of Canada's economic exchanges and the role that the government wants our country to play internationally, terminology needs will grow phenomenally. As a world-renowned centre of expertise, the Bureau must go beyond the national and federal levels and join the ranks of key players on the international standardization scene. By relying on its resources and internal expertise, by strengthening its partnerships with national and international terminology organizations and by taking part in more than 19 national and international standardization committees and forums, the Bureau will continue expanding the content of TERMIUM[®] and its other linguistic tools and will update more than 165,000 TERMIUM[®] records by 2007/08. The Bureau is also planning to launch Technolinguistics Co-operation – Africa, a project sponsored by the Agence intergouvernementale de la francophonie (AIF) that will help train African linguists and computer specialists in processing African languages electronically.

Activities

The Translation Bureau encompasses three major activities: the activities of Translation and Interpretation to Parliament, Conference Interpretation, Terminology and the Translation Bureau Revolving Fund, support



the Quality Services strategic outcome of the department; while the Translation Stewardship activity supports our Sound Stewardship strategic outcome. The planned spending for these activities is described in the ensuing

financial table, followed by the strategic outcomes tables, which provide descriptions, results statements and performance indicators for each activity.

"Translation Bureau" Planned Spending				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating and Statutory Votes				
Translation and Interpretation to Parliament, Conference Interpretation, Terminology				
Gross Expenditures	44.2	51.4	51.5	54.2
Less: Respendable Revenue	-	-	-	-
Net Expenditures ^(Note 1)	44.2	51.4	51.5	54.2
Translation Stewardship				
Gross Expenditures	2.5	2.5	2.4	2.4
Less: Respendable Revenue	-	-	-	-
Net Expenditures ^(Note 1)	2.5	2.5	2.4	2.4
Translation Bureau Revolving Fund				
Gross Expenditures	199.8	211.5	217.3	215.2
Less: Respendable Revenue	199.8	211.5	217.3	215.2
Net Resources (Provided) Used ^(Note 1)	-	-	-	-
TRANSLATION BUREAU TOTAL	46.7	53.9	53.9	56.6
<i>Totals may not add up due to rounding.</i>				
<i>(FTEs)</i>				
Translation and Interpretation to Parliament, Conference Interpretation, Terminology - Full Time Equivalents (FTEs)	-	-	-	-
Translation Stewardship - (FTEs)	-	-	-	-
Translation Bureau Revolving Fund - (FTEs)	1,734	1,684	1,634	1,584
Translation Bureau - Full Time Equivalents Total	1,734	1,684	1,634	1,584
Budget 2005 announcements for Procurement and the 5% Savings are not reflected in this table (see Table 1).				
Note 1: The Bureau's revolving fund provides services to Parliament and collects the related revenues from its own operating vote. Accordingly, the revolving fund's gross expenditures and respendable revenue include the net expenditures reported in Translation and Interpretation to Parliament, Conference Interpretation, Terminology and Translation Stewardship Program Activities.				
In the vote, the 2004-2005 forecast excludes \$5.2M for Parliamentary Services which is temporarily frozen. Subsequent years include this funding.				
For the revolving fund, future years' business volumes do not reflect the most recent forecasts. Since the second quarter of 2004-2005, business has decreased due to the federal election and client budget reductions (federal budget reallocations and expenditure reviews). The future years' spending trend will reflect the 2004-2005 forecast spending. In fact, actual revenue and expenditure should remain consistent throughout the planning period.				



Strategic Outcome: Quality Services

Translation and Interpretation to Parliament, Conference Interpretation, Terminology

Activity	Results	Performance Indicators
Translation and interpretation to parliament, conference interpretation, terminology.	Best value service to Parliament, the judiciary and other government organizations to ensure government's ability to function in both official languages, and other languages as required.	<ul style="list-style-type: none"> ▪ Percentage of sessions of both Houses of Parliament covered. ▪ Percentage of clients satisfied with service. ▪ Number of hits on Translation Bureau's Terminology site (TERMIUM).

Translation Bureau Revolving Fund

Activity	Results	Performance Indicators
Provision of translation, technolinguistic and other linguistic services to the judiciary and federal departments and agencies on a cost recovery basis. Upon request, provision of translation, technolinguistic and other linguistic services to other governments in Canada and international organizations on a cost recovery basis.	Financially viable organization offering best value service to the judiciary and other government organizations to ensure government's ability to function in both official languages, and other languages as required.	<ul style="list-style-type: none"> ▪ Percentage of revenue objectives met. ▪ Percentage of clients satisfied with service.



Strategic Outcome: Sound Stewardship

Translation Stewardship

Activity	Results	Performance Indicators
<p>Program management, strategy, governance, monitoring and support activities. Also encompasses activities that are necessary to:</p> <ul style="list-style-type: none"> ▪ ensure the security of supply of linguistic services to Parliament, the judiciary and the federal government; ▪ foster the development and growth of the Canadian language industry; ▪ ensure the development and dissemination of translation, terminology and technolinguistic standards in Canada; ▪ exercise the role of functional specialist in the translation, terminology, interpretation, linguistic and technolinguistic domains for the other departments and agencies. 	<p>Capacity ensured to effectively manage and deliver the translation and terminology functions and ensure Canada's representation and leadership at national and international levels.</p>	<ul style="list-style-type: none"> ▪ Number of outreach activities that enhance leadership role in the industry, professional associations and universities. ▪ Number of students in training and development programs (partnership with universities, COOP, FSWEF). ▪ Number of national and federal terminology standardization committees and international fora at which the Bureau participates.



CORPORATE MANAGEMENT

PWGSC's Corporate Management supports its program delivery through services that are delivered in an ethical manner, are cost effective, and delivered within agreed service levels and standards and in respect of public service values.

Plans and Initiatives

Through the Corporate Management activity, services are provided to other branches and special operating agencies of the department in support of their day-to-day operations. In addition to leading a number of important initiatives in support of the Minister and the Government, Corporate Management plays an important coordination role within the department.

Transformation Agenda

The transformation of PWGSC will be dependent upon an effective Corporate Management function. In order to drive our transformation agenda, we have established a Strategic Transformation Group. This Group will drive and support the changes while monitoring and assessing the implementation of PWGSC's Transformation Agenda.

In support of this Agenda, PWGSC will further develop and implement its Integrated Management Framework. This will include implementation of our corporate risk management framework. An integrated focus on risk management is an important part of PWGSC's Management Accountability Framework initiative. PWGSC is developing a Corporate Risk Information System, which will be the department's main tool for the identification, assessment, mitigation and monitoring of key risk areas. The system will provide a single window to support senior management and employees in the management of the department's risks, helping to make informed decisions and demonstrate due diligence.

Key Facts

- Supports the management of departmental expenditures in excess of \$4 billion dollars each year.
- Supports the management of a workforce of about 13,000 people.
- The PWGSC "Way Forward" agenda received strong endorsement from key stakeholders.
- Our ethics program is recognized by the Conference Board as a "best practice in Canada."
- The PWGSC Financial Management Framework has received the support of the Office of the Comptroller General.

In addition, a departmental dashboard will be introduced to monitor the department's key performance indicators and strengthen our quality assurance framework to ensure that adequate mechanisms are in place to monitor compliance to standard operating procedures.

We will use the opportunities presented by the *Public Service Modernization Act* to support our transformation agenda and lead the department's efforts in implementing the legislation in a seamless fashion.

Greening of Government Operations

PWGSC will take the government-wide lead in greening the operations of the federal government in support of the Kyoto Accord and the Government of Canada's goal to become a model of environmental excellence in its own operations. We are committed to reflecting the principles of sustainable development in all aspects of our role as a provider of services to other government departments, as a custodian of real property, and in our own internal operations.

These principles are outlined in PWGSC's Sustainable Development Strategy, which is developed by our Corporate Management and tabled in parliament every three years. For further information on PWGSC's Sustainable



Development Strategy, refer to Section III, Table 20.

Ethics

We will ensure follow-up on recommendations of the Auditor General as well as the Gomery Commission of Inquiry into the Sponsorship Program and Advertising Activities and we will continue to implement our Ten-Point Integrity Plan.

Ongoing Operations

The department will work to improve the level of Corporate Management services it provides to the program branches and special operating agencies in support of quality services to federal government departments and to Canadians. These levels of services will be measured and reported over time.

We will continue to provide the best support and financial advice to the Minister and senior officials of the department in their dealings with Cabinet, Parliament, central agencies and other levels of government.

PWGSC will implement a new Financial Management Framework, clarifying roles and responsibilities as well as standards related to financial services and methods and policies in support of the department's transformation agenda and business services. This will include a set of renewed policies and an updated Chart of Accounts to support the management and analysis of the department's financial information.

PWGSC will also be supporting and exploring various opportunities to deliver cost-effective, reliable and secure telecommunications and computing services to meet the evolving needs of PWGSC. We will complete the implementation of a sustainable Chief Information Officer function to promote more effective management of PWGSC's IM/IT resources. We will develop plans to focus on the consolidation and standardization of IM/IT acquisitions to improve desktop service

management and procurement of IM/IT goods and services while harvesting additional savings and transferring potential benefits in the IT shared services environment on a government-wide basis.

The department will incorporate the new direction of the Treasury Board Secretariat for internal audits and will continue to strengthen its audit capacity. As a way of strengthening our accountability, we will also model our Audit and Ethics Committee on best practices drawn from the private sector and other jurisdictions and closely monitor the implementation of management action plans developed to respond to audit recommendations.

We will develop a proactive approach to communicating with Canadians and Parliamentarians to provide more information on the full range of departmental services.

In the coming years, we will focus on creating a workforce that is more representative of the Canadian mosaic with particular emphasis on increasing the representation of visible minorities, implementing our official languages strategic action plan, and strengthening our core learning agenda so that it is clearly linked to the *Public Service Modernization Act* and our business transformation agenda. To become more representative, we have developed a departmental strategy based on the recommendations of the Task Force on the Participation of Visible Minorities in the Federal Public Service to address their under-representation in the public service and to close the gap.

Through our day-to-day operations and the many new initiatives we are leading to transform the department, we will ensure the sound management of PWGSC and preserve and enhance our commitment to the highest ethical standards, transparency, integrity,



probity and prudence in the conduct of our business.

Activities

Corporate Management has one program activity titled Corporate Management that supports the Sound Management strategic

outcome of the department. Corporate Management costs have been re-allocated and are reflected in the other departmental program activities. Therefore, no financial table is shown here. The strategic outcomes table provides descriptions, results statements and performance indicators for each activity.

Strategic Outcome: Sound Management
Corporate Management

Activity	Results	Performance Indicators
<p>Supports the transformation of PWGSC to deliver the government’s agenda. Sets strategic priorities and develops tools for sound, integrated management practices. Enhances human resources management and maintains strong labour relations. Builds PWGSC credibility through enhanced communications with Canadians, central agencies and Parliamentarians. Deliver a suite of corporate services.</p>	<p>PWGSC programs are provided with corporate functions that are ethical, cost efficient, and delivered within agreed service levels and standards in respect of public service values.</p>	<ul style="list-style-type: none"> ▪ Number of corporate management employees as a percentage of total population. ▪ Cost of corporate management as a percentage of total departmental costs. ▪ Percentage of elements of the PWGSC Ten point Integrity Plan successfully completed. ▪ Percentage of approved internal audit and evaluation projects completed within committed timeframes and internal standards. ▪ Information Management Capacity Check Maturity Level. ▪ Number of internal service level agreements in place between Corporate Services, Human Resources and Communications Branch (CSHRC) and other Branches.





INTRODUCTION

This section of the Report on Plans and Priorities provides, in greater detail, information concerning PWGSC's financial spending estimates over the reporting period 2005/06 to 2007/08. These estimates are intended to present consistent, balanced and accurate information to Parliament in accordance with the requirements contained in the *Guide to the Preparation of the 2005-2006 Report on Plans and Priorities*. This information consists of the following tables listed below. In some cases, such as, for Major Crown Projects and Horizontal Initiatives of the department, the reader may be directed to further information, which can be found on PWGSC's internet site.

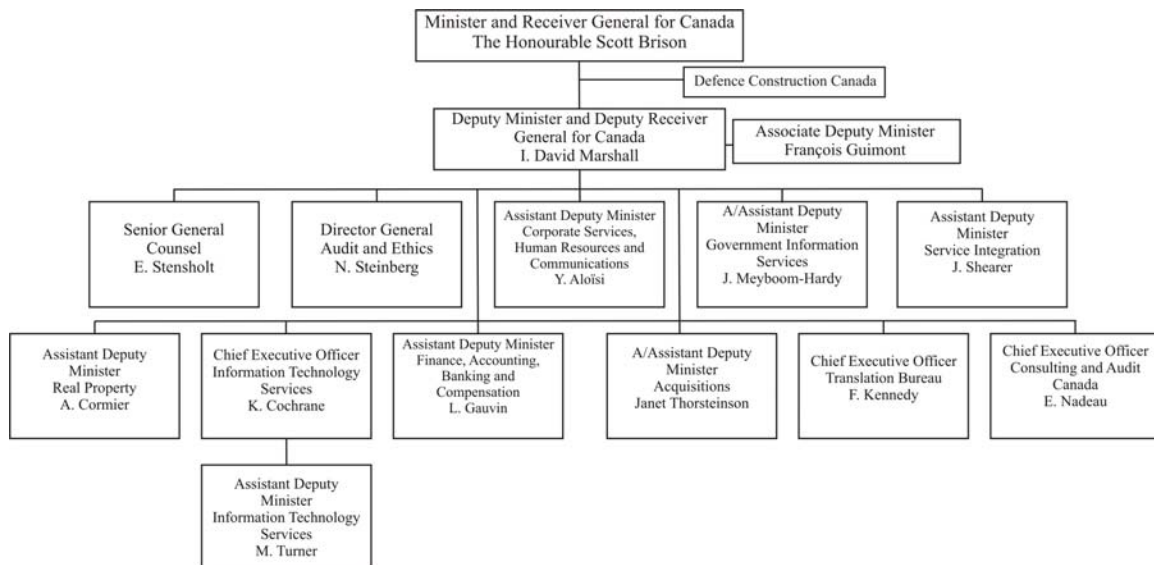
The tables reflect the Program Activity Architecture of PWGSC's Government Services Program, which support its three

strategic outcomes i.e. *Quality Services, Sound Stewardship and Sound Management*.

Table 1, Departmental Planned Spending, will outline the program activity information reported in the Main Estimates and highlight the total budget spending for the Quality Services and Sound Stewardship strategic outcomes. The costs associated with the Sound Management strategic outcome have been reallocated to other program activities under Quality Services and Sound Stewardship, for illustrative reporting purposes. The subsequent adjustments, including Supplementary Estimates, Earmarked Items and ERC (Expenditure Review Committee) adjustments are also identified in Table 1.

ORGANIZATION CHART

Public Works and Government Services Canada





OUR SPENDING

Table 1:

Departmental Planned Spending by Strategic Outcome				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
GOVERNMENT SERVICES PROGRAM ^(Note 1)				
Operating (including Special Purpose Allotments), Capital, Grants and Contributions and Statutory Votes by Strategic Outcomes				
Main Estimates (net)				
Quality Services				
Federal Accommodation and Holdings	1,790.2	1,843.2	1,705.2	1,721.7
Real Property Services Revolving Fund	-	-	-	-
Real Property Disposition Revolving Fund	(11.9)	(9.0)	(8.0)	(8.0)
Acquisition Services	127.7	127.1	128.0	128.2
Optional Services Revolving Fund	-	-	-	-
IM/IT Services	169.6	133.9	130.2	121.2
Telecommunications Services Revolving Fund	-	-	-	-
Receiver General Services	8.6	9.0	9.1	9.1
Public Service Compensation	1.1	1.3	1.1	1.1
Government Information Services	4.4	31.4	26.9	26.9
Business Integration Services	40.1	28.8	12.9	12.9
Consulting and Audit Canada Revolving Fund	(1.1)	(0.4)	(0.5)	(0.5)
Translation and Interpretation to Parliament, Conference Interpretation, Terminology	46.5	51.4	51.5	54.2
Translation Bureau Revolving Fund	-	-	-	-
Total Quality Services	2,175.2	2,216.7	2,056.4	2,066.8
Sound Stewardship				
Real Property Stewardship	31.4	31.7	31.8	31.9
Supply Operations Stewardship	29.0	27.7	28.0	28.0
IM/IT Stewardship	17.9	23.4	23.5	23.5
Receiver General Stewardship	104.9	113.8	114.0	114.1
Public Service Pay Stewardship	24.7	25.3	24.9	24.9
Public Service Pension Stewardship	16.1	19.3	16.3	15.2
Government Information Stewardship	3.6	17.6	17.4	17.4
Business Integration - Performance Management ^(Note 2)	5.7	5.7	5.7	5.7
Translation Stewardship	2.5	2.5	2.4	2.4
Total Sound Stewardship	235.8	267.0	264.0	263.1
Main Estimates total (net)	2,411.0	2,483.7	2,320.4	2,329.9
Main Estimates (gross)				
	4,316.3	4,454.2	4,279.8	4,312.3
Less: Respendable Revenue ^(Note 3)	1,905.3	1,970.5	1,959.4	1,982.4
TOTAL MAIN ESTIMATES (net)	2,411.0	2,483.7	2,320.4	2,329.9



Table 1: (cont'd)

Departmental Planned Spending by Strategic Outcome (Cont'd)				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Adjustments (net):				
Supplementary Estimates:				
Supplementary Estimates (A):				
Funding to purchase an enterprise license for the Records, Document, Information Management System for the Government of Canada	4.0	-	-	-
Funding to develop and implement software changes related to the Public Service Pay system	2.0	-	-	-
Operating budget carry forward (<i>horizontal item</i>)	36.8	-	-	-
Initiatives to support the implementation of a common electronic infrastructure and multi-channel service delivery strategy (Government On-Line) (<i>horizontal item</i>)	113.5	-	-	-
Funding for communication activities and programs, including 1800 O-Canada, Canadian Government Publishing, the Canada Gazette, and the rural exhibits program (due to the windup of Communication Canada) (<i>horizontal item</i>)	67.4	-	-	-
Less: Spending authorities available within the Vote	(0.1)	-	-	-
Less: Spending authorities related to the government-wide reallocation initiative	(8.0)	-	-	-
Total Supplementary Estimates (A)	215.6	-	-	-
Supplementary Estimates (B):				
Building operating expenditures including utilities, municipal taxes on leased facilities and related price adjustments	45.4	-	-	-
Capital budget carry forward (<i>horizontal item</i>)	18.4	-	-	-
Funding to continue the implementation of the approved projects included in the Long Term Vision and Plan for the Parliamentary Precinct buildings	15.9	-	-	-
Funding in support of activities associated with the Commission of Inquiry into the Sponsorship Program and Advertising Activities (Gomery Commission)	11.2	-	-	-
Proceeds of sale of property assets completed between December 2003 and November 2004	6.2	-	-	-
Funding to complete the implementation of the Environmental Action Plan for the remediation of the former U.S. Naval and Airfield Base at Argentia, New foundland and Labrador	4.0	-	-	-
Funding to establish a new model for core services related to the Government Electronic Tendering Service (GETS)	2.9	-	-	-
Building Fit-up project at the new acquired Skyline Complex, located at the corner of Baseline and Merivale Road in Ottawa	2.7	-	-	-



Table 1: (cont'd)

Departmental Planned Spending by Strategic Outcome (Cont'd)				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Supplementary Estimates (B) (Cont'd):				
Initiatives to support the implementation of a common electronic infrastructure and multi-channel service delivery strategy (Government On-Line)	2.4	-	-	-
Activities in support of greenhouse gas reduction under the Climate Change Action Plan for Canada (Federal House in Order Initiative)	2.1	-	-	-
Funding for the implementation of a revised financial framework for the management of the Crown Asset Distribution function	2.0	-	-	-
Funding for the provision of close-captioning services for Parliament	1.1	-	-	-
Funding to deliver a government-wide travel management system, which provides a government travel card, an on-line booking tool, and expense management tool (Shared Travel Service Initiative)	0.8	-	-	-
Funding to address health and safety issues of the East Tunnel, a key component of the Central Heating and Cooling Plants System	0.5	-	-	-
Funding related to government advertising programs	0.4	-	-	-
Additional resources to meet official language objectives in the Federal Public Service related to: information exchange, regional bilingualism needs, learning and language retention, bilingual networks and service delivery	0.3	-	-	-
Increased cash requirements for the Telecommunications and Informatics Common Services Revolving Fund	5.7	-	-	-
Transfer of the control and supervision of the Government On-Line initiatives from Treasury Board Secretariat due to government restructuring	0.2	-	-	-
Less: Spending authorities available within the Vote	(85.1)	-	-	-
Less: Spending authorities available from another Vote	(28.2)	-	-	-
Total Supplementary Estimates (B)	8.9	-	-	-



Table 1: (cont'd)

Departmental Planned Spending by Strategic Outcome (Cont'd)				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Earmarked Items:				
Funding for capital projects	-	183.5	266.1	177.5
Funding for accommodation expenditures	-	40.3	13.4	14.1
Funding for GETS	-	6.9	6.9	6.9
Pension administration recoveries to be returned to the consolidated revenue fund <i>(statutory)</i>	-	0.1	0.8	-
Funding reduction for Shared Travel Services Initiative (STSI)	-	-	-	(4.8)
Total Earmarked Items	-	230.8	287.2	193.7
Other adjustments:				
Collective Bargaining	5.5	-	-	-
Frozen - Translation services to Parliament	(5.7)	-	-	-
Frozen - Communication activities	(6.1)	-	-	-
Employee benefit plans adjustments <i>(statutory)</i>	13.6	-	-	-
Total Other adjustments	7.3	-	-	-
Budget Announcements:				
Real Property Gross Savings ^(Note 4)	-	(100.0)	(100.0)	(120.0)
Real Property Investments ^(Note 5)	-	20.0	20.0	20.0
Real Property Net Savings	-	(80.0)	(80.0)	(100.0)
Procurement Gross Savings ^(Note 6)	-	(5.5)	-	-
Procurement Investments ^(Note 5)	-	20.0	25.0	25.0
Procurement Net Investments	-	14.5	25.0	25.0
5% Savings ^(Note 7)	-	(8.0)	(16.0)	(23.0)
Total Budget Announcements ^(Note 8)	-	(73.5)	(71.0)	(98.0)
Total Adjustments	231.8	157.3	216.2	95.7
NET PLANNED SPENDING	2,642.8	2,641.0	2,536.6	2,425.6
Less: Non-Respendable Revenue	24.1	23.9	22.7	21.8
Plus: Cost of Services Received Without Charge	37.1	38.5	37.9	37.6
NET COST OF PROGRAM	2,655.8	2,655.6	2,551.8	2,441.4
<i>Totals may not add up due to rounding.</i>				
(FTEs)				
Full Time Equivalents (FTEs)	13,056	12,945	12,836	12,651
<p>Note 1: Includes intradepartmental revenues and expenditures of \$272.2 million for 2004-2005, \$275.6 million for 2005-2006 and 2006-2007 and \$279M for 2007-2008 for a nil bottom line impact.</p> <p>Note 2: The figure reflects the Internal Recoveries that cannot be charged to other program activities.</p> <p>Note 3: The spendable revenue amount excludes \$218.6 million of current year adjustments.</p> <p>Note 4: The true gross savings to PWGSC is \$150M, \$150M and \$170M for fiscal years 2005-2006 to 2007-2008 respectively. \$50M of reductions have already been reflected for all years in the Main Estimates figures above. The impact on reimbursing departments and agencies is being finalized and not yet reflected.</p> <p>Note 5: PWGSC investments are required to realize government-wide savings.</p> <p>Note 6: Departmental 2005-2006 contribution to government-wide savings is \$5.48M. Figures have not been finalized for other years.</p> <p>Note 7: PWGSC will generate these savings through a variety of administrative efficiencies.</p> <p>Note 8: These figures are not reported in any other financial table in this RPP document.</p>				



Table 2:

Services by Program Activity for 2005-2006
(in millions of dollars)

GOVERNMENT SERVICES / PROGRAM ACTIVITY	Non-Statutory Expenditures						Statutory Expenditures				Total Main Estimates	Adjustments	Net Planned Spending	
	Operating	Special Purpose Allotments	Capital	Grants and Contributions	Gross Non-Statutory Expenditures	Less: Responsible Revenue	Net Non-Statutory Expenditures	Employee Benefit Plans and Minister Salary and Car Allowance	Revolving Funds (Note 1)	Total Statutory Expenditures				
REAL PROPERTY														
Federal Accommodation and Holdings	-	1,794.4	327.9	5.2	2,127.5	284.3	1,843.2	-	-	-	-	1,843.2	223.8	2,067.0
Real Property Services Revolving Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Real Property Disposition Revolving Fund	-	-	-	-	-	-	-	-	-	(9.0)	(9.0)	(9.0)	-	(9.0)
Real Property Stewardship	29.8	-	-	-	29.8	1.3	28.5	3.2	-	3.2	-	31.7	-	31.7
REAL PROPERTY TOTAL	29.8	1,794.4	327.9	5.2	2,157.3	285.6	1,871.7	3.2	(9.0)	(5.8)	1,865.9	223.8	2,089.7	
ACQUISITION														
Acquisition Services	140.9	-	-	-	140.9	33.8	107.1	20.0	-	-	-	127.1	6.9	134.0
Optional Services Revolving Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Supply Operations Stewardship	30.8	-	-	-	30.8	7.6	23.2	4.5	-	-	-	27.7	-	27.7
ACQUISITIONS TOTAL	171.7	-	-	-	171.7	41.4	130.3	24.5	-	24.5	154.8	6.9	161.7	
INFORMATION TECHNOLOGY														
IM/IT Services	244.1	-	-	-	244.1	128.2	115.9	18.0	-	-	-	133.9	-	133.9
Telecommunications Services Revolving Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-
IM/IT Stewardship	23.8	-	-	-	23.8	2.4	21.4	2.0	-	-	-	23.4	-	23.4
INFORMATION TECHNOLOGY TOTAL	267.9	-	-	-	267.9	130.6	137.3	20.0	-	20.0	157.3	-	157.3	
RECEIVER GENERAL AND COMPENSATION														
Receiver General Services	9.7	-	-	-	9.7	1.3	8.4	0.6	-	-	-	9.0	-	9.0
Receiver General Stewardship	53.8	66.7	-	-	120.5	12.3	108.2	5.6	-	-	-	113.8	-	113.8
Public Service Compensation	3.1	-	-	-	3.1	0.8	2.3	0.5	-	-	-	1.3	-	1.3
Public Service Pay Stewardship	25.4	-	-	-	25.4	3.8	21.6	3.7	-	-	-	25.3	-	25.3
Public Service Pension Stewardship (Note 2)	59.4	-	-	-	59.4	48.1	11.3	8.0	-	-	-	19.3	0.1	19.4
RECEIVER GENERAL AND COMPENSATION TOTAL	151.4	66.7	-	-	218.1	67.8	150.3	18.4	-	18.4	168.7	0.1	168.8	



Table 2: (cont'd)

GOVERNMENT SERVICES / PROGRAM ACTIVITY	Services by Program Activity for 2005-2006 (Cont'd)										Total Main Estimates	Adjustments	Net Planned Spending			
	Non-Statutory Expenditures					Statutory Expenditures										
	Operating	Special Purpose Allotments	Capital	Grants and Contributions	Gross Non-statutory Expenditures	Less: Respendable Revenue	Net Non-Statutory Expenditures	Employee Benefit Plans and Minister Salary and Car Allowance	Revolving Funds ^(Note 1)	Total Statutory Expenditures						
GOVERNMENT INFORMATION																
Government Information Services	48.4	-	-	2.5	50.9	22.7	28.2	3.2	-	3.2	-	31.4	-	-	-	31.4
Government Information Stewardship	16.1	-	-	-	16.1	1.1	15.0	2.6	-	2.6	-	17.6	-	-	-	17.6
GOVERNMENT INFORMATION TOTAL	64.5	-	-	2.5	67.0	23.8	43.2	5.8	-	5.8	-	49.0	-	-	-	49.0
BUSINESS INTEGRATION																
Business Integration Services	30.5	-	-	-	30.5	3.3	27.2	1.6	-	1.6	-	28.8	-	-	-	28.8
Business Integration - Performance Management ^(Note 3)	37.6	-	-	-	37.6	37.6	-	5.7	-	5.7	-	5.7	-	-	-	5.7
BUSINESS INTEGRATION TOTAL	68.1	-	-	-	68.1	40.9	27.2	7.3	-	7.3	-	34.5	-	-	-	34.5
SPECIAL OPERATING AGENCIES																
Consulting and Audit Canada	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revolving Fund	-	-	-	-	-	-	-	-	-	(0.4)	-	(0.4)	-	-	-	(0.4)
Translation and Interpretation to Parliament, Conference Interpretation, Terminology Translation Bureau	51.4	-	-	-	51.4	-	51.4	-	-	-	-	51.4	-	-	-	51.4
Translation Bureau Revolving Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Translation Stewardship	2.5	-	-	-	2.5	-	2.5	-	-	-	-	2.5	-	-	-	2.5
SPECIAL OPERATING AGENCIES TOTAL	53.9	-	-	-	53.9	-	53.9	-	-	(0.4)	-	53.5	(0.4)	-	-	53.5
TOTAL DEPARTMENT	807.3	1,861.1	327.9	7.6	3,004.0	590.1	2,413.9	79.1	(9.4)	69.8	230.8	2,483.7	230.8	-	-	2,714.5

Totals may not add up due to rounding.
 Budget 2005 announcements for Real Property, Procurement and the 5% Savings are not reflected in this table (see Table 1).
 Note 1: Detailed financial information for the revolving funds is available in the Revolving Fund financial tables 8 to 14.
 Note 2: Public Service Pension Stewardship adjustment includes \$0.6M of respendable revenue. The net of \$0.1M represents the non-respendable revenue employee benefits plan recoveries that must be returned to the consolidated revenue fund.
 Note 3: The figure reflects the Internal Recoveries that cannot be charged to other program activities.



Table 3:

Voted and Statutory Items listed in Main Estimates		<i>(in millions of dollars)</i>	
Vote or Statutory Item	Vote or Statutory Wording	2005-2006 Main Estimates	2004-2005 Main Estimates
1	Operating expenditures	2,078.4	2,033.7
5	Capital expenditures	327.9	304.8
10	Grants and contributions	7.6	5.8
(S)	Minister of Public Works and Government Services - Salary and motor car allowance	0.1	0.1
(S)	Contributions to employee benefit plans	79.1	79.6
(S)	Real Property Disposition Revolving Fund	(9.0)	(11.9)
(S)	Optional Services Revolving Fund	-	-
(S)	Consulting and Audit Canada Revolving Fund	(0.4)	(1.1)
(S)	Translation Bureau Revolving Fund	-	-
(S)	Payment in lieu of taxes to municipalities and other taxing authorities	-	-
(S)	Real Property Services Revolving Fund	-	-
(S)	Telecommunications and Informatics Common Services Revolving Fund	-	-
(S)	Defense Production Revolving Fund	-	-
TOTAL DEPARTMENT		2,483.7	2,411.0

Totals may not add up due to rounding.

2005-2006 Operating expenditures include \$50M of reductions associated with the Real Property government-wide Savings announced in the 2005 Budget.



Table 4:

Net Cost of Program for the Estimates Year 2005-2006	
<i>(in millions of dollars)</i>	
	Government Services
Net Planned Spending	2,714.5
Plus: Cost of Services Received without Charge:	
Contributions covering employer share of employees insurance premiums and expenditures paid by TBS <i>(excluding revolving funds)</i>	31.6
Worker's compensation coverage provided by Social Development Canada	2.4
Salary and associated expenditures of legal services provided by the Department of Justice Canada	4.5
	<u>2,753.0</u>
Less: Non-Respendable Revenue	23.9
2005-2006 NET COST OF PROGRAM	<u>2,729.1</u>
<i>Totals may not add up due to rounding.</i>	
Budget 2005 announcements for Real Property, Procurement and the 5% Savings are not reflected in this table (see Table 1).	

Table 5:

Capital Spending by Program Activity				
<i>(in millions of dollars)</i>				
PROGRAM ACTIVITY	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
FEDERAL ACCOMMODATION AND HOLDINGS	314.7	511.4	535.3	438.2
<i>Totals may not add up due to rounding.</i>				
Budget 2005 announcements for Real Property and Procurement Savings are not reflected in this table (see Table 1).				



Table 6: Loans, Investments and Advances by Program Activity

Note: Parliament authorized a total drawdown of \$50M for the seized property working capital account. Based on historical analysis, no drawdown is anticipated against this working capital account over the planning period.



Table 7:

Sources of Respendable and Non-Respendable Revenue				
<i>(in millions of dollars)</i>				
SERVICE	Forecast Revenue 2004-2005	Planned Revenue 2005-2006	Planned Revenue 2006-2007	Planned Revenue 2007-2008
Program Activity				
<u>RESPENDABLE REVENUE</u>				
REAL PROPERTY				
Federal Accommodation and Holdings				
Rentals and Concessions	455.6	284.3	278.7	278.2
Real Property Stewardship	1.5	1.3	1.3	1.3
Real Property Services Revolving Fund				
Recoveries of disbursements on behalf of clients	590.2	623.3	613.1	637.8
Fee revenues from real property related common services	155.3	161.5	161.7	167.1
	<u>745.5</u>	<u>784.8</u>	<u>774.8</u>	<u>804.9</u>
Real Property Disposition Revolving Fund				
Sales of real properties	15.2	13.0	12.0	12.0
SERVICE TOTAL	<u>1,217.8</u>	<u>1,083.4</u>	<u>1,066.8</u>	<u>1,096.4</u>
ACQUISITION				
Acquisition Services				
Major Crown Projects	3.7	3.0	3.0	3.0
Acquisition	16.5	13.6	13.6	13.6
Canadian General Standards Board	2.5	2.5	2.5	2.5
Seized Property Management	9.6	6.5	6.5	6.5
Others	13.3	8.2	8.4	8.4
	<u>45.6</u>	<u>33.8</u>	<u>34.0</u>	<u>34.0</u>
Supply Operations Stewardship	10.6	7.6	7.6	7.6
Optional Services Revolving Fund				
Traffic and Vaccine	94.8	94.7	94.7	94.7
Crown Assets Distribution	5.6	5.6	5.6	5.6
Communication Procurement	2.9	2.9	2.9	2.9
Locally Shared Support Services	7.2	7.2	7.2	7.2
	<u>110.5</u>	<u>110.4</u>	<u>110.4</u>	<u>110.4</u>
SERVICE TOTAL	<u>166.7</u>	<u>151.8</u>	<u>152.0</u>	<u>152.0</u>
INFORMATION TECHNOLOGY				
IM/IT Services	156.7	128.2	127.7	127.8
IM/IT Stewardship	2.2	2.4	2.4	2.4
Telecommunications Services Revolving Fund	128.5	137.9	147.3	147.3
SERVICE TOTAL	<u>287.4</u>	<u>268.5</u>	<u>277.4</u>	<u>277.5</u>
RECEIVER GENERAL AND COMPENSATION				
Receiver General Services	5.0	1.3	1.3	1.3
Receiver General Stewardship	14.3	12.3	12.7	12.7
Public Service Compensation	2.7	2.3	1.7	1.7
Public Service Pay Stewardship	7.3	3.8	3.9	3.9
Public Service Pension Stewardship	48.6	48.7	41.2	29.7
SERVICE TOTAL	<u>77.9</u>	<u>68.4</u>	<u>60.8</u>	<u>49.3</u>



Table 7: (cont'd)

Sources of Respendable and Non-Respendable Revenue (Cont'd)				
<i>(in millions of dollars)</i>				
Service	Forecast Revenue	Planned Revenue	Planned Revenue	Planned Revenue
Program Activity	2004-2005	2005-2006	2006-2007	2007-2008
GOVERNMENT INFORMATION SERVICES				
Government Information Services	14.8	22.7	22.7	22.7
Government Information Stewardship	1.2	1.1	1.1	1.1
SERVICE TOTAL	16.0	23.8	23.8	23.8
BUSINESS INTEGRATION SERVICES				
Business Integration Services	4.7	3.3	3.2	3.2
Business Integration - Performance Management	34.2	37.6	37.6	37.6
SERVICE TOTAL	38.9	40.9	40.8	40.8
SPECIAL OPERATING AGENCIES				
Consulting and Audit Canada Revolving Fund	119.4	122.8	125.1	127.4
Translation Bureau Revolving Fund				
Translation Services	195.6	207.3	213.1	210.9
Interpretation Services	3.6	3.6	3.6	3.7
Terminology Services	0.6	0.6	0.6	0.6
	199.8	211.5	217.3	215.2
SERVICE TOTAL	319.2	334.3	342.4	342.6
TOTAL RESPENDABLE REVENUE	2,123.9	1,971.1	1,964.0	1,982.4
NON-RESPENDABLE REVENUE				
Dry Docks	5.0	5.0	5.0	5.0
Other non-tax revenue	19.1	18.9	17.7	16.8
TOTAL NON-RESPENDABLE REVENUE	24.1	23.9	22.7	21.8
TOTAL RESPENDABLE AND NON-RESPENDABLE REVENUE	2,148.0	1,995.0	1,986.7	2,004.2

Totals may not add up due to rounding.



Table 8: Real Property Services Revolving Fund

Statement of Operations				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Responsible Revenue	155.3	161.5	161.7	167.1
Expenses				
Operating:				
Salaries and Employee Benefits	103.5	100.0	99.4	103.2
Occupancy Costs	5.6	5.6	5.6	5.6
Corporate and Administrative Costs	17.0	17.0	17.0	17.0
Other Operating Costs	29.2	38.9	39.7	41.3
Expenses Total	155.3	161.5	161.7	167.1
Surplus (Loss)	-	-	-	-

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

Statement of Cash Flows and Projected Use of Authority				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating Activities:				
(Surplus) Loss	-	-	-	-
Authority (provided) used during year	-	-	-	-
Net authority (provided) used at the start of year	-	-	-	-
Net authority (provided) used at the end of year	-	-	-	-
Authority Limit	150.0	150.0	150.0	150.0
Unused authority carried forward	150.0	150.0	150.0	150.0

Totals may not add up due to rounding.

Note:

Recoverable disbursements on behalf of clients are not included in responsible revenue and expenses (2004-2005: \$590.2M; 2005-2006: \$623.3M; 2006-2007: \$613.1M and 2007-2008: \$637.8M).



Table 9: Real Property Disposition Revolving Fund

Statement of Operations				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Responsible Revenue	15.2	13.0	12.0	12.0
Expenses	3.3	4.0	4.0	4.0
Surplus (Loss)	11.9	9.0	8.0	8.0

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

Statement of Cash Flows and Projected Use of Authority				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating Activities:				
(Surplus) Loss	(11.9)	(9.0)	(8.0)	(8.0)
Authority (provided) used during year	(11.9)	(9.0)	(8.0)	(8.0)
Net authority (provided) used at the start of year	(2.5)	(2.5)	(2.5)	(2.5)
Payments to the Consolidated Revenue Fund	11.9	9.0	8.0	8.0
Net authority (provided) used at the end of year	(2.5)	(2.5)	(2.5)	(2.5)
Authority limit	5.0	5.0	5.0	5.0
Unused authority carried forward	7.5	7.5	7.5	7.5

Totals may not add up due to rounding.



Table 10: Optional Services Revolving Fund

Statement of Operations				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Responsible Revenue	110.5	110.4	110.4	110.4
Expenses				
Operating:				
Salaries and Employee Benefits	4.7	4.7	4.7	4.7
Product Cost	85.8	85.8	85.8	85.8
Other Operating Costs	20.1	20.0	20.0	20.0
Expenses Total	110.6	110.5	110.5	110.5
Surplus (Loss)	(0.1)	(0.1)	(0.1)	(0.1)

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

Statement of Cash Flows and Projected Use of Authority				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating Activities:				
(Surplus) Loss	0.1	0.1	0.1	0.1
Less items not requiring use of funds:				
Provision for employee termination benefits	0.1	0.1	0.1	0.1
Authority (provided) used during year	-	-	-	-
Net authority (provided) used at the start of year	(0.3)	(0.3)	(0.3)	(0.3)
Net authority (provided) used at the end of year	(0.3)	(0.3)	(0.3)	(0.3)
Authority limit	35.0	35.0	35.0	35.0
Unused authority carried forward	35.3	35.3	35.3	35.3

Totals may not add up due to rounding.



Table 11: Telecommunications and Informatics Common Services Revolving Fund

Statement of Operations				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Responsible Revenue	128.5	137.9	147.3	147.3
Expenses				
Operating:				
Salaries and Employee Benefits	18.3	20.3	20.9	20.9
Product Cost	95.4	103.2	111.4	111.4
Amortization	0.1	0.2	0.2	0.2
Other Operating Costs	14.7	14.2	14.8	14.8
Expenses Total	128.5	137.9	147.3	147.3
Surplus (Loss)	-	-	-	-

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

Statement of Cash Flows and Projected Use of Authority				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating Activities:				
(Surplus) Loss	-	-	-	-
Less items not requiring use of funds:				
Amortization	0.1	0.2	0.2	0.2
Sub-total	(0.1)	(0.2)	(0.2)	(0.2)
Net financial resources (provided by) used in operating activities	(0.1)	(0.2)	(0.2)	(0.2)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.1	0.2	0.2	0.2
Net financial resources (provided by) used in investing activities	0.1	0.2	0.2	0.2
Financing Activities:				
Transfer of accumulated surplus to the Vote for ITSB transformation ^(Note 1)	5.7	-	-	-
Net financial resources (provided by) used in financing activities	5.7	-	-	-
Authority (provided) used during year	5.7	-	-	-
Net authority (provided) used at the start of year	(22.1)	(16.4)	(16.4)	(16.4)
Net authority (provided) used at the end of year	(16.4)	(16.4)	(16.4)	(16.4)
Authority limit	20.0	20.0	20.0	20.0
Unused authority carried forward	36.4	36.4	36.4	36.4

Totals may not add up due to rounding.

Note 1: As per TB decision number 831746, investment from the Telecommunications and Informatics Common Services Revolving Fund in order to progress certain activities in support of the transformation of the Information Technology Services Branch.



Table 12: Consulting and Audit Canada Revolving Fund

Statement of Operations				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Responsible Revenue	119.4	122.7	125.1	127.4
Expenses				
Operating:				
Salaries and Employee Benefits	36.8	38.7	39.5	40.3
Product Cost	72.2	73.0	74.1	75.3
Amortization	0.3	0.5	0.7	0.8
Other Operating Costs	9.7	10.3	10.7	10.9
Interest	0.1	0.1	0.1	0.1
Expenses Total	119.1	122.6	125.1	127.4
Surplus (Loss)	0.3	0.1	-	-

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

Statement of Cash Flows and Projected Use of Authority				
	<i>(in millions of dollars)</i>			
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating Activities:				
(Surplus) Loss	(0.3)	(0.1)	-	-
Less items not requiring use of funds:				
Amortization	0.3	0.5	0.7	0.8
Provision for employee termination benefits	0.6	0.9	0.9	0.8
Net financial resources (provided by) used in operating activities	(1.2)	(1.5)	(1.6)	(1.6)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.1	1.1	1.1	1.1
Net financial resources (provided by) used in investing activities	0.1	1.1	1.1	1.1
Authority (provided) used during year	(1.1)	(0.4)	(0.5)	(0.5)
Net authority (provided) used at the start of year	(2.9)	(4.0)	(4.4)	(4.9)
Net authority (provided) used at the end of year	(4.0)	(4.4)	(4.9)	(5.4)
Authority limit	20.0	20.0	20.0	20.0
Unused authority carried forward	24.0	24.4	24.9	25.4

Totals may not add up due to rounding.



Table 13: Translation Bureau Revolving Fund

Statement of Operations				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Respendable Revenue	199.8	211.5	217.3	215.2
Expenses				
Operating:				
Salaries and Employee Benefits	139.5	150.0	155.6	150.1
Amortization	2.4	2.2	2.8	2.4
Other Operating Costs	58.7	61.2	60.5	64.2
Expenses Total	200.6	213.4	218.9	216.7
Surplus (Loss)	(0.8)	(1.9)	(1.6)	(1.5)

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

Statement of Cash Flows and Projected Use of Authority				
<i>(in millions of dollars)</i>				
	Forecast Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
Operating Activities:				
(Surplus) Loss	0.8	1.9	1.6	1.5
Less items not requiring use of funds:				
Amortization	2.4	2.2	2.8	2.4
Net of provision and payments for employee termination benefits	2.1	2.2	2.2	2.1
Sub-total	(3.7)	(2.5)	(3.4)	(3.0)
Other items not requiring use of funds	0.8	0.5	1.4	1.0
Net financial resources (provided by) used in operating activities	(2.9)	(2.0)	(2.0)	(2.0)
Investing Activities:				
Capital assets:				
Net Acquisitions	2.9	2.0	2.0	2.0
Net financial resources (provided by) used in investing activities	2.9	2.0	2.0	2.0
Authority (provided) used during year	-	-	-	-
Net authority (provided) used at the start of year	(18.2)	(18.2)	(18.2)	(18.2)
Net authority (provided) used at the end of year	(18.2)	(18.2)	(18.2)	(18.2)
Authority limit	10.0	10.0	10.0	10.0
Unused authority carried forward	28.2	28.2	28.2	28.2

Totals may not add up due to rounding.



Table 14: Defence Production Revolving Fund

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

Table 15: User Fees

PWGSC will be reviewing its policies and practices on user fees during 2005-2006. A full report on user fees will be presented on the next Departmental Performance Report.



Table 16:

Details on Project Spending ¹							
<i>(in millions of dollars)</i>							
Projects	Region	Current Estimated Total Cost	Forecast Spending to March 31, 2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Future Year Spending Requirements
REAL PROPERTY SERVICES							
Office Accommodation Projects							
Nova Scotia							
Halifax - New Royal Canadian Mounted Police Government of Canada Building - Construction (I-PPA)		57.6	4.3	2.5	15.7	14.9	20.2
Dartmouth - New Government of Canada Building, Bedford Institute of Oceanography - Construction (I-PPA)		80.3	2.2	1.6	26.0	34.4	16.1
Prince Edward Island							
Charlottetown - Proposed Government of Canada Building - Construction (S-EPA)		44.9	9.8	17.9	14.4	2.8	-
Quebec							
Montreal - 740 Bel-Air Street - Construction of multi-purpose building including items funded by National Defence (S-EPA)		60.3	20.6	23.4	16.3	-	-
National Capital Region (Quebec)							
Gatineau - Laurier Taché Garage - Renovation (S-EPA)		61.5	42.6	8.6	7.7	2.6	-
National Capital Region (Ontario)							
Ottawa - Federal Judicial Building - New Construction (I-PPA)		151.0	15.9	7.9	62.5	61.1	3.7
Ottawa - Skyline Campus - Renovation and Federal Occupancy (I-PPA) ²		98.2	6.9	22.0	53.6	15.7	-
Ottawa - Central Heating and Cooling Plant - East Tunnel Replacement (I-PPA)		31.2	0.7	3.0	1.6	16.7	9.2
Parliamentary Precinct							
Ottawa - Bank Street Building - New Building (I-PPA-MCP) ³		197.9	9.5	8.4	12.6	44.3	123.1
Ottawa - Library of Parliament (LOP) - Conservation, Rehabilitation and Upgrade (S-EPA-MCP)		127.9	98.0	18.5	11.4	-	-
Ottawa - Wellington Bldg - Renovation (I-PPA-MCP) ³		168.8	25.9	31.4	25.6	25.5	60.4
Ottawa - Site Infrastructure - New Construction (I-PPA-TB) ³		82.5	1.3	3.4	4.4	28.7	44.7
Western							
Regina - Government of Canada Building – Acquisition, renovation, and fit-up (S-EPA)		35.8	15.9	19.9	-	-	-
British Columbia							
Surrey - Royal Canadian Mounted Police "E" Division Headquarters, Purchase Land and Crown Construct (I-PPA)		204.0	12.4	27.3	57.9	67.5	38.9
Non-Office Accommodation Projects							
National Capital Region (Ontario)							
Ottawa - Cellulose Nitrate Film Storage Facility, National Library of Canada and National Archives of Canada - New Construction (I-PPA)		8.4	1.1	7.3	-	-	-
Ottawa - Portrait Gallery of Canada - Renovation (I-PPA)		32.1	2.9	9.7	17.1	2.4	-
Lease Accommodation Projects ⁴							
National Capital Region (Ontario)							
Downtown core of Ottawa, 269 Laurier Ave. E., new lease (LPA)		118.7	5.8	25.3	7.9	7.5	72.2
131 Queen St. Ottawa, new lease (LPA)		119.1	5.5	-	17.1	8.8	87.7
Canada Post Place, Ottawa, new leases (LPA)		42.6	2.3	8.8	2.8	2.8	25.8
Ontario Region							
180 Queen Street West, Toronto, new lease (LPA)		88.2	0.8	19.4	4.2	3.9	58.5
Toronto - 277 Front Street East, Lease (S-LPA)		35.3	4.8	8.6	4.4	4.4	12.9
Engineering Assets Projects							
Newfoundland							
Argentia - Environmental remediation (S-EPA)		93.5	76.8	7.7	5	4	-
Quebec							
Québec - 55 Wharves - Demolition (S-EPA)		19.9	19.7	0.2	-	-	-
National Capital Region (Quebec)							
Laniel - Laniel Dam Reconstruction (I-PPA)		7.9	0.8	4.2	2.9	-	-
National Capital Region (Ontario)							
Ottawa/Gatineau - Alexandra Bridge - Renovation/Deck Replacement (I-PPA)		18.6	0.8	1.3	8.3	8.2	-



Table 16: (cont'd)

Details on Project Spending ¹							(in millions of dollars)
Projects	Region	Current Estimated Total Cost	Forecast Spending to March 31, 2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008	Future Year Spending Requirements
INFORMATION TECHNOLOGY							
New Information Technology Projects							
National Capital Region (Ontario/Quebec)							
Ottawa/Gatineau - Secure Channel (S-EPA-MCP) ⁵		1,037.8	436.7	126.1	120.4	103.7	250.9
BUSINESS INTEGRATION							
Other Projects							
National Capital Region (Ontario/Quebec)							
Ottawa/Gatineau - Shared Travel Services Initiative (S-EPA-MCP) ⁶		96.2	12.6	20.1	4.6	-	-
PUBLIC SERVICE COMPENSATION							
Pension Modernization Project		115.5	3.8	9.4	27.5	23.1	48.4

1. This table presents the planned spending of Major Capital, Information Technology and Major Crown Projects with estimated total project costs in excess of delegated authorities of the Minister of PWGSC (\$5M for Non-Office Accommodation and Engineering Assets Projects; \$30M for Office Accommodation Projects; \$2M for New Information Technology Projects; \$5M for Replacement Information Technology Projects and \$1M for All Other Projects). These projects are displayed with information on: the class of cost estimate - Substantive (S) or Indicative (I); stage of approval - Preliminary Project Approval (PPA) or Effective Project Approval (EOPA); and, Major Crown Projects (MCP).

2. Skyline Campus Project: Combined PPA for all PWGSC and Agriculture Portfolio is \$124.9M (including GST) PWGSC expenditures (excluding GST) - PWGSC funded portion was \$63.9M and Agriculture and Agrifood Canada (AAFC) and the Canadian Food Inspection Agency (CFIA) transfer to PWGSC of \$34.3M. EPA is currently being sought.

3. Parliamentary Precinct: The dollars are expressed in 2001 constant dollars in accordance with approval documents.

4. Lease Accommodation Projects show departmental projects within the government's project management policy suite and their associated allocation of resources. Current Estimated Total Cost - lease project approval amount (net present value of one time costs and net rent over the fixed term of the lease including GST). Forecast Spending to March 31, 2005 - actual amount in current dollars
Planned Spending - net rent payments and one time costs

5. Effective September 30, 2004, Secure Channel ceased to be a project - its Implementation Phase was completed on September 30, 2004 - Total Project Cost - \$377.4M. As of October 1, 2004, Secure Channel is an operational entity - long-term funding is being sought for the period April 1, 2005 to September 30, 2010.

6. The \$20.1M for 2005-2006 includes re-profiling of \$18.9M from previous year 2004-2005.



Table 17:

Status Report on Major Crown Projects	
a. Parliamentary Precinct Project (PPP)	<p>The Long-Term Vision and Plan for the Parliamentary Precinct, approved in 2001, is a detailed framework that provides direction for the renewal of Canada's seat of government. During the 25-year implementation period, an extensive preservation program will restore the magnificent appearance of the buildings, while bringing them up to modern standards by renovating their electrical, mechanical and safety systems and providing more functional offices and committee rooms in existing buildings. At the same time, approximately 28,000 m² of new construction will be undertaken in the Precinct to meet the space requirements identified by the Senate, House of Commons and Library of Parliament, which cannot be met in existing facilities.</p> <p>The Plan will unfold as a series of 15 major projects implemented in five phases, over a period of approximately 25 years. The first project, the renovation of the Library of Parliament, is already underway. Other projects, including the Bank Street Building / Site Infrastructure 2 (new construction), the Wellington Building (renovation) and other possible projects are in the planning stage. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2005-2006_sct3_tbl17_a-e.html</p>
b. Shared Travel Services Initiative (STSI)	<p>The STSI project is a multi-million dollar initiative (\$ 96.2M). The contract was awarded to Accenture Inc. on November 28, 2003 for a 7-year term with option to extend for up to an additional two years. The solution will provide fully functional, comprehensive, and seamlessly integrated “employee-friendly” travel services to government employees. Travel services include the following:</p> <ul style="list-style-type: none">▪ Full-service travel agency;▪ On-line reservation service;▪ Travel expense claim service;▪ Travel card service;▪ Traveler’s reimbursement service;▪ Business intelligence service;▪ Employee Portal; and▪ Employee traveler service network. <p>Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2005-2006_sct3_tbl17_b-e.html</p>
c. Pension Modernization Project (PMP)	<p>The Government of Canada Pension Modernization Project (GoCPMP) is the renewal of PWGSC’s pension administration systems and processes, and business processes to enable PWGSC to replace thirty-year-old technology and to use industry best practices to deliver pension administration services to public service employees, employers and pensioners. It is expected that the GoCPMP will be able to procure a system solution that has the flexibility and functionality to simultaneously meet the unique requirements of administering the Public Service Superannuation Act as well as providing the capability of administering multiple other pension plans. It will also provide information management and access tools that allow expert</p>



pension advisors to administer pensions effectively and provide timely, accurate and consistent responses to plan members, employers and administrators. The solution will also provide sustainable systems capable of efficient adoption of future technologies and best pension practices. The current cost estimate is \$115.5 million (\$19.5 million for the Definition Phase) and the planned contract award is September 2005. Further information on this subject may be found on the website located at:

http://www.pwgsc.gc.ca/reports/text/rpp_2005-2006_sct3_tbl17_c-e.html

d. Federal Judicial Building (FJB)

The Pierre Elliott Trudeau Judicial Building will be built on the north-east corner of Wellington and Lyon Streets, Ottawa. The building will provide approximately 24,000 square metres useable (m²U) to accommodate all of the Ottawa operations of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada, the Tax Court of Canada and the Courts Administration Service, and to provide 350 underground parking spaces, 193 of which are for parliamentarians and their staff (as envisaged in the Parliamentary Precinct Long Term Vision and Plan (LTVP)), at a total cost not to exceed \$161.1M (including \$2.13M from the FHiO initiative and \$11.6M for the parking for parliamentarians), all figures excluding GST. Further information on this subject may be found on the website located at:

http://www.pwgsc.gc.ca/reports/text/rpp_2005-2006_sct3_tbl17_d-e.html



Table 18:

Summary of Transfer Payments				
	Forecast Spending 2004- 2005	Planned Spending 2005-2006	Planned Spending 2006-2007	Planned Spending 2007-2008
<i>(in millions of dollars)</i>				
BUSINESS LINE				
<i>Contributions</i>				
<i>Federal Accommodation and Holdings</i>				
Contributions to Argentia Management Authority	0.50	5.17	-	-
<i>Other Payments (Statutory)</i>				
Payment to Municipalities and Other Taxing Authorities	436.27	436.27	445.00	453.90
Recoveries from Custodian Departments	(436.27)	(436.27)	(445.00)	(453.90)
<i>Totals may not add up due to rounding.</i>				



Table 19:

Alternative Service Delivery (ASD)

Alternative Forms of Delivery in Property and Project Management Delivery Services are important components of the transformation of PWGSC into a client centred department of government delivering cost savings to Canadians.

Contribution to organization	Status of ASD proposal	Implementation Date	Contact
<p>Sustains the cost-effective alternative for the delivery of high-quality real property services to federal departments and agencies.</p> <p>Helps to foster productive public-private sector partnerships for delivery of day-to-day services.</p> <p>Positions our department to focus on strategic elements of real property services.</p>	<p>Further to a competitive process and the approval by Treasury Board, all 8 new AFD contracts were awarded to the top-ranking bidder, SNC-Lavalin ProFac Inc.</p>	<p>Transition activities are underway in preparation for the 1 April, 2005 operational start-up date of the new AFD contracts.</p>	<p>Sue Hum-Hartley Director General Professional and Technical Programs (819) 956-2039 sue.hum-hartley@pwgsc.gc.ca</p>



Table 20:

Horizontal Initiatives
<p>a. Sustainable Development Strategy (SDS)</p> <p>Through its 2003 Sustainable Development Strategy, PWGSC endeavours to influence the way in which it: carries out its custodial duties; acquires goods and services; delivers services to its colleague departments and agencies; and conducts its internal operations. This strategy will help guide the department in its contribution toward the goal of promoting and achieving sustainable development in the federal government over the next 10-15 years. Implementation of the SDS 2003 commitments will take place over the period FY 2004-2005 to FY 2006-2007 and beyond. Further information can be found in the Sustainable Development Strategy, which can be found at http://www.pwgsc.gc.ca/reports/text/rpp_2005-2006_sct3_tbl20_a-e.html</p>
<p>b. Government of Canada Marketplace (GoCM)</p> <p>The GoCM is a project of the Electronic Supply Chain (ESC) Program. This end-to-end purchasing service will allow participating departments and agencies to shop for and buy a wide variety of goods and services on-line. It will also support electronic payment and settlement within an efficient and secure electronic environment, and, capture and make available the purchasing information of the Government of Canada (GoC). The GoCM Service will enable the GoC's Procurement Reform transformation through automated and simplified purchasing processes, while maintaining the highest levels of transparency and accountability. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2005-2006_sct3_tbl20_b-e.html</p>
<p>c. Government On-Line (GOL)</p> <p>The Government On-line (GOL) initiative is the Government of Canada's commitment to put the most commonly used federal services on-line by the end of 2005. GOL's citizen/client-centric approach is aimed at increasing client satisfaction by making services more accessible, better and more responsive, and building confidence and trust in on-line services. PWGSC provides the strategic leadership to departments and agencies in implementing GOL, and develops common tools and infrastructure solutions. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2005-2006_sct3_tbl20_c-e.html</p>
<p>d. The Secure Channel (TSC)</p> <p>The Secure Channel is at the centre of the GoC's common infrastructure and, as such, forms the foundation of the GOL initiative. The Secure Channel provides Canadians with secure and private access to all federal government on-line services, thereby helping to realize the GoC's service vision of client-centric, cross-government service delivery anytime, anywhere and in both official languages. Over 120 departments and agencies have now migrated to the Secure Channel Network (SCNet). Continuing enhancements to this common infrastructure will progressively increase the range and quality of the services that departments are ready to deliver on-line, improving integrated service delivery to Canadians. Further information on this subject may be found on the website located at: http://www.pwgsc.gc.ca/reports/text/rpp_2005-2006_sct3_tbl20_d-e.html</p>



Section IV-
Other Items of Interest



ADDITIONAL INFORMATION

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Related Internet Sites:

Acquisition Service: <http://www.pwgsc.gc.ca/sos>
Compensation Service Standards:
<http://www.pwgsc.gc.ca/compensation/service/serv-servicelevels2002-e.html>
Consulting and Audit Canada: <http://www.cac.gc.ca>
Contracts Canada: <http://www.contractscanada.gc.ca>
Government of Canada: <http://www.canada.gc.ca>
Information Technology Services: http://www.pwgsc.gc.ca/text/factsheets/info_technology-e.html
Internal Audits and Evaluations: <http://www.pwgsc.gc.ca/aeb/text/toc-e.html>
Modern Comptrollership in Action:
<http://www.pwgsc.gc.ca/mmpa/2003/text/index-e.html>
Modern Management Practices Assessment:
<http://www.pwgsc.gc.ca/mmpa/text/index-e.html>
October 2004 Speech From The Throne: <http://www.pm.gc.ca/eng/sft-ddt.asp>
Office of the Auditor General of Canada: <http://www.oag-bvg.gc.ca/>
Public Service Compensation: <http://www.pwgsc.gc.ca/compensation>
Public Works and Government Services Canada: <http://www.pwgsc.gc.ca>
PWGSC Government On-Line (GOL) Public Report:
<http://www.pwgsc.gc.ca/gol/text/index-e.html>
PWGSC Alternative Forms of Delivery: <http://www.pwgsc.gc.ca/afd>
PWGSC Report Card on Compliance with Response Deadlines under the *Access to Information Act*:
http://www.infocom.gc.ca/reports/section_display-e.asp?intSectionId=390
Real Property Services: <http://www.pwgsc.gc.ca/rps>
Receiver General: <http://www.pwgsc.gc.ca/recgen>
Translation Bureau: <http://www.translationbureau.gc.ca>
Treasury Board Secretariat 2005-2006 Report on Plans and Priorities Guidelines: http://www.tbs-sct.gc.ca/est-pre/20052006/p3_e.pdf

