

PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

REPORT ON
**PLANS AND
PRIORITIES**



2 0 0 7 - 2 0 0 8 E S T I M A T E S

The Honourable Michael M Fortier
Minister of Public Works and Government Services
Receiver General for Canada



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Canada 



TABLE OF CONTENTS

Minister's Message	i
Management Representation Statement	ii

Section I – Departmental Overview

Our Raison d'être	1
Our Business.....	1
Our Strategic Priorities	1
1.Transforming Our Business	2
2.Supporting the Government's Strategic Agenda	4
3.Managing Projects of National Importance.....	5
4.Delivering Ongoing Services	5
Our Employees	6

Section II – Program Activities

Introduction	7
Real Property	9
Acquisitions.....	14
Information Technology.....	20
Receiver General and Public Service Compensation	25
Consulting, Information and Shared Services.....	32
Greening Government Operations	37
Business Integration.....	42
Special Operating Agencies.....	46
Corporate Management	56

Section III – Supplementary Information

Introduction	59
Organization Chart.....	59
Our Spending.....	60
Table 1 – Departmental Planned Spending by Strategic Outcome	60
Table 2 – Services by Program Activity for 2007-2008.....	63
Table 3 – Voted and Statutory Items Listed in Main Estimates	65
Table 4 – Cost of Services Received Without Charge for 2007-2008	65
Table 5 – Capital Spending by Program Activity	66
Table 6 – Loans, Investments, and Advances by Program Activity	66
Table 7 – Sources of Respendable and Non-respendable Revenue	67
Table 8.1 – Real Property Services Revolving Fund	69
Table 8.2 – Real Property Disposition Revolving Fund	70
Table 8.3 – Defence Production Revolving Fund	70
Table 8.4 – Optional Services Revolving Fund.....	71
Table 8.5 – Telecommunications and Informatics Common Services Revolving Fund.....	72
Table 8.6 – Consulting and Audit Canada Revolving Fund	73
Table 8.7 – Translation Bureau Revolving Fund	74



Table 9 – User Fees	75
Table 10 – Major Regulatory Initiatives	75
Table 11 – Details on Project Spending	75
Table 12 – Status Report on Major Crown Projects	77
Table 13 – Details on Transfer Payment Programs.....	78
Table 14 – Alternative Service Delivery	79
Table 15 – Horizontal Initiatives.....	79
Table 16 – Sustainable Development Strategy	80
Table 17 – Internal Audits and Evaluations	82

Section IV – Other Items of Interest

Contacts	85
Related Internet Sites.....	85



MINISTER'S MESSAGE

I am pleased to present Public Works and Government Services Canada's (PWGSC) Report on Plans and Priorities for 2007-2008. This report outlines our key priorities and challenges for the year ahead.

PWGSC plays an important role in the daily operations of government. It is the government's principal banker, accountant, central purchasing agent, translation authority, real property manager and enabler of access to government services online through its common technology infrastructure. It is also leading a number of major transformation initiatives to modernize government and provide better service to Canadians.

In the year ahead, my department will continue to focus on its transformation activities. We will pay particular attention to our ongoing efforts to simplify the way the government purchases goods and services. This process will result in many tangible benefits to suppliers and taxpayers. For suppliers – and particularly small and medium enterprises – it will help reduce the cost of doing business and ensure they have open and fair access to government contracts. For taxpayers, it will mean better value for money as the government consolidates purchasing and takes full advantage of its buying power.

In support of the government's *Federal Accountability Act* and Action Plan, we will appoint a Procurement Ombudsman to review our policy on procurement and ensure it reinforces a fair, open and transparent process. We will appoint an independent advisor to conduct a full review of public opinion research practices across government. In addition, we will implement a Code of Conduct for Procurement.

My department remains fully committed to delivering quality services to our clients during this period of ongoing change. I am proud of the progress it has achieved so far and in its unwavering dedication to serving Canadians.



The Honourable Michael M Fortier

MANAGEMENT REPRESENTATION STATEMENT

I submit for tabling in Parliament, the 2007-2008 Report on Plans and Priorities (RPP) for Public Works and Government Services Canada.

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2007-2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance document;
- It is based on the department's Strategic Outcomes and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat in the RPP.



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



DEPARTMENTAL OVERVIEW

Our Raison d'être

Our *raison d'être* is to ensure optimum value to Canadians and to the government in the provision of common, central and shared services. Through the delivery of our services, Public Works and Government Services Canada (PWGSC) enables other government departments and agencies to provide their programs and services to Canadians.

Our Business

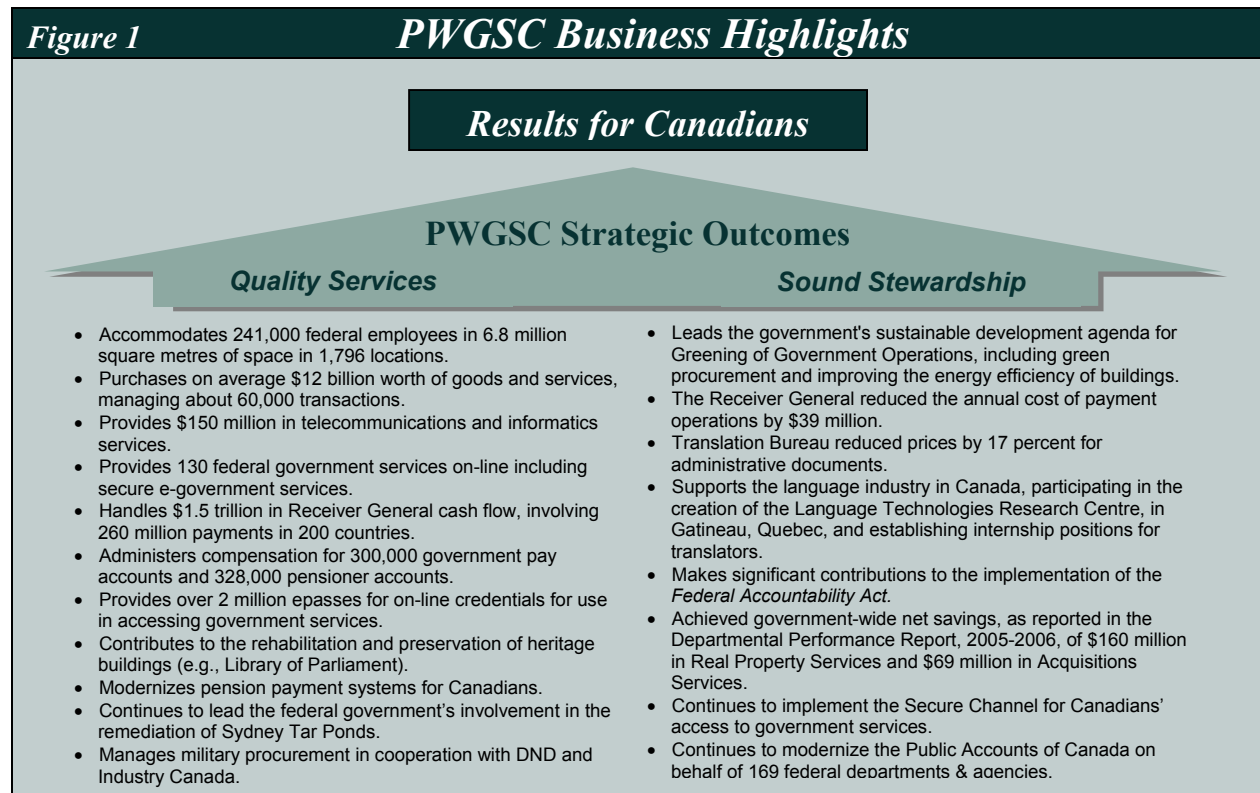
PWGSC has annual expenditures of some \$4.5 billion and employs approximately 12,000 people. We are the government's manager and steward of common office space, and provider of real estate services. We are its central purchasing agent, banker and accountant. We also provide services in the areas of payroll and pensions, information technology, translation, audit, communications and consulting. In addition, we play a leadership role in

the Secure Channel initiative and in greening of government operations.

Highlights of the scale, scope and value of our business are provided in Figure 1. Our focus on quality services and sound stewardship contributes directly and indirectly to the Government of Canada's four core strategic outcome areas: those related to economic, social, international and government affairs. (See *Canada's Performance 2006* at: http://www.tbs-sct.gc.ca/report/govrev/06/cp-rc_e.asp).

Our Strategic Priorities

In support of government priorities, PWGSC must respond to the demands for strategic transformation of our business. However, at the same time, we must ensure that our capacity to deliver ongoing services is not compromised or put at risk.





With these goals in mind, PWGSC is focusing on the following areas in 2007-2008:

1. Transforming Our Business;
2. Supporting the Government's Strategic Agenda;
3. Managing Projects of National Importance; and
4. Delivering Ongoing Services.

1. Transforming Our Business

PWGSC is entering the third year of our business transformation agenda, which is aimed at finding ways to deliver services faster, smarter and at a reduced cost, and at improving the accountability and transparency of our operations.

As part of our efforts to transform our business, PWGSC is committed to further clarify roles and responsibilities with our colleague departments and to build our human resources capacity to meet the future needs of government.

The transformation of our business encompasses the following main initiatives:

- Procurement Transformation;
- Real Property Transformation;
- Information Technology Shared Services;
- Clarifying Roles and Responsibilities; and
- Building Capacity.

Procurement Transformation: This initiative is aimed at changing our procurement role from one based on transactions to one based on the provision of strategic management of supply, and the creation of a whole-of-government approach to procurement. This approach will promote greater efficiencies, lower costs and greater accountability.

Procurement Transformation is aimed at:

- Improving access to goods and services required for government organizations;
- Delivering savings to government;
- Promoting easier access to government business opportunities for small and medium enterprises;

- Building the capacity to better account for the way in which the government spends taxpayers' money; and
- Greening procurement.

While recognizing the potential benefits of procurement reform, there were challenges facing the initiative. As a result, Canada's New Government undertook an assessment of the initiative. Given the complexity of the task at hand, we estimate that it will take longer to achieve our projected savings than first thought. Revised targets are reflected in the government's fiscal projections for the period starting in year three of Procurement Transformation (2007-2008) to year seven (2011-2012). See *The Economic and Fiscal Update, November 2006*, for details.

In addition, we are improving PWGSC's capacity to support the transformation.

Furthermore, PWGSC has established six regional offices of the Office of Small and Medium Enterprises.

Real Property Transformation: The Real Property Transformation strategy is directed at improving the management of the department's real property portfolio so that we reduce costs, increase productivity, enhance accountability and transparency, and support the government's environmental agenda.

We plan to reduce costs through:

- More rigorous application of space and fit-up standards;
- Improved inventory management; and
- Maintaining overhead efficiency.

In 2006-2007, Real Property awarded a contract to study and provide recommendations on the challenges facing the management of 35 properties within PWGSC's Crown-owned real property portfolio. The contract was later amended from 35 to 40 properties. In 2007-2008, we will review the study's range of options to determine the most cost-effective and efficient way to provide



Figure 2* *PWGSC Expenditure Summary for 2007–2010*

Government Services Program	<i>Raison d'être — to ensure optimum value to Canadians and government in the provision of common, central and shared government services.</i>			
Strategic Outcomes	Strategic Outcomes	Planned Spending (\$ millions)		
		2007-2008	2008-2009	2009-2010
	Quality Services	2,245.1	2,035.3	1,953.2
	Sound Stewardship	288.5	298.4	290.4
	Adjustments	520.6	283.9	81.9
	Total	3,054.2	2,617.6	2,325.5
Government Service	Service	Planned Spending (\$ millions)		
		2007-2008	2008-2009	2009-2010
	Real Property	2,340.3	1,957.5	1,692.7
	Acquisitions	208.2	199.4	182.7
	Information Technology	195.5	147.1	145.8
	Receiver General and Public Service Compensation	186.9	186.3	188.2
	Government Information	47.6	42.7	42.7
	Greening Government Operations	5.7	14.6	3.4
	Business Integration	11.9	11.9	11.9
	Special Operating Agencies: Consulting and Audit Canada, Translation Bureau	58.1	58.1	58.1
	Total Spending	3,054.2	2,617.6	2,325.5
	Total FTEs	11,870	11,854	11,889

Note: See Section III, Table 1 for financial details.

Table totals vary due to rounding.

* Figure 2 provides a summary of forecast expenditures for 2007-2010 for each of the eight service areas that fall under the Government Services Program.

accommodation to federal departments while generating savings.

Accountability and transparency will be enhanced through clearer roles and responsibilities, the development of a comprehensive performance management and measurement framework, and better reporting. Finally, the strategy will support the government's environmental agenda by continuing to ensure that its buildings are energy efficient and environmentally-friendly.

Information Technology Shared Services: The vision of Information Technology (IT) Services is to become the centre of excellence for the delivery of IT shared services to the government. Currently, the government's IT infrastructure is highly

fragmented, with numerous data centres, servers, telecommunications networks, functional applications and software configurations. This fragmentation can impede effective government-wide initiatives.

To address this, PWGSC is working with six partner federal organizations to move toward a shared services approach in the area of IT. Over the next five to seven years, we will focus on steadily increasing the number of organizations participating in this approach. At the same time, we will expand on existing initiatives to build a common IT infrastructure across government. The centrepiece is the Secure Channel, which gives Canadian citizens and businesses secure high-speed access to the government's on-line services



and provides a network for all federal departments and agencies.

The Secure Channel is critical to the operation of program delivery in the Government of Canada and is poised to support PWGSC's major transformation activities as they reach more advanced stages. It will also support Service Canada in its mission to integrate services from various federal departments to form a single delivery network.

Clarifying Roles and Responsibilities: We aim to serve our clients better by being more focused on client needs, and by helping clients better understand what we do and what value we add. Some key components of this are:

- Increasing our efforts to involve suppliers and giving them more time to adjust to changes with respect to Procurement Transformation;
- Giving departments more time and support in building their internal capacity and putting in place new procurement practices;
- Applying industry standard competencies and best practices to improve overall performance of Real Property; and
- Continuing to work with partners responsible for delivering and managing IT infrastructure and shared services to ensure better technology and business alignment.

Building Capacity: In order to meet the demands for expertise to achieve our Business Transformation goals and to address our aging demographics, we are taking steps to build human resources capacity. Examples of steps we are taking include:

- Working with the Department of National Defence to develop and implement an integrated strategy that addresses the pressing recruitment, retention and training challenges for military procurement and project management;
- Working with public and private partners ensuring that we have the needed expertise to create new enterprise-wide shared IT products and services;

- Collaborating with the translation industry to build a shared professional development infrastructure that will encourage Canada's official language minority and cultural communities to create a high-calibre bilingual and multilingual translation supply; and
- Establishing recruitment and development programs for expertise such as accountants, environmental experts, engineers, consultants, procurement specialists, and computer scientists.

Further details for each business area are noted in Section II, Program Activities.

2. Supporting the Government's Strategic Agenda

PWGSC will work to support the following priorities:

- Accountability;
- Security;
- Environmental protection; and
- Strong economic management.

Accountability: PWGSC will support the implementation of the *Federal Accountability Act*. In particular, it will include the appointment of a Procurement Ombudsman to:

- Review government procurement practices on an ongoing basis;
- Review complaints with respect to government contracts (up to certain thresholds);
- Review complaints with respect to contract administration;
- Ensure the availability of alternative dispute settlement mechanisms for willing participants; and
- Submit an annual report to the Minister of PWGSC.

A Code of Conduct for Procurement, which has been released for consultations with suppliers, will be implemented. The Code consolidates the government's existing suite of conflict of interest



and anti-corruption policies, and will apply to both suppliers and public service employees.

We will also implement audit recommendations designed to strengthen management and accountability in the areas of advertising and public opinion research.

PWGSC will continue to strengthen its corporate governance and management capacity through further implementation of the provisions of the Management Accountability Framework. The Office of the Chief Risk Officer will continue to provide advice directly to the Deputy Minister and the department's senior management team on risk-related issues. In addition, we will continue to work with the Office of the Comptroller General to strengthen the internal audit capacity of government.

Security: PWGSC will continue to support the government in the area of security by providing such services as military procurement, border infrastructure, the Secure Channel, the Industrial Security Program and a range of other advisory and support services.

Environmental Protection: PWGSC, through the Office of Greening Government Operations, leads in efforts across government to improve environmental performance. In 2007-2008, we will continue to provide departments and agencies with advice and guidance on a wide range of environmental issues. We will work with Treasury Board Secretariat and our clients to develop policies and performance measures related to the greening of government operations. We will also use the purchasing power of the government to foster improved environmental performance by our suppliers. We will continue to promote high standards for energy efficiency and environmental performance in our real property portfolio, and will continue our work on the management and remediation of contaminated sites.

Strong Economic Management: PWGSC fully supports the government's commitment for strong

economic management, which emphasizes value for money ensuring controlled, focused and efficient management. Our transformation agenda will help to make government more cost-effective to the benefit of Canadians. We have been working to modernize the Public Accounts of Canada, which is expected to provide the government with better information to manage its finances.

3. Managing Projects of National Importance

PWGSC manages projects and horizontal initiatives of national importance as part of its mandate. On behalf of its clients, it manages major projects such as military procurement.

PWGSC is working closely with the Department of National Defence (DND) to ensure that the Canadian Forces have the equipment needed to operate in today's environment. DND is accountable for the definition of operational requirements and development of performance and technical specifications, while PWGSC is accountable for the contracting.

In addition, PWGSC leads on behalf of government a number of major projects, including the following:

- Parliamentary Precinct Renovations;
- Shared Travel Services Initiative;
- Pension Modernization Project;
- Government of Canada Marketplace; and
- Clean-up of Sydney Tar Ponds.

We will also undertake Alternative Service Delivery in the areas of Property Management and Project Delivery.

See *Section III, Tables 11, 12, 14 and 15* for details.

4. Delivering Ongoing Services

Although a major business transformation exercise is under way at PWGSC, we remain mindful of our commitment to the ongoing delivery of quality services. The challenge is to ensure that the



transition to new business models does not disrupt our ongoing services.

PWGSC must continue to deliver its critical services such as pension payments to Canadians, accommodation and pay to public servants, procurement, information technology and telecommunications services to Canadians and government, as well as translation and interpretation services to Parliament and government.

Our Employees

The success of PWGSC depends in large measure on the knowledge, skills, talents and motivation of its people. We are faced with an aging workforce many of whose members are likely to retire in the next few years. In addition, implementation of the transformation agenda will require new sets of skills, including an increased capacity for strategic management and increased expertise in the application of information technology. In this respect, PWGSC has a large stake in public service renewal, the recruitment of new employees and the development of new skills.

A major human resources priority will be to ensure that our employees have the development opportunities they require to continue to do their jobs effectively, to advance their careers and to meet the skill requirements of a post-transformation business environment.

The success of an organization is dependent on committed and engaged human resources. We will continue our efforts to better reflect the growing diversity of Canada and demonstrate leadership in maintaining a work environment conducive to the effective use of both official languages. There will be increased emphasis on mentoring, succession planning, knowledge transfer, and the development of leadership, management and teamwork skills.

PWGSC's Statement of Values

We conduct ourselves with integrity and treat others with respect. We act in the best interests of the public, respect our commitments, remain non-partisan in all our actions, and provide government with the best advice possible.

In doing our jobs in common, central and shared services, we:

- Uphold the public trust;
- Act and negotiate in good faith;
- Work within the law;
- Speak honestly;
- Use processes that are visible to all;
- Act in a fair and considerate manner;
- Deal with people equitably and with civility;
- Seek, consider, and value input; and
- Accept the consequences of our actions.



PROGRAM ACTIVITIES

Introduction

This section of the report provides information about PWGSC's program activities. The Program Activity Architecture (PAA), an activity-based management system, is part of the government's Management Resources and Results Structure, which provides a horizontal management framework across the federal government and allows for enhanced reporting on performance to Parliament and central agencies. The PAA focuses on long-term and enduring outcomes for PWGSC.

The PAA for PWGSC's Government Services Program is divided into 28 activities, which support our two strategic outcomes: *Quality Services* and *Sound Stewardship*. These outcomes drive our business and guide our departmental transformation.

Quality Services: The delivery of quality services is central to PWGSC's vision of being the "centre of excellence" in the provision of common, central and shared services to departments and agencies.

Sound Stewardship: PWGSC is responsible for safeguarding the assets entrusted to the department, including the skills and knowledge of our employees as well as our physical infrastructure and systems. Sound stewardship safeguards the public trust by ensuring that our work is done in accordance with high standards of accountability, transparency, prudence, probity, consistency and fairness.

To better reflect the PWGSC approach to services, the PAA's 28 activities have been grouped to highlight our key service areas:

- Real Property;
- Acquisitions;
- Information Technology;
- Receiver General and Public Service Compensation;

- Consulting, Information and Shared Services;
- Greening Government Operations;
- Business Integration; and
- Special Operating Agencies, that is, Audit Services Canada and the Translation Bureau.

Corporate Management is an internal activity that supports our government services. Because of its importance to PWGSC, Corporate Management is discussed in this report, although the financial budget is allocated to PWGSC's service areas.

Plans and initiatives are identified in each of the service area subsections that follow in this report. Descriptions are provided with results statements and performance indicators for the PAA activities within each service.



The following table sets out PWGSC's 28 Program Activities as approved by the Treasury Board of Canada for use in the 2007-2008 RPP. These Program Activities are organized by the two strategic outcomes and eight government services of PWGSC. PWGSC will be seeking to modify its Program Activity Architecture in the future to better reflect changes associated with its transformation agenda. However, Section II of this document for 2007-2008 is based on the approved Program Activities as presented below.

PWGSC – Program Activity Architecture		
Strategic Outcome Quality Services (16 Program Activities)	Strategic Outcome Sound Stewardship (10 Program Activities)	PWGSC Government Services
<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 	Real Property
<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 	Acquisitions
<ul style="list-style-type: none"> IM/IT Services Telecommunications Services Revolving Fund 	<ul style="list-style-type: none"> IM/IT Stewardship 	Information Technology
<ul style="list-style-type: none"> Receiver General Services Public Service Compensation Services 	<ul style="list-style-type: none"> Receiver General Stewardship Public Service Pay Stewardship Public Service Pension Stewardship 	Receiver General and Public Service Compensation
<ul style="list-style-type: none"> Government Information Services 	<ul style="list-style-type: none"> Government Information Stewardship 	Government Information
<ul style="list-style-type: none"> Business Integration Services 	<ul style="list-style-type: none"> Business Integration Performance Management 	Business Integration
<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 	Special Operating Agencies
<ul style="list-style-type: none"> Office of Greening Government Operations Services 	<ul style="list-style-type: none"> Office of Greening Government Operations Stewardship 	Office of Greening Government Operations
<p>Note: The activities of Corporate Management and Business Integration Client Relations Management are not shown in the table above because, for Treasury Board Secretariat's financial reporting purposes, their costs have been re-allocated to the other activities as departmental overheads.</p>		



REAL PROPERTY

PWGSC provides office and common-use accommodation to departments and agencies.

PWGSC acquires, manages, operates, maintains, builds, repairs and disposes of federal real property. In doing so, we offer a full range of services, including:

- Providing departments and agencies with cost-effective, safe and productive work environments;
- Providing ongoing stewardship of national heritage assets such as the Parliamentary Precinct;
- Administering the Payments in Lieu of Taxes Program for fair and equitable payments to other levels of government;
- Managing the Real Property Disposition Fund for properties surplus to needs of government; and
- Providing professional advice on real property matters to other federal real property custodians.

Plans and Initiatives

Real Property will support the following key strategic departmental priorities:

- Transforming our business;
- Supporting the government’s strategic agenda;
- Managing projects of national importance; and
- Delivering ongoing services.

Transforming Our Business

Real Property intends to transform its business to become an industry leader providing quality services to clients and ensuring sustainable value for money for Canadians.

In 2007-2008, we will focus on building capacity through long-term human resources planning. In real property, we will consider new competencies, succession planning, recruiting, diversity, Official Languages and the competitiveness of the labour

Key Facts

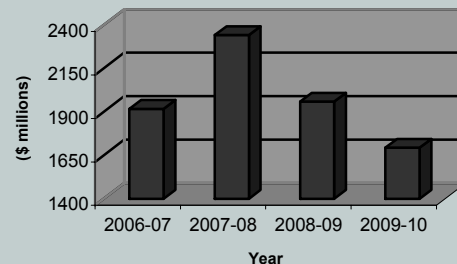
- Manages, as custodian, \$7 billion worth of federal real property.
- Manages 6.8 million square metres of rentable space including:
 - 3.4 million m² of Crown-owned space;
 - 2.9 million m² of leased space; and
 - 0.5 million m² of lease-purchase space.
- Provides accommodation to 241,000 federal employees in 105 departments and agencies in about 1,796 locations across Canada.
- Administers annual payments in excess of \$460 million under the Payments in Lieu of Taxes program to approximately 1,300 local taxing authorities.

market. In the short term, we have developed a human resources action plan to deal with pressing issues such as compensation, the use of longstanding term and acting assignments and strategic priority staffing.

Transformation Initiatives

In 2006-2007, Real Property awarded a contract to study and provide recommendations on the challenges facing the management of 35 properties within PWGSC’s Crown-owned real estate. The contract was later amended from 35 to 40 properties. In 2007-2008, we will review our options and act on any we feel will bring long-term value to the Crown and enable us to meet our real property objectives.

Planned Net Expenditures





Some of the issues that need to be addressed for these properties include the condition and age of buildings, environmental standards, under-utilized assets, the limited flexibility of assets, project management performance and operating costs.

For 2007-2008, Real Property plans improvements to its business systems to address outdated IT systems. PWGSC is reviewing a business case and recommendations to assess several options for adopting an information system that provides comprehensive and consistent management information in support of Real Property business activities and clients.

Supporting the Government's Strategic Agenda

PWGSC supports the government's strategic agenda in the delivery of real property services in a number of ways.

The department is committed to maintaining the goals of the National Capital Area (NCA) Accommodation Strategy and the related office accommodation and distribution ratio of 75/25 between Ontario and Quebec.

PWGSC will continue to use long-term leases where feasible and to the advantage of the Crown (such as the new RCMP National Headquarters).

Real Property will draw on the Treasury Board Secretariat Management Accountability Framework to improve its management processes. We will continue to foster and build a strong culture of values and ethics by further implementing the Ten-Point Integrity Plan. We will work with the Office of the Chief Risk Officer to enhance our risk-management approach consistent with the Treasury Board Secretariat Integrated Risk Management Framework. In addition, we will continue to implement recommendations of the Auditor General and PWGSC's Audit and Evaluation.

Real Property strives to contribute to leadership in greening government by setting an example as both a custodian and service provider. Real Property is committed to demonstrating how environmental benefits may be achieved in a cost-effective manner, while enabling other custodians to do the same. We are committed to ensuring that new building construction and major renovations achieve the Leadership in Energy and Environmental Design (LEED-Canada) Gold level, as evidenced by the recently certified Greenstone Building in Yellowknife, N.W.T. Real Property will continue to apply the same sustainable principles to long-term leases.

Managing Projects of National Importance

PWGSC is the custodian of the buildings in the Parliamentary Precinct. These buildings, which are symbols of Canada's democratic traditions and fundamental to the operations of Parliament, require investments to protect their architectural integrity. This work is carried out in close collaboration with our Parliamentary partners and is outlined in the Long-Term Vision and Plan (LTVP) for the Parliamentary Precinct. Details on the various major Crown projects of the LTVP can be found in *Section III, Table 12*.

Delivering Ongoing Services

Project Planning and Performance

Real Property has developed a National Project Management System (NPMS), which provides a modernized management approach to project delivery in the public sector environment. Building on the successful implementation of the NPMS, Real Property will focus on project governance and bring rigour to the project planning phase. This should result in increased client satisfaction and a targeted 10 percent improvement in project performance for projects over \$1 million, in regard to cost, time and scope.



Real Property Savings

Real Property continues to be a significant contributor to the government's effort to achieve savings through budget reduction and reallocation to higher priorities.

We are at the stage where the strategies and plans developed over the last two years, and further described below, are being integrated in day-to-day work. More specifically, two important elements are being incorporated into ongoing activities:

- Achieving savings by maximizing efficiencies, taking advantage of economies of scale and leveraging existing expertise; and
- Working and making decisions in an open, transparent way so as to preserve the confidence of Canadians in the integrity and fairness of the Government of Canada.

Accommodation Standards: Real Property will continue to consistently apply fit-up and space standards, and optimize the use of space. The plan is to reduce the average space per full-time equivalent (FTE) employee from 21.4 square metres to 18 square metres. We will have to seek collaboration and commitment from our client departments and agencies to accomplish short-term projects and obtain the related long-term program savings. Overall, savings will result from less space requiring fit-up and more rigorous application of accommodation standards.

Improved Inventory Management: Real Property will continue to focus efforts on longer-term program planning and the optimization of our

accommodation portfolio. This will include:

- Improving the strategic management of the leased portfolio through such means as timely leasing decisions and the use of longer term duration of leases where favourable market conditions warrant;
- Managing the National Capital Area office accommodations and distribution between Ontario and Quebec (Ratio of 75/25); and
- Increasing efficiencies and cost-effectiveness in operating facilities and delivering maintenance and repair projects, such as more effective scheduling and bundling of work.

Maintain Overhead Efficiency: In 2007-2008, Real Property will continue to take full advantage of the existing contract for property management and project delivery services. We will reduce overhead by ceasing non-essential activities, reassigning resources to higher priorities and looking for further opportunities to make budget reductions.

Real Property will continue to devote the majority of its resources to providing safe, affordable workplace solutions to support the delivery of government programs.

Government-wide Gross Real Property Savings (\$ millions)						
	2005-06	2006-07	2007-08	2008-09	2009-10	Total
Target Real Property Gross Savings	150	150	170	255	300	1,025
Note: 1) Savings contributions: PWGSC – 90%; and other government departments – 10% 2) Some savings will occur in organizations that reimburse PWGSC						

The achievement of \$1,025 million in government-wide gross savings will require the full commitment of our colleague departments and policy-making agencies.



Real Property Planned Spending

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Operating (including Special Purpose Allotment), Capital, Grants and Contributions and Statutory Votes				
Federal Accommodation and Holdings				
Gross Expenditures	2,356.8	2,592.9	2,209.5	1,943.4
Less: Respendable Revenue	468.3	286.8	284.7	284.7
Net Expenditures	1,888.5	2,306.1	1,924.8	1,658.7
Real Property Stewardship				
Gross Expenditures	36.9	44.1	41.8	43.3
Less: Respendable Revenue	1.7	1.9	1.1	1.4
Net Expenditures	35.2	42.2	40.7	41.9
Real Property Services Revolving Fund				
Gross Expenditures	847.2	892.3	895.0	864.8
Less: Respendable Revenue	847.2	892.3	895.0	864.8
Net Resources (Provided) Used	-	-	-	-
Real Property Disposition Revolving Fund				
Gross Expenditures	4.0	4.0	4.0	4.0
Less: Respendable Revenue	12.0	12.0	12.0	12.0
Net Resources (Provided) Used	(8.0)	(8.0)	(8.0)	(8.0)
REAL PROPERTY TOTAL	1,915.7	2,340.3	1,957.5	1,692.6
Gross Expenditures for Real Property	3,244.9	3,533.3	3,150.3	2,855.5
Less: Respendable Revenue for Real Property	1,329.2	1,193.0	1,192.8	1,162.9
Net Expenditures for Real Property	1,915.7	2,340.3	1,957.5	1,692.6
<i>Totals may not add up due to rounding.</i>				
<i>(FTEs)</i>				
Federal Accommodation and Holdings - Full Time Equivalents (FTEs)	2,402	2,402	2,402	2,402
Real Property Stewardship - FTEs	250	254	242	254
Real Property Services Revolving Fund - FTEs	1,261	1,261	1,261	1,288
Real Property Disposition Revolving Fund - FTEs	-	-	-	-
Real Property - Full Time Equivalents Total	3,913	3,917	3,905	3,944
Federal Accommodation and Holdings:				
The increase in expenditures from 2006-2007 to 2007-2008 is mainly due to new funding received for specific authorities and reprofilings such as Long Term Vision and Plan (LTVP), Federal Judicial Building, and Skyline. The decrease in expenditures in subsequent years is mainly related to funds sunsetting for projects such as LTVP, Federal Judicial Building, Skyline and Portrait Gallery as well as the impact of the business renewal.				
Real Property Stewardship:				
The main reason for the expenditure increase is a realignment of funding from Federal Accommodation and Holdings to Stewardship for administrative and professional services to conduct specific mandated activities for mandatory programs including Payment in Lieu of Taxes (PILT), Appraisal, Aboriginal Affairs and Expropriations.				
Real Property Services Revolving Fund:				
Real Property Services Revolving Fund increases are mainly due to additional business volume expected for Parks Canada (site upgrade) and Agriculture Canada (Milk Research Infrastructure in Lennoxville). The decrease in 2009-2010 is due to the termination of projects from Veterans Affairs (Ste-Anne Hospital and VIMY).				
Real Property Disposition Revolving Fund:				
Proceeds of Sale are to remain stable due to an increased amount of lower value properties, as well as decrease in affordable housing properties available for disposal through the Fund.				



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). Achieve savings by reducing accommodation usage, M² per FTE. • Operating cost trends analysis. Achieve savings by reducing operating costs. • Vacancy rate compared with 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 and 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 within scope). <p>*Includes 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
Provision of strategic leadership and proactive management of the resources and real property assets to support the delivery of government programs.	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.	<ul style="list-style-type: none"> • Actual recapitalization rate v. 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.



ACQUISITIONS

PWGSC is the government's primary procurement service provider offering client departments and agencies procurement solutions such as specialized contracts, standing offers, supply arrangements and electronic marketplaces. The role of Acquisitions is to provide timely value-added acquisitions and related common services to Canadians and the federal government. These services are provided within a framework that promotes and requires stringent ethical procurement standards. In the greening of government operations, Acquisitions plays a key role by assisting client departments to identify and adopt environmentally-friendly "green" procurement alternatives by encouraging the purchase of green products. Through the Office of Small and Medium Enterprises (OSME), we work to remove barriers to competition and ensure open, fair and transparent competition for Small and Medium Enterprises (SMEs).

As a strategic partner with our clients, Acquisitions:

- Builds and manages supplier relationships, including those of SMEs;
- Strives to achieve best-value purchases;
- Helps define client requirements and find the best solutions for meeting their needs;
- Looks for opportunities to improve the process of buying goods and services; and
- Oversees client and supplier relationships, after contract award, to ensure accountability throughout the procurement process.

Acquisitions' role involves military and Major Crown Project procurements. We also offer specialized services such as: marine inspection and technical services; management of seized property; travel management; standards for and certification of goods and services; surplus asset disposal; procurement of vaccines and drugs on behalf of provinces and territories; and the registration of quality (ISO 9000) and environmental (ISO 14001)

Key Facts

- Canada's largest public purchaser of goods and services. PWGSC's purchases account for more than 85% of the total value of government procurement.
- Buys on average \$12 billion in goods and services each year and manages approximately 60,000 transactions, thus having an extensive influence on the efficiency of government-wide operations.
- Spends the vast majority of procurement dollars on a basket of 40 commodities such as information technology and office equipment.
- OSME works to remove barriers to competition and ensure open, fair and transparent competition for SMEs.
- Procurement savings of over \$250 million since April 1, 2005.

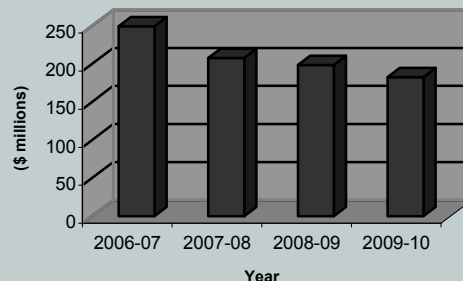
management services. We also support the development of professional procurement initiatives, such as certification standards for procurement professionals, through active participation in national organizations.

Plans and Initiatives

In 2007-2008, Acquisitions will support the following key strategic departmental priorities:

- Transforming our business;
- Supporting the government's strategic agenda;
- Managing projects of national importance; and
- Delivering ongoing services.

Planned Net Expenditures





Transforming Our Business

In 2007-2008, Acquisitions will continue the delivery of efficiencies, productivity gains and cost reductions, thereby enabling the re-allocation of resources to higher government priorities.

While the initial commitment of government-wide acquisitions savings was to realize net savings of \$2.5 billion over five years, in the Economic and Fiscal Update tabled in November 2006, the government announced that it is adjusting its savings forecast.

Given the magnitude and complexity of the transformation across the diverse group of stakeholders, Acquisitions has adjusted strategies and associated timelines to ensure the interests of all are appropriately balanced.

Client engagement is a priority for PWGSC and we will use a structured and methodical approach in consultations with client departments. We will support other government departments in pursuing long-term sustainable changes to procurement, which will create savings through both efficiencies and reduced purchasing costs for goods and services.

To obtain suppliers' perspectives and insights, we asked the Conference Board of Canada to act as an independent third-party to consult with the industry sectors for temporary help services, IT professional services and office furniture. Following these consultations, two permanent committees were established for temporary help services and office furniture.

PWGSC is committed to giving SMEs increased access to compete for government business. OSME supports SMEs by working to reduce barriers to ensure SMEs have fair access, and by helping suppliers that want to do business with the government to navigate the procurement system.

PWGSC will also continue to develop a more efficient approach to the procurement of military equipment and services that balances the operational objectives of the Canadian Forces with broader policy objectives.

Building Capacity

To have the necessary organization and resources to achieve the planned results of Procurement Transformation, Acquisitions must focus on its human resources. Efforts are underway to ensure an adequate level of staff with essential skill sets and competencies, as well as appropriate supporting systems, training and educational programs. Acquisitions will develop and implement a succession planning strategy at the executive and feeder group levels. Concurrently, with the Department of National Defence, we will develop and implement an integrated strategy that addresses the pressing recruitment, retention and training challenges now facing the federal procurement and project management communities involved in military procurement.

Supporting the Government's Strategic Agenda

Accountability and Transparency

The *Federal Accountability Act*, which received royal assent in December 2006, and its accompanying Action Plan introduced the following changes in the area of procurement:

- A legislated commitment to fairness, openness and transparency in the procurement process;
- Inclusion of integrity provisions in all government contracts;
- A Procurement Ombudsman to review procurement practices on an ongoing basis;
- A Code of Conduct for Procurement; and
- Accreditation and training for procurement officers.



Through these initiatives, PWGSC will continue to develop and apply measures that promote fairness, openness and transparency in the bidding process for government contracts whether they are for the performance of work, the supply of goods or the rendering of services.

As well, PWGSC has increased resources and a regional presence for OSME and has consulted with the supplier community regarding barriers to entry.

Sound Management

Sound management is ensured when PWGSC abides by the legislative and policy changes that affect day-to-day business.

For example, the *Budget Implementation Act, 2005* included two key amendments to the *Department of Public Works and Government Services Act* that relate to procurement. In 2007-2008, Acquisitions will draft new delegation instruments for departments and agencies that address these amendments.

Regulations will be established for the new Procurement Ombudsman activities resulting from the introduction of the *Federal Accountability Act*.

Major revisions to Treasury Board policies are being planned as part of the Treasury Board policy suite review. The changes to the Policy on Managing Procurement and the Policy on Managing Projects will substantially affect the way PWGSC conducts its business. To exercise our government-wide mandate over procurement and give proper effect to new procurement policy, we must:

- Make the transition to a strengthened management and oversight regime;
- Strengthen our procurement processes and policies and put in place tools that realize policy objectives;
- Delegate contracting authority, based on a sound delegation policy; and

- Increase our capacity to develop, monitor and manage policy.

Greening Government

PWGSC continues to vigorously support the government's environmental agenda. We will use the Federal Green Procurement Policy to ensure procurement decisions incorporate environmental performance considerations over the life cycle of the goods and services we buy. Acquisitions is committed to:

- Embedding environmental performance as a key consideration in the interdepartmental Procurement Review Committee process for planned procurements that exceed \$2 million;
- Supporting the inclusion of environmental performance considerations into the procurement instruments used by all government departments and agencies; and
- Supporting the federal sustainable development goal on governance.

Managing Projects of National Importance

Government of Canada Marketplace (GoCM):

The GoCM is an on-line service. It allows federal employees a common point of access to an electronic catalogue of pre-approved goods and services from mandatory Standing Offers and Supply Arrangements. The initial launch of the GoCM, in December 2006, made all mandatory standing offers and supply arrangements available to users. Based on feedback, the GoCM was refined and government-wide implementation will begin in April 2007.

In 2007, all standing offers and supply arrangements on the old Standing Offer Index will be moved to the GoCM.

Shared Travel Services Initiative (STSI): The STSI provides an end-to-end portfolio of corporate travel management services. It is designed so that



savings will continue on the government's annual expenses for travel and hotel accommodation and associated administrative support.

developing the necessary skills to treat suppliers fairly and respectfully, and to offer our clients the highest quality of service possible.

Over the first two years, STSI applied a change management approach to encourage departments and agencies to adopt our travel solution. In the future, emphasis will be on promoting the initiative through the demonstration of tangible benefits. In addition, our change management approach will continue to evolve from a "design and build" of the technical solution to providing expertise and training to all users, as required.

Military Procurement: PWGSC is working closely with the Department of National Defence (DND) to ensure that the Canadian Forces have the equipment needed to operate in today's environment. DND is accountable for the definition of operational requirements and development of performance and technical specifications, while PWGSC is accountable for the contracting.

Delivering Ongoing Services

In 2006-2007, a number of standing offers or other consolidated procurement initiatives were undertaken in areas such as: hotels, aviation fuels, passenger cars, light trucks, courier services and commercial printing.

In 2007-2008, we will continue to issue new standing offers as well as other consolidated procurement instruments in the areas of: temporary help, IT professional services, furniture, heavy trucks, personal computers, notebooks and heating fuels to name a few.

While our transformation efforts are far-reaching and demand profound changes to the way procurement is done, PWGSC continues to deliver on its core business commitments. We serve our clients in a relevant and timely fashion, offering a broad base of solutions for the best possible value for the procurement dollar. Our employees continue to be engaged and committed to



Acquisitions Planned Spending

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Operating and Statutory Votes				
Acquisition Services				
Gross Expenditures	220.5	193.4	189.9	188.4
Less: Respondable Revenue	58.0	42.4	39.5	39.2
Net Expenditures	162.5	151.0	150.4	149.2
Supply Operations Stewardship				
Gross Expenditures	94.1	65.7	57.5	41.7
Less: Respondable Revenue	6.6	8.5	8.5	8.2
Net Expenditures	87.5	57.2	49.0	33.5
Optional Services Revolving Fund				
Gross Expenditures	100.4	100.4	100.4	100.4
Less: Respondable Revenue	100.4	100.4	100.4	100.4
Net Resources (Provided) Used	-	-	-	-
Defence Production Revolving Fund				
Gross Expenditures	-	-	-	-
Less: Respondable Revenue	-	-	-	-
Net Resources (Provided) Used	-	-	-	-
ACQUISITIONS TOTAL	250.0	208.2	199.4	182.7
Gross Expenditures for Acquisitions	415.0	359.5	347.8	330.5
Less: Respondable Revenue for Acquisitions	165.0	151.3	148.4	147.8
Net Expenditures for Acquisitions	250.0	208.2	199.4	182.7
<i>Totals may not add up due to rounding.</i>				
(FTEs)				
Acquisition Services - Full Time Equivalents (FTEs)	1,824	1,788	1,788	1,776
Supply Operations Stewardship - FTEs	342	332	344	344
Optional Services Revolving Fund - FTEs	44	44	44	44
Defense Production Revolving Fund - FTEs	-	-	-	-
Acquisitions - Full Time Equivalents Total	2,210	2,164	2,176	2,164
The variance in planned spending for Acquisitions is mainly due to the sunseting of funding received for the Shared Travel Services Initiative (STSI) and to the progressive reduction in funding for the Procurement Investment, Acquisition Business Transformation and the Government of Canada Marketplace Initiatives.				



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.	<ul style="list-style-type: none"> 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. Procurement of vaccines and drugs on behalf of provinces and territories.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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"> Address <i>Federal Accountability Act</i> commitments. Meet Branch goals related to achieving procurement transformation objectives and carry out AB core functions. 	<ul style="list-style-type: none"> Number of Canadian International Trade Tribunal cases - percentage in PWGSC's favour vs. suppliers' favour. Number of complaints to Procurement Ombudsman.



INFORMATION TECHNOLOGY

PWGSC's Information Technology Services (ITS) has a dual mandate. We provide information technology services to other government departments, including electronic access by Canadians to government information and services, and we manage PWGSC's Information Management/Information Technology (IM/IT) services.

ITS provides leadership in supporting government-wide IT transformation initiatives. We work closely with client departments and agencies to understand and respond to their IT requirements, while delivering highly reliable, cost-effective and secure IT services and solutions. ITS provides, brokers, develops and/or manages voice and data networks, data centres, distributed computing, applications, Secure Channel and information management.

Plans and Initiatives

ITS will continue to enhance the level of the federal government's information technology to that of leading-edge large organizations. We will enhance the delivery of current services as well as increase the number of IT shared services for government. ITS will also strengthen PWGSC's internal IM/IT capacity, while supporting the department's business transformation commitments.

In 2007-2008, ITS will support the following key strategic departmental priorities:

- Transforming our business;
- Supporting the government's strategic agenda; and
- Delivering ongoing services.

Key Facts

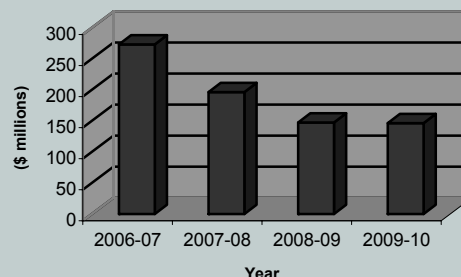
- Enables strong economic management across government through effective inter-operability of IM/IT systems.
- Provides citizens and businesses with secure access to 130 federal government on-line services.
- Provides the IT infrastructure that supports government transformation programs such as the Pension Modernization Program.
- Generates more than 2 million epasses, which provide individuals with on-line credentials for use in accessing government services.
- Provides data centre operations for 47 federal organizations.
- Delivers 250 software applications on behalf of various departments.
- Manages three cheque-production centres, which handle more than 100 million mailings a year.

Transforming Our Business

IT Shared Services Initiative

Information technology in government is large and complex. The government's current IT infrastructure is fragmented with more than 100 data centres, each with numerous mainframes, and more than 7,000 mid-range servers. Each department has its own telecommunications network and unique desktop services. There are seven different financial and material applications in use and 14 different human resources systems — all run from different data centres with different

Planned Net Expenditures





Section II – Program Activities

standards. Integrating the information from these systems for effective decision-making is virtually impossible. There are approximately 800 interfaces between human resources, finance and other systems. This is not sustainable.

IT Shared Services is a major component of the Internal Services Modernization Program established under the overall authority of the Treasury Board Secretariat. This program is a shared services approach to information technology, human resources management and financial services. Shared services will be managed as common and consolidated IT resources for the entire government.

IT transformation is about leveraging investments in technology to enable public sector modernization. Over the coming years, PWGSC will:

- Transform the government’s IT infrastructure to enable a secure government-wide technology-based service channel for citizens, businesses and employees at lower costs; and
- Consolidate accountability for expenditures on IT infrastructure and eliminate inefficiencies.

Building Capacity

In 2007-2008, ITS will continue the process of transforming its business to increase IT Shared Services. It has already begun the process of transforming IT services using newly developed business intake channels.

Growth and Service Transformation through “Waves”: This uses a framework called the IQTT (Identification, Qualification, Transition and Transformation). This rigorous methodology is being used as a proof of concept to drive demand and critical mass in the migration to shared IT services. It is anticipated that groups of departments and agencies (in a series of successive “waves”) will transfer full IT infrastructure accountability to PWGSC over the next five to seven years. The first wave of

agreements has been negotiated with six departments and agencies including PWGSC. In 2007-2008, ITS is expected to complete the transition and begin transformation activities associated with this first wave.

Service Adoption: Building on the success of the Secure Channel and other services, ITS will continue to work with public and private partners to create new enterprise-wide IT products and services that meet the government’s business needs.

Partnerships: ITS builds on its work with other departments in implementing IT service solutions to benefit departments and agencies. In 2006-2007, Memoranda of Understanding (MOUs) were signed with the Department of National Defence (Desktop Services) and Service Canada (National Network renewal). In 2007-2008, an agreement is planned with the Canada Revenue Agency for data centres facilities management. These three partnerships will be key in the expansion of IT shared services.

Supporting the Government’s Strategic Agenda

Transformation

IM/IT has a critical role in PWGSC’s internal and external transformation initiatives. ITS provides the technical leadership and development services required for: Real Property’s business systems transformation project; Finance’s business process re-engineering and systems migration; Human Resources’s renewal initiative; Acquisitions’s Government of Canada Marketplace and Shared Travel Services Initiative; and Accounting, Banking and Compensation’s Pay and Pension Modernization projects.

The Secure Channel facilitates Service Canada’s mission to integrate services from various federal departments to form a single service delivery



network. It is also critical to the implementation of numerous other initiatives such as Census On-line.

Accountability and Transparency

In 2007-2008, ITS will continue to provide clients with a common service delivery interface, building a single point of accountability for IT. ITS is making accountability transparent by standardizing agreements and pricing, and using routine service reviews, strategic account plans and multi-year agreements.

Sound Management

ITS must be a best-practice organization that is constantly improving in order to achieve the value-proposition goals of PWGSC. PWGSC has an ambitious change agenda to strengthen internal IM/IT practices and establish itself as a model to other organizations. Integral to its progress is inclusion of IM/IT planning in the overall PWGSC planning process and establishing a Centre of Excellence for the management of projects. Finally, to ensure sound management, ITS Revolving Fund management practices are assessed annually through external audits.

A Service Management Improvement Program (SMIP) has been established to move ITS towards operational excellence by focusing on education; introduction of service delivery and support discipline processes; and implementation standards. SMIP will lead to faster response and improved client and user satisfaction. To ensure sound management, ITS will continue to build capacity to meet existing and emerging challenges.

Greening Government

In 2007-2008, PWGSC will continue with plans to standardize desktop configurations and associated management practices that will save energy, and reduce consumption, waste and costs.

Delivering Ongoing Services

ITS will continue to provide cost-effective management of telecommunications and informatics services to departments and agencies. Further improvement will be sought through economies of scale in IT infrastructure design and shared services; improved procurement of IM/IT goods and services; rationalized service delivery; and new, competitively priced and innovative business solutions.

This transformation depends on operational excellence of day-to-day services. All management operational indicators such as service availability and capacity are continuously reviewed by senior management.

Secure Channel: The Secure Channel is the government's common IT infrastructure. It is the electronic backbone that enables the exchange of secure, trusted information between the government and its partners and citizens. The Secure Channel allows Canadians to access government services at their convenience. Starting in October 2007, the Secure Channel will move to a full cost-recovery mode of operations to other government departments.

The Secure Channel is fundamental to the transformation and government's strategic agendas.



Information Technology Planned Spending

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
<i>(in millions of dollars)</i>				
Operating and Statutory Votes				
IM/IT Services				
Gross Expenditures	442.5	394.5	379.2	380.6
Less: Respendable Revenue	186.3	212.5	245.4	248.1
Net Expenditures	256.2	182.0	133.8	132.5
IM/IT Stewardship				
Gross Expenditures	17.1	14.1	13.8	13.8
Less: Respendable Revenue	0.7	0.6	0.5	0.5
Net Expenditures	16.4	13.5	13.3	13.3
Telecommunications Revolving Fund				
Gross Expenditures	135.8	134.3	142.7	142.7
Less: Respendable Revenue	135.8	134.3	142.7	142.7
Net Resources (Provided) Used	-	-	-	-
INFORMATION TECHNOLOGY TOTAL	272.6	195.5	147.1	145.8
Gross Expenditures for Information Technology	595.4	542.9	535.7	537.1
Less: Respendable Revenue for Information Technology	322.8	347.4	388.6	391.3
Net Expenditures for Information Technology	272.6	195.5	147.1	145.8
<i>Totals may not add up due to rounding.</i>				
<i>(FTEs)</i>				
IM/IT Services - Full Time Equivalents (FTEs)	1,547	1,610	1,610	1,598
IM/IT Stewardship - FTEs	125	122	122	122
Telecommunications Revolving Fund - FTEs	194	194	194	194
Information Technology - Full Time Equivalents Total	1,866	1,926	1,926	1,914
<p>The significant decrease in the net expenditures, as of 2007-2008, is mainly due to the source of funding change for the Secure Channel Services. In 2006-2007 and 2007-2008 (up to September 2007) Secure Channel Services are funded in totality via the appropriation. Starting in September 2007, these services will operate on a cost recovery basis, thus explaining the reduction in net expenditures.</p>				



Strategic Outcome: Quality Services

IM/IT Services

Activity	Results	Performance Indicators
IM/IT services provide 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"> • Service-level agreement commitments met. • Percentage increase in the number of ITS shared services that are purchased through a catalogue.

Telecommunications Services Revolving Fund

Activity	Results	Performance Indicators
Telecommunications services provide 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"> • External audit continues to reflect high management standards.

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"> • Level of service availability and reliability. • Infrastructure utilization rate. • Level of partner participation.



RECEIVER GENERAL AND PUBLIC SERVICE COMPENSATION

PWGSC manages the Receiver General (RG) and Public Service Compensation functions of the government.

The RG is accountable for the integrity of the Consolidated Revenue Fund and the Accounts of Canada. PWGSC manages the operations of the federal treasury, including issuing payments and collecting revenues for all government departments; preparing the Public Accounts; and producing the government's Monthly Statements of Financial Operations. The RG also contributes to the government's economic management objectives by managing cash inflows and outflows and reporting on financial activity.

As Canada's largest payroll and pension administrator, Public Service Compensation provides payroll, benefits and pension plan administration services for the Public Service of Canada. This includes:

- The administration of payroll, pension and insurance services for public service employees and pensioners;
- Specialized pension services and dental plan services for the Canadian Forces, Members of Parliament, Lieutenant Governors and Diplomatic Services pensioners; and
- Payroll and dental insurance services for members of the RCMP.

Public Service Compensation assists departments and agencies in achieving their objectives through automated compensation services and stronger integration of our pay system with their human resources systems. This allows them to administer pay and benefits in accordance with collective agreements and compensation policies, as well as to fulfil the requirements of the *Public Service Superannuation Act* (PSSA).

Key Facts

The Receiver General:

- Issues 260 million payments in almost 200 countries.
- Handles more than \$1.5 trillion in cash flows.
- Issues payments on behalf of seven provinces and three territories as part of joint initiatives with federal departments.
- Produces the Public Accounts for 169 departments, agencies, Crown corporations and other business entities.
- Since 1995-1996, the Receiver General has reduced the annual cost of payment operations by 34% even as the volume increased by 22%.

Public Service Compensation:

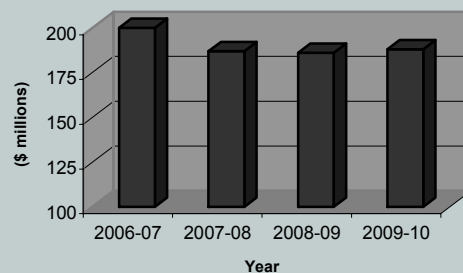
- Administers centrally the pay accounts of 300,000 public servants and pension accounts of 328,000 pensioners.
- Issues approximately 13 million pay and pension payments a year.

Plans and Initiatives

Receiver General and Public Service Compensation will support the following key strategic departmental priorities:

- Supporting the government's strategic agenda;
- Managing projects of national importance; and
- Delivering ongoing services.

Planned Net Expenditures





Supporting the Government's Strategic Agenda

Accountability and Transparency

Enhanced Expenditure Management: In 2007-2008, we will continue to work with the Treasury Board Secretariat to increase the accountability and transparency of government-wide expenditure management processes. Together, we will ensure the seamless transformation of the increasingly complex reporting needs of the government, building on the existing RG infrastructure, which supports the Central Accounts of Canada and the Public Accounts.

Receiver General Settlement Streamlining

(RGSS): This project will transform the process we use to ensure that Canada's financial institutions are accurately and quickly reimbursed for the deposit and encashment of RG payments. In 2007-2008, the RGSS will improve controls, increase efficiency, and reduce costs and risk by eliminating unnecessary manual effort.

Insurance Renewal Initiative: The Public Service Compensation Group will continue to work with the Treasury Board Secretariat in its insurance renewal initiative, which will modernize the delivery of federal government benefit programs. In June 2006, PWGSC assumed responsibility for the administration of the enrolment process and eligibility determination under the Pensioners' Dental Services Plan.

In 2007-2008, a new service delivery model will be completed using current technology, and systems will be enhanced to prepare for the requirement to enrol members in two additional plans – the Public Service Health Care and the Public Service Dental Care plans. This initiative will consolidate information on insurance plan members, allowing for enhanced reporting and validation of insurance-related information which will improve management and control of the plans.

Sound Management

Management of Banking Services: In 2007-2008, we will build on current work and continue to improve our management of banking services for the federal government to ensure that the services are available as required and at the best price. We will work at streamlining the security clearance process for companies providing banking services to the Canadian government, and we will proceed with acquiring foreign banking services and enhanced procurement and credit-card acceptance features.

Modernizing Compensation Systems and

Processes: The need to replace our pay and pension systems, which are approximately 40 years old, has created the opportunity to transform and modernize PWGSC's compensation function. The current systems use outdated technology and rely on the expertise of staff likely to retire in the next few years. Unless these systems and processes are modernized, it will be increasingly difficult to meet the growing demands of departments and agencies. In response to this challenge, two initiatives were undertaken: Pay Modernization (summarized below) and Pension Modernization (summarized under *Managing Projects of National Importance*).

Pay Modernization: To sustain the long-term requirements for pay administration and operational services on behalf of the government, PWGSC has undertaken the Pay Modernization Initiative. The objective is to transform the government's pay administration by increasing automation and self-service and reducing the requirement for intervention by departmental compensation advisors.

The Pay Modernization Initiative will considerably broaden the existing PWGSC pay administration services, generating significant government-wide operational savings, especially in employee and manager self-service capabilities.



Greening Government

We continue to expand the use of direct deposit both in Canada and abroad. In 2007-2008, we will make about 500,000 direct deposits in 15 foreign countries and continue to promote its use wherever it is available. By eliminating paper, the direct deposit program saved almost 50,000 trees in 2006-2007. We plan to add an automated Record of Employment to the Compensation Web Applications to replace the current paper version. This enhancement contributes to the government's sustainable development objective by reducing paper usage, while streamlining the work of compensation advisors in departments and agencies. In 2007-2008, both of these initiatives will result in further environmental conservation.

Managing Projects of National Importance

Pension Modernization Project

The objective of the Pension Modernization Project (which has received Treasury Board's preliminary project approval) is to address the increasing risk to pension administration, delivered by PWGSC on behalf of the government. As in the case of pay administration, the risk stems from both the loss of technical and functional experts, many of whom will be eligible to retire in the next few years, and the limitations of outdated technology. The situation is exacerbated by the increased workload resulting from the next years' expected heavy flow of baby boomers into retirement.

From 2007 to 2011, the project will meet industry standards in pension administration through the replacement of the current systems with new commercial technology, coupled with major business transformation. Initially, the solution will be used for the PSSA administration. Other pension plans, such as those administered under the *Canadian Forces Superannuation Act* and the *RCMP Superannuation Act* will move to the new solution later.

A key element of the transformation is the centralization of the pension services currently provided by compensation advisors in more than 100 departments and agencies. Centralization, replacement of the current systems and business transformation are all expected to provide cost savings, administrative efficiencies and consistent, improved services to PSSA contributors. Centralization will also address the significant impact of retirement and resulting decline of compensation expertise.

Delivering Ongoing Services

Enhancement of Current Pay Systems

Given the length of time it will take to modernize the current pay systems as well as to transform the business, improvements to the current infrastructure and processes will continue in 2007-2008. The Compensation Web Applications, which provide easy, secure, self-service access to pay, benefits and pension information, will continue to be deployed across the public service.

Currently, approximately 81,000 employees can access these applications. The target for 2007-2008 calls for 189,000 public servants to be able to take advantage of the Compensation Web Applications' pay and pension self-services. The employee self-service offerings include calculators for estimating the value of future pension benefits, the cost of buying back prior periods of employment and tools for projecting net regular pay based on various career options. In 2007-2008, functionality will be added to the existing on-line pay stub to allow employees the option to stop printing the hard copy. We also plan to offer self-service options to pension plan members and survivors to facilitate the efficient and effective on-line management of their personal pension information.



Meeting New Requirements of Departments and Agencies

Receiver General and Public Service Compensation will continue to make a concerted effort to meet the new requirements of departments and agencies, some of which result from their transformation initiatives. We will continue to work with departments and agencies to connect their human resource systems to the PWGSC pay system so that they can receive human resource information tailored to their needs.

Transformation of Cheque Redemption Control Directorate (Matane, Quebec)

The financial industry's shift from paper to imaging¹ technology for the clearing and settlement of cheques will cause a considerable decline in employment in the Matane operations. To address this decline, the Directorate will host a departmental satellite pay and benefits office and a satellite office of PWGSC Regional Pay System operations in 2007-2008. Initiatives will be pursued with other departments to use existing excess human resources in other document-imaging processes.

¹“Imaging” is the electronic scanning of documents to convert them into a digital format that facilitates their storage and retrieval.



Section II – Program Activities

Receiver General and Public Service Compensation Planned Spending

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
<i>(in millions of dollars)</i>				
Operating (including Special Purpose Allotment) and Statutory Votes				
Receiver General Services				
Gross Expenditures	12.3	10.9	10.7	10.7
Less: Respendable Revenue	5.8	2.2	2.1	2.1
Net Expenditures	6.5	8.7	8.6	8.6
Receiver General Stewardship				
Gross Expenditures	152.1	144.0	145.0	147.4
Less: Respendable Revenue	14.5	13.5	13.0	13.0
Net Expenditures	137.6	130.5	132.0	134.4
Public Service Compensation				
Gross Expenditures	4.9	4.7	4.6	4.6
Less: Respendable Revenue	3.0	2.9	2.8	2.8
Net Expenditures	1.9	1.8	1.8	1.8
Public Service Pay Stewardship				
Gross Expenditures	37.6	30.7	31.7	31.7
Less: Respendable Revenue	5.9	3.8	3.6	3.6
Net Expenditures	31.7	26.9	28.1	28.1
Public Service Pension Stewardship				
Gross Expenditures	76.1	56.9	44.4	44.2
Less: Respendable Revenue	52.2	37.9	28.6	28.9
Net Expenditures	23.9	19.0	15.8	15.3
RECEIVER GENERAL AND PUBLIC SERVICE COMPENSATION	201.6	186.9	186.3	188.2
Gross Expenditures for Receiver General and Public Service Compensation	283.0	247.2	236.4	238.6
Less: Respendable Revenue for Receiver General and Public Service Compensation	81.4	60.3	50.1	50.4
Net Expenditures for Receiver General and Public Service Compensation	201.6	186.9	186.3	188.2
<i>Totals may not add up due to rounding.</i>				
<i>(FTEs)</i>				
Receiver General Services - Full Time Equivalents (FTEs)	61	51	51	51
Receiver General Stewardship - FTEs	494	503	515	515
Public Service Compensation - FTEs	56	53	53	53
Public Service Pay Stewardship - FTEs	383	374	386	386
Public Service Pension Stewardship - FTEs	781	593	545	557
Receiver General and Public Service Compensation - Full Time Equivalents Total	1,775	1,574	1,550	1,562
Receiver General:				
The net decrease in 2007-2008 is mainly due to the Ontario Home Energy Program ending, and decreased operating expenditures related to the banking fees and postage for the Universal Child Care Benefit program.				
Public Service - Compensation, Pay and Pension:				
The difference between 2006-2007 and future years can be explained by the completion of two major pay projects (Classification Reform and Quebec Parental Insurance Program) and internal funding reallocations (2006-2007) to support additional initiatives (ie. Record of Employment and Pay Modernization). Finally the future years' reductions for the <i>Public Service Superannuation Act</i> (PSSA) administration costs are mostly attributable to new initiatives not approved yet as part of the annual TB submission for pension administration charges process.				



Strategic Outcome: Quality Services

Receiver General Services

Activity	Results	Performance Indicators
<p>Maintains operations for the Departmental Financial Management System (DFMS). Provides optional document-imaging services for departments. Provides optional payment-related printing such as tax information statements and pay statements.</p>	<p>Receiver General Services are timely, efficient and delivered within defined service standards.</p> <p>Business development based on leveraging of growing imaging expertise.</p>	<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 under 5 seconds. <p>Document Imaging:</p> <ul style="list-style-type: none"> • Percentage of items released according to schedule. • Maintaining level of service as per Memoranda of Understanding with departments.

Public Service Compensation

Activity	Results	Performance Indicators
<p>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.</p>	<p>Administration of pensions for Canadian Forces annuitants.</p> <p>Timely provision of communications to public service employees and pensioners via pay envelope inserts.</p>	<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
<p>Maintains 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).</p>	<p>Preservation of the integrity of the Consolidated Revenue Fund and the Accounts of Canada.</p> <p>Effective execution of functions essential to the financial safety and security of the Canadian public.</p>	<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 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.

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.



CONSULTING, INFORMATION AND SHARED SERVICES

Consulting, Information and Shared Services (CISS) provides four distinct common services with a goal of enhancing government communications, public sector management, shared services and industrial security:

- Communications programs to the public and government including technical coordination of advertising and public opinion research, the *Canada Gazette*, Canadian Government Publishing, Depository Services Program, Crown Copyright and Licensing, Electronic Media Monitoring, and the Government of Canada Exhibitions Program;
- Government Consulting Services that provide specialized advice and solutions to improve public sector management;
- Shared Services to support the delivery of four corporate administrative shared system clusters, as well as providing a comprehensive range of integrated human resources services to small departments and agencies, on a full cost-recovery basis; and
- Industrial Security Services that ensure highly sensitive and classified government information and assets, as well as Controlled Goods (e.g., satellite and aerospace technology), are safeguarded while in the custody of private sector companies. This includes processing security clearances, carrying out inspections and investigations on companies, and negotiating industrial security Memoranda of Understanding with foreign nations.

Plans and Initiatives

CISS will support the following key strategic departmental priorities:

- Transforming our business;
- Supporting the government's strategic agenda; and

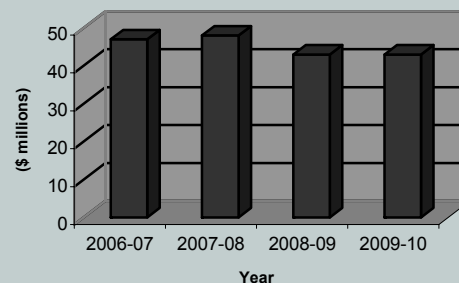
Key Facts

- Provides government departments with right of access to almost 50 electronic media sources.
- Delivers training sessions to public servants to enhance knowledge of Government of Canada policies and procedures for public opinion research and advertising.
- Delivers approximately 700 consulting projects per year for more than 90 federal departments and agencies.
- Assists departments to achieve economies of scale through its corporate administrative systems and human resources shared services.
- Maintains 113,894 records on the Publications website, including 23,185 e-publications.
- Coordinates 10 Canada Pavilion events and 20 federal presence events in every province reaching more than 600,000 visitors.
- Publishes the *Canada Gazette*, which has 16,000 pages downloaded from its website every day.
- Negotiates agreements with foreign governments to enable Canadian industries to compete for "classified" contracts in other countries.

- Delivering ongoing services.

CISS has experienced a number of program transfers since 2005 (refer to Crosswalk of CISS Programs on the next page). To conform to the approved Program Activity Architecture reporting structure, only the plans and initiatives for the original components of CISS (the former

Planned Net Expenditures





Government Information Services Branch) are detailed in this subsection.

Transforming Our Business

The realignment and regrouping of our services have resulted in a commitment to deliver:

- Quality services to citizens and client departments in communications programs, consulting services and shared services for corporate administrative systems and human resources functions; and
- Sound stewardship for Public Opinion Research and Advertising Coordination, and Industrial Security Programs.

CISS will continue to support the PWGSC transformation agenda. An important element of transformation will be collaborating with the Treasury Board Secretariat on the development of a revised Communication Policy and Directives and Government Security Policy. In 2007-2008, CISS will build capacity to meet client and stakeholder expectations.

Building Capacity

In 2007-2008, CISS will develop recruitment and knowledge transfer initiatives to offset the impact of planned retirements and vacant positions within the organization. We will develop short- and long-term plans to achieve adequate skills and knowledge in the delivery of our services.

Supporting the Government's Strategic Agenda

Accountability and Transparency

The Public Opinion Research and Advertising Coordination (PORAC) sector within CISS will directly support the implementation of the *Federal Accountability Act* through its ongoing advisory role to departments to foster compliance with relevant legislation and administrative policies.

CISS Crosswalk of Programs

Former Public Access Programs

- As the accountabilities for 1 800 O-Canada, Canada Site, PubliService, and Gateways and Clusters services were transferred by an Order-in-Council on September 12, 2005, these services are therefore addressed by Service Canada in the Report on Plans and Priorities of HRSDC.
- PWGSC is currently working with HRSDC to transfer Public Access Programs spending authority to HRSDC.
- 2007-2008 plans and priorities for Government Consulting Services will be found in the Special Operating Agency section of this report.

Former Business Integration Programs

- In February 2006, functions in the Service Integration Branch were reassigned to various PWGSC business lines. Both the Industrial Security Program (ISS) and the Shared Services Integration Sector (SSIS) were transferred to CISS.
- Plans and priorities for ISS and SSIS can be found in the Business Integration chapter of this report.

In 2007-2008, CISS will review its electronic systems for government-wide reporting of public opinion research and advertising activities to increase its reporting capacity in these areas.

Sound Management

CISS will implement three management action plans in response to evaluations and audits that have been undertaken:

- PORAC conducted a sector management review designed to ensure that all necessary steps are being taken for sound management and effective delivery of public opinion research and advertising services within CISS. In 2007-2008, service standards will be implemented as a complement to client satisfaction surveys, with a view to ensuring the ongoing delivery of quality service to clients;
- In response to the 2005 Auditor General's Report on survey quality and reporting, PORAC has established an advisory panel that will assist in developing standards and benchmarks on survey quality. The panel comprises representatives from academia, industry, federal client departments and Statistics Canada; and



- PWGSC Audit and Evaluation Branch recommended that PORAC review how it could more fully integrate its electronic advertising information system with the production of the *Annual Report on Government of Canada Advertising Activities*. An action plan has been developed and will be implemented to facilitate the production of the 2007-2008 annual report.

Greening Government

CISS contributes to the greening government priority by reviewing current processes to identify alternative service delivery mechanisms or enhancements that will reduce paper processes.

In 2007-2008, CISS will introduce a web-based form to apply for Government of Canada Crown Copyright and Licensing (CCL). The completed form will be transferred electronically to CCL for processing. Currently, all CCL requests are submitted using a multi-page paper form. This initiative will streamline the current process and reduce the use of paper.

In fall 2006, Publishing and Depository Services (PDS) developed the system capacity to send e-mail notifications to clients. In 2007-2008, PDS will undertake communications activities with its clients to encourage the use of e-mail notification services in lieu of printed letters and traditional mail services.

Delivering Ongoing Services

In 2007-2008, the Canada Gazette Directorate will support the Library and Archives Canada on-line project to chronicle the history of Canada's official journal. Planned elements of the initiative include:

- Digitization of historical issues;
- Historical highlights providing concrete examples of how the *Canada Gazette* documents social, cultural and political activities during defining moments of Canada's history;
- A section detailing the role of the *Canada Gazette* as it affects (and has affected) Canadian

citizens and immigrants throughout the history of our nation; and

- A series of educational resources for use in secondary school curricula.

The ***Publishing and Depository Services Program*** will continue to streamline its system and processes. The system will be programmed to consolidate multiple items for a single customer into a minimal number of packing slips.

Additionally, the billing system will be modified to produce invoices for clients on a monthly basis as opposed to each time a packing slip is created.

The ***Government of Canada Exhibitions Program*** (GCEP) will engage departmental communicators to design a communications plan that establishes a more strategic focus on Government of Canada themes and messages tailored to venues and audiences. In 2007-2008, the Exhibitions Program will also encourage the increased use of the Exhibitions Database, and initiate a process to expand and enhance the database to include mutually beneficial data such as visitor reach, cost breakdowns, benefits and evaluation results.

PORAC supports the Sound Stewardship Strategic Outcome. As highlighted in the Government of Canada Communications Policy, activities for these programs include:

- Carrying out the role of coordinator and technical authority for the government's public opinion research activities and coordination for the government advertising activities;
- Providing advice, best practices and information sessions to government public opinion researchers and communicators; and
- Contributing to the transparency of government operations by tracking and reporting on activities and expenditures through electronic monitoring tools and by publishing annual reports on public opinion research and advertising.



Government Information Planned Spending

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Operating, Grants and Contributions and Statutory Votes				
Government Information Services				
Gross Expenditures	41.1	41.1	36.2	36.2
Less: Respendable Revenue	11.2	11.0	11.0	11.0
Net Expenditures	29.9	30.1	25.2	25.2
Government Information Stewardship				
Gross Expenditures	17.3	17.5	17.5	17.5
Less: Respendable Revenue	0.1	-	-	-
Net Expenditures	17.2	17.5	17.5	17.5
GOVERNMENT INFORMATION TOTAL	47.1	47.6	42.7	42.7
Gross Expenditures for Government Information	58.4	58.6	53.7	53.7
Less: Respendable Revenue for Government Information	11.3	11.0	11.0	11.0
Net Expenditures for Government Information	47.1	47.6	42.7	42.7
<i>Totals may not add up due to rounding.</i>				
<i>(FTEs)</i>				
Government Information Services - Full Time Equivalents (FTEs)	216	198	198	198
Government Information Stewardship - FTEs	61	61	61	62
Government Information - Full Time Equivalents Total	277	259	259	260
<p>Government Information total spending authority is derived from resources appropriated from Parliament and from resources recovered from other departments and agencies and from external to government clients. The decrease in the gross expenditures, starting in 2008-2009, is due to Government of Canada Exhibitions Program funding which will sunset March 31, 2008. Planned spending for the Public Access Programs Sector (approximately \$15 million) is reported under Government Information Services for all years pending transfer of the funding. Control and supervision of these programs was transferred to HRSD by Order in Council September 12, 2005. Planned spending for the Consulting and Audit Canada Revolving Fund program activity that includes Government Consulting Services is presented in the section on Special Operating Agencies of this report. Planned spending for the Industrial Security Sector and Shared Services Integration Sector is presented in the section on Business Integration of this document.</p>				



Strategic Outcome: Quality Services

Government Information Services

Activity	Results	Performance Indicators
<p>Management of the Government of Canada's communications platform by providing multi-channel access to information on government programs and services (via 1 800 O-Canada toll-free line, canada.gc.ca website, <i>Canada Gazette</i>, and the publications.gc.ca website), and by promoting government programs and services.</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"> • Number of catalogue numbers and ISBNs assigned. • Number of government documents distributed to libraries/depository sites across Canada. • Percentage of legislated publication dates met by the <i>Canada Gazette</i>. • Average cost per visitor at the Canada Pavilion and federal presence events.

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, and electronic media monitoring. These activities are detailed in the TB <i>Communications Policy</i> and its associated procedures.</p>	<p>Sound internal 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 of policies and procedures related to communication of government information. • Annual reports on advertising and public opinion research published in a timely fashion. • Number of research initiatives from public opinion research advisory services to departments. • Number of media placement approvals from advertising coordination advisory services to departments.



GREENING GOVERNMENT OPERATIONS

One of the government’s strategic priorities is environmental protection, as demonstrated in its commitment to improve Canada’s air quality through the *Clean Air Act*, and the Chemical Management Plan, directed toward improving protection against hazardous chemicals. PWGSC is committed to supporting this priority, leading the government in the greening of its operations and, in 2005, it established the Office of Greening Government Operations (OGGO) to lead and facilitate a government-wide approach to this agenda.

OGGO contributes to establishing government-wide priorities, accountabilities, targets, timelines and reporting requirements to assist the government in becoming a model of environmental excellence in its own operations. We effect change through the leadership, training and services provided to other departments and agencies. OGGO services are delivered nationally on an optional, fee-for-service basis, both to PWGSC and to other departments and agencies. The services are diverse and include, for example, provision of technical support toward contaminated sites remediation, sustainable building design, and waste-water management. OGGO is committed to:

- Providing government-wide guidance, expertise and leadership for continuous improvement of Government of Canada internal environmental performance;
- Providing high-quality, affordable and timely environmental services that meet client needs;
- Leading and supporting greening government operations and sustainable development initiatives within PWGSC; and
- Strengthening our ability to fulfil our mandate as the leader for greening government operations, by continuing to strengthen our expertise, human resources practices, governance, accountability and management practices and systems.

Key Facts

- Provides leadership in the greening of government operations and develops guidance for other departments/agencies.
- Provides a range of environmental services to government departments and agencies, including PWGSC.
- Drafts PWGSC’s Sustainable Development Strategy, monitors performance, and drafts the department’s annual Sustainable Development Performance Report.

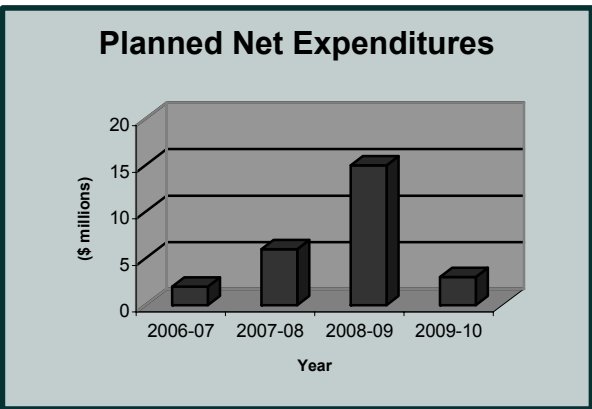
Plans and Initiatives

Throughout 2007-2008, OGGO will support the following key strategic departmental priorities:

- Transforming our business;
- Supporting the government’s strategic agenda;
- Managing projects of national importance; and
- Delivering ongoing services.

Transforming Our Business

As part of its business transformation, PWGSC is committed to the principles of sustainable development in its role as landlord for public servants, as custodian of real property, and as the government’s primary purchaser of goods and services. It is expected that this increased focus on greening our own operations will translate into even greater economic, environmental and social





dividends for government and for Canadian taxpayers.

Building Capacity

The increasing number and complexity of environmental issues facing society require internal expertise and competencies. Thus, one of our main challenges will be to attract and retain a specialized workforce. To this end, through strategic human resources planning, we will continue to focus on developing our employees and recruiting new ones to build the professional and management competencies we require.

Supporting the Government's Strategic Agenda

Accountability and Transparency

OGGO is a key source of advice and functional guidance for departments and agencies as they seek to green their operations. We are committed to upholding the highest ethical standards, based on excellence, transparency, integrity and respect.

Providing adequate accountability through systematic performance monitoring and reporting practices is critical to the effective delivery of our commitments. Choosing clear targets that are easily measurable and that reflect overarching goals is a key challenge addressed in the department's 2007-2009 Sustainable Development Strategy (SDS). (See *Section III, Table 16, Sustainable Development Strategy* for details.) PWGSC's targets in this fourth SDS are based on the federal SD goals, combined with the needs of other departments to green their operations.

Sound Management

In 2007-2008, OGGO will continue to refine our management processes and systems to focus on expected results, responsible spending and accountability.

Greening Government

OGGO works with other government departments and within PWGSC to develop policies, strategies and plans to accelerate the greening of government operations. It also helps PWGSC meet its commitments in the PWGSC SDS and helps other departments uphold their greening government commitments. The following three priorities pertain to OGGO specifically: electronic waste; green procurement; and sustainable buildings.

Electronic Waste: The amount of electronic waste produced by government operations is a growing problem. The government recognizes the need to take a leadership role to properly dispose of government electronic waste, while recognizing the need to address security issues. In 2007-2008, PWGSC will work with other departments, including Environment Canada and Natural Resources Canada, to develop a government-wide strategy for the environmentally sound management of electronic waste.

Green Procurement: In 2007-2008, PWGSC will continue to play a major role in the overall management and support of the government-wide implementation of the *Policy on Green Procurement*. The policy advances the protection of the environment and supports sustainable development by integrating environmental performance considerations in government procurement decisions, thereby supporting environmental objectives such as reduced air contaminants and greenhouse gas emissions and improved energy, water and other resource use.

In 2007-2008, OGGO will:

- Provide policy advice and guidance to facilitate the integration of environmental performance considerations into decision-making processes;
- In collaboration with expert departments, such as Environment Canada and Natural Resources Canada, help departments and agencies to make more informed decisions on green procurement; and



- Develop and initiate implementation of a Results-based Management Accountability Framework for Green Procurement to drive government-wide progress and ensure stronger accountability through a common reporting framework.

Sustainable Buildings: PWGSC has a significant opportunity to reduce the environmental footprint of government operations in relation to real property.

In 2007-2008, we will develop the *Sustainable Buildings Policy*, designed to achieve cost-effective environmental performance throughout the PWGSC portfolio by means of life cycle analysis and environmental performance assessment tools. We expect the *Sustainable Buildings Policy* to be implemented by 2010. Its application will be important for promoting healthier working environments for the employees who work in government buildings and the Canadians they serve.

The application of the policy is expected to result in:

- Reduced greenhouse gases and other air emissions;
- Protection, conservation and enhancement of environmental resources; and
- Increased demand for environmentally preferable building products and services.

In support of the *Sustainable Buildings Policy*, we will also work with Real Property to:

- Develop guidance to assist the government in ensuring that all new government office buildings and long-term leases meet the Canada Green Building Council's Leadership in Energy and Environmental Design (LEED — Canada) Gold level;
- Support PWGSC in applying the Go Green Plus environmental assessment tool of the Building Owners and Managers Association for the department's Crown-owned buildings;
- Implement an environmental sustainability rating system for heritage buildings and sites; and

- Develop a guidance document to provide direction and encourage the appropriate application of green leases.

Managing Projects of National Importance

Management and Remediation of Contaminated Sites

OGGO provides leadership, expert support and project management services to PWGSC for implementation of major contaminated sites projects such as the Sydney Tar Ponds and Coke Ovens Remediation Project (STPCORP). This clean-up project, with a projected completion date of 2014, is a federal-provincial initiative for the remediation of approximately 100 hectares of contaminated material resulting from a century of steel manufacturing in Cape Breton. PWGSC provides project leadership and support at the national and regional levels plus project management services, including coordination and liaison with the Province of Nova Scotia, to monitor and control federal interests in the project and ensure value for money invested.

In 2006, a Joint Review Panel Environmental Assessment Report was completed. To date, several preventive projects have been implemented to contain contaminated materials in preparation for the main remediation work. These activities were governed by an interim funding and approval agreement between the federal government and the Province of Nova Scotia.

The approach the Government of Canada and the Province of Nova Scotia will use to clean up the sites involves stabilizing, solidifying, and capping the sediments to prevent contaminants from entering the environment, followed by site development and long-term monitoring and maintenance.

Future activities for the project include obtaining final Treasury Board project approval, agreement



with the province on a final cost-sharing agreement and subsequent project implementation.

Delivering Ongoing Services

Key to exercising OGGO's mandate is the provision of services that directly support the implementation of the government's environmental objectives. To this end, through our services to PWGSC and departmental clients, we will continue to assist the government in achieving its environmental objectives by:

- Reducing air contaminants and greenhouse gas emissions from its operations;
- Reducing its consumption of natural resources, and appropriately managing its wastes through re-use and/or recycling;
- Complying with environmental legislation through programs that demonstrate due diligence; and
- Demonstrating our commitment to spur other levels of government, industry and citizens to incorporate environmental sustainability into their business and lives.

We recognize that service delivery requires an ongoing re-examination of:

- Our suite of services with respect to current and anticipated needs;
- Our service delivery approach, such that monitoring of our value-added to clients is a routine and continuous part of doing business; and
- Our efforts to stabilize our service delivery organization, including retaining current expertise and strengthening capacity.

Office of Greening Government Operations Planned Spending

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Operating and Statutory Votes				
Office of Greening Government Operations Services				
Gross Expenditures	-	-	-	-
Less: Respendable Revenue	-	-	-	-
Net Expenditures	-	-	-	-
Office of Greening Government Operations Stewardship				
Gross Expenditures	6.7	10.5	19.0	8.1
Less: Respendable Revenue	4.4	4.8	4.4	4.7
Net Expenditures	2.3	5.7	14.6	3.4
OFFICE OF GREENING GOVERNMENT OPERATIONS TOTAL	2.3	5.7	14.6	3.4
<hr/>				
Gross Expenditures for Office of Greening Government Operations	6.7	10.5	19.0	8.1
Less: Respendable Revenue for Office of Greening Government Operations	4.4	4.8	4.4	4.7
Net Expenditures for Office of Greening Government Operations	2.3	5.7	14.6	3.4
<i>Totals may not add up due to rounding.</i>				
<i>(FTEs)</i>				
Office of Greening Government Operations - Full Time Equivalent (FTEs)	3	3	3	3
The increase in expenditures from 2006-2007 to subsequent years is mainly due to sunset funding for the Federal Contaminated Sites and the Action Plan on Climate Change project.				



Strategic Outcome: Quality Services

Office of Greening Government Operations Services

Activity	Results	Performance Indicators
Provision of environmental services at the established service standards, to federal departments and agencies.	<ul style="list-style-type: none"> • Clients are satisfied with the quality, timeliness and value of OGGO's environmental services. • A positive influence on environmental performance and sustainability of government operations. 	<ul style="list-style-type: none"> • Percentage of projects (greater than \$25,000 in value) where project debriefs are conducted (The results of the project debriefs are to be carefully considered for purposes of improving future environmental services).

Strategic Outcome: Sound Stewardship

Office of Greening Government Operations Stewardship

Activity	Results	Performance Indicators
Provision of government-wide leadership and expertise on the greening of government operations (GGO).	<ul style="list-style-type: none"> • Leadership and guidance in the greening of government operations is provided to other federal departments and agencies. • The whole-of-government ability and capacity to reduce the environmental impact of its operations is increased, and improvement of its overall performance for key priority areas is achieved. • Excellence in the development and implementation of PWGSC's Sustainable Development Strategy (SDS). 	<ul style="list-style-type: none"> • Percentage of leadership indicators met, including: governance and direction; capacity; management framework; and enabling tools. • Capacity to measure, monitor and report on government-wide environmental performance improvement in the three priority areas as described in the Performance Management Framework. • Performance improvement as included in the performance report on SDS implementation.



BUSINESS INTEGRATION

Prior to February 2006, PWGSC program activities associated with Business Integration (BI) were the responsibility of the Service Integration Branch. This branch no longer exists, and its four BI functions have been reassigned: two across the department and two to Consulting, Information and Shared Services.

Until a new Program Activity Architecture has been approved by Treasury Board, the strategic plans and initiatives of these functions must be reported against the Business Integration program activities.

Customer Relationship Management and Engagement

Gaining an in-depth knowledge of customer requirements and developing a repository of customer intelligence are critical to driving PWGSC's corporate and operational business planning, as well as to improving service delivery.

PWGSC will continue to develop CDIPlus, a business intelligence tool for capturing and sharing client information, by taking advantage of the strategic information derived from its client consultancy activities. This dynamic intelligence on our clients' business requirements will further assist the department to better identify opportunities to improve customer satisfaction.

We will continue to build and integrate sound performance measurement frameworks into our operational activities and service delivery to support PWGSC's accountability, transparency and integrity.

Standardized Service Menus and Fees

In addition to its management capability and client intelligence focus, the CDIPlus application includes

a menu of products and services that supports the delivery of goods and services in the right quantity, quality, price and timeframe.

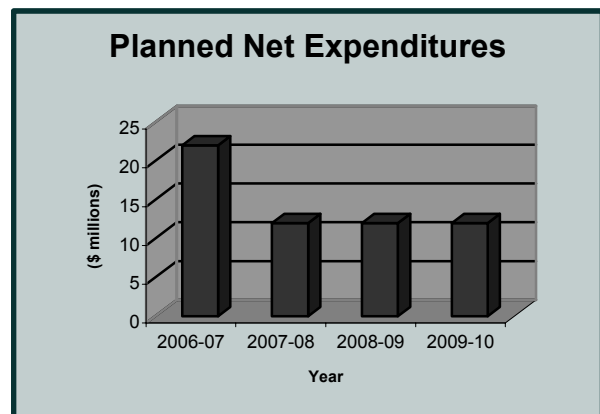
As part of our ongoing operations, PWGSC will:

- Help to educate our stakeholders and build a constituency of client support in our service offerings;
- Continue to meet customer expectations, increase the usage of our services and reduce government duplication of effort;
- Provide tangible tools, service definitions, service standards and benchmarks by which business lines can define service components, improve performance measures and track progress; and
- Provide the department with a mechanism to compare our service offerings with those of other jurisdictions to ensure that PWGSC is a competitive and cost-effective provider of common and shared government services.

Industrial Security

The Industrial Security Sector (ISS) plays a key role in the delivery of the government's strategic security agenda by:

- Supporting Canada's anti-proliferation, public safety, security and global security priorities by safeguarding controlled goods (e.g., munitions, satellite and aerospace technologies) from unauthorized access; and





Section II – Program Activities

- Safeguarding the federal government's classified and protected information and assets (e.g., military specifications, intelligence information, personal records) entrusted to Canadian and international private sector organizations.

This program is key to public safety and security and fundamental to safeguarding Canada's interest regarding sensitive technology and/or classified information.

Furthermore, ISS has a direct impact on the viability and competitiveness of Canadian industry. ISS enables Canadian industry to compete for billions of dollars in foreign and Canadian government contracting opportunities containing classified/ sensitive government information or assets.

In 2007-2008, ISS will continue to directly support the efficient and timely delivery of acquisition services and the procurement transformation initiative by:

- Managing industrial and personnel security screening for industry for both national and international contracts;
- Reviewing contractual documents and recommending security-related clauses to procurement; and
- Pursuing ISS's own business transformation agenda to further streamline internal functions to reduce processing times or simplify procedures.

In 2007-2008, ISS will implement a secure on-line inquiry service enabling our private sector and departmental clients to verify, on a 24-hour basis, the status of their personnel security clearance records held in the ISS database. This initiative will result in streamlined processes for stakeholders and reduce their need to contact the ISS call centre.

ISS will also participate in the Royal Canadian Mounted Police (RCMP) Real Time Identification (RTID) initiative scheduled for phased implementation starting in 2007. This project will

allow ISS to transmit electronic fingerprints to the RCMP, enabling them to respond to the majority of submissions within three calendar days. This will result in decreased turnaround times for granting security clearances.

ISS will remain instrumental in maintaining trust in "security-in-contracting" (legally enforceable clauses relating to security requirements) between trading partners. ISS will continue to negotiate industrial security memoranda of understanding with new and emerging allies, as well as renewing those already in place with long-standing international partners.

Overall, ISS efforts will continue to focus on meeting security and safety obligations to Canadians, NATO and our major trading partners, safeguarding Canada's economic interests (billions of dollars annually in international trade), and supporting the government's security role as identified in the National Security Policy.

Shared Services Integration Sector

Shared Services Integration Sector (SSIS) is a full cost-recovery sector working toward reducing the government's investment in corporate administrative systems and processes, thereby reducing overall costs.

SSIS provides services to clusters of departments and agencies using the following corporate administrative shared systems:

- Human Resources Information System to a cluster of 29 departments and agencies;
- Automated Materiel Management Information System to a cluster of 15 departments and agencies;
- Integrated Financial and Materiel System – SAP to a cluster of 14 departments and agencies; and
- Government of Canada Human Resources Management System PeopleSoft to a cluster of 20 departments and agencies.



In addition, SSIS offers full cost-recovered transactional Shared Human Resources Services (SHRS) for small departments and agencies. In 2006-2007, plans were made to help move SHRS to a cluster model of operations in order to maximize economies of scale. Proof of concept will be tested through a pilot study during 2007-2008. By April 1, 2008, it is anticipated that 12 to 15 small departments and agencies will form the core of an SHRS cluster group which will be more efficient for the government while small departments and agencies will be able to take advantage of standardized, reliable human resources services.

Business Integration Planned Spending

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Operating and Statutory Votes				
Business Integration Services				
Gross Expenditures	39.7	29.8	29.8	29.8
Less: Respendable Revenue	23.0	22.3	22.3	22.3
Net Expenditures	16.7	7.5	7.5	7.5
Business Integration Performance Management ^(Note 1)				
Gross Expenditures	43.8	34.4	34.4	34.4
Less: Respendable Revenue	38.5	30.0	30.0	30.0
Net Expenditures	5.3	4.4	4.4	4.4
BUSINESS INTEGRATION TOTAL	22.0	11.9	11.9	11.9
Gross Expenditures for Business Integration				
	83.5	64.2	64.2	64.2
Less: Respendable Revenue for Business Integration				
	61.5	52.3	52.3	52.3
Net Expenditures for Business Integration	22.0	11.9	11.9	11.9
<i>Totals may not add up due to rounding.</i>				
<i>(FTEs)</i>				
Business Integration Services - Full Time Equivalentents (FTEs)	159	132	132	132
Business Integration Performance Management - FTEs	-	-	-	-
Business Integration Services - Full Time Equivalentents Total	159	132	132	132
Note 1: Figure reflects the Internal Recoveries that cannot be charged to other program activities.				
The reduction in planned spending for Business Integration Services is mostly attributable to an internal reallocation for Industrial Security Sector ending in 2006-2007.				



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"> • Percentage of reliability clearances turned around in 48 hours. • Percentage of companies renewed or registered with the Controlled Goods Program within 30 days. • Percentage of SSIS clients satisfied.

Strategic Outcome: Sound Stewardship

Business Integration – Performance Management

Activity	Results	Performance Indicators
Establishes client service expectations and monitors 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. 	(Client service relations have been transferred to other service delivery areas.)



SPECIAL OPERATING AGENCIES

PWGSC has two special operating agencies (SOAs): Audit Services Canada and the Translation Bureau. Government Consulting Services (GCS), formerly part of Consulting and Audit Canada, is now provided by Consulting, Information and Shared Services (CISS) within PWGSC. To comply with Treasury Board Secretariat reporting requirements, Government Consulting Services forms part of the current subsection.

Audit Services Canada

Audit Services Canada (ASC) is the proposed name of the former Audit, Assurance and Accounting Directorate of Consulting and Audit Canada. This organization provides auditing services to departments and agencies, other levels of government and to foreign governments and international organizations under an Order-in-Council. Auditing is a fundamental element in the discharge of accountability obligations and is one of the critical activities for maintaining the trust and confidence of stakeholders, as well as for demonstrating good stewardship.

ASC, through its audit and related services, makes a significant contribution to the government's goal of improving public sector management accountability and operations. ASC's main business lines are:

- Contract Cost Auditing, which contributes significantly to managing risks associated with contract administration, with the key client being PWGSC;
- Transfer Payment Auditing, which provides assurances that funds are spent in accordance with eligibility criteria and for the purposes intended, with key clients being Public Safety and Emergency Preparedness Canada, Industry Canada and Health Canada; and
- Internal Auditing where ASC supports the Office of the Comptroller in the implementation of the government's Internal Audit Policy and provides

Key Facts

Audit Services Canada

- Has provided audit services to departments for more than 50 years.
- Has staff of about 150 professionals, with two-thirds located in regional offices outside the National Capital Region.
- Engages in approximately 300 projects across Canada.
- Is a key strategic partner in the implementation of the Treasury Board *Policy on Internal Audit*.

Government Consulting Services

- Delivers approximately 700 projects per year for more than 90 federal departments and agencies.
- 60% of project revenues are related to either government priorities, Clerk of the Privy Council priorities or horizontal initiatives.
- Client satisfaction rate is over 90%.
- Key reason for clients selecting GCS is its client service reputation.

professional services to internal audit functions in departments and agencies.

ASC maintains a strong regional presence that enhances our delivery capability.

Plans and Initiatives

ASC supports the following key strategic departmental priorities:

- Transforming our business;
- Supporting the government's strategic agenda; and
- Delivering ongoing services.

Transforming Our Business

The key initiatives for 2007-2008 will include:

- Full implementation of the newly established Professional Practices Group, which ensures a regime of quality assurance and inspections in accordance with Professional Auditing Standards. It also ensures that the most up-to-date methodologies and tools are available to audit staff



and that risks associated with audit engagements are effectively managed. We expect this to be a model for the audit community; and

- An effective communications strategy with our clients to ensure a sound awareness of our services, strengths and value proposition; and improved communications with our staff from coast to coast to further promote organizational cohesiveness.

Building Capacity

There is an increasing demand for auditing services from both the program managers and chief audit executives in departments and agencies at the same time that there is a shortage within the profession. ASC will focus both on aggressive recruitment and retention of qualified professionals and university graduates, and on making investments in training and learning.

Supporting the Government's Strategic Agenda

Accountability and Transparency

In 2007-2008, ASC will assist its key partners (PWGSC, Office of the Comptroller General, Public Safety and Emergency Preparedness Canada) in achieving their objectives for the government's key priorities of accountability and transparency, including new responsibilities under the *Federal Accountability Act*.

Delivering Ongoing Services

ASC is committed to providing auditing services to its clients. We will maintain our regional delivery network to minimize travel costs and to ensure that regional clients have access to our services. We may, on a limited basis, use private sector resources to work under our supervision, where there may be critical staff shortages.

Government Consulting Services

As the government's in-house consulting group, GCS provides client departments with expert services in information management, information technology and security, governance and sustainable development, strategic human resources and organizational effectiveness, financial and risk management, program evaluation, performance measurement, and knowledge and records management, as well as international services.

Plans and Initiatives

GCS supports the following key strategic departmental priorities:

- Transforming our business;
- Supporting the government's strategic agenda; and
- Delivering ongoing services.

Transforming Our Business

In 2007-2008, the focus will be on implementing a recently developed Communications and Outreach Strategy designed to enable GCS to better understand the environment and needs of its clients; to identify government priorities where GCS can contribute; and to inform departments and agencies of GCS services. Implementation of the strategy will include developing communications materials, updating the GCS website, and meeting with key clients.

Building Capacity

In 2007-2008, GCS will concentrate on building consulting capacity through vigorous recruitment at all levels and renewal of the GCS Professional Development Program.

In addition, using the GCS Knowledge Management Model, GCS will augment knowledge and skills in core service areas by documenting methodologies, developing quality assurance processes, and enhancing mentoring and knowledge transfer.



A focus on documentation of methodologies and knowledge transfer is important because significant recruitment is planned for 2007-2008, while experienced staff are increasingly becoming eligible for retirement.

Supporting the Government's Strategic Agenda

Sound Management

GCS will continue to support sound management practices across government. GCS consultants have in-depth knowledge and experience of government operations and priorities. Sixty percent of revenues are derived from projects providing clients with tools and support to implement government priorities, priorities of the Clerk of the Privy Council Office and horizontal initiatives.

Delivering Ongoing Services

GCS will continue to provide specialized advice and solutions to improve public sector management and support the government's management improvement agenda, using its own professional staff and, when there are staff shortages, private sector resources working under its supervision.

In 2007-2008, we will continue to concentrate on:

- Confidential and sensitive assignments leading to improvements in governance, management and operations in the public service; and
- Sharing of experience and best practices across government to advance public sector management.



Consulting and Audit Canada Revolving Fund Planned Spending

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Statutory Votes				
Consulting and Audit Canada Revolving Fund				
Gross Expenditures	98.7	53.7	52.4	53.6
Less: Respendable Revenue	99.2	53.7	52.4	53.6
Net Resources (Provided) Used	(0.5)	-	-	-
CONSULTING AND AUDIT CANADA TOTAL	(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)	390	361	369	376
The variance in business volume is mostly attributable to less flow-through contracting revenues as a result of the mandate review of the Consulting and Audit Revolving Fund.				

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, on request, to provincial, territorial, municipal and Aboriginal governments in Canada and to foreign governments and international organizations.	<p>Government Consulting Services</p> <ul style="list-style-type: none"> Improved public service management and operations. High-quality professional services. Cost-effective delivery of services. Knowledgeable and sustainable workforce. <p>Audit Services Canada</p> <ul style="list-style-type: none"> High-quality professional services. Knowledgeable and sustainable workforce. Improved internal audit capacity within the federal government while maintaining core resources to meet cost and contribution audit needs of public service managers. Cost-effective delivery of services. 	<p>Government Consulting Services</p> <ul style="list-style-type: none"> Client feedback on improvement of management and operations. Overall client satisfaction rate. Average training days per FTE. Net revenue. Average years of experience in the public service. <p>Audit Services Canada</p> <ul style="list-style-type: none"> Overall client satisfaction rate. Number of auditors with professional designation. Projects with and on behalf of the Office of the Comptroller General. Implementation of a funding model that will allow CAC to attain its financial goals. Net revenue.



TRANSLATION BUREAU

The Translation Bureau is a key component of the government's service delivery infrastructure. It helps the government serve Canadians and communicate with them in the official language of their choice by standardizing terminology within the public service and providing translation, revision, interpretation, terminology and technolinguistic services for Parliament, the judiciary, and federal departments and agencies.

The Bureau ensures that a critical mass of skilled language professionals — employees and suppliers — is available. Thus it enables the government to operate smoothly, meet its official languages obligations and promote the values of linguistic duality and multiculturalism that make up the Canadian identity. The Bureau provides services in more than 100 languages to support the government in its international relations and in its communications with those Canadians who have difficulty communicating in either official language.

Plans and Initiatives

The Translation Bureau will support the following key strategic priorities:

- Transforming our business;
- Supporting the government's strategic agenda; and
- Delivering ongoing services.

Transforming Our Business

The Translation Bureau's Transformation Program

In 2005, the Translation Bureau began implementing a business transformation strategy based on two pillars:

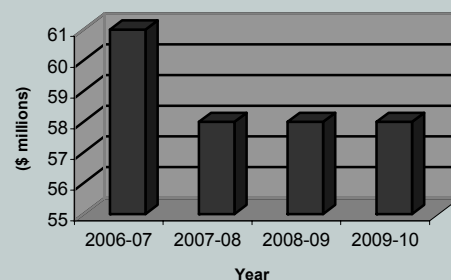
Key Facts

- Federal centre of expertise in translation, revision, interpretation and technolinguistics.
- Linguistic and terminology standardization authority of the public service.
- Manages TERMIUM®, the Government of Canada's terminology and linguistic data bank.
- Offers 24-hour translation services.
- Provides more than 3,000 small and medium-sized linguistic services firms with access to government contracts.

- The adoption of a new business model redefining the client relations framework; and
- An initiative to modernize work tools, processes and methods.

The new business model will lead us to abandon our old transaction-based management approach in favour of a partnership approach that brings the translator closer to the client and streamlines administrative procedures. In 2007-2008, the Bureau will continue to explore new demand management approaches, such as risk management, and will launch a certification program to ensure that core documents (for example, those that are critical to the government's decision-making process or those for use by the public, as well as documents dealing with national security and the health of Canadians) are of the highest quality. We will continue our efforts to reserve our in-house professional resources for revision, quality assurance and the translation of core and public-interest documents.

Planned Net Expenditures





Building Capacity

As a bilingual nation whose prosperity is closely linked with international trade, Canada requires a reliable, efficient, high-quality supply of translation and linguistic services.

The security of supply in translation is at risk because of industry fragmentation, an aging population of translators and a decline in enrolment in translation schools. This situation affects Canada's ability to function as a bilingual country and hinders access by Canadian businesses to foreign markets, since they must rely on external sources for their translation needs.

To address this issue, we plan to act on two fronts: building our own in-house capacity and building the capacity of the Canadian translation industry.

Building in-house capacity: The shortage of language professionals in foreign and Aboriginal languages affects the security of supply. We will, therefore, intensify our efforts to strengthen our supply through recruitment and development initiatives. The Bureau will work to build a terminology capacity in Inuktitut and continue to consolidate our terminology capacity in English, French, Spanish and Portuguese to better support Canadian businesses' products and services exports.

The in-house practicums offered to translation, terminology and interpretation students will continue, and we will maintain the education leave program for staff obtaining a master's degree in interpretation. The two-year apprenticeship programs designed to rapidly bring translation and terminology recruits to the working level will also be maintained. In addition, special attention will be given to recruitment and training of translators in specialized areas or those areas experiencing critical shortages.

Building industry capacity: The supplier market is an essential component of the language capacity available to the government and the Bureau must ensure that the language industry in the private sector can meet the government's needs. To this end, in 2007-2008, we plan to:

- Propose a comprehensive strategy to develop and maintain the bilingual and multilingual translation capacity that the government and Canada require to support the country's social, economic and international objectives;
- Work with other levels of government, universities, professional associations and regional economic development organizations to implement job creation initiatives in the language field for immigrants and young Canadians;
- Work with federal partners to strengthen career opportunities in the language professions, to attract more students and thus guarantee security of supply in the long term;
- Continue efforts to ensure that our buying power and that of other federal agencies is managed in a way that ensures a high quality of services and promotes industry restructuring and the creation of larger, economically viable translation firms. Accordingly, by March 2009, the Bureau plans to increase the number of high-dollar-value contracts to over 50 percent of the total value of contracts awarded;
- Continue our practicum partnership programs with the universities to secure a skilled capacity for the future, programs that have been of considerable benefit to the translation industry to this day; and
- Pursue our objective to develop, in collaboration with the industry, a shared professional development infrastructure that will encourage Canada's official language minority and cultural communities to create a high-calibre bilingual and multilingual translation supply.

The Bureau's accelerated training program in interpretation for suppliers is one example of other measures that will help secure an external supply of new professionals. We will work with the



Canadian Translators, Terminologists and Interpreters Council in administering the certification exam for conference interpreters.

Supporting the Government's Strategic Agenda

Accountability and Transparency

The Bureau will clarify its accountability and internal control framework and redesign its policy framework, reviewing all directives and procedures. We will also continue to streamline our planning processes and reporting tools.

The Bureau is in the final phase of developing an activity-based accounting system, which should be completed during 2007-2008. The system will enable us to conduct more accurate financial analyses of our operating costs and better identify areas where we can take action to realize efficiencies. This system will provide the Bureau with tools that explain our value proposition to clients in a transparent and rigorous manner, while offering clients solid bases of comparison for choosing the optimum translation service arrangement.

Sound Management

The second pillar of the Bureau's transformation program — the initiative to modernize work tools, processes and methods — directly supports efforts to provide the government with products and services that are continually improved.

This initiative involves a number of projects, including the Translation Memory Project launched last year. This is a computerized knowledge and information management tool that allows previously translated segments of texts to be retrieved from archives and used, ensuring terminological consistency across texts.

The modernization initiative is based on the integration of a number of systems and seeks to

achieve an optimal level of automation from order-taking to invoicing, including pre-processing using language tools like TERMIUM® and the translation memory.

The implementation of the new business model and the modernization of the production system will involve a partial re-engineering of the current business systems and their integration with new and existing language support tools.

To complete this integration, we plan to conduct a virtual merger of TERMIUM® with other databanks produced by various international organizations. Through international partnerships and thanks to the compatibility of the databanks, we will be able to expand the foreign-language content of our terminology base to benefit all users.

Security

The Bureau has established a rapid response team that can be mobilized quickly to provide continuous access to our services and ensure an immediate response in the event of a national emergency affecting the health, safety or security of Canadians.

Delivering Ongoing Services

Service to Parliament and Interpretation

In 2007-2008, we will review our service offering in Aboriginal-language interpretation. We will also review our service offering in sign-language interpretation in the wake of the Federal Court decision confirming the obligation to provide this service when Canadians interact with government institutions.

The Bureau will also continue our constant quality-improvement program in the Interpretation and Parliamentary Translation Sector, hiring proofreaders and increasing the number of revisers and senior interpreters. In addition, we will begin the implementation phase of the debates captioning system in the House of Commons.



Terminology Standardization

To optimally manage the government's terminology expertise, strengthen the government's role in the language field on the national and international scenes, and showcase Canada's collective wealth of linguistic and terminological knowledge, the Bureau will:

- Enhance the quality of communications between the government and the public by such means as issuing terminology standardization notices or participating in initiatives such as plain language. The Bureau will also strengthen the terminology services and resources made available to Canadians, such as the *Language Nook /Coin linguistique*);
- Represent Canada at major national and international language forums and on standardization networks and committees, such as the International Organization for Standardization (ISO). The terminology obtained through these partnerships directly enhances the terminological services and resources made available to Canadians (*TERMIUM®*, *Language Nook / Coin linguistique*);
- Continue working on a project intended to give all Canadians the benefit of the terminological and linguistic resources developed by public institutions in Canada;
- Offer other international organizations the opportunity to use *TERMIUM®*; and
- Continue development work on a new version of *TERMIUM®* that will allow client departments and agencies to store, standardize, add and update their own specific terminology.

The Bureau will also strengthen Canada's presence on the international scene by:

- Participating, along with the Office québécois de la langue française, in the organization of the terminology symposium to be held by the Université du Québec en Outaouais in May 2007; and

- Laying the groundwork for the World Terminology Summit to be held in Canada in 2008.

Service to Departments and Central Agencies

The Bureau's transformation initiatives aim at continuously improving the quality and operational efficiency of on-going services. A central impetus of our work is also to promote whole-of-government solutions for language services and ensure sound management of the translation function within the public service.

The Bureau will continue as well to deploy translators who will work on-site with clients or serve as client-assigned translators, in order to respond even more closely to clients' needs.



Translation Bureau Planned Spending

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Operating and Statutory Votes				
Translation and Interpretation to Parliament, Conference Interpretation, Terminology				
Gross Expenditures	58.1	55.7	55.7	55.7
Less: Respendable Revenue	-	-	-	-
Net Expenditures	58.1	55.7	55.7	55.7
Translation Stewardship				
Gross Expenditures	2.5	2.4	2.4	2.4
Less: Respendable Revenue	-	-	-	-
Net Expenditures	2.5	2.4	2.4	2.4
Translation Bureau Revolving Fund				
Gross Expenditures	205.9	214.9	221.9	224.1
Less: Respendable Revenue	205.9	214.9	221.9	224.1
Net Resources (Provided) Used	-	-	-	-
TRANSLATION BUREAU TOTAL	60.6	58.1	58.1	58.1
Gross Expenditures for Translation Bureau	266.5	273.0	280.0	282.2
Less: Respendable Revenue for Translation Bureau	205.9	214.9	221.9	224.1
Net Expenditures for Translation Bureau	60.6	58.1	58.1	58.1
<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	1,584	1,534	1,534	1,534
Translation Bureau - Full Time Equivalents Total	1,584	1,534	1,534	1,534
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.				
Revenues and expenditures are increasing over future years in line with cost of living and a small volume increase.				

Strategic Outcome: Quality Services

Translation and Interpretation to Parliament, Conference Interpretation, Terminology

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



Translation Bureau Revolving Fund

Activity	Results	Performance Indicators
<ul style="list-style-type: none"> • 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. 	<p>Financially viable organization offering best-value service to the judiciary and other government organizations to ensure the government’s ability to function in both official languages and other languages as required.</p>	<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 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, co-op work, Federal Student Work Experience Program). • Number of national and federal terminology standardization committees and international fora at which the Bureau participates.



CORPORATE MANAGEMENT

The Corporate Management function provides internal support to all of PWGSC's branches and special operating agencies through: Corporate Services, Policy and Communications; Human Resources; the Office of the Chief Risk Officer (OCRO); Audit and Evaluation; Finance; the Investigations and Litigation Support Office; and Legal Services, as well as offices in the Pacific, Western, Ontario, Quebec, and Atlantic regions.

Plans and Initiatives

In 2007-2008, Corporate Management will support the following key strategic departmental priorities:

- Transforming our business; and
- Supporting the government's strategic agenda.

Transforming Our Business

Corporate Management plays a key role in the implementation of PWGSC's business transformation agenda, particularly through Corporate Services, Policy and Communications. In 2007-2008, Corporate Management will:

- Provide strategic advice, guidance and analytical support to program branches;
- Act as the corporate project management office for the core transformation activities;
- Facilitate a reporting mechanism for measuring progress on transformation;
- Provide a single window for central agencies;
- Support and facilitate a strategy to manage and communicate change within PWGSC, with an emphasis on people and cultural issues;
- Support managers in anticipating and managing the human resources implications of the business transformation initiatives;
- Implement the Financial Management Transformation Agenda;

- Support the implementation of the transformation agenda within PWGSC; and
- Expand our outreach efforts to better inform key associations, suppliers and other government departments about our value-added services and our transformation activities and progress.

Building Capacity

Like most employers, PWGSC is facing the challenges posed by an aging workforce and the need to build its capacity. Corporate Management will help face those challenges within the context of public service modernization frameworks and in the spirit of public service renewal. In 2007-2008, we will:

- Further build capacity within the Human Resources Branch and help managers assemble the capacity necessary to stabilize the department by:
 - hiring new staff and strengthening competencies;
 - improving the efficiency of our business processes; and
 - improving information and business systems.
- Build a workforce that is representative of the Canadian population and lead the application of the *Official Languages Act*; and
- Promote continuous learning, effective human resources planning, employee engagement, personal well-being and workplace recognition.

Supporting the Government's Strategic Agenda

To support the government's priority on accountability and create the highest standards in management practices, Corporate Management will continue in 2007-2008, to integrate the Management Accountability Framework (MAF) into the department's internal business planning and accountability processes.



Accountability and Transparency

Corporate Management will continue working on departmental initiatives to strengthen accountability and transparency, manage risk and ensure a culture of integrity. In 2007-2008, we will:

- Support the implementation of the *Federal Accountability Act* and Action Plan, and continue to conduct our affairs in a transparent manner in accordance with the *Act* and the Values and Ethics Code;
- Build capacity and expertise on sound management of information resources;
- Enhance the financial management framework and related improvements that are aligned to strengthen accountability and integrity, effective expenditure management and results-based management. This will be done through implementing financial management key initiatives, including the Office of Comptroller General financial management framework, audited financial statements, financial funding framework review and full implementation of an integrated financial and materiel management system;
- Ensure that Access to Information and Privacy (ATIP) requests are processed in accordance with legislated requirements, including those introduced by the *Federal Accountability Act*;
- Continue to pursue the activities related to the recovery of sponsorship funds and support related criminal investigations;
- Reinforce the integrity of audit and oversight in a number of ways:
 - by increasing the number of private-sector members on the department's Audit and Evaluation Committee, so that we have a majority of external members by April 1, 2009;
 - by building our capacity to improve audit coverage; and
 - by monitoring and following up on the implementation of management action plans that address internal audit and the Auditor General recommendations; and

- Continue to deliver program evaluations that are both strategic and aligned with departmental priorities. We will also participate in the development of a new Treasury Board *Policy on Evaluation*, which is expected to increase demand for evaluation services.

Sound Management

As the provider of PWGSC's internal management and oversight services, Corporate Management will embark in 2007-2008 on a number of initiatives designed to strengthen PWGSC's corporate infrastructure. Specifically we will:

- Lay the groundwork for the scheduled implementation of a renewed financial management system in April 2008, particularly regarding its impact on procurement and materiel management processes;
- Strengthen the department's risk management and quality assurance capacity by providing a focal point for risk management advice and oversight of the implementation of the Integrated Risk Management Framework. This includes responsibility for ethics programs, internal disclosure, fairness monitoring and contract claim advisory services — key elements of a comprehensive risk management approach; and
- Continue to exercise our oversight role on all major departmental initiatives, which culminate in the delivery of Cabinet documents, either Treasury Board Submissions or Memoranda to Cabinet. Our oversight function also extends to client departments' Treasury Board Submissions seeking to secure contract approval.

Greening Government

Corporate Management will continue to support and implement an integrated and horizontal approach to greening internal operations:

- By March 2010, we will reduce the environmental footprint of PWGSC printing services and paper by completing a pilot project that introduces a fully managed print solution to reduce the environmental effects of our printing services;



- By March 2009, we will maximize the use of procurement to protect the environment and support sustainable development by developing and implementing a departmental direction for the *Policy on Green Procurement*; and
- To reduce greenhouse gas and other air emissions from the department's vehicle fleet, we will purchase alternative transportation fuel vehicles, where cost-effective and feasible, and only ethanol-blended gasoline for federal road vehicles, where available.

Strategic Outcome: Sound Management

Activity	Results	Performance Indicators
<p>Supports the transformation of PWGSC to deliver the government's agenda.</p> <p>Sets strategic priorities and develops tools for sound, integrated management practices.</p> <p>Enhances human resources management and maintains strong labour relations.</p> <p>Builds PWGSC credibility through enhanced communications with Canadians, central agencies and Parliamentarians.</p> <p>Delivers 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"> • Cost of corporate management as a percentage of total departmental costs. • Targets for the level of positive response from the Human Resources Branch client survey planned for spring 2007. • Number of communications elements produced for external audiences. • Percentage of ATIP requests completed within their legislated timeframes. • Reduced rentable square metres of accommodation. • Percentage of approved financial systems strategy implemented. • Number of corporate management employees as a percentage of total population. • Percentage of elements of PWGSC Ten-Point Integrity Plan successfully completed. • Percentage of client satisfaction with internal audit and evaluation work being aligned and timely to significant PWGSC priorities.



SUPPLEMENTARY INFORMATION

Introduction

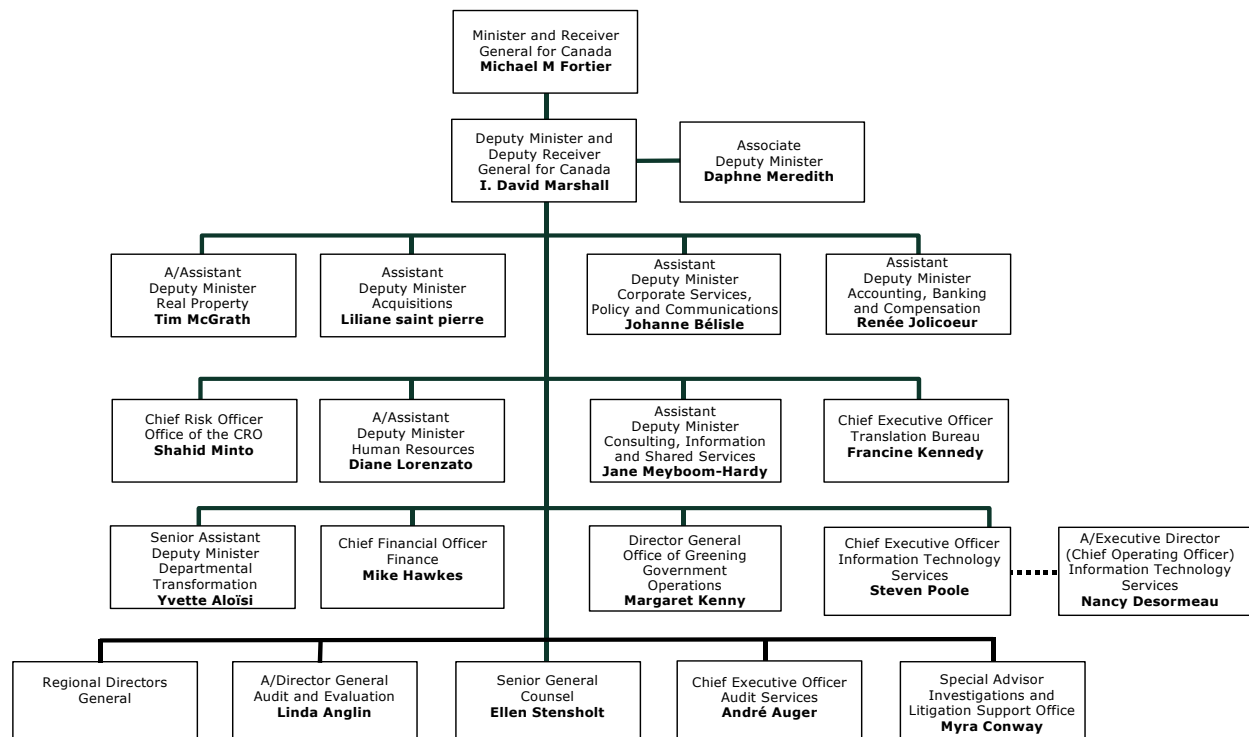
This section of the Report on Plans and Priorities provides, in greater detail, information concerning PWGSC's financial spending estimates over the reporting period 2007/2008 to 2009/2010. These estimates are intended to present consistent, balanced and accurate information to Parliament in accordance with the requirements contained in the Treasury Board Secretariat *Guide to the Preparation of Part III of the 2007-2008 Estimates: Report on Plans and Priorities and Departmental Performance Reports*. 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 in this section reflect the Program Activity Architecture of PWGSC's Government Services Program, which includes its two strategic outcomes: *Quality Services and Sound Stewardship*. The Organization Chart for PWGSC is provided below.

Table 1, Departmental Planned Spending by Strategic Outcome, outlines the program activity information reported in the Main Estimates and highlights the total budget spending for the Quality Services and Sound Stewardship strategic outcomes. The costs associated with Corporate Management have been reallocated to other program activities under Quality Services and Sound Stewardship. The subsequent adjustments, including Supplementary Estimates, Earmarked Items and Transformation Savings are also identified.

Organization Chart

Public Works and Government Services Canada



Our Spending

Table 1: Departmental Planned Spending by Strategic Outcome

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
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	1,890.4	1,868.5	1,659.9	1,580.3
Real Property Services Revolving Fund	-	-	-	-
Real Property Disposition Revolving Fund	(8.0)	(8.0)	(8.0)	(8.0)
Acquisitions Services	152.2	149.3	148.8	147.6
Optional Services Revolving Fund	-	-	-	-
Defence Production Revolving Fund	-	-	-	-
IM/IT Services	143.5	136.5	135.8	134.5
Telecommunications Services Revolving Fund	-	-	-	-
Receiver General Services	9.0	8.6	8.6	8.6
Public Service Compensation Services	1.8	1.7	1.7	1.7
Government Information Services	32.9	25.2	25.2	25.2
Business Integration Services	10.2	7.6	7.6	7.6
Consulting and Audit Canada Revolving Fund	(0.5)	-	-	-
Translation and Interpretation to Parliament, Conference Interpretation, Terminology	52.3	55.7	55.7	55.7
Translation Bureau Revolving Fund	-	-	-	-
Office of Green Government Operations Services	-	-	-	-
Total Quality Services	2,283.8	2,245.1	2,035.3	1,953.2
Sound Stewardship				
Real Property Stewardship	34.1	41.8	40.4	41.7
Supply Operations Stewardship	39.7	28.2	30.7	29.4
IM/IT Stewardship	12.8	13.3	13.3	13.3
Receiver General Stewardship	127.3	130.1	131.7	134.0
Public Service Pay Stewardship	27.9	26.6	27.8	27.8
Public Service Pension Stewardship	20.0	17.8	13.7	15.0
Government Information Stewardship	18.5	17.5	17.5	17.5
Business Integration - Performance Management ^(Note 2)	5.3	4.4	4.4	4.4
Translation Stewardship	2.5	2.4	2.4	2.5
Office of Green Government Operations Stewardship	1.3	6.4	16.5	4.8
Total Sound Stewardship	289.4	288.5	298.4	290.4
Main Estimates total (net)	2,573.2	2,533.7	2,333.7	2,243.5
Main Estimates (gross)	4,579.0	4,622.3	4,455.5	4,341.5
Less: Responsible Revenue ^(Note 3)	2,005.8	2,088.6	2,121.8	2,098.0
TOTAL MAIN ESTIMATES (net)	2,573.2	2,533.7	2,333.7	2,243.5



Table 1: Departmental Planned Spending by Strategic Outcome (cont'd)

	<i>(in millions of dollars)</i>			
	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Adjustments (net)				
Supplementary Estimates:				
Supplementary Estimates (A):				
Funding to support a suite of secure channel infrastructure services to allow federal departments, Canadian citizens and businesses, and public servants to conduct electronic transactions in a secure environment and access government of Canada information and services	94.2	-	-	-
Divestiture of the Laniel, Kipawa and Des Quinze Dams located on the Ottawa River in Quebec	44.7			
Operating budget carry forward	40.4	-	-	-
Funding for the Laniel Dam replacement project, the Argentinia Naval Base Remediation, the retrofit of Tunney's Pasture central heating and cooling plant, and the replacement of the Des Quinze Dam roadway deck	12.9			
Funding for the administration and delivery of the Universal Child Care Benefit to Canadian families with young children	8.4	-	-	-
Additional resources related to a reallocation of the Ministry's regional responsibilities	0.3	-	-	-
Transfer from Human Resources and Skills Development (\$236 thousand) and Treasury Board Secretariat (\$26 thousand) - To provide more effective, responsive and integrated development and delivery of federal programs and services in regions through Federal Regional Councils	0.3			
Funding for administration costs related to one-time payments for energy costs incurred by low income seniors and families with children	0.1			
Transfer to Western Economic Diversification - To provide more effective, responsive and integrated development and delivery of federal programs and services in regions through Federal Regional Councils	(0.2)	-	-	-
2006 Expenditure Restraint	(3.6)			
Spending authorities available within the Vote ^(Note 4)	(12.6)	-	-	-
2005 Expenditure Review Committee Savings - Procurement	(25.1)	-	-	-
Total Supplementary Estimates (A)	159.8	-	-	-
Supplementary Estimates B:				
Funding to develop an on-line service for authorized government users to electronically select and purchase goods and services, and to deliver services faster and at a reduced cost through better management of purchasing at a government-wide level	27.1			
Funding for the estimated cost of additional office accommodation requirements provided to government departments and agencies	24.2	-	-	-
Funding for the incremental building operating expenditures related to operations and maintenance contracts, utilities, payments in lieu of taxes for crown-owned facilities, price adjustments on leased facilities and payments of municipal taxes on leased-purchased facilities	17.9			
Funding for the environmental clean up of the Sydney Tar Ponds and Coke Ovens Sites in the Muggah Creek Watershed	5.5	-	-	-
Funding to test the methodology and implementation plan to transfer the delivery of information technology (IT) services from five departments and agencies (Veterans Affairs, Health, Parks Canada Agency, Privy Council Office and the Canada School of Public Service) to an IT shared services organization within Public Works and Government Services	5.2	-	-	-
Funding related to the assessment, management and remediation of federal contaminated sites	2.8			
Transfers with Human Resources and Skills Development (Social Development) - For the accommodation related to the transfer of the National Collections Services and Collection Litigation and Advisory Services programs to Canada Revenue Agency, and for the accommodation costs related to the transfer of the Youth Internship Program for Public Service Human Resources Management Agency of Canada to Human Resources and Skills Development	1.8	-	-	-
Transfer from Old Port of Montreal Corporation Inc. - For health and safety repairs to the Old Port of Montreal site	1.7			



Table 1: Departmental Planned Spending by Strategic Outcome (cont'd)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
(in millions of dollars)				
Funding for the incremental building expenditures related to the accommodation costs (rental and fit-up costs) for the Senate, the House of Commons, the Office of the Ethics Commissioner, and the Senate Ethics Officer	0.8	-	-	-
Transfer to Canadian Heritage - For accommodation costs for the 2010 Olympic and Paralympic Winter Games Federal Secretariat in Vancouver, British Columbia	(0.1)	-	-	-
Spending authorities available within the Vote 1 ^(Note 5)	(15.9)	-	-	-
Spending authorities available from Vote 5 ^(Note 6)	(67.5)	-	-	-
Total Supplementary Estimates (B)	3.5	-	-	-
Earmarked Items:				
Funding for capital projects	-	290.4	219.3	27.7
Funding for other Real Property expenditures	-	123.2	-	-
Funding for the Secure Channel	-	36.6	-	-
Expenditure Review - Procurement Investment (Transformation)	-	24.8	14.2	-
Funding for accommodation expenditures	-	13.4	13.7	14.2
Expenditure Review - Property Management Investment Fund	-	10.0	30.0	35.0
Funding for the Federal Accountability Act and Action Plan	-	8.4	8.5	8.5
Funding for the IT Shared Services Organization	-	7.2	(3.5)	(3.5)
Funding for the Government of Canada Exhibitions Program	-	4.9	-	-
Funding for the Internal Audit Project	-	1.0	-	-
Pension administration recoveries to be return to the consolidated revenue fund (statutory)	-	0.6	1.7	-
Total Earmarked Items	-	520.5	283.9	81.9
Other adjustments:				
Employee benefit plans (EBP) adjustments (statutory)	12.0	-	-	-
Funding for the Internal Audit Project	0.6	-	-	-
Funding for Collective Agreements	24.3	-	-	-
Other minor adjustments	(2.0)	-	-	-
Total Other adjustments	34.9	-	-	-
Total Adjustments	198.2	520.5	283.9	81.9
NET PLANNED SPENDING	2,771.4	3,054.2	2,617.6	2,325.4
Less: Non-Respendable Revenue	22.8	20.9	19.4	19.4
Plus: Cost of Services Received Without Charge	40.0	38.3	36.5	36.5
TOTAL DEPARTMENTAL SPENDING	2,788.6	3,071.6	2,634.7	2,342.5
<i>Totals may not add up due to rounding.</i>				
<i>(FTEs)</i>				
Full Time Equivalents (FTEs)	12,177	11,870	11,854	11,889

Note 1: Includes intradepartmental revenues and expenditures of \$280.6 million for 2006-2007, \$277.2 million for 2007-2008, \$268.9 million for 2008-2009 and \$269.1 million for 2009-2010 for a nil bottom line impact.

Note 2: Figure reflects the Internal Recoveries that cannot be charged to other program activities.

Note 3: The spendable revenue amount excludes \$274.9 million of current year adjustments.

Note 4: Total authorities available within the Vote are attributable to funds previously transferred from Natural Resources Canada for purchasing electricity from renewable resources, for which policy approval through the Interim Strategy on Existing Climate Change programs was not approved (\$12.0 million); a reduction in the operating costs of the Kipawa, Laniel and Des Quinze Dams as a result of their divestiture (\$0.4 million); and a reduction in the operating costs of the Trois-Rivières Harbourfront Park as a result of its divestiture (\$0.2 million).

Note 5: Total authorities available within Vote 1 are attributable to reduced operating requirements related to the deferral of funding for the Parliament Buildings West Block (\$13.1 million) and Homelessness (Surplus Federal Real Property Housing) (\$2.8 million).

Note 6: Total authorities available within the Vote 5 are attributable to reduced capital requirements related to the deferral of funding for the Skyline complex (\$28.7 million), Portrait Gallery (\$15.0 million), Galleria in Regina (\$8.5 million), Parliament Buildings West Block (\$8.9 million), Argentina environmental remediation initiative (\$5.6 million) and the multi-tenant office facility in Charlottetown, PEI (\$0.8 million).



**Section III –
Supplementary Information**

Table 2: Services by Program Activity for 2007-2008

(in millions of dollars)

Government Services / Program Activity	Budgetary Non-Statutory Expenditures						Budgetary Statutory Expenditures			Total Main Estimates	Adjustments (Planned Spending not in Main Estimates)	Net Planned Spending	
	Operating	Special Purpose Allotments	Capital	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
REAL PROPERTY													
Federal Accommodation and Holdings	-	1,815.1	340.2	-	2,155.3	286.8	1,868.5	-	-	-	1,868.5	437.6	2,306.1
Real Property Services Revolving Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
Real Property Disposition Revolving Fund	-	-	-	-	-	-	-	-	(8.0)	(8.0)	(8.0)	-	(8.0)
Real Property Stewardship	39.9	-	-	-	39.9	1.9	38.0	3.8	-	3.8	41.8	0.4	42.2
REAL PROPERTY TOTAL	39.9	1,815.1	340.2	-	2,195.2	288.7	1,906.5	3.8	(8.0)	(4.2)	1,902.3	438.0	2,340.3
ACQUISITIONS													
Acquisition Services	168.6	-	-	-	168.6	42.4	126.2	23.1	-	23.1	149.3	1.7	151.0
Optional Services Revolving Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
Supply Operations Stewardship	32.0	-	-	-	32.0	8.5	23.5	4.7	-	4.7	28.2	29.0	57.2
Defence Production Revolving Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
ACQUISITIONS TOTAL	200.6	-	-	-	200.6	50.9	149.7	27.8	-	27.8	177.5	30.7	208.2
INFORMATION TECHNOLOGY													
IMIT Services	327.4	-	-	-	327.4	212.5	114.9	21.6	-	21.6	136.5	45.5	182.0
Telecommunications Services Revolving Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
IMIT Stewardship	12.4	-	-	-	12.4	0.6	11.8	1.6	-	1.6	13.3	0.1	13.5
INFORMATION TECHNOLOGY TOTAL	339.8	-	-	-	339.8	213.1	126.7	23.2	-	23.2	149.8	45.6	195.5
RECEIVER GENERAL AND PUBLIC SERVICE COMPENSATION													
Receiver General Services	8.2	1.9	-	-	10.1	2.2	7.9	0.7	-	0.7	8.6	0.1	8.7
Receiver General Stewardship	48.5	89.5	-	-	138.0	13.5	124.5	5.6	-	5.6	130.1	0.4	130.5
Public Service Compensation	4.0	-	-	-	4.0	2.9	1.1	0.6	-	0.6	1.7	0.1	1.8
Public Service Pay Stewardship	26.5	-	-	-	26.5	3.8	22.7	3.9	-	3.9	26.6	0.3	26.9
Public Service Pension Stewardship	48.6	-	-	-	48.6	37.9	10.7	7.1	-	7.1	17.8	1.2	19.0
RECEIVER GENERAL AND PUBLIC SERVICE COMPENSATION TOTAL	135.8	91.4	-	-	227.2	60.3	166.9	17.9	-	17.9	184.8	2.1	186.9



Table 2: Services by Program Activity for 2007-2008 (cont'd)

(in millions of dollars)

Government Services / Program Activity	Budgetary Non-Statutory Expenditures							Budgetary Statutory Expenditures			Total Main Estimates	Adjustments (Planned Spending not in Main Estimates)	Net Planned Spending			
	Operating	Special Purpose Allowments	Capital	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	33.8	-	-	-	33.8	11.0	22.8	2.4	-	2.4	25.2	4.9	30.1			
Government Information Stewardship	16.5	-	-	-	16.5	-	16.5	1.0	-	1.0	17.5	-	17.5			
GOVERNMENT INFORMATION TOTAL	50.3	-	-	-	50.3	11.0	39.3	3.4	-	3.4	42.7	4.9	47.6			
OFFICE OF GREENING GOVERNMENT OPERATIONS																
Office of Green Government Operations Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of Green Government Operations Stewardship	10.9	-	-	-	10.9	4.8	6.1	0.3	-	0.3	6.4	(0.7)	5.7			
OFFICE OF GREENING GOVERNMENT OPERATIONS TOTAL	10.9	-	-	-	10.9	4.8	6.1	0.3	-	0.3	6.4	(0.7)	5.7			
BUSINESS INTEGRATION																
Business Integration Services	28.3	-	-	-	28.3	22.3	6.0	1.6	-	1.6	7.6	(0.1)	7.5			
Business Integration - Performance Management ^(Note 2)	30.0	-	-	-	30.0	30.0	-	4.4	-	4.4	4.4	-	4.4			
BUSINESS INTEGRATION TOTAL	58.3	-	-	-	58.3	52.3	6.0	6.0	-	6.0	12.0	(0.1)	11.9			
SPECIAL OPERATING AGENCIES																
Consulting and Audit Canada Revolving Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Translation and Interpretation to Parliament, Conference Interpretation, Terminology	55.7	-	-	-	55.7	-	55.7	-	-	-	55.7	-	55.7			
Translation Bureau Revolving Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Translation Stewardship	2.4	-	-	-	2.4	-	2.4	-	-	-	2.4	-	2.4			
SPECIAL OPERATING AGENCIES TOTAL	58.1	-	-	-	58.1	-	58.1	-	-	-	58.1	-	58.1			
TOTAL DEPARTMENT	893.7	1,906.4	340.2	-	3,140.4	681.0	2,459.3	82.4	(8.0)	74.4	2,533.7	520.5	3,054.2			

Totals may not add up due to rounding.

Note 1: Detailed financial information for the revolving funds is available in the Revolving Fund financial tables 8.1 to 8.7.

Note 2: Figure reflects the Internal Recoveries that cannot be charged to other program activities.



Table 3: Voted and Statutory Items Listed in Main Estimates

(in millions of dollars)

Vote or Statutory Item	Vote or Statutory Wording	Main Estimates 2007-2008	Main Estimates 2006-2007
1	Operating expenditures	2,119.0	2,154.8
5	Capital expenditures	340.2	342.6
10	Grants and contributions	-	3.6
(S)	Minister of Public Works and Government Services - Salary and motor car allowance	0.1	0.1
(S)	Contributions to employee benefit plans	82.3	80.6
(S)	Real Property Disposition Revolving Fund	(8.0)	(8.0)
(S)	Optional Services Revolving Fund	-	-
(S)	Consulting and Audit Canada Revolving Fund	-	(0.5)
(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 Revolving Fund	-	-
(S)	Defence Production Revolving Fund	-	-
TOTAL DEPARTMENT		2,533.7	2,573.2
<i>Totals may not add up due to rounding.</i>			

Table 4: Cost of Services Received Without Charge for 2007-2008

(in millions of dollars)

Government Services	
Cost of Services Received Without Charge:	
Contributions covering employer share of employees insurance premiums and expenditures paid by TBS <i>(excluding revolving funds)</i>	31.9
Worker's compensation coverage provided by Human Resources and Social Development Canada	2.7
Salary and associated expenditures of legal services provided by the Department of Justice Canada	3.7
2007-2008 COST OF SERVICES RECEIVED WITHOUT CHARGE	38.3
<i>Totals may not add up due to rounding.</i>	



Table 5: Capital Spending by Program Activity

(in millions of dollars)

Program Activity	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
FEDERAL ACCOMMODATION AND HOLDINGS	295.9	630.6	464.8	278.7
<i>Totals may not add up due to rounding.</i>				

Table 6: Loans, Investments, and Advances by Program Activity

Note: Parliament authorized a total drawdown of \$50 million for the seized property working capital account. Based on historical analysis, a drawdown of approximately \$13 million is anticipated against this working capital account over the planning period.



**Section III –
Supplementary Information**

Table 7: Sources of Respendable and Non-Respendable Revenue

(in millions of dollars)

SERVICE Program Activity	Forecast Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009	Planned Revenue 2009-2010
RESPENDABLE REVENUE				
REAL PROPERTY				
Federal Accommodation and Holdings Rentals and Concessions	468.3	286.8	284.7	284.7
Real Property Stewardship	1.7	1.9	1.1	1.4
Real Property Services Revolving Fund Recoveries of disbursements on behalf of clients	678.3	734.7	736.5	707.6
Fee revenues from real property related common services	168.9	157.6	158.5	157.2
	847.2	892.3	895.0	864.8
Real Property Disposition Revolving Fund Sales of real properties	12.0	12.0	12.0	12.0
SERVICE TOTAL	1,329.2	1,193.0	1,192.8	1,162.9
ACQUISITIONS				
Acquisition Services Major Crown Projects	9.9	6.6	6.6	6.6
Acquisition Canadian General Standards Board	25.1	14.8	15.0	15.1
Seized Property Management	2.5	2.3	2.3	2.3
Others	9.5	6.5	6.5	6.5
	11.0	12.2	9.1	8.7
	58.0	42.4	39.5	39.2
Supply Operations Stewardship	6.6	8.5	8.5	8.2
Optional Services Revolving Fund Traffic and Vaccine	90.0	90.0	90.0	90.0
Crown Assets Distribution	-	-	-	-
Communication Procurement	4.1	4.1	4.1	4.1
Locally Shared Support Services	6.3	6.3	6.3	6.3
	100.4	100.4	100.4	100.4
SERVICE TOTAL	165.0	151.3	148.4	147.8
INFORMATION TECHNOLOGY				
IM/IT Services	186.3	212.5	245.4	248.1
IM/IT Stewardship	0.7	0.6	0.5	0.5
Telecommunications Services Revolving Funds	135.8	134.3	142.7	142.7
SERVICE TOTAL	322.8	347.4	388.6	391.3
RECEIVER GENERAL AND PUBLIC SERVICE COMPENSATION				
Receiver General Services	5.8	2.2	2.1	2.1
Receiver General Stewardship	14.5	13.5	13.0	13.0
Public Service Compensation	3.0	2.9	2.8	2.8
Public Service Pay Stewardship	5.9	3.8	3.6	3.6
Public Service Pension Stewardship	52.2	37.9	28.6	28.9
SERVICE TOTAL	81.4	60.3	50.1	50.4



Table 7: Sources of Respendable and Non-Respendable Revenue (cont'd)

(in millions of dollars)

SERVICE Program Activity	Forecast Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009	Planned Revenue 2009-2010
GOVERNMENT INFORMATION				
Government Information Services	11.2	11.0	11.0	11.0
Government Information Stewardship	0.1	-	-	-
SERVICE TOTAL	11.3	11.0	11.0	11.0
OFFICE OF GREENING GOVERNMENT OPERATIONS				
Office of Green Government Operations Services	-	-	-	-
Office of Green Government Operations Stewardship	4.4	4.8	4.4	4.7
SERVICE TOTAL	4.4	4.8	4.4	4.7
BUSINESS INTEGRATION SERVICES				
Business Integration Services	23.0	22.3	22.3	22.3
Business Integration - Performance Management	38.5	30.0	30.0	30.0
SERVICE TOTAL	61.5	52.3	52.3	52.3
SPECIAL OPERATING AGENCIES				
Consulting and Audit Revolving Fund	99.2	53.7	52.4	53.6
Translation and Interpretation to Parliament, Conference Interpretation, Terminology	-	-	-	-
Translation Stewardship	-	-	-	-
Translation Bureau Revolving Fund				
Translation Services	201.4	211.1	218.1	219.7
Interpretation Services	3.5	2.8	2.8	3.4
Terminology Services	1.0	1.0	1.0	1.0
	205.9	214.9	221.9	224.1
SERVICE TOTAL	305.1	268.6	274.3	277.7
TOTAL RESPENDABLE REVENUE	2,280.7	2,088.6	2,121.8	2,098.0
NON-RESPENDABLE REVENUE				
Dry Docks	5.0	5.0	5.0	5.0
Other non-tax revenue	17.8	15.9	14.4	14.4
TOTAL NON-RESPENDABLE REVENUE	22.8	20.9	19.4	19.4
TOTAL RESPENDABLE AND NON-RESPENDABLE REVENUE	2,303.5	2,109.5	2,141.2	2,117.4

Totals may not add up due to rounding.



Table 8.1: Real Property Services Revolving Fund

Statement of Operations

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Responsible Revenue	168.9	157.6	158.5	157.1
Expenses				
Operating:				
Salaries and Employee Benefits	106.1	96.9	97.5	96.9
Occupancy Costs	6.5	6.1	6.1	6.0
Corporate and Administrative Costs	16.7	20.0	20.0	19.8
Other Operating Costs	39.6	34.6	34.9	34.4
Expenses Total	168.9	157.6	158.5	157.1
Surplus (Loss)	-	-	-	-

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

Statement of Cash Flows and Projected Use of Authority

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
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 (2006-2007: \$678.3M; 2007-2008: \$734.7M; 2008-2009: \$736.5; and 2009-2010: \$707.6M).

Table 8.2: Real Property Disposition Revolving Fund

Statement of Operations

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Respendable Revenue	12.0	12.0	12.0	12.0
Expenses	4.0	4.0	4.0	4.0
Surplus (Loss)	8.0	8.0	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

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Operating Activities:				
(Surplus) Loss	(8.0)	(8.0)	(8.0)	(8.0)
Authority (provided) used during year	(8.0)	(8.0)	(8.0)	(8.0)
Net authority (provided) used at the start of year	(2.0)	(2.0)	(2.0)	(2.0)
Payments to the Consolidated Revenue Fund	8.0	8.0	8.0	8.0
Net authority (provided) used at the end of year	(2.0)	(2.0)	(2.0)	(2.0)
Authority limit	5.0	5.0	5.0	5.0
Unused authority carried forward	7.0	7.0	7.0	7.0

Totals may not add up due to rounding.

Table 8.3: 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 8.4: Optional Services Revolving Fund

Statement of Operations

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Responsible Revenue	100.4	100.4	100.4	100.4
Expenses				
Operating:				
Salaries and Employee Benefits	3.4	3.4	3.4	3.4
Product Cost	94.3	94.3	94.3	94.3
Other Operating Costs	2.7	2.7	2.7	2.7
Expenses Total	<u>100.4</u>	<u>100.4</u>	<u>100.4</u>	<u>100.4</u>
Surplus (Loss)	-	-	-	-

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

Statement of Cash Flows and Projected Use of Authority

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Operating Activities:				
(Surplus) Loss	-	-	-	-
Less items not requiring use of funds:				
Provision for employee termination benefits	-	-	-	-
Net financial resources (provided by) used in operating activities	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Financing Activities:				
Reduction of the unused authority carried forward, in response to the Expenditure Restraint measures ^(Note 1)	4.0			
Net financial resources (provided by) used in financing activities	<u>4.0</u>	<u>-</u>	<u>-</u>	<u>-</u>
Authority (provided) used during year	4.0	-	-	-
Net authority (provided) used at the start of year	(6.4)	(2.4)	(2.4)	(2.4)
Net authority (provided) used at the end of year	(2.4)	(2.4)	(2.4)	(2.4)
Authority limit	35.0	35.0	35.0	35.0
Unused authority carried forward	<u>37.4</u>	<u>37.4</u>	<u>37.4</u>	<u>37.4</u>

Totals may not add up due to rounding.

Note 1: As per TB decision number 833200. This reduction to the accumulated surplus is part of the Department's contribution to the Expenditure Restraint Measures announced by Treasury Board in September 2006.

Table 8.5: Telecommunications and Informatics Common Services Revolving Fund

Statement of Operations

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Respendable Revenue	135.8	134.3	142.7	142.7
Expenses				
Operating:				
Salaries and Employee Benefits	17.9	17.9	18.4	18.4
Product Cost	99.8	98.4	105.8	105.8
Amortization	0.2	0.2	0.2	0.2
Other Operating Costs	17.9	17.8	18.3	18.3
Expenses Total	135.8	134.3	142.7	142.7
Surplus (Loss)	-	-	-	-

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

Statement of Cash Flows and Projected Use of Authority

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Operating Activities:				
(Surplus) Loss	-	-	-	-
Less items not requiring use of funds:				
Amortization	0.2	0.2	0.2	0.2
Net financial resources (provided by) used in operating activities	(0.2)	(0.2)	(0.2)	(0.2)
Investing Activities:				
Capital assets:				
Net Acquisitions	0.2	0.2	0.2	0.2
Net financial resources (provided by) used in investing activities	0.2	0.2	0.2	0.2
Financing Activities:				
Reduction of the unused authority carried forward, in response to the Expenditure Restraint measures ^(Note 1)	19.0			
Net financial resources (provided by) used in financing activities	19.0	-	-	-
Authority (provided) used during year	19.0	-	-	-
Net authority (provided) used at the start of year	(21.7)	(2.7)	(2.7)	(2.7)
Net authority (provided) used at the end of year	(2.7)	(2.7)	(2.7)	(2.7)
Authority limit	20.0	20.0	20.0	20.0
Unused authority carried forward	22.7	22.7	22.7	22.7

Totals may not add up due to rounding.

Note 1: As per TB decision number 833200. This reduction to the accumulated surplus is part of the Department's contribution to the Expenditure Restraint Measures announced by Treasury Board in September 2006.



Table 8.6: Consulting and Audit Canada Revolving Fund

Statement of Operations

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Respendable Revenue	99.2	53.7	52.4	53.6
Expenses				
Operating:				
Salaries and Employee Benefits	37.9	35.4	37.2	39.2
Product Cost	50.4	7.7	4.1	2.8
Amortization	0.3	0.2	0.1	0.1
Other Operating Costs	10.5	11.1	11.6	12.2
Interest	0.1	-	-	-
Expenses Total	99.2	54.4	53.0	54.3
Surplus (Loss)	-	(0.7)	(0.6)	(0.7)

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

Statement of Cash Flows and Projected Use of Authority

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Operating Activities:				
(Surplus) Loss	-	0.7	0.6	0.7
Less items not requiring use of funds:				
Amortization	0.3	0.2	0.1	0.1
Provision for employee termination benefits	0.5	0.5	0.5	0.6
Net financial resources (provided by) used in operating activities	(0.8)	-	-	-
Investing Activities:				
Capital assets:				
Net Acquisitions	0.3	-	-	-
Net financial resources (provided by) used in investing activities	0.3	-	-	-
Financing Activities:				
Reduction of the unused authority carried forward, in response to the Expenditure Restraint measures ^(Note 1)	6.0	-	-	-
Net financial resources (provided by) used in financing activities	6.0	-	-	-
Authority (provided) used during year	5.5	-	-	-
Net authority (provided) used at the start of year	(9.6)	(4.1)	(4.1)	(4.1)
Net authority (provided) used at the end of year	(4.1)	(4.1)	(4.1)	(4.1)
Authority limit	20.0	20.0	20.0	20.0
Unused authority carried forward	24.1	24.1	24.1	24.1

Totals may not add up due to rounding.

Note 1: As per TB decision number 833200. This reduction to the accumulated surplus is part of the Department's contribution to the Expenditure Restraint Measures announced by Treasury Board in September 2006.

Table 8.7: Translation Bureau Revolving Fund

Statement of Operations

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Respendable Revenue	205.9	214.9	221.9	224.1
Expenses				
Operating:				
Salaries and Employee Benefits	136.8	133.6	134.9	135.8
Amortization	3.0	3.0	3.2	2.2
Other Operating Costs	69.8	80.0	85.8	87.0
Expenses Total	209.6	216.6	223.9	225.0
Surplus (Loss)	(3.7)	(1.7)	(2.0)	(0.9)

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

Statement of Cash Flows and Projected Use of Authority

(in millions of dollars)

	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Operating Activities:				
(Surplus) Loss	3.7	1.7	2.0	0.9
Less items not requiring use of funds:				
Amortization	3.0	3.0	3.2	2.2
Net of provision and payments for employee termination benefits	2.1	(0.3)	(0.2)	(0.3)
Sub-total	(1.4)	(1.0)	(1.0)	(1.0)
Other items not requiring use of funds	0.4	-	-	-
Net financial resources (provided by) used in operating activities	(1.0)	(1.0)	(1.0)	(1.0)
Investing Activities:				
Capital assets:				
Net Acquisitions	1.0	1.0	1.0	1.0
Net financial resources (provided by) used in investing activities	1.0	1.0	1.0	1.0
Financing Activities:				
Reduction of the unused authority carried forward, in response to the Expenditure Restraint measures ^(Note 1)	11.0	-	-	-
Net financial resources (provided by) used in financing activities	11.0	-	-	-
Authority (provided) used during year	11.0	-	-	-
Net authority (provided) used at the start of year	(35.2)	(24.2)	(24.2)	(24.2)
Net authority (provided) used at the end of year	(24.2)	(24.2)	(24.2)	(24.2)
Authority limit	10.0	10.0	10.0	10.0
Unused authority carried forward	34.2	34.2	34.2	34.2

Totals may not add up due to rounding.

Note 1: As per TB decision number 833200. This reduction to the accumulated surplus is part of the Department's contribution to the Expenditure Restraint Measures announced by Treasury Board in September 2006.



**Section III –
Supplementary Information**

Table 9: User Fees

There are no planned amendments to existing user fees or any new user fees for the reporting period covered by the present Report.

Table 10: Major Regulatory Initiatives

PWGSC will be creating regulations in support of the position of the Procurement Ombudsman, established under the *Federal Accountability Act*.

Table 11: Details on Project Spending

(in millions of dollars)

Description	Current Estimated Total Cost	Forecast Spending to March 31, 2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Future Years' Spending Requirements
REAL PROPERTY SERVICES						
Office Accommodation Projects						
Nova Scotia						
Halifax - New Government of Canada Building, Bedford Institute of Oceanography - Construction (I-PPA)	67.8	2.6	0.4	1.3	2.4	61.1
Halifax - New Royal Canadian Mounted Police Government of Canada Building - Construction (I-PPA) ²	57.6	9.0	2.5	16.4	13.3	16.4
Prince Edward Island						
Charlottetown - Proposed Government of Canada Building - Construction (S-EPA)	50.1	42.4	7.2	0.5	0.0	0.0
Quebec						
Montreal - 740 Bel-Air Street - Construction of multi-purpose building including items funded by National Defence (S-EPA)	54.8	54.6	0.2	0.0	0.0	0.0
National Capital Region (Quebec)						
Gatineau - Laurier Taché Garage - Renovation (S-EPA)	62.9	58.4	4.5	0.0	0.0	0.0
National Capital Region (Ontario)						
Ottawa - Federal Judicial Building - New Construction (I-PPA-MCP) ¹	16.1	16.1	0.0	0.0	0.0	0.0
Ottawa - Skyline Campus - Renovation and Federal Occupancy (S-EPA-MCP) ¹	105.8	21.8	55.0	29.0	0.0	0.0
Ottawa - Central Heating and Cooling Plant - East Tunnel Replacement (I-PPA)	31.1	0.7	1.2	11.4	10.0	7.7
Parliamentary Precinct⁷						
Ottawa & Gat, Que - Library of Parliament (LOP) - Conservation, Rehabilitation and Upgrade (S-EPA-MCP)	127.9	123.5	4.4	0.0	0.0	0.0
Ottawa - West Block - Renovation (I-PPA-MCP)	769.2	43.2	167.7	209.1	132.9	216.3
Ottawa - Site Infrastructure - New Construction (I-PPA-MCP)	82.5	1.4	0.0	0.0	0.0	81.1
Ottawa - Wellington Building - Renovation (I-PPA-MCP) (Current Estimated Total Cost includes approval of \$24.3M for interim space which is not in the spending)	150.1	3.1	14.8	32.5	35.5	64.2
Ottawa - Bank Street - New Construction (I-PPA-MCP) (DEFERRED)	197.9	9.4	0.0	0.0	0.0	188.5
Saskatchewan						
Regina - Government of Canada Building - Acquisition, renovation and fit-up (S-EPA)	47.8	39.0	8.8	0.0	0.0	0.0
British Columbia						
Surrey - Royal Canadian Mounted Police "E" Division Headquarters, Purchase Land and Crown Construct (I-PPA-MCP) ⁵	165.2	10.4	2.4	12.4	27.7	112.3
Non-Office Accommodation Projects⁶						
Parliamentary Precinct						
Ottawa - Portrait Gallery of Canada - Renovation (S-EPA-MCP)	32.4	6.4	10.0	16.0	0.0	0.0



Table 11: Details on Project Spending (cont'd)

(in millions of dollars)

Description	Current Estimated Total Cost	Forecast Spending to March 31, 2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Future Years' Spending Requirements
Lease Accommodation Projects						
National Capital Region (Ontario)						
269 Laurier Avenue West, Ottawa, (LPA) ⁴	110.6	55.4	5.6	5.3	5.0	39.2
131 Queen Street, Ottawa, (LPA)	166.3	42.4	44.9	12.7	12.7	53.6
181 Queen Street, Ottawa, (LPA)	59.9	36.0	5.5	5.5	5.5	7.4
Ontario						
180 Queen Street West Toronto, (LPA)	239.0	21.6	8.6	8.6	8.6	191.6
277 Front Street East, Toronto, Lease (S-LPA)	75.4	3.7	4.7	4.7	4.6	57.8
Engineering Assets Projects						
Newfoundland and Labrador						
Argentia - Environmental remediation (S-EPA)	93.3	83.3	10.0	0.0	0.0	0.0
National Capital Region (Quebec)						
Laniel - Laniel Dam - Reconstruction (S-EPA)	21.9	10.6	5.8	3.8	1.7	0.0
National Capital Region (Ontario)						
Between Ott. & Gat - Alexandra Bridge - Renovation/Deck Replacement (I-PPA) ³	18.6	1.7	0.4	8.3	8.2	0.0
ACQUISITIONS						
Projects						
National Capital Region (Ontario/Quebec)						
Ottawa/Gatineau - Shared Travel Services Initiative ⁸	6.3	13.7 ⁹	22.0	(13.2)	(9.2)	8.9 ¹⁰
PUBLIC SERVICE COMPENSATION						
Pension Modernization Project¹¹	115.1	19.1	23.4	21.8	9.2	41.6
<p>1: This project is being reprofiled and sunsetted.</p> <p>2, 3: These projects currently have PPA approval less than their estimated total cost, so the costs have been reduced to the PPA amount and the cash flows reduced proportionally.</p> <p>4: Planned spending 2007-2021 is rent only.</p> <p>5: The delivery method is currently under review - it could be lease, lease purchase or build. The definition of client requests and the overall timing is also under review.</p> <p>6: Ottawa – Cellulose Nitrate Film Storage Facility, National Library of Canada and National Archives of Canada – New Construction project removed because the project is now being handled by Libraries and Archive Canada (LAC).</p> <p>7: Additional information is available in the narrative in Section III – Supplementary Information, Status Report on Major Crown Projects.</p> <p>8: (from Apr. 1, 2006 to Dec. 31, 2006) Until Oct. 16, 2006, STSI was part of ITSB, it is now with Acquisitions. Budget Adjustment Request was recently signed under ACQB.</p> <p>9: This includes \$1 M for a Special Purpose Account (SPA).</p> <p>10: Accenture contract runs until Mar. 31, 2012. Program funding requirements will likely change at this point.</p> <p>11: The GoCPMP is in the process of finalizing the revised project estimates that will differ from the above and will seek Effective Project Approval (EPA) from the Treasury Board.</p>						



Table 12: Status Report on Major Crown Projects

a. Parliamentary Precinct Project

The Long-Term Vision and Plan (LTVP) for the Parliamentary Precinct, approved in 2001, and amended in 2002, is a detailed framework that provides direction for the renewal of Canada's seat of government - The Parliamentary Precinct. During the LTVP's 25-year implementation period, an extensive preservation program will restore the 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. New construction will also be undertaken in the Precinct to meet the space requirements of the Senate, the House of Commons and the Library of Parliament, which cannot be met within existing facilities.

The original Plan consisted of a series of major projects implemented in five phases. Phase I projects (2001-2002 to 2008-2009) included: Library of Parliament; Bank Street Building; Wellington Building Renovation; Site Infrastructure; Victoria Building; East Block masonry; Federal Judicial Building parking; and Site Development. The West Block Renovation Program was originally scheduled within Phase II of the LTVP, following the completion of the Bank Street Building project. In May 2005, PWGSC received agreement from Cabinet to advance the West Block Renovation to Phase I of the LTVP. As a result the Bank Street Building and Site Infrastructure projects were suspended pending a review of the overall LTVP.

The renovation phase of the Library of Parliament was completed in 2006-07.

Further information on this subject may be found at:

http://www.pwgsc.gc.ca/reports/text/rpp_2007-2008_sct3_tbl12_a-e.html

b. Shared Travel Services Initiative

The Shared Travel Services Initiative's (STSI) end-to-end, government-wide travel solution will provide fully functional, comprehensive and seamlessly integrated travel services to employees travelling on government business, and provide for better travel expense management. Travel services include the following:

- Full-service travel call centre;
- Online reservation service;
- Travel expense claim service;
- Traveller's reimbursement service;
- Business Intelligence Service;
- Employee Portal;
- Employee traveler service network; and
- Meeting and conference planning.

Further information on this subject may be found at:

http://www.pwgsc.gc.ca/reports/text/rpp_2007-2008_sct3_tbl12_b-e.html

c. Pension Modernization Project

The Government of Canada Pension Modernization Project (GoCPMP) is the renewal of PWGSC's pension administration systems and business processes to enable PWGSC to replace almost 40-year-old technology and 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 multiple other pension plans, such as the Canadian Forces Superannuation (CFSA) and RCMP Superannuation plans. It will also provide information management and access tools that allow expert pension advisors to administer pensions effectively and provide timely, accurate and consistent responses to plan members, employers and administrators. The solution will be a single sustainable system that blends future technologies and industry standard pension administration practices. The substantive cost estimate for the implementation phase of the project is being developed and project completion is planned for early 2012.

Further information on this subject may be found at:

http://www.pwgsc.gc.ca/reports/text/rpp_2007-2008_sct3_tbl12_c-e.html

Table 13: Details on Transfer Payment Programs

(in millions of dollars)

TRANSFER PAYMENTS	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Contributions				
Canadian Standards Association	0.012	-	-	-
Contributions to Argenta Management Authority	1.27	-	-	-
Divestiture of 3 Dams (Laniel, Kipawa and Des Quinze)	44.12	-	-	-
Contributions in support of activities and projects to increase the understanding and appreciation of Canadian identity and to develop social awareness	-	-	-	-
Total Contributions	45.40	-	-	-
Other Payments (Statutory)				
Payment to Municipalities and Other Taxing Authorities	481.03	506.47	516.60	526.93
Recoveries from Custodian Departments	(481.03)	(506.47)	(516.60)	(526.93)
Grants in support of activities and projects to increase the understanding and appreciation of Canadian identity and to develop social awareness	-	-	-	-
Total Other Payments	-	-	-	-
Total Transfer Payments	45.40	-	-	-

Totals may not add up due to rounding.



Table 14: Alternative Service Delivery

Over the next three (3) years, the full potential of the existing ASD contracts will be utilized where appropriate. No new ASD initiatives are planned for the next three years.

Name of ASD Initiative	Current Status	Projected Implementation Date	Contact
Current ASD contract for property management and project delivery services including optional services on a national scale for an inventory of about 2.9 million square metres.	Eight (8) separate contracts, valued at about \$5.4 billion, awarded to SNC Lavalin-ProFac for a term of 4 years with three renewal options for 2 years each.	Contract commencement April 01, 2005	Mark Campbell Director General, Service Transformation Office 819-775-7217 mark.campbell@pwgsc.gc.ca

Table 15: Horizontal Initiatives

a. Government of Canada Marketplace
<p>The Government of Canada Marketplace (GoCM) is a service that allows departments and agencies to find, and produce purchase orders for a wide variety of goods and services through an on-line catalogue. As the orders are printed or downloaded, the GoCM captures and makes available this purchasing information. The GoCM Service is a key enabler of the GoC's Procurement Reform transformation. It supports this initiative through automated and simplified purchasing processes, provision of timely and comprehensive purchasing information, and promotion of standardized purchasing information across the GoC, while maintaining the highest levels of transparency and accountability.</p> <p>Further information on this subject may be found at: http://www.pwgsc.gc.ca/reports/text/rpp_2007-2008_sct3_tbl15_a-e.html</p>
b. Sydney Tar Ponds and Coke Ovens Clean-up Project
<p>The Sydney Tar Ponds and Coke Ovens Clean-up Project is a joint federal-provincial initiative for the remediation of approximately 100 hectares of contaminated material resulting from a century of steel manufacturing in Cape Breton. The project is in support of the federal government's sustainable development initiative, recognizing the environmental, social and economic dimensions of the Sydney area. The project outcomes will result in environmental, economic, and social benefits for Nova Scotians, First Nations communities and all Canadians. Downtown Sydney will have new land to be developed, which will aid in rejuvenation of the economically depressed area. A Memorandum of Agreement describing the management of the project between the Province of Nova Scotia and the federal government was signed in May 2004. A Project Management Committee (PMC), which includes senior representatives from both the federal and provincial governments, was established to oversee all aspects of the project. The total project cost is estimated at \$400 million (federal - \$280 million: Nova Scotia - \$120 million). The project is being delivered through the Sydney Tar Pond Agency (STPA).</p> <p>Further information on this subject may be found at: http://www.pwgsc.gc.ca/reports/text/rpp_2007-2008_sct3_tbl15_b-e.html</p>



Table 16: Sustainable Development Strategy

<p>1. SDS Departmental Goal:</p> <p>Goal 1: Governance for Sustainable Development - Strengthen federal governance and decision making to support sustainable development</p> <p>Goal 2: Sustainable Development and Use of Natural Resources</p> <p>Goal 3: Reduce Greenhouse Gas Emissions</p> <p>Goal 4: Sustainable Communities – Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations</p>		
<p>2. Federal SD Goal including GGO goals (if applicable)</p>	<p>3. Performance Measure from Current SDS</p>	<p>4. Department's Expected Results for 2007-2008</p>
<p>Goal 1 is contributing to federal SD Goal VI (Strengthen federal governance and decision making to support sustainable development) and GGO goal on green procurement.</p>	<p>Goal 1:</p> <ul style="list-style-type: none"> • Degree to which pilot project (managed print solution) is completed. • Quantity of printing equipment PWGSC used. • PWGSC Green Printing Standard approved and communicated, and percentage of PWGSC published documents in compliance with the PWGSC Green Printing Standards. • Percentage of materiel managers, procurement personnel and acquisition card holders who have received green procurement training. • Departmental direction for the implementation of the policy on green procurement approved and procedures and systems established to support monitoring and reporting of departmental direction. • Managed print services contract(s) that includes support for environmental performance management available to departments and agencies. • Sustainable Building Policy and implementation plan approved. • Percentage of existing Crown-owned office buildings that have been assessed under BOMA Go Green Plus. • Percentage of leases respecting the LEED, BOMA requirements or equivalent standards/assessment tools specific to each type of lease. • Number of environmental considerations in the priority CGSB standards routinely used in the GC procurement process and number of environmental considerations recommendations related back to standards committee(s) for inclusion into the priority CGSB standards. • Environmental considerations in departmental procurement review decisions are addressed. 	<p>Goal 1:</p> <ul style="list-style-type: none"> • Organizational structures and processes support meaningful and significant sustainable development objectives.



<p>Goal 2 is contributing to federal SD Goal V (Sustainable Development and Use of Natural Resources)</p> <p>Goal 3 is contributing to federal SD Goal III (Reduce Greenhouse Gas Emissions) and GGO goals on building energy and vehicle fleet</p> <p>Goal 4 is contributing to federal SD Goal IV (Sustainable Communities – Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations)</p>	<ul style="list-style-type: none"> • Number of asset management processes reviewed/number of processes and level of integration in each process. • Approved action plan and/or best practices for feasible opportunities to further enhance the environmental sustainability of its Real Property operations. <p>Goal 2:</p> <ul style="list-style-type: none"> • Percent of strategy for managing electronic waste generated from federal operations implementation. • Number of contracts integrating sustainable development/number of contracts. • Number of projects over \$1 million managing construction, renovation, demolition waste/number of projects over \$1 million. • In relation to the implementation of standardized desktop configurations and associated management practices, reduction in energy consumption and reduction in amount of electronic waste. <p>Goal 3:</p> <ul style="list-style-type: none"> • In PWGSC Crown-owned buildings, percentage of total building energy consumption reduction relative to 2001-2002 in gigajoules and in megajoules/m2. Percentage of greenhouse gas (GHG) emissions reduction relative to 2001-2002 levels. GHG emissions will be measured as kilotonnes, and also as kg/m2 of CO2 equivalent. • In CHCP, percentage of total building energy reduction converted to GHG emissions reduction relative to 2001-2002 GHG levels. Emissions will be measured as kilotonnes, and also as kg/m2 of CO2 equivalent. • Annual average GHG emissions per vehicle kilometre. • Percent of gasoline purchases for federal road vehicles that is ethanol blended. <p>Goal 4:</p> <ul style="list-style-type: none"> • Percentage of the 172 active contaminated sites with a status of either “remediation complete” or “assessed, no action required” as indicated in the FSCI effective June 2009, and completed final prioritized list of PWGSC brownfield sites as found in the CSMP inventory. • Percent hazardous material reduction (reduction in the number of product types) based on statistical sampling. 	<p>Goal 2:</p> <ul style="list-style-type: none"> • Responsible use of natural resources that conserves and protects environmental quality has been promoted. <p>Goal 3:</p> <ul style="list-style-type: none"> • Emissions that contribute to climate change have been mitigated and reduced. <p>Goal 4:</p> <ul style="list-style-type: none"> • Increased environmental quality in communities.
--	--	--



Table 17: Internal Audits and Evaluations

Please note that all audits and evaluations below have been approved for fiscal years 2007 through to 2010.

Name of Internal Audit/Evaluation	Audit Type / Evaluation Type	Status	Expected Completion Date
2007/2008			
Financial Statements of Revolving Funds for the Fiscal Year Ended March 31, 2007: <ul style="list-style-type: none"> • Translation Bureau Revolving Fund • Real Property Disposition Revolving Fund • Consulting & Audit Canada Revolving Fund • Optional Services Revolving Fund • Real Property Services Revolving Fund • Telecommunications and Informatics Common Services Revolving Fund 	Annual Financial Attest Audits	In progress	September 2007
Financial Report of the Administrative Costs Chargeable to the Canada Pension Plan Account for the Year Ended March 31, 2007	Annual Financial Attest Audit	Planned	February 2008
Audit of the Administration of Public Service Pension Plan (Selected Issues)	Assurance	Planned	March 2008
Compliance Audit of Receiver General Settlement System Security Standards	Assurance	Planned	March 2008
Audit Pension Modernization – Project Methodology	Assurance	Planned	March 2008
Audit of Major Crown Projects	Assurance	Planned	March 2008
Audit of Contract Management in Real Property Branch/Acquisitions Branch	Assurance	Planned	March 2008
Audit of Materiel Management	Assurance	Planned	March 2008
SUD Audit of the Financial Systems Transformation Project (SAP/SIGMA)	Assurance	Planned	March 2008
Audit of Cost Management – Corporate Allocation Model (CAM)	Assurance	Planned	March 2008
Audit of Revenue Management Cycle	Assurance	Planned	March 2008
Audit of Environmental Liabilities	Assurance	Planned	March 2008
Audit of Risk Management in HR	Assurance	Planned	March 2008
Audit of Human Resource Branch, Acquisitions Branch and Accounting, Banking and Compensation Branch Succession Planning	Assurance	Planned	March 2008
Audit of Project Management Applicable for Major IT Projects	Assurance	Planned	March 2008
Audit of Configuration Management	Assurance	Planned	March 2008
Audit of Access Management	Assurance	Planned	March 2008
Audit of Designated Properties – Project Management in Parliamentary Precinct	Assurance	Planned	March 2008
Audit of Office Facilities – Leasing and Lease Escalations	Assurance	Planned	March 2008
PWGSC's Vendor Performance Policy	Evaluation Framework	Planned	March 2008
PWGSC's Office of Small and Medium Enterprises (OSME)	Evaluation Framework	Planned	March 2008
PWGSC's Government of Canada Marketplace Initiative	Evaluation Framework	Planned	March 2008
Information Technology Shared Service Organization	Evaluation Framework	Planned	March 2008
Real Property Optional Services	Evaluation Framework	Planned	March 2008
PWGSC's Involvement in the Federal Contaminated Sites Action Plan	Evaluation	Planned	March 2008
New Alternative Form of Delivery (AFD) Initiative for Real Property Services	Evaluation	Planned	March 2008



**Section III –
Supplementary Information**

Publishing and Copyright Programs	Evaluation	Planned	March 2008
PWGSC's Moveable Crown Assets Distribution	Evaluation	Planned	March 2008
Ongoing – Follow-up Audits	Assurance	Planned	March 2008
Arrangements for Risk Management	Support to the Audit Committee	Planned	March 2008
Arrangements for Values and Ethics	Support to the Audit Committee	Planned	March 2008
Integrity of Information of Departmental Reporting (Report on Plans and Priorities and Departmental Performance Report)	Support to the Audit Committee	Planned	March 2008
Office of the Comptroller General - Horizontal Audits	Directed Assurance Audit	Proposed	March 2008
2008/2009			
Financial Statements of Revolving Funds for the Fiscal Year Ended March 31, 2008: <ul style="list-style-type: none"> • Translation Bureau Revolving Fund • Real Property Disposition Revolving Fund • Consulting & Audit Canada Revolving Fund • Optional Services Revolving Fund • Real Property Services Revolving Fund • Telecommunications and Informatics Common Services Revolving Fund 	Annual Financial Attest Audits	Planned	September 2008
Financial Report of the Administrative Costs Chargeable to the Canada Pension Plan Account for the Year Ended March 31, 2008	Annual Financial Attest Audit	Planned	February 2009
2009/2010			
Financial Statements of Revolving Funds for the Fiscal Year Ended March 31, 2009: <ul style="list-style-type: none"> • Translation Bureau Revolving Fund • Real Property Disposition Revolving Fund • Consulting & Audit Canada Revolving Fund • Optional Services Revolving Fund • Real Property Services Revolving Fund • Telecommunications and Informatics Common Services Revolving Fund 	Annual Financial Attest Audits	Planned	September 2009
Financial Report of the Administrative Costs Chargeable to the Canada Pension Plan Account for the Year Ended March 31, 2009	Annual Financial Attest Audit	Planned	February 2010

**Quality Services
Sound Stewardship**





OTHER ITEMS OF INTEREST

Contacts:

Johanne Bélisle
Assistant Deputy Minister
Corporate Services, Policy and Communications Branch
819-956-4056

Mike Hawkes
Chief Financial Officer
Finance Branch
819-956-7226

Related Internet Sites:

Acquisition Services: <http://www.pwgsc.gc.ca/acquisitions>
Business Access Canada: <http://www.contractscanada.gc.ca>
Consulting and Audit Canada: <http://www.cac.gc.ca>
Consulting, Information and Shared Services: <http://www.pwgsc.gc.ca/text/factsheets/cissb-e.html>
Department of Public Works and Government Services Act: <http://laws.justice.gc.ca/en/showtdm/cs/P-38.2>
Federal Accountability Act: http://www.faa-lfi.gc.ca/faq-lfi/faq-lfi00_e.asp
Government of Canada: <http://www.canada.gc.ca>
Information Technology Services: http://www.pwgsc.gc.ca/text/factsheets/info_technology-e.html
Internal Audit and Evaluation: <http://www.pwgsc.gc.ca/aeb/text/toc-e.html>
Office of Greening Government Operations: <http://www.pwgsc.gc.ca/greening>
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>
PWGSC Alternative Forms of Delivery: <http://www.pwgsc.gc.ca/realproperty/afps-afd>
Real Property Services: <http://www.pwgsc.gc.ca/realproperty>
Receiver General: <http://www.pwgsc.gc.ca/recgen>
Small and Medium Enterprises: <http://www.pwgsc.gc.ca/sme>
Speech from the Throne: <http://www.sft-ddt.gc.ca>
Translation Bureau: <http://www.translationbureau.gc.ca>
Treasury Board Secretariat Guide to the Preparation of Part III of the 2007-2008 Estimates: http://www.tbs-sct.gc.ca/rpp/0708/guide/guide_e.asp